

WILTSHIRE PUBLIC SERVICE BOARD

Wednesday 19th October 2011 at 4.30 p.m.

Committee Room 3, County Hall, Trowbridge

AGENDA

1. **Note of the previous meeting and matters arising** (10 mins)
 - **Brigadier Piers Hankinson introduction**
(This will be Brigadier Hankinson's first WPSB meeting since taking over from Brigadier Stephen Hodder in September)
2. **Wiltshire Compact** (15 mins)

Sandie Lewis and Peter Baxter will be attending for this item to give a short verbal update and then WPSB will be asked to 'sign off' the new Wiltshire Compact
3. **MCI Programme** (20 mins)

Alistair Cunningham to update
4. **WPSB Terms of Reference and Update on Thematic Delivery Partnerships (TDPs)** following Wiltshire Co-ordinating Group (Sharon Britton) (15 mins)
5. **Communications Strategy** (15 mins)

Laurie Bell will give an update on joint working on communications
6. **Any Other Business** (15 mins)

WILTSHIRE PUBLIC SERVICE BOARD – PROGRAMME OF MEETINGS

Wednesday 7th December 2011

- **Think Family** (Carolyn Godfrey)
- **Safeguarding Children and Adults** (Carolyn Godfrey)
- **Child Poverty Strategy** development plan and pledge for partner sign up (Alison Bell)
- **Supporting the Wiltshire Economy** (Alistair Cunningham)
- **Public Sector Assets** – Strategic Sites Work Group update (Alistair Cunningham)
- **CCTV update** (Pat Geenty)

Items to be determined:

- **Community Covenants** (Piers Hankinson)
- **Future Health Representation** update (Jeff James)
- **Future Working of the Fire and Rescue Service** – update on progress (Simon Routh-Jones)

Wiltshire Public Service Board

Thursday 7th July 2011

St. John's Parish Centre, Trowbridge

Attendance: Sharon Britton; Alistair Cunningham; Bill Dowling; Diana Fulbrook; Carolyn Godfrey; Robert Hall; Gerry Hamersley; Christopher Hoare; Stephen Hodder; Jeff James; Peter Jones; Andrew Kerr; Brian Moore (Police Rep.); Christine Reid (NHS Wiltshire Rep.); Simon Routh-Jones; Jane Scott; Steve Stone; John Thomson; Jackie Tuckett; Lynne Wootton (Probation Rep.).

Apologies: Paul Aviss; Tony Barron; Di Dale; Craig Fisher; Pat Geenty; Phil Harrison; Steve Hedley.

Jane Scott welcomed everyone and gave a brief introduction about the intentions of this meeting and what we hoped to achieve. She summarised the major changes facing the public sector and its resources. This is an opportunity to refocus the way the Board works, and its supporting partnerships.

What has the Wiltshire Public Service Board achieved?

Sharon Britton gave a presentation and summarised the achievements of the Wiltshire Public Service Board to date, since it was formed in 2008. This is a reminder of those achievements:

- The **Economy** – the Credit Crunch report – Action 4 Wiltshire (£1m)
- **Local Agreement for Wiltshire** – made improvements in 7 areas of ambition
- Reinvested **£1.6m in local priorities**
- **Area Boards**
 - **PRG Scheme** to fund local initiatives (£1.4m) and
 - shaped area boards and championed public sector partner involvement and community engagement
- **Think Family**
- **Safeguarding** children and adults
- Our **Information Sharing Protocol**
- Visits to '**hot spots**' to better understand the issues
- **Military & Civilian Integration Programme**
- **Improved communications**
- **Public confidence**
- **Joined up research & intelligence** (JSNA, JSA)
- **Wiltshire Infrastructure Delivery Board**
- **CCTV**
- **Child poverty**
- **Equality & diversity**
- **Climate change**
- **Domestic abuse**
- **Voluntary and Community Sector** development and new relationships
- *and worked on CAA and LAA (now abolished)*

It is clear that the WPSB does add value and these achievements may not have happened at all or as quickly, if WPSB did not exist.

Each member organisation gave a 10 minute summary of the main changes to their organisation and the likely implications for Wiltshire.

Probation – Diana Fulbrook explained that probation had fewer targets and that national standards are being simplified. There are still a considerable number of Performance Indicators. Professional judgement will be used instead of prescriptive standards and this will be challenging to deliver. Geographically, the country is being split into 6 large areas for the current competition relating to Community Payback so there are concerns about Wiltshire's needs being met, and further competition based on Payment by Results is being developed.

Health – Jeff James summarised the changes to the National Health Service Bill following the government's listening exercise. Legislative process is not yet complete so there may be further changes.

Commissioning decisions will be clinically led and there has been a shift in the balance between collaboration and competition.

PCTs are being clustered together in preparation for the changes.

The arrangements for local commissioning, Health and Wellbeing Boards and Public Health are not yet finalised nationally. Within Wiltshire we are making progress. Good relationships are vital to making this complex transition successful.

Police – Chris Hoare and Brian Moore spoke about the changes resulting in the Police Reform and Social Responsibility Bill. This is making its way through parliament but it is not yet clear if elections of Police and Crime Commissions are to be held in May 2012. A national review of Police Pay and Conditions is underway. There are also changes to the Courts Services and Crown Prosecution Services that will affect Wiltshire.

The Police and Crime Commissioner will hold the budgets for police and community safety.

Further savings are expected from police forces. There are fewer targets being set nationally, and no nationally set requirement for competition. Police forces and authorities are expected to find solutions, and this may include some competition.

Wiltshire Police is working with neighbouring Police Forces. There are opportunities for public sector organisations within Wiltshire to work together more efficiently, e.g. Fleet and Vehicle Maintenance, Asset Management and Information & Analysis. Work on some of these has already started. It is important that we work together on Safeguarding and Public Protection; Youth; and public contact and confidence.

Fire and Rescue – Simon Routh-Jones explained that the regulation governing Fire and Rescue Services had reduced considerably.

The changes give local fire services more scope to decide what is done locally, whilst still meeting the requirements of the Fire Services Act. Savings for the Fire Service are back loaded to years 3 and 4 and Wiltshire is working on transformation to meet the challenges. This will give opportunities for the service to be more integrated into communities and with the council. Nationally and locally, the Fire and Rescue Service is developing its approach and Simon Routh-Jones will bring a paper to WPSB to look at the opportunities and gaps, and the possibilities for joint working.

Wiltshire has a good Control Centre.

ACTION: Simon Routh-Jones will keep the Board updated on progress.

Ministry of Defence – Brigadier Hodder provided an overview of changes in the Military, in particular the impact on Wiltshire. This will be clearer still after 1st September.

The MoD is looking at youth engagement and in Wiltshire, Bemerton Heath cadets had a very successful launch.

Armed Forces covenants are being introduced that will cover how local areas will work together in partnership. This will be discussed at the next MCI meeting and then reported back to WPSB.

ACTION: To be brought back to a future WPSB meeting.

This is Brigadier Hodder's last meeting. He was thanked for the great contribution he has made to Wiltshire and on the Board. He is to be replaced by Brigadier Piers Hankinson.

Wiltshire College – Steve Stone explained that there are significant changes affecting post-19s Further Education. This gives the College greater flexibility in training, which can be tailored to what local people and employers want and will fund.

The College is working with Swindon College and Bath College and there is more collaboration locally. The College is also able to compete over a wider distance as the market place is expanding for different types of courses (e.g. shorter). It looks likely that this will expand for more work with the Higher Education sector. The greater freedoms help to offset the recent reductions in funding.

The Council and College are working well together on Further Education.

Changes are also expected for under 19s education.

Wiltshire Council – Andrew Kerr and Jane Scott summarised the reductions in funding and stated that most of the cuts are already being managed.

They outlined how the Localism Bill will give powers to communities (i.e. community right to buy), and the 'general power of competence' for councils.

The Open Public Services White Paper is due to be published.

It is likely that business rates will become more important locally, linked to economic development. We are awaiting approval on our proposal for a Local Enterprise Partnership.

The National Health Service Bill includes setting up a Health and Wellbeing Board and transferring local Public Health to local government.

JobCentre Plus – Jackie Tuckett explained that advisors now have more autonomy about what they can do for clients, and are able to work more collaboratively with people to help them get back into work. Wiltshire, Dorset and Somerset are in the top 3 for getting people back into work. JobCentre Plus has only 2 targets:

1. Getting people through the system.
2. Getting people back into work.

Homes & Communities Agency – This was Peter Jones' first meeting with the WPSB. He described the priorities of the agency and the focus on regeneration and on affordable rents. Funding is more limited but the new approach provides clearer focus and more flexibility.

The Agency should have a team by September who will work with Wiltshire Council and other partners in more depth.

Natural England – Gerry Hamersley stated that the Natural Environment White Paper had been produced, which summarises the ecosystem approach to resilience. It sets out the vision for Local Nature Partnerships and he will bring more information on this to WPSB as this becomes clearer.

Economy – Alistair Cunningham presented information about Wiltshire's economy and led a discussion on the implications for local people and areas. Wiltshire's economy has suffered more than the South West, but the comparison is not useful as Wiltshire's economy mirrors national economy, rather than the South West. Our economy has recovered a third of its loss in the last year, and some areas are doing well, but others have significant problems. Housing has a big impact on the economy and economic growth needs housing, but there is reluctance in some communities to housing development.

He will circulate a paper that provides information at a community area level.

ACTION: Alistair Cunningham to circulate the paper.

