

WILTSHIRE PUBLIC SERVICE BOARD

Thursday 9th December 2010 at 4.30 p.m. – 5.40 p.m.

Chestnut Room, County Hall, Trowbridge

AGENDA

- 1. Note of the previous meeting and matters arising** (10 mins)

- 2. Think Family** (30 mins)
Carolyn Godfrey will give a presentation

- 3. Military & Civilian Integration Programme** (20 mins)
Alistair Cunningham to update. Paper to follow.

- 4. Communications** (10 mins)
Laurie Bell

(An update on the Performance Reward Grant scheme and the latest performance report will be circulated)

WILTSHIRE PUBLIC SERVICE BOARD – PROGRAMME OF MEETINGS

Late January 2011 (tbc)

Wednesday 16th February 2011 at 3.00pm – 5.00pm

Consider future working arrangements, including partnerships.

WPSB Awaday – April 2011 (tbc)

Wednesday 6th April 2011 at 4.30pm – 6.30pm

Other possible items (date to be determined)

- Volunteering scheme (Niki Lewis)
- Scrutiny arrangements
- NEET mentoring update (Carolyn Godfrey)
- Future Jobs Fund (Alistair Cunningham)
- Gypsies and Travellers (Carolyn Godfrey/Mayur Bhatt)
- JSNA (Maggie Rae)
- Safeguarding Children and Adults (Carolyn Godfrey)

Wiltshire Public Service Board

Wednesday 15th November 2010

Attendance: David Ainsworth; Paul Aviss; Tony Barron; Sharon Britton; Bill Dowling; Craig Fisher; Diana Fulbrook; Pat Geenty; Andy Goves; Robert Hall; Gerry Hamersley; Christopher Hoare; Stephen Hodder; Jeff James; Andrew Kerr; Steve Richards; Jane Scott; Steve Stone; John Thomson; Jackie Tuckett; David Warburton.

Apologies: Di Dale; Steve Hedley; Glen Leat; Juliette Randall.

1. Minutes of the previous meeting were agreed.

COMPREHENSIVE SPENDING REVIEW

2. The Comprehensive Spending Review (CSR) was published on 22nd October and this meeting gave members the opportunity to share the latest information about the implications for public sector organisations in Wiltshire.
3. Each organisation gave an update.
4. The WPSB will continue to share information as this helps us to minimise risks locally.

ANY OTHER BUSINESS

5. Actions for future WPSB meetings:

- Organise an additional meeting in late January 2011.

Action: Sharon Britton's office to arrange

- The agenda for 9th December is to be amended. The 'Safeguarding' item will be moved to a later date. The 'Unitary+' and 'Information Sharing Protocol' items are to be removed. The amended agenda will be as follows:
 - Think Family
 - Military and Civilian Integration programme
 - Communications

Next meeting:

Thursday 9th December 2010 at 4.30pm to 6.30pm, in the Chestnut Room, County Hall.

Wiltshire Public Service Board

9 December 2010, 'Think Family'

- The project
- Case studies - outcomes
- how?
- The learning from the work on Bemerton Heath

The Project (1)

- Family Intervention Project – FIP
Commenced December 2009
January 2010 successful bid for housing challenge funding – matched funding from 3 social housing landlords
- Now 6 workers – mixed backgrounds
- FIP operates 7 am – 9.30 pm weekdays, 10 am – 4.00 pm weekends
- 33 families, 160 adults and children and young people



The Project (2)

- What was missing from ‘Think Family’ was ‘Think Community’
- Young Foundation commissioned to work intensively over the summer in Bemerton Heath
- Part research project – test levels of community well-being, stories of families and service providers
- Part demonstrator project – testing a new tool to measure community resilience together with a particular community development tool



The Project (3)

- Analysis of Bemerton Heath and its community capacity
- The experience of vulnerable families
- Experiences of local service delivery
- The role the community can play in building well-being and resilience
- New models for service design and delivery

FIP - Outcomes

- Evictions prevented
- Notices of seeking possession removed
- Social care interventions ceased
- Reduction in ASB
- Attendance and behaviour improved
- Offending behaviour reduced – adults and young people
- Repayment plans agreed with utility providers – debt management
- Issues confronted eg alcoholism, with engagement in treatment programmes
- ‘I can now take what life throws at me’

FIP – how?

- Skilled use of known effective interventions and behaviour change approaches
- Continuity, persistence and commitment from FIP Service – in it for the long haul
 - trust, challenge
- Built on positives – which family may be overlooking
- Enabling family to address underlying issues – solution focused with recognition of trigger factors
- Challenge – routines, boundaries, parents as role models – for better or worse
- ‘The family started to design the life they wanted and this felt achievable and realistic to them’ – self efficacy as a key factor determining resilience

Bemerton Heath (1)

- Urban estate with a rural back-drop
- Very stable community that includes some very unsettled families
- A place where 66% of people know their neighbours but nearly as many have neighbours they avoid
- A community brimming with capacity and enthusiasm, yet one where many people still feel isolated and disconnected
- A passionate community – 13% of people volunteer locally each week, many more once a month
- Only those who never speak to their neighbours describe themselves as ‘unhappy’

Bemerton Heath (2)

- Use of a particular framework to measure well-being and resilience
- Strong social networks – high **bonding social capital**, where homogeneous groups form easily **but** can inhibit aspiration
- **Bridging social capital** – connecting people between different groups (older/younger, ex-offenders/settled families) can bring about greater resilience and opportunities

Bemerton Heath (3)

- Use of a community development tool – ‘Taskforces’
- ‘What could we, the community, do about this issue today?’
- Prevents generalised discussion
- Two priorities and solutions identified
- ASB, especially ASB attributed to Youth and ‘Community parenting’
- Youth led, community supported project, ‘Community parenting’ scheme, matching older residents with some of the most vulnerable groups on the estate
- **‘There is a great deal of scope for community members to be involved in providing low level, low cost, community solutions to develop early preventative work’**