Purpose and future of Wiltshire Public Service Board

The Board reviewed its purpose and membership in the context of the changing role of the public sector and in particular the implications of that for Wiltshire. It agreed that:

- The Board works well and membership of WPSB should remain as it is now. Changes to public sector organisations are expected (eg health, police) and so changes to membership will be considered as these changes become clearer.
- The Board's partnership working has matured since the original terms of reference were set in 2008 and so these should be updated to reflect the close way we work together and our ambitions for working in the future. Priorities will be reflected in our organisational plans rather than be part of a separate Local Agreement for Wiltshire.

From the discussion a **draft** updated terms of reference has been drafted and is shown below. This will be looked at by the Council's communications team to make it more 'public friendly'.

Wiltshire Public Service Board 2011

Purpose: We will work together to deliver efficient services and support that helps Wiltshire people and communities to help themselves and to protect vulnerable people.

Terms of Reference

In challenging times it is even more important for public sector bodies to work together – to be more efficient; to improve our services and support and to make it as easy as possible for Wiltshire people to use our services and to work with us to improve their lives and communities. To achieve this, we will:

- *Have the right people at the table making decisions that commit their organisations to action. These are senior decision makers from statutory public sector bodies that put substantial funding into Wiltshire, and are able to take decisions on behalf of their organisations.*
- *Have a good understanding of the Wiltshire economy, and the impact of this on Wiltshire communities.*
- *Look forward to plan strategically, making use of shared research and intelligence and an understanding of risks, and reflect shared priorities in our organisational plans.*
- *Achieve real outcomes by working strategically and enabling local working.*
- *Improve efficiency and impact by agreeing action and through joint working, commissioning and purchasing, and joint use of public assets.*
- *Support partnerships or other joint working to meet the following needs:*
 - *Children and young people*
 - *Achieve economic growth that is appropriate for Wiltshire's communities*
 - *Safeguarding and public protection*
 - *Community safety, including resilience*
 - *Effective new arrangements for health and wellbeing*
 - *A strategic overview of the environment*
 - *A strategic overview of strong, resilient communities*
- *Work with the voluntary and community sector as part of these partnerships and working groups and encourage volunteering within our services – to achieve better efficiency and results and to engage communities to better shape services to meet their needs.*
- *Achieve greater public awareness and recognition of partnership achievements, and lead our organisations to promote the benefits of partnership working.*

The Board decided to ask the Wiltshire Coordinating Group if it would please make a proposal on the optimum Thematic Delivery Partnership and other cross-agency working arrangements to meet the needs identified above, for consideration at the WPSB meeting in October. WCG should work with others if appropriate. The context for this is:

- The Thematic Delivery Partnerships were designated as such in 2008 to deliver significant action in the three-year Local Agreement for Wiltshire (LAW). This was successful and the LAW ended in March 2011.
- It is now time to consider what delivery partnerships are needed for the next few years. It is important that these arrangements are efficient, focussed and deliver real outcomes, as involvement in partnerships takes capacity that could otherwise be used elsewhere.
- Based on the information papers produced by Thematic Delivery Partnerships for its September meeting, the Board thought that it would be better for Transport and Housing to feed into economic development, rather than be designated as Thematic Delivery Partnerships. It would also like greater clarity about the role and future working of the Resilient Communities Partnership.
- The WPSB recognises that partnership relationships have matured since 2008 and so will reflect agreed priorities in organisational plans, rather than have a separate Local Agreement for Wiltshire. It would expect to strongly influence the work programme and agendas of any supporting partnerships or cross-agency working arrangements.
- Following WPSB's deliberations in October, its proposals will then be opened for wider consultation if the changes to partnership working are significant.

ACTION:

- Andrew Kerr and Sharon Britton will bring WCG's proposals on partnership/cross-agency working to the Board
- Laurie Bell will provide an update on the cross-agency communication group and a communications strategy to the next WPSB.
- Carolyn Godfrey will circulate a briefing on Think Family for WPSB members
- Simon Routh-Jones will bring a paper to WPSB on the future working of the fire and rescue service.

THE Wiltshire COMPACT

2011 and beyond...



Produced by the Wiltshire Compact Board, 2011
www.thewiltshirecompactboard.org.uk

“Working together, better together”

A WELCOME NOTE....

Welcome to your Compact. We are delighted to be able to introduce this 2011 edition of our long-standing set of agreements between the public and voluntary and community sectors in Wiltshire. The launch of this new version for 2011 and beyond could not have been timelier, as we jointly face some of the most difficult challenges for our society.

Wiltshire is in a unique position in facing the next few years so well prepared, with partnership working embedded across our services to the public. Budget efficiencies in all sectors have been, and will continue to be made, whilst innovation, collaboration and co-operation must all be encouraged for the future. This Compact provides the much-needed assurance that we can do this together – talking, listening, planning and above all delivering for the people and places of Wiltshire.

The Wiltshire Assembly has agreed a vision for stronger and more resilient communities, set out in “People, Places and Promises -The Wiltshire Community Plan 2011-2026”. That vision can only be delivered if we all work together, and have the confidence to do so because we have already agreed what is important to us. We commend The Wiltshire Compact to you all.



Jane Scott, OBE
Chair, Wiltshire Public Services Board



Terry Deegan
Chair, Wiltshire Voluntary and Community Sector
Assembly

FOREWORD

On behalf of The Wiltshire Compact Board may I add my own welcome to these pages. I would like to use this space to pay tribute to the many colleagues and partners that have come together to craft this Compact, and to congratulate them on the achievement this represents. There has been compromise and creativity, new insights and understandings – and above all a common wish that everything we do improves the quality of life for everyone else. Wiltshire already has some very special relationships in its ‘family of partnerships’ – now, these can become even stronger as we learn to manage our expectations within The Compact. There is one certainty for the future – that it will be uncertain. The Compact means we can have confidence in taking some bold decisions as we shape the future together.

We really are “Working together, better together”!



Peter Baxter, Independent Chair, The Wiltshire Compact Board

EXECUTIVE SUMMARY

“The Wiltshire Compact: 2011 and beyond...” is a series of agreements reached between public sector and voluntary and community sector organisations across Wiltshire. The agreements are in the form of five publicly-stated promises and a number of additional undertakings given jointly by both sectors and separately by each where relevant.

The Promises and undertakings explain how organisations working as partners will support the development and delivery of services or activities for the benefit of the people of Wiltshire. The Compact has been designed to complement the shared vision set out in “People, Places and Promises – the Wiltshire Community Plan 2011-2026”. The Compact Promises are that:

- 1 We will work together to make the most efficient and effective use of our available funding resources to deliver the best outcomes for the people of Wiltshire;**
- 2 We will work together as partners to build stronger and more resilient communities;**
- 3 We will work together for, and with, the people of Wiltshire, listening to, talking with and involving as many as practicable in shaping and reviewing outcomes for our communities and service users;**
- 4 We will promote, support and encourage the work of community groups and volunteering in Wiltshire;**
- 5 We will recognise and promote the importance of equality, diversity and human rights to ensure an inclusive approach in the creation of stronger, more resilient communities.**

The Compact gives all partners confidence in approaching working relationships with each other, secure in the knowledge that there are agreed protocols for managing otherwise difficult situations such as consultation and the allocation of funding, as well as the monitoring of performance. There are also agreements on the support available for the promotion of volunteering, and expectations with regard to equalities and inclusion, for example.

The Wiltshire Compact has been completely re-drafted from its original form published in 2005, and is supported by a new website at www.thewiltshirecompact.org.uk where reference can also be made to the National Compact and the South West Regional Compact, although this local Compact is designed to be self-standing. Reference should also be made to guidance issued to Best Value Authorities by Government, which has statutory force.

The Compact has been drawn up by The Wiltshire Compact Board, consisting of senior officers of the public services and Chief Officer/Assistant Chief Executives of the infrastructure organisations supporting the Voluntary and Community Sector. The content has been widely publicised through public service management teams, the Wiltshire Public Service Board, Town and Parish Councils, the Resilient Communities Partnership, the Wiltshire Voluntary and Community Sector Assembly, and each of the new Voluntary and Community Sector Forum Networks, as well as going through a period of formal consultation hosted on the Compact website.

The Board is led by an Independent Chair who is able to monitor the Compact arrangements and advise partners in managing their relationships whilst remaining Compact compliant, and intervening should a problem occur. The Board will review its performance annually, and remains accountable to The Wiltshire Assembly, as the Local Strategic Partnership. For practical purposes the Chair retains links with The Resilient Communities Partnership, and attends each of Wiltshire Council’s internal Voluntary and Community Sector Corporate Working Group meetings (as the largest public funder), and each of the Voluntary and Community Sector Forum Network sessions to talk and listen to those organisations directly.

THE WILTSHIRE COMPACT

2011 and beyond....

INTRODUCTION

What is The Wiltshire Compact?

The Wiltshire Compact is an agreement between local public sector bodies and organisations of the voluntary and community sector to support and improve partnership working between the sectors. It is also a model for relations between organisations in the same sector. We, the members and representatives of both sectors, have made **FIVE PROMISES** to underpin this Agreement, which cover the following areas:



Funding and performance management

Working with partners

Consulting, engaging and involving

Community groups and volunteering

Equalities

The Wiltshire Compact, and the Promises it makes, are therefore a series of joint undertakings for members of each sector. It also contains a series of specific undertakings, which taken together make a positive impact on both day-to-day partnership working in the county and support the delivery of “People, Places and Promises – the Wiltshire Community Plan 2011-2026”. The Compact will also support the Thematic Plans that are designed to deliver those objectives, as well as provide a foundation for meeting obligations set out in guidance issued to Best Value Authorities by Government, which has statutory force.

(See www.communities.gov.uk/publications/localgovernment/bestvaluestatguidance)

In this context, the term “undertaking” commits us to use our best endeavours, having assessed the available resources, in working towards the principle or action in question.

What is The Wiltshire Compact for?

The Compact sets out a framework within which positive, effective, working relationships can be developed by:

- Recognising and building on those things we already do well together;
- Setting standards and making clear commitments about the ways we will work with each other;
- Creating an environment of mutual trust and respect which allows us to take full advantage of new opportunities for partnership working.

The principles set out in The Wiltshire Compact underpin the relationship between us in all areas. In particular the Promises will further develop the ‘Wiltshire way of working’ across the family of partnerships.

CONTEXT

Where are we now?

“**People, Places and Promises – the Wiltshire Community Plan 2011-2026**” sets out the vision for Wiltshire, which is to build stronger and more resilient communities, with greater localism lying at their heart. We want to encourage and support communities to take the initiative to strengthen their ability to deal with local challenges and issues in creative ways which are tailored to their unique circumstances.

Our communities give us a sense of well-being and belonging. Strong communities can cope with changing and challenging circumstances and they will often find their own solutions to many of the problems they face. These communities require less intervention from public services, which is not only good for people, but reduces the pressure on increasingly scarce public resources. This is particularly important given government’s overriding priority to make substantial savings and reduce the national deficit.

Greater localism means decision making being devolved, and the design and delivery of services together being influenced by what local people need and want in their local place. To achieve this, public and voluntary and community sector agencies work together to design, commission, resource and deliver those services.

There is much that is already good about the way the two sectors work together, and within themselves, across a diverse range of issues facing change in our civil society.

A great deal of voluntary and community sector activity within the county is funded by the public sector, which is further testament to the strong record of partnership working between the sectors. However, some obstacles and imbalances still exist:

- Existing funding processes do not always allow voluntary and community groups to plan ahead;
- Some voluntary and community groups find it difficult to influence policy development;
- The value of the contribution made by volunteers is not always recognised;
- Some parts of the voluntary and community sector find it more difficult to access the support that they need;
- Organisations do not always do all they can to avoid duplication and to work together;
- Standards of governance and accountability within parts of the voluntary and community sector need support for improvement and consistency to be achieved-;
- Public sector bodies are not always as clear as they could be about funding priorities;
- The two sectors do not always communicate with each other as much or as well as they could.



RATIONALE

What difference will The Wiltshire Compact make?

The Compact aims to make improvements to the way the two sectors work together, and within themselves. We will begin this process by making clear, explicit commitments about the expectations that partners can have when dealing with each other.

In time, this will enable us to tackle the obstacles identified above and work towards:

- Simpler funding processes;
- Meaningful and inclusive consultation processes;
- Wider involvement in more areas of public life;
- Co-operation and less duplication across all statutory and voluntary and community organisations;
- Informed decision-making resulting in better and more appropriate services for the people of Wiltshire;
- Support, encouragement and promotion of volunteering.

OUR SHARED VISION AND PRINCIPLES

“People, Places and Promises – the Wiltshire Community Plan 2011-2026” provides the vision for building stronger and more resilient communities. The partners to The Wiltshire Compact acknowledge the Plan’s statement that the essential ingredients in fostering stronger communities are:

People, who:

- participate in volunteering and are active in their community;
- feel valued and able to achieve their potential;
- are not disadvantaged;
- actively manage their health, including eating sensibly, keeping their weight at an optimal level, and participating in physical activity;
- have a high confidence and trust in public services;
- are motivated to adopt more sustainable lifestyles.

Places:

- with access to resources in the widest sense – people with skills, community facilities, and finance;
- where the balance between housing, employment and services is optimal;
- where businesses can recruit, expand and be competitive;
- that work to protect and enhance the natural environment.

Agencies, that:

- work together with communities and encourage local decision making through devolved powers;
- focus on providing support, rather than creating dependency.



The Principles that we share:

In drawing up this Compact to work together toward Wiltshire's vision of strong and resilient communities, we agree there are a number of shared Principles, or common beliefs:

- The public and voluntary and community sectors affirm each other's complementary and distinct roles in identifying and meeting the diverse needs of local people, and recognise the value and efficiency of working in partnership towards common aims and objectives;
- Voluntary and community action plays an essential part in Wiltshire. It enables local people to play a full and active part in vibrant community life, promoting inclusion and representation for disadvantaged groups and communities;
- An independent and diverse voluntary and community sector is vital to the well-being and resilience of communities in Wiltshire;
- Voluntary and community groups are entitled to campaign within the law, using robust evidence, in order to advance their aims;
- In the joint development and delivery of public policy and services, the public sector and the voluntary and community sector have distinct lines of responsibility and accountability;
- The voluntary and community sector is ideally placed to harness the knowledge and energy of local people and empower them to develop their own solutions to meeting their needs;
- Local people and groups have a right to be involved in shaping the decisions that affect their lives. Meaningful and inclusive consultation builds relationships and empowerment in a thriving civil society, improving the services we deliver;
- Whilst the public sector and the voluntary and community sector have different forms of accountability and are answerable to a different range of stakeholders, both are committed to integrity, respect, openness, fairness and objectivity in their work together.



“For Wiltshire to continue to be an excellent place in which to live, work and visit, we must work together. This will be the true test of our resilience.” (The Wiltshire Community Plan 2011-2026)

To fulfil these principles this Compact is underpinned by **FIVE PROMISES:**

- 1 We will work together to make the most efficient and effective use of our available funding resources to deliver the best outcomes for the people of Wiltshire;**
- 2 We will work together as partners to build stronger and more resilient communities;**
- 3 We will work together for, and with, the people of Wiltshire, listening to, talking with and involving as many as practicable in shaping and reviewing outcomes for our communities and service users;**
- 4 We will promote, support and encourage the work of community groups and volunteering in Wiltshire;**
- 5 We will recognise and promote the importance of equality, diversity and human rights to ensure an inclusive approach in the creation of stronger, more resilient communities.**

Our Promises are collectively intended to deliver these undertakings:

We all jointly undertake to:

- Promote and develop effective working relationships, consistency of approach and good practice between different public sector bodies and the voluntary and community sector, particularly where issues involve more than one agency;
- Foster a greater understanding and empathy for the respective roles and responsibilities of the sectors and the organisations within them;
- Support the building of capacity in the voluntary and community sector, enabling it to fulfil its strategic role and challenging imbalances of power;
- Implement and champion The Wiltshire Compact at all levels within our agencies or organisations;
- Appoint and train a Compact champion in each organisation, or within departments of larger organisations, to ensure that The Compact is implemented and monitored;
- Promote the adoption of The Compact to other local public bodies and voluntary and community organisations that are not yet signed up to The Wiltshire Compact;
- Respect protocols in the sharing of confidential information;
- Whilst seeking at all times to avoid an escalation of disagreements, partners will co-operate in a process of mediation to resolve compliance disputes that may arise from time to time;
- Assist the annual review of the operation of The Wiltshire Compact.

The Wiltshire Compact voluntary and community sector partners undertake to:

- Maintain and promote high standards of governance, compliance and accountability to meet their obligations to funders, service users, staff and volunteers;
- Recognise the desirability for sustainable business practice to be reflected in funding bids;
- Develop and implement quality standards and performance management processes appropriate and proportional to the organisation, respecting the need for monitoring when in receipt of funding from public sector organisations;
- Seek to ensure that service users, members, volunteers and supporters are informed and consulted as widely as possible before presenting a case, or responding to consultations, and to represent their views objectively and accurately;
- Where appropriate, seek to actively involve service users, staff and volunteers in the development and management of activities and services.

The Wiltshire Compact public sector partners undertake to:

- Recognise the right of the voluntary and community sector, and organisations within it, to determine and manage their own affairs;
- Recognise and respect the independence of the voluntary and community sector, including its right within the law to campaign, to lobby and to comment on public policy (whatever its funding or other relationship with the public sector and based upon robust evidence);
- Promote the need for sustainable business practice when managing funding bids;
- Work towards greater transparency, equity and consistency in all funding allocated to the voluntary and community sector;
- Support and encourage the voluntary and community sector in taking full advantage of other appropriate external funding opportunities;
- Consult the voluntary and community sector on issues that are likely to affect it, in a timely and appropriate way, taking account of the specific needs of, and impact upon, those parts of the sector that represent groups who are at risk of being excluded;
- Adhere to the principles of open government (which seeks to ensure that wherever possible decisions and findings are made public and explained).

OUR FIVE PROMISES

Funding and Performance Management – our Promise:

We will work together to make the most efficient and effective use of our available funding resources to deliver the best outcomes for the people of Wiltshire.



This Promise requires policy and procedures that drive sound funding decisions to support quality services. It will also encourage and promote high standards of governance, compliance and accountability to meet partners' obligations to service users, funders, staff and volunteers and should avoid the need for 'financial surprises'.

The key to effective use of funding resources, whether making/receiving small grants or investing in support capacity, or commissioning major services, is the management of good relationships, with effort required by all sides.

In making this Promise, we acknowledge that the key principles are:

- that funders are accountable for public funds and must work within public policy, central government direction, financial and procurement regulations;
- that voluntary and community sector organisations can act as advocates for communities with needs, which can assist the public sector design of a commissioning process;
- that processes to access funding are proportionate, taking into account the value of the money to be awarded;
- that funding is awarded via consistently applied processes which are clear, open and equitable and which clearly explain the outcomes to be delivered;
- that after review, the de-commissioning of services, or reductions in funding, services or activities, may be necessary from time to time and that these situations will be managed within the spirit and principles of The Compact;
- that strategic decisions to alter levels of funding to the voluntary and community sector can have a de-stabilising effect, and must be carefully managed and communicated;
- a respect for the voluntary and community sector's independence and its lawful right to speak out on behalf of its members and service users, on the basis of robust evidence, irrespective of any funding relationships which may exist;
- clear monitoring and evaluation to evidence the difference that received funding has made to the people of Wiltshire.

Voluntary and Community Sector Undertakings:

The Wiltshire Compact voluntary and community sector partners undertake to:

- seek to create a mix of funding sources, and use good risk management principles that include a financial reserves policy;
- where proportionate to do so, develop business plans to ensure the sustainability of their organisation and its services which may include collaboration or consortia arrangements with other organisations;
- recognise and prepare for some funding and some projects that will be time-limited;
- provide clear monitoring and evaluation information which shows the return on a public sector agency's investment in an agreed format proportional in scope to the investment made;
- establish the added value that they provide including recognition of an equivalent monetary value to volunteering.

Public Sector Undertakings:

The Wiltshire Compact public sector partners undertake to:

- work to a published funding framework that is corporately agreed across their organisation when working with voluntary and community sector organisations,
- provide timely information to the voluntary and community sector about changing public policy, development of new service outcomes, and related funding opportunities, allowing sufficient time for bids or tenders to be prepared;
- maximise the opportunities for small voluntary and/or community groups to engage in delivery of public services, whilst acting within procurement law;
- acknowledge that voluntary organisations have the right to use the full cost recovery process, but may choose not to do so;
- provide, wherever possible, at least three- year funding agreements, recognising that this improves confidence and sustainability;
- commence a 12 week period of consultation (or less by mutual consent) if funding is to be reduced, that will at the point of launch, publish the criteria and revised outcomes upon which a decision will be made. During the consultation period, an Impact Assessment, including that on Equalities, will be jointly undertaken with voluntary and community sector representation detailing the effects on affected communities or service users;
- review consultation feedback before deciding to proceed;
- follow the consultation review, if proceeding, with a three month period of formal notice with continuing dialogue that gives sufficient financial information to the affected organisation upon which to base management action (such as 'risk of redundancy notice' to staff, or re-direction of services or resources);
- ensure payment of grants and contract fees within agreed timescales and where possible and appropriate pay grants in advance rather than in arrears;
- request monitoring information that is proportionate and that will evidence not only outcomes but experiences of the whole commissioning cycle.

Working with partners – our Promise:



We will work together as partners to build stronger and more resilient communities.

This Promise should make a positive impact on the relationship between the public sector and the voluntary and community sector and their joint commitment to establishing effective partnership working where appropriate. It aims to set a framework for:

- Understanding how to be effective when working with partners;
- Encouraging good practice in managing relationships with partners;
- Enabling inclusion and full participation.

In making this Promise, we acknowledge that:

Being ‘Better Together’ to make a difference means the voluntary and community sector and the public sector working together in a way that adds value to, and improves the effectiveness of, service delivery. In particular, when considering a partnership, we agree that there should be:

- Active agreement that one is necessary;
- A shared, clear and defined purpose;
- Confidence in the commitments, capacity and actions of different partners;
- Commitment and the capacity to achieving the best outcomes for end users;
- Leadership by respected individuals;
- A clear and open decision-making process;
- Development of a shared vision of what might be achieved;
- Time to build the partnership;
- Shared or overlapping agendas;
- Good communication between partners;
- Effective partnership management.

Joint Undertakings:

We all undertake to:

- Identify common needs, goals and shared priorities which will be effectively addressed through working together as partners;
- Develop and be part of partnerships where they can add value to existing work arrangements;
- Review the effectiveness of partnerships on a regular basis and if necessary agree a way forward to improve effectiveness or end the partnership;
- Develop open and representative processes and structures;
- Understand what available resources are needed for a partnership to achieve planned outcomes;
- Promote inclusion and ensure that the needs and views of as many and as diverse a range of people as possible are considered by partners together;
- Recognise the value of specific skills and expertise in all sectors;

- Be clear about organisational interests and recognise the limits and boundaries of participating partners or their representatives;
- Provide for induction of new partners and representatives including awareness and the implications of The Wiltshire Compact and its Promises;
- Ensure each partner is clear about their role and the commitments involved;
- Ensure that the role of staff members and volunteers in representing organisations working together as partners, or in partnerships, is fully recognised within their job roles and supported by their employing or sponsoring organisation (including identified training and development);
- Be clear whose responsibility it is to ensure sound organisation, management and appropriate resourcing of a partnership including:
 - Clear Terms of Reference for a partnership including clarity on where it is positioned within a wider partnership structure;
 - Clear and agreed administrative and secretariat function;
 - Strategic Plan with outcomes;
 - Communication and Involvement Strategy;
 - Action planning;
 - Performance management and reporting;
 - Accessible meetings;
 - Costs of participation and representation.
- Identify clearly the role of the Chair, and ensure this person is able to encourage the involvement and participation of all involved;
- Accept ownership for decisions made by the partnership and their promotion;
- Use the representative structures and processes of the voluntary and community sector to identify and encourage sector involvement in policy development and delivery design at the earliest practicable stage.

Voluntary and Community Sector Undertakings:

The Wiltshire Compact voluntary and community sector partners undertake to:

- Ensure voluntary and community sector representatives consult and represent the wider views of the sector in an inclusive and accessible way;
- Respect and work to support the statutory frameworks (including monitoring) within which the public sector operates.
- Ensure that issues concerning voluntary and community sector funding are raised only when directly relevant to the partnership's current business to hand.

Public Sector Undertakings:

The Wiltshire Compact public sector partners undertake to:

- Recognise and value the skills, knowledge and expertise that voluntary and community sector organisations bring as partners;
- Recognise that voluntary and community sector organisations have a strategic as well as a service delivery role;
- Where relevant, identify an accountable body for performance and/or the acceptance of risk if not to be equally shared amongst partners;
- Be clear whether it is a voluntary and community sector advisor, representative or organisation in their own right that is being requested to participate as a partner.

Consulting, engaging and involving – our Promise:

We will work together for, and with, the people of Wiltshire, listening to, talking with and involving as many as practicable in shaping and reviewing outcomes for our communities and service users.



In making this Promise, we acknowledge:

- the expertise of the voluntary and community sector in harnessing the knowledge and energy of local people and how, by working together, we can bring about better results for all.
- that by engaging people in a timely manner and giving them ownership of a process, both sectors can maximise effectiveness in shaping services, whilst enhancing trust, working relationships and healthy partnerships.

How we communicate and how we consult with one another is a vital part of how we work effectively together. This Promise is an agreement between us about how we will work to consult, involve and engage with each other and our communities.

For the voluntary and community sector, consultation presents an opportunity to bring its knowledge, experience and expertise to bear on policy and services on behalf of the people and causes it works for. The sector will be able to influence the design and delivery of services to people and communities in Wiltshire confident in a framework that facilitates inclusive representation and consultation.

The public sector will engage with the voluntary and community sector in a range of appropriate partnership areas such as: involvement, representation and voice; developing policy and putting it into practice; strategy and forward planning; funding; charges and fees; service development and changes; new services; performance monitoring and evaluation of services.

Involvement covers lots of different activities. The degree of involvement will be proportionate and take into account the breadth and depth of impact on both sectors and our communities.

Joint undertakings:

We all undertake to:

- Respect the confidentiality of information, observing relevant confidentiality and data protection policies and legislation;
- Ensure any involvement activities are inclusive, taking account of the needs and interests of all communities, in line with our Equalities Promise;
- Prepare consultation documents that are appropriate to the audience and which seek to support and enable individuals and organisations who wish to be engaged irrespective of experience and knowledge;
- Support the development of mechanisms to enable inclusion;
- Establish a way of reviewing and evaluating involvement activities;
- Recognise that communication is a two-way process and means listening as well as talking;
- Share significant changes or progress so that partner agencies are not taken by surprise.

Voluntary and Community Sector undertakings:

The Wiltshire Compact voluntary and community sector partners undertake to:

- Pursue recognised good practise amongst its members in its representational work, ensuring representation and voice is effective;
- Include members, service users and stakeholders in any involvement activities, such as sharing information or consulting with them;
- Ensure communication structures for liaison and representation are fully utilised;
- Recognise the limits of its own influence;
- Differentiate between the voluntary and community sector organisation's role in representing an interest group and its role as a service provider. To identify issues for the organisation as a service provider separately from issues affecting members or users;
- Report the views represented fairly and accurately;

Public sector undertakings:

The Wiltshire Compact public sector partners undertake to:

- Consult and involve the voluntary and community sector in a timely and planned way on issues, whether national, regional, or local, that are likely to affect it at the earliest stage of policy development;
- Involve the voluntary and community sector in planning, delivering and reviewing their services;
- Choose a method of involvement with the voluntary and community sector that is relevant and appropriate to the issues and that enables a meaningful response;
- Take account of financial constraints on the voluntary and community sector in being involved;
- Give consultees enough information and time to respond – a standard period of 12 weeks. Shorter periods may be required but these instances will be kept to an absolute minimum;
- Ensure that where the standard consultation period cannot be met, all documents will specify why a shorter time has been set;
- Provide timely feedback following involvement, and be willing to change proposals as a result of what has been learned;
- Be clear about the remit and scope of involvement, the process involved, and the method required to influence the outcomes;
- Involve all relevant voluntary and community groups through representation structures using infrastructure support groups to reach the widest range of individuals and community groups.



Community groups and volunteering – our Promise:

We will promote, support and encourage the work of community groups and volunteering in Wiltshire.

In making this Promise, we acknowledge that:

- Community groups and volunteers in Wiltshire enjoy providing a diverse variety of services and activities for local people, that can improve quality of life and life chances in local neighbourhoods;
- In addition to community groups, volunteers can be found in larger voluntary organisations and in the public sector;
- Community groups are generally well placed to understand the needs of local people;
- Community groups can play a range of different roles including:
 - providing a voice and advocacy for residents and local service users;
 - building relationships, networks and participation in local communities;
 - providing self-help and mutual support to build stronger and more resilient communities;
 - delivering services, often locally and informally, based on their assessment of community need;
- Developing the capacity of community groups and encouraging/enabling volunteering is beneficial for everyone;
- Community groups and volunteers can provide real value for money;
- Community groups are independent and respond to local needs. This means they do not necessarily need to have relationships with the public sector;
- Community groups and volunteers in Wiltshire operate in a county where rurality presents specific issues and challenges.
- Volunteering builds skills and experience, enabling people to give back to their community of interest, enhances employability and creates employment. It promotes social inclusion and contributes to the building of community networks and participation. High levels of volunteering are therefore indicators of healthy and active communities;
- Anyone can volunteer; they may already be employees coming forward from any sector who are willing to give their time, skills and experience to their communities.

Joint Undertakings:

We all undertake to:

- work together to develop a modern and dynamic support structure to promote volunteering and support good practice, recognising the benefits of effective working relationships and consistency of approach;
- take account of needs when recruiting volunteers or designing and delivering our services;
- widen the public and commercial interest in volunteering by improving the profile, status and range of volunteer activities;
- celebrate the contributions volunteers make;
- ensure volunteers are brought into policy-making consultation processes;
- recognise and overcome barriers to volunteering;
- recognise that volunteering opportunities complement rather than replace the role of paid staff and ensure that organisations' policies and working practices reflect this.

Voluntary and Community Sector undertakings:

The Wiltshire Compact voluntary and community sector partners undertake to:

- Recognise the importance of excellent management of volunteers, which will require allocation of resources. Those who recruit, induct and manage volunteers should have this work recognised as part of their job descriptions or work plans and receive appropriate training and support;
- Ensure that volunteers are treated fairly, with training and support, and have their appropriate expenses paid in advance;
- Support and enable qualification in, or accreditation of, skills acquired through volunteering;
- Assist potential volunteers from all parts of society to find volunteering opportunities that fit their needs, interests and abilities.
- Encourage community groups to:
 - o Be clear and open about what a group stands for, the community they speak for, and the difference the group can make;
 - o Actively involve the community and other organisations in their work;
 - o Work in an open and transparent way, giving consideration to how people can join in their work and come to meetings;
 - o Promote local decision making;
 - o Consider need when recruiting volunteers or designing and delivering their services;
 - o Take advantage of appropriate training and development opportunities.

Public Sector undertakings:

The Wiltshire Compact public sector partners undertake to:

- Support community groups, encouraging them to flourish and thrive;
- Listen and respond to the advocacy that community groups provide;
- Recognise the value and benefits that volunteers bring to communities;
- Celebrate volunteering achievements;
- Encourage their staff to recognise the benefits of including the voluntary and community sector in the design of policy and services;
- Encourage their staff to recognise the benefits of participating in volunteering themselves;
- Work with the voluntary and community sector and private sector to consistently promote, support and develop volunteering across the county;

COMMUNITY GROUPS

In every neighbourhood, people come together to form groups. Whether they want to clean up their local street, provide support for local people with health problems, set up a football team, or celebrate a community festival, these groups are at the heart of our communities. As there are so many types of community group involved in countless different activities, it is difficult to classify or label them. So we don't attempt to be too prescriptive about exactly what community groups are. Instead below is a list of some of the characteristics of community groups, which can help you to identify them and understand how they are different from other types of voluntary organisation:

Community groups tend to:

- Have come together because of a shared interest or aspiration;
- Have little or no financial income;
- Have an informal structure;
- Be led by members and volunteers;
- Be based in a neighbourhood or community rather than a wider area;
- Provide informal services to communities.

Some examples of types of community group are:

- Self-help groups, networks and forums that bring together people who have something in common, and offer advice and support to each other;
- Residents' associations and other groups of people who come together to improve their street or neighbourhood;
- Faith groups that organise religious activities and community and social events;
- Sports clubs and music groups;
- Committees that organise local community events and festivals;
- Groups of people who meet regularly to socialise and enjoy shared activities, such as youth and retirement clubs, lunch clubs and mother and toddler groups;
- Groups that form for a short period to campaign on a local issue like traffic problems.

There are far more community groups in existence than other types of voluntary organisations.

VOLUNTEERING

Volunteering has been described as an important expression of citizenship and essential to democracy. Volunteers commit their time and energy, for the benefit of society and the community. It is a substantial social investment that creates social capital and is a vital part of active citizenship, making a major contribution to raising the quality of life. Volunteering can take many forms; is undertaken freely and by choice, without concern for financial gain; and is underpinned by five key principles:

- **Choice** – Volunteering is a choice made freely by each individual. Whilst volunteering is not a contractual agreement, it does involve rights and responsibilities.
- **Diversity** – Volunteering should be open to all. Implementing equalities policies and schemes, and a welcoming approach are fundamental to support diversity.
- **Mutual Benefit** – Volunteers offer their contribution unwaged but should gain in other ways in return for their contribution to the community.
- **Recognition** – There is explicit recognition of the value of the contribution made by volunteers to an organisation, community, the economy and to society and wider social objectives.
- **Support** – Good support, management and training of volunteers are an essential part of volunteering.

Volunteering managers may wish to explore the opportunities for accrediting their work through the Investing in Volunteering award – see <http://iiv.investinginvolunteers.org.uk/>

More information is available from:

- DEVELOP, providing the GROW project and 'Equal Chances, Better Lives' service: www.developecs.org.uk and www.ecbl.org.uk
- The Volunteer Centre www.volunteercentrewiltshire.org.uk
- Wessex Community Action www.wessexcommunityaction.org.uk
- The Wiltshire Infrastructure Consortium www.wsic.org.uk
- Community First www.communityfirst.org.uk
- Do-it www.do-it.org.uk
- Volunteering England www.volunteering.org.uk
- The National Association for Voluntary and Community Action www.navca.org.uk
- The National Council for Voluntary Organisations www.ncvo-vol.org.uk

Equalities – our Promise:

We will recognise and promote the importance of equality, diversity and human rights to ensure an inclusive approach in the creation of stronger, more resilient communities.



We recognise that everyone is different. The Compact seeks to recognise and appreciate the value of diversity that exists in Wiltshire and in our society generally, aiming specifically to promote the inclusion of groups and individuals within our communities that are under-represented, disadvantaged or excluded.

The organisations signed up to the Wiltshire Compact work together to address issues such as rural and social isolation and socio-economic disadvantage. This Promise supports opportunities for as many people as possible within Wiltshire to be involved in the work of our organisations and in their communities. It includes signposts to other resources which provide advice or guidance on meeting the needs of people, including those with protected characteristics according to the Equality Act 2010. These are:

- age
- disability
- race
- sex
- sexual orientation
- pregnancy and maternity
- gender reassignment / transgender
- marriage or civil partnership status
- religion or belief

JOINT UNDERTAKINGS

We all undertake to:

- work to foster good relations within and between communities and people;
- include equality and diversity as a key requirement in all new policy development. We will demonstrate that we have done this by providing evidence of:
 - accessible services and activities;
 - trained staff and volunteers;
 - involvement of disadvantaged groups in planning at the earliest opportunity;
- talk to as many and as diverse a range of people as possible;
- ensure that equality and diversity is taken into consideration when funding agreements are developed;
- conduct equality impact assessments - and then take action in any areas which are shown to need further development – to continually improve access to services and activities;
- support under-represented, disadvantaged or excluded groups or individuals;
- promote fair employment practices in recruitment, selection, retention, management, training and development and introduce employment monitoring mechanisms which can measure these;
- ensure compliance with up-to-date legislation, and to promote good practice that goes beyond minimum legal requirements (taking account of limited resources where necessary);
- specifically and actively promote and encourage ongoing partnership links in order to share training/resources/expertise where appropriate;
- promote community cohesion by celebrating equality and diversity.

POLICIES AND LEGISLATION

This Promise links to existing laws and ways of working and should be used in conjunction with any other guidance available for the promotion of equality and diversity. Partner organisations should be aware of their responsibilities under both United Kingdom and European legislation on equalities and human rights issues. Each organisation will have its own policies and procedures regarding equalities that comply with the relevant legislation.

In addition, from April 2011 the public sector has to comply with the new public sector equality duty.

USEFUL INFORMATION

- 'Equal Chances, Better Lives' at www.ecbl.org.uk;
 - The Equalities Framework for Local Government at www.idea.gov.uk/idk/core/page.do?pageId=9491107;
 - The Equalities Framework for the NHS 'The Vital Connection' at http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4007652;
 - The Equalities Framework for fire services at <http://www.idea.gov.uk/idk/core/page.do?pageId=10499684>;
 - The Equality Standard for police services at <http://www.npia.police.uk/en/11975.htm>;
 - The Equalities Standard, from Equalities South West at www.equalitysouthwest.org.uk/home;
 - Extensive communication toolkits and case studies available at www.idea-knowledge.gov.uk;
 - Government Equalities Office and Equality & Human Rights Commission guidance on the Equality Act 2010:
http://www.equalities.gov.uk/equality_act_2010/equality_act_2010_what_do_i_n.aspx
<http://www.equalityhumanrights.com/advice-and-guidance/guidance-equality-act-2010/equality-act-2010-guidance/>
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REVIEWING THE OPERATION OF THE WILTSHIRE COMPACT ANNUALLY

The Wiltshire Compact provides a framework to help us, and the wider family of partnerships, work together more effectively. As our work continues and evolves, it follows that The Compact itself will need to evolve, taking account of improvements in our relationships and the changing partnership environment in which we all operate.

Each year The Wiltshire Compact Board will initiate its own review of The Compact, assessing monitoring, compliance and outcomes over the term, and looking ahead to new issues that will inevitably face all our partners. Fulfilling its accountability to The Wiltshire Assembly, as the Local Strategic Partnership, the review will:

- Examine the operation of The Wiltshire Compact and the Promises made;
- Assess whether all partners are complying with Compact undertakings;
- Agree an annual action plan, which sets milestones for the further development of The Compact, the technical content of the Promises and undertakings, and their implementation;
- Evaluate the difference that The Compact is making in Wiltshire;
- Publish a report on its findings.



THE WILTSHIRE COMPACT: 2011 AND BEYOND...

The Wiltshire Compact and Promises have been developed by the multi-sector Wiltshire Compact Board involving all the public sector agencies and infrastructure support organisations, with an Independent Chair.

The Voluntary and Community Sector comprises an extremely broad and diverse range of groups and organisations, from national and international charities employing large numbers of staff to small neighbourhood-based groups run entirely by volunteers. The voluntary and community sector represents the voices of many different sections of society, including service users, and is an important partner in both strategic planning and service provision. It is thought there may be as many as 7800 such organisations in Wiltshire, including over 2675 registered charities.

The Public Sector is made up of local statutory agencies: Wiltshire Council, Town & Parish Councils, NHS Wiltshire, Wiltshire Police, Wiltshire Fire & Rescue Service and The Wiltshire Probation Trust.

This document can also be made available in different formats or languages by request.

Please contact us for more information:

You can visit us at: www.thewiltshirecompact.org.uk

or call: The Compact Board Chair, Peter Baxter, on 01380 816183 or 07734 483883, or email: compactchair@sky.com



WPSB Terms of Reference and Update on Thematic Delivery Partnerships

Introduction

1. At our meeting in July, you reviewed the Terms of Reference and membership of this Board and asked that a revised text be drafted. You also asked the Wiltshire Coordinating Group to make a proposal on the optimum arrangements for Thematic Delivery Partnerships and other cross-agency working to meet the following needs:
 - Children and young people
 - Achieve economic growth that is appropriate for Wiltshire's communities
 - Safeguarding and public protection
 - Community safety, including resilience
 - Effective new arrangements for health and wellbeing
 - A strategic overview of the environment
 - A strategic overview of strong, resilient communities

Main considerations for the Board

2. This paper shows:
 - The draft updated Terms of Reference for the Wiltshire Public Service Board.
The Board is asked whether it wishes to make further changes. Once confirmed, the text will be looked at by Communications to draft a 'public-friendly' version.
 - The approach suggested by the Wiltshire Coordinating Group, based on the minutes of its meeting of 14th July 2011. The paper also provides clarification of the preferred future role of the Resilient Communities Partnership, based on a meeting between Andrew Kerr, Rosemary Macdonald and Sharon Britton. The minutes are at Appendix A.
The Board is asked whether it is happy with the proposals.
3. In July, we said that if the structural changes to partnership arrangements were significant we would arrange wider consultation. So far, the structural changes are limited so further consultation may not be needed.

For consideration

Sharon Britton
Service Director Policy, Performance and Partnership

DRAFT TERMS OF REFERENCE

Wiltshire Public Service Board 2011

Purpose: We will work together to deliver efficient services and support which protect vulnerable people and help Wiltshire's people and communities to help themselves

In challenging times it is even more important for public sector bodies to work together – to be more efficient; to improve our services and support and to make it as easy as possible for Wiltshire people to use our services and to work with us to improve their lives and communities. To achieve this, we will:

- Have the right people at the table, making decisions that commit their organisations to action. These are senior decision makers from statutory public sector bodies that put substantial funding into Wiltshire, and are able to take decisions on behalf of their organisations. Membership will be kept under review.
- Have a good understanding of the Wiltshire economy, and the impact of this on Wiltshire communities.
- Look forward to plan strategically, making use of shared research and intelligence and an understanding of risks, and reflect shared priorities in our organisational plans.
- Achieve real outcomes by working strategically and enabling local working.
- Improve efficiency and impact through joint working, commissioning and purchasing, and joint use of public assets.
- Support partnerships or other joint working to meet the following needs:
 - Children and young people
 - Achieve economic growth that is appropriate for Wiltshire's communities
 - Safeguarding and public protection
 - Community safety, including resilience
 - Effective new arrangements for health and wellbeing
 - A strategic overview of the environment
 - A strategic overview of strong, resilient communities
- Work with the voluntary and community sector as part of these partnerships and working groups and encourage volunteering within our services – to achieve improved efficiency and results and to engage communities to better shape services to meet their needs.
- Achieve greater public awareness and recognition of partnership achievements, and lead our organisations to promote the benefits of partnership working.

THE APPROACH SUGGESTED BY THE WILTSHIRE COORDINATING GROUP

The Wiltshire Coordinating Group considered WPSB's request at its meeting on 14th July 2011. The full minutes of the meetings are shown at Appendix A. In summary:

- a) The original purpose of WCG was to join up strategy to avoid duplication and aid cross partnership support and working. It brought Thematic Delivery Partnerships together, with a representative of WFCAP (for community area partnerships) and a representative of the voluntary and community sector.
- b) Unfortunately the Group has mainly focussed on information sharing, and attendance has spread. It was agreed that in future the original purpose would be the focus and membership would be as originally intended:
 - A single representative from each Thematic Delivery Partnership;
 - A single representative from the Wiltshire Forum for Community Area Partnerships (WFCAP) to represent the community areas in Wiltshire;
 - A single representative for the voluntary and community sector, who would keep the sector informed and contribute to WCG;
 - Others would attend if they were invited to bring specific items, or invited to participate in particular events.
- c) In 2008 there was an intention to try to involve a representative of the business sector. This has not proved practicable but would be kept under review;
- d) In looking at the needs identified by WPSB, the WCG thought there needed to be little change to the designation of Thematic Delivery Partnerships (TDPs) but there would be benefit in revising action plans and looking at these together.

Need	WCG comment on most appropriate designation for delivery partnerships
Children and young people	The Children and Young People's Trust
Achieve economic growth that is appropriate for Wiltshire's communities	For now the Economic Partnership but this will be kept under review as the Local Enterprise Partnership is formed
Safeguarding and public protection	<i>This was not specifically addressed at WCG but safeguarding for adults and for children already have two statutory boards in place. These could be invited onto WCG for a trial period, to assess the best way of raising the profile of safeguarding in our arrangements</i>
Community safety, including resilience	The Community Safety Partnership
The new arrangements for health and wellbeing	The Health Improvement Partnership will continue to be the TDP for the time being, but this will be reviewed on establishment of the Health and Wellbeing Board. The Board will be a strategic body that may have sub groups.
A strategic overview of the environment	Environment Alliance (there is an intention from government to create local nature bodies so this will be kept under review).
A strategic overview of strong, resilient communities	The Resilient Communities Partnership <i>[see separate note below].</i>

- e) Housing and Transport already work cross agency, and are involved in other partnerships. These will therefore no longer be designated as separate Thematic Delivery Partnerships and instead will feed in through the Economic Partnership. They could continue as partnerships outside WCG if they so wished.
- f) WCG will keep its membership and the designation of Thematic Delivery Partnerships under review, and will formally review this at least annually.
- g) The Wiltshire Community Plan 2011-2026 is WCG's framework as it includes a shared vision and three long term priorities. WCG can add value by enabling the partnerships to bring together their priorities and work programmes to reduce duplication, identify where partnerships can help each other, and share intelligence and local knowledge (e.g. JSAs/JSNAs) to make action more successful. This could include:
 - A geographic focus on issues in particular communities
 - A thematic focus (such as NEETs or Learning Disabilities)
- h) WCG would refer its work plans to WPSB for consideration. It may also wish to make suggestions for improving cross-agency working. (This does not mean bids for funding – that is handled within Thematic Delivery Partnerships).
- i) Thematic Delivery Partnerships would also set targets to assess whether they are successful, and report progress to WPSB and/or the Assembly as appropriate.
- j) Communications is an issue that needs to be addressed, particularly following the closure of the confidence group. There is a need to re-establish effective partnership communications.

Resilient Communities Partnership

- k) As requested by WCG, Andrew Kerr, Rosemary Macdonald and Sharon Britton met to look at the future focus of the Resilient Communities Partnership. The focus for the Partnership is Wiltshire, not particular organisations. For the future, the Partnership will look at:
 - How it could contribute to **Localism**, using Niki Lewis's framework as a starting point. The Partnership could provide regular progress reports on localism to WPSB.
 - How it could contribute to **equalities and diversity** across the whole county.
 - What part it could play in **a vibrant voluntary and community sector** (Wiltshire wide, not just council)
- l) Rosemary Macdonald will work with the Partnership on these things and agree an approach and action plans.
- m) For clarity, this Partnership is not the same as the Local Resilience Forum, which feeds into the Community Safety Partnership.

Is WPSB happy with the approach suggested?

**Wiltshire Co-ordinating Group
WCG**

**Minutes of a meeting held at Wiltshire Council, County Hall, Trowbridge
on 14 July 2011**

Present:

Andrew Kerr, WCG Chairman
Gary Mantle, Environment Alliance
Rosemary Macdonald, Resilient Communities Partnership chairperson
Nicola Cretney, Health and Wellbeing Partnership Board
Amanda Bennett, C&YP Trust Manager
Alistair Cunningham, Wiltshire Council – economy and enterprise
Nicole Smith, Housing Partnership
Sandie Lewis, Wiltshire Council – voluntary sector
Phil Morgan, Wiltshire Council – knowledge management
Liz Richardson, Wiltshire Council – partnership development
Sharon Britton, Wiltshire PSB
Laurie Bell, Wiltshire Council – communications
Karen Spence, Wiltshire Council
Laura Pictor, WFCAP
Rob Murphy, Transport Partnership
Peter Baxter, Wiltshire Compact

Apologies:

Steve Stone, WSEP
Ann Cornelius, Housing Partnership
Lionel Grundy, C&YPT Board
Maggie Rae, Community Safety Partnership
Niki Lewis, Wiltshire Council – communities
Ariane Crampton, Environment Alliance
Peter Wheelhouse, Action 4 Wiltshire
Philippa Read, Community First
John Wraw, Wiltshire Assembly chairman
Stephen Hedley, Community Safety Partnership

Andrew welcomed everyone to the meeting. The purpose of this meeting was to give feedback from the Wiltshire Public Service Board (WPSB) meeting on 7 July and to consider the future role of the WCG and thematic delivery partnerships (TDPs). A summary note was distributed at the meeting.

The WPSB believed that partnership working had been largely successful and asked WCG to consider what cross-agency working arrangements would best work to support a number of needs (set out later in this note). WCG was asked to make recommendations in time for the WPSB to consider at its meeting in October.

WCG had a very productive conversation and was able to agree a way forward on most areas, subject to further work on a few topics. The key points were:

- The WPSB works very well so WPSB had decided to maintain its existing membership arrangements. Members are senior decision makers from statutory public sector bodies that put substantial funding into Wiltshire, and are able to take decisions on behalf of their organisations. This description will be included in the terms of reference of the WPSB.
- There is considerable involvement of the voluntary and community sector within Thematic Delivery Partnerships and at the Wiltshire Assembly and a representative of the voluntary and community sector is also invited onto WCG. Some members of WCG felt that it was difficult for the sector to be represented by an individual, but others felt that this works well in some partnerships and that it is important that the option to put forward a single representative remains.
- The Wiltshire Assembly has been positive and works well. It is considered this should be retained and that it continues to focus on key Wiltshire wide issues that need to be addressed by all sectors. It enables a wide range of organisations across Wiltshire to develop a shared understanding of the challenges facing Wiltshire and to take account of this in their own activities and in their work with partners. . The agenda planning for the conferences will continue to seek input and involve partner representatives to ensure they maintain their relevance and suitability.
- The original purpose of WCG was to bring the Thematic Delivery Partnerships together, with a representative of WFCAP (for community area partnerships) and a representative of the voluntary and community sector to join up strategy to avoid duplication and aid cross partnership support and working. Unfortunately the Group has mainly focussed on information sharing, and attendance has spread. It was agreed that in future the original purpose would be the focus (so a far stronger purpose) and that membership would be as originally intended:
 - A single representative from each Thematic Delivery Partnership. This should be a senior person who would represent the whole partnership. It may be the chairman or a senior officer - the partnerships would be asked to advise WCG who their representative would be. The representative may be from the public, voluntary or business sectors;
 - A single representative from the Wiltshire Forum for Community Area Partnerships (WFCAP) who would represent the community areas in Wiltshire;
 - A single representative for the voluntary and community sector, who would keep the sector informed and input information from the Sector to WCG (the sector (VCS Assembly?) would be asked to nominate a representative);
 - In 2008 there was an intention to try to involve a representative of the business sector. This has not proved practicable but would be kept under review;
 - As the intention was for the Group to have a stronger focus and clearer membership the meetings would continue to be chaired by the Chief Executive of Wiltshire Council;
 - If a member was unable to attend they could send a substitute;
 - Others would attend if they were invited to bring specific items, or invited to participate in particular events.

- The Thematic Delivery Partnerships (TDPs) were designated as such to deliver significant action under the Local Agreement for Wiltshire (LAW) and for the LAA. The LAW ended at the end of March 2011 and so the designation of TDPs needs to be reviewed. Also, the work programmes of the TDPs needs to be reviewed to take account of the changing context and the changes to public sector funding, functions and organisation. In looking at the needs identified by WPSB, the WCG thought there needed to be little change to the designation of TDPs but there would be benefit in looking at action plans together.

Need	WCG comment on most appropriate designation for delivery partnerships
Children and young people	The Children and Young People's Trust
Achieve economic growth that is appropriate for Wiltshire's communities	For now the Economic Partnership but this will be kept under review as the Local Enterprise Partnership is formed
Safeguarding and public protection	<i>This was not specifically addressed at WCG but safeguarding for adults and safeguarding for children already have two statutory boards in place. These could be invited onto WCG for a trial period, to assess the best way of raising the profile of safeguarding in our arrangements</i>
Community safety, including resilience	The Community Safety Partnership
The new arrangements for health and wellbeing	The Health Improvement Partnership will continue to be the TDP for the time being, but it is envisaged that this arrangement will need to be reviewed on establishment of the Health and Wellbeing Board. This Board will be strategic body that may have a number of sub groups.
A strategic overview of the environment	Environment Alliance (Gary Mantle pointed out that there is an intention from government to create local nature bodies so this will be kept under review)
A strategic overview of strong, resilient communities	Rosemary MacDonald said that the Resilient Communities Partnership had done a great deal of learning so was in a strong position to contribute to WCG and could now move to a different phase of working. Andrew

	Kerr, Rosemary MacDonald and Sharon Britton will meet to look at the future role of the Resilient Communities Partnership and report back to WCG. (Some confusion has arisen in the past because the remit of this partnership is potentially very wide and 'resilience' is often linked to community safety.)
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Housing and Transport already work cross agency, and are involved in other partnerships as appropriate. These will therefore no longer be designated as Thematic Delivery Partnerships and will not have direct representation on WCG. However, it was confirmed they could continue as separate partnerships contributing to the work of other partnerships, including the Economic Partnership, who could raise housing or transport issues at WCG meetings. It is also appropriate for the relevant TDPs to agree to have representatives from housing and transport sitting on their partnerships. In this way housing and transport will be fully integrated into the work of these partnerships.

WCG will keep its membership and the appropriateness of the designation of thematic delivery partnerships under review, and will formally review this at least annually.

- The Thematic Delivery Partnerships bring together relevant organisations, cross-sector, to work on developing policy and strategy and to take action to achieve priorities. The Wiltshire Community Plan 2011-2026 is WCG's framework as it includes a shared vision and three long term priorities. It also includes 17 'promises' that suggest action that organisations could take over the life of the plan to help achieve the priorities. These should help thematic delivery partnerships in developing their strategies and action plans. The Plan is long term and so should not constrain or preclude partnerships or other organisations from developing strategy and taking action that prioritises new emerging issues that are of importance to Wiltshire. This is particularly important given the recession and the changing context. WCG can add value by enabling the partnerships to bring together their priorities and work programmes to reduce duplication, identify where partnerships can help each other to achieve priorities and to share intelligence and local knowledge (e.g. JSAs/JSNAs) to make action more successful. This could include:
 - A geographic focus, working together to address issues in particular communities;
 - A thematic focus (such as NEETs or Learning Disabilities) where WCG considers evidence brought by experts to identify how they could contribute to resolving the issues.
- WCG would then refer its work plans to WPSB for consideration. It may also wish to make suggestions for improving cross-agency working. (This does not mean bids for funding – that is handled within Thematic Delivery Partnerships).

- As part of setting their strategy and work programmes, thematic delivery partnerships would also set their targets to assess whether they are successful, and would report progress to WPSB and/or the Assembly as appropriate.
- Communications is an issue that needs to be addressed, particularly following the closure of the confidence group. Communications across partnerships is rather ad-hoc, and the public is aware neither of the things we work together to do nor of the achievements made. Considerable communications work is ongoing in respect of the Olympics in 2012. There is a need to re-establish effective partnership communications.

Action	Who / when
Contact all the thematic partnerships and confirm the single representative who will be a member of the WCG	Paul Mountford / Carol Creedy

Action	Who / when
Arrange and hold meeting to discuss the future role of the Resilient Communities Partnership and report back to the next WCG meeting	Andrew Kerr / Sharon Britton / Rosemary MacDonald / Niki Lewis. Meeting 4/8/11

Action	Who / when
Review the work programmes of TDPs and begin thinking about future action planning. In future all work programmes and meeting agendas will be submitted to WPSB	All TDPs

Date and venue of next WCG meeting - to be advised

PM 19/7/11

Wiltshire Public Service Board

Wednesday 19th October 2011

Committee Room 3, County Hall, Trowbridge

Attendance: Paul Aviss, Tony Barron; Peter Baxter; Laurie Bell; Mark Boden; Sharon Britton; Di Dale; Bill Dowling; Craig Fisher; Diana Fulbrook; Pat Geenty; Robert Hall; Gerry Hamersley; Phil Harrison; Jeff James; Peter Jones; Sandie Lewis; Simon Routh-Jones; Jane Scott; Steve Stone; John Thomson;

Apologies: Piers Hankinson; Steve Hedley, Andrew Kerr.

1. The notes of the last meeting held on 7th July were agreed.

WILTSHIRE COMPACT

2. Peter Baxter and Sandie Lewis introduced the updated Compact, which is a set of agreements and understandings between the public sector and voluntary and community sector organisations, and between partners in the same sector. The Wiltshire Compact Board has been preparing a complete revision of the Wiltshire Compact, which was last published in 2005. This document comes with no threat or cost. He explained that it supports the Wiltshire Community Plan 2011-2026 “People, places and promises”. The Compact Board have now reached agreement on the wording of “The Wiltshire Compact: 2011 and beyond...” and the 4 month consultation period closed on 30 September. The WPSB were now being asked to approve and sign up to the new Wiltshire Compact. The agreements reached come in the form of 5 promises, which are:
 - 1) We will work together to make the most efficient and effective use of our available funding resources to deliver the best outcomes for the people of Wiltshire;
 - 2) We will work together as partners to build stronger and more resilient communities;
 - 3) We will work together for, and with, the people of Wiltshire, listening to, talking with and involving as many as practicable in shaping the reviewing outcomes for our communities and service users;
 - 4) We will promote, support and encourage the work of community groups and volunteering in Wiltshire;
 - 5) We will recognise and promote the importance of equality, diversity and human rights to ensure an inclusive approach in the creation of stronger, more resilient communities.
3. Peter Baxter mentioned that new Best Value guidance, with statutory force, had been published by CLG. Sandie Lewis explained that the Council already has processes in place, and is currently preparing a detailed management strategy, in conjunction with representatives of the VCS sector, to embed the Compact principles and undertakings into the Council’s routine operational practice.
4. The WPSB welcomed the updated Compact but emphasised the importance of seeing this within the changing context for the public sector. For example, the Compact says, “provide wherever possible, at least three-year funding arrangements, recognising that this improves confidence and sustainability”. Because of changes within the public sector, some organisations are currently only able to make commitments for one year. “Wherever possible” is important and this should be a caveat in the agreement. At the

moment there can be no general guarantees on future funding. Peter drew members' attention to page 4, where 'best endeavours' are explained.

5. The Compact does allow partners to take a flexible and proportional view on the undertakings given as long as an explanation is given.
6. The Compact is going live on 7th November with a 'soft launch'. The 'hard launch' will be at the Wiltshire Assembly on 1st December.
7. Many of the WPSB members are part of national organisations and so would link through their sponsoring Government Departments into the national Compact, rather than the Wiltshire Compact. It was **agreed** that The Wiltshire Compact is to be supported by Wiltshire Council, NHS Wiltshire, Wiltshire Police, Wiltshire Fire and Rescue Service, and Wiltshire Probation Trust. The MoD is covered by the national Compact, and Bill Dowling confirmed that 43 Wessex Brigade is also supportive of the local arrangements.
8. Peter Baxter agreed that the Compact Board would explore how the Education Community could be related within the Compact principles, and how existing Board representation (2 seats) could be applied to the newly emerging Health community.

MCI PROGRAMME

9. Mark Boden provided an update on the MCI Programme and highlighted work for the coming year. There are implications for the economy and housing. The summary covered:

Salisbury Plain Supergarrison

Tedworth House Castledown Business

The Armed Forces Community Covenant (and the grant scheme)

The Veterans Charter

RAF Lyneham and Defence Technical training

10. The College is working with the Help for Heroes Programme on training for double and triple amputees. It is also the lead College on a bid to provide higher level training.
11. The council is looking at the need for specialist housing. The Homes and Communities Agency is engaging with Wiltshire on the MCI project. Wiltshire Council is involved in organising work placements for wounded and injured soldiers. WPSB agreed that the people leading Help for Heroes deserve recognition.

WPSB AND THEMATIC DELIVERY PARTNERSHIPS

12. Sharon Britton introduced a paper covering:
 - a) A draft "Terms of Reference" for WPSB that included an updated statement of purpose following WPSB's meeting in July.
 - b) Proposals from the Wiltshire Coordinating Group about how it could refocus its membership and role and the arrangements for Thematic Delivery Partnerships
13. The wording on the purpose of WPSB was agreed but the document should be called a 'Statement of Purpose', not a 'Terms of Reference'.
14. The minutes of the Wiltshire Coordinating Group (WCG) were considered. The Board welcomed WCG's proposal to refocus its membership and purpose. The detailed proposals for Thematic Delivery Partnerships were considered, and in the main supported. There were a few points for further action:

- a) Update the WCG minutes to correct the title of the Children and Young People's Trust – it should be Children and Young People's Trust Board.
- b) The WPSB doubted that the two statutory safeguarding boards would wish to sit on WCG. It would probably not make best use of their time. WCG is requested to ask the safeguarding boards how they would best wish to interact with Thematic Delivery Partnerships.
- c) The term 'public protection' means different things to different agencies. WPSB's understanding is that public protection from violent offenders is covered by the Community Safety Partnership, which also covers the Local Resilience Forum. Is that also the understanding of WCG?
- d) The Thematic Delivery Partnership for the economy should cover Economic Growth and Infrastructure (transport is a part of infrastructure).
- e) New partnership arrangements are being put in place for Housing. Once established, the new partnership will have an important strategic role and so should be considered for designation as a Thematic Delivery Partnership.
- f) WPSB agreed with WCG that the designation of Thematic Delivery Partnerships should be kept under review. This will need to be done in the new year to take account of the establishment of the LEP and the Health and Wellbeing Board.
- g) In looking at partnership arrangements we should aim to reduce the number of unnecessary meetings that people need to attend. WCG is asked to consider how its arrangements and those of Thematic Delivery Partnerships could help make better use of people's time and resources (eg by having fewer meetings, by bringing things together, by simplifying arrangements). WPSB asked for a list of people who attend each Thematic Delivery Partnership.

Action: Sharon Britton will contact the safeguarding boards (b above) and circulate a list of people on Thematic Delivery Partnerships (g above). She will refer the other action points to WCG and update WPSB following WCG's next meeting.

- 15. WCG recognises that there can be a conflict between Localism and Equality & Diversity and would welcome more information about how the Resilient Communities Partnership (RCP) intends to address this tension. Rosemary Macdonald is working with RCP to develop action planning and will be invited to a WPSB meeting to speak about this potential conflict and how the partnership would approach that.

Action: Rosemary Macdonald to be asked to attend a WPSB to speak about RCP and its approach to the tension between Localism and Equality & Diversity.

COMMUNICATIONS

- 16. Laurie Bell reminded the Board about the work on public confidence. She confirmed that partners are still contributing to the Wiltshire Magazine. Encouragingly, the latest crime survey shows increasing public confidence in the way the Police and Council are dealing with crime.
- 17. She highlighted the pressures from the national media on the public sector. We need to continue to work together to raise public confidence in the public sector and how we work together with communities.

2012 – Year of Celebration

- 18. 2012 is a year of celebration that will include different activities, including the Jubilee the Olympics torch relay, and other events. Many of the organisations at WPSB are working together with Wiltshire's communities to make next Summer successful for people in

Wiltshire. The Board agreed to set up a working group to steer 2012 arrangements, including communication.

Action: Laurie Bell will establish a small group from WPSB plus others such as Maggie Rae. This group will meet for an hour before each WPSB meeting.

19. The College is working with LOCOG to train students to act as stewards for the Olympics. Di Dale suggested that the students could help steward Wiltshire's events, as a dry run. Diana Fulbrook reminded the Board about Community Payback and how that could be involved, e.g. to pick up litter after events,

Action: Laurie Bell will contact the College about stewarding and look at using offenders and Community Payback to pick up litter after events.

Action: Laurie Bell to put forward a paper with plans for 2012, and will outline a schedule of dates and will report to the next WPSB.

ANY OTHER BUSINESS

20. Laurie Bell has put forward an application on behalf of WPSB to the Local Government Chronicle Awards for Public Sector Working Partnership.

Action: Laurie Bell will circulate the application.

21. Jane Scott gave an update on the Council restructuring. The Council is changing its senior management structure from a Chief Executive and 4 Corporate Directors, to 3 Corporate Directors. The appointments will be made in the first week of November. A Corporate Director will attend WPSB.

FURTHER MEETING DATES

- Wednesday 7th December 2011 at 4.30pm
- Wednesday 8th February 2012 at 4.30pm
- Thursday 26th April 2012 at 5.00pm (**please note later time**)
- Tuesday 12th June 2012 at 4.30pm
- Wednesday 12th September 2012 at 4.30pm
- Wednesday 21st November 2012 at 4.30pm