‘Chaotic’/vulnerable families

- Few of those identified as ‘chaotic’ families seemed to be living chaotic lives – rather they were making rational decisions given the context they were living in
- Many saw themselves as victims of events which left them powerless to change their own circumstances
- Few recognised the impact their behaviour might be having on the well-being of their neighbours (or themselves)
- Often did not seek support from family or friends but viewed this as the role of the state, with validation sought from visiting agencies
- ‘Behaviour unlikely to be challenged by an assessment by a social worker or a ten minute consultation with a particular adviser’



Analysis of service delivery

- ‘Chaotic delivery’
- Focus on presenting issues, eg worklessness, alcohol abuse – not always a focus on underlying issues related to a lack of self-efficacy
- Too late, too limited
- Lack of comprehensive data sharing
- **‘Lots of work was generated for service providers by needs which could be met elsewhere’**

Recommendations

- Better differentiate the needs of families with the most entrenched problems, and those families that are disengaged → better matched responses
- Reconfigure 'support services' into area-based working teams – pooled budgets, co-location, information-sharing
- Work with whole families not individuals
- Target additional support across Wiltshire in areas with poor levels of well-being and resilience – disinvest in universal support in other areas of the county – create a well-being/resilience map of Wiltshire and focus efforts accordingly
- Support communities to build '**bridging social capital**'
- Invest in 'Community Skill Sets' for semi-formal roles for local older people, use the Task Force model ...

Think Family

- We've worked intensively with families and are beginning to see sustainable outcomes from a different way of working – huge future potential
- We've confirmed our hypothesis that 'Think Family' needs 'Think Community'
- We've learnt more about Bemerton Heath and challenged perceptions
- We've 'mobilised' Bemerton Heath drawing on existing community groups and 'new' community members
- We've been challenged to change our current service delivery model and have gained insights into developing resilient communities – some major implications but what better time than now!
- We've spent £210k on developing the FIP



UPDATE ON WILTSHIRE MILITARY CIVILIAN INTEGRATION PROGRAMME

Issue

The significant military presence in Wiltshire is changing. The development of Britain's first 'Super Garrison' in the Salisbury Plain area, change of use of RAF Lyneham, and a number of other planned changes will have far reaching implications for local communities across the county for the foreseeable future.

Although there is an awareness of these changes¹ taking place Wiltshire Council working with Headquarters 43 (Wessex) Brigade and partners needs to quantify what this means in terms of infrastructure, services and economic activity. Therefore, the Military Civilian Integration (MCI) Programme was set up to shape and positively influence these changes, where possible.

Programme Aim

The aim of the MCI Programme is to optimise the *economic* and *social* benefits of the military presence in the county. The programme has 5 main objectives:

- To identify the changing military 'footprint' in the county
- To quantify the economic contribution of the military to the county, and region
- To enable the realignment of service provision to meet the changing needs of the military, their families (known as dependants) and veterans
- To spot opportunities for regeneration and building sustainable communities in the Salisbury Plain area
- To ensure the county continues to remain an attractive location for long-term investment by the MoD

Key Facts

- Currently, around 15,000 military personnel and an estimated 16,000 dependants are based in Wiltshire
- The military is the biggest employer in Wiltshire
- Many more jobs are 'Defence dependent'
- The spending power of military personnel is worth around £400m per year
- The development of the Salisbury Plain Super Garrison and other military sites will attract multi-million pound investment into the county
- The RAF will withdraw from Lyneham by 2012
- Military changes are most likely to impact on communities in Amesbury, Bulford, Calne, Chippenham, Corsham, Salisbury, Tidworth, Warminster, Wilton, and Wootton Bassett
- Around 1,000 young people are members of the cadet forces in Wiltshire
- MoD makes a significant contribution towards conservation and environmental protection in Wiltshire
- Military civilian integration has been adopted as one of the underlying themes of the Plain Action rural development programme

¹ The impact of the Strategic Defence and Security Review, published on 19th October 2010, on Wiltshire is being assessed.

Programme Outputs

1. Salisbury Plain Super Garrison: The Salisbury Plain Super Garrison is the 'core' project within the programme and focuses on the plans for the future MoD use of the Salisbury Plain Training Area. There will be significant investment in infrastructure and increases in the numbers of soldiers based in the county. Super Garrisons are also being developed in Aldershot, Catterick and Colchester.

2. Regeneration & Building Sustainable Communities Project: The purpose of this project is to improve understanding of the dynamics of existing communities (specifically Bulford, Larkhill, Ludgershall, Tidworth and Warminster) including the impacts of the proposed changes to these settlements as a result of the Super Garrison development. The project is funded by the [Plain Action](#) rural development programme and partners and is due to be completed by the end of 2010.

3. South West Research Project: The South West of England Regional Development Agency (SWRDA) commissioned Wiltshire Council to undertake research to strengthen the evidence base on the military presence in the South West. The [Military Presence and Economic Significance in the South West Region](#) report was published in March 2009.

4. Wiltshire Research Project – Envisioning the Future: The Wiltshire Research Project, [Envisioning the Future](#) provides a comprehensive assessment of the military presence in the county and identifies current issues that exist in local communities where there is a military presence. The report was published in July 2009.

5. Joining Things Up Project – a co-ordinated approach to services for military families: The purpose of this project is to audit the provision of services to military families, including veterans, by statutory and voluntary agencies. This project is due to be completed in early 2011.

6. RAF Lyneham: Wiltshire Council is pressing the MoD for a decision on the future of Lyneham, following the announcement to withdraw the RAF by 2012. The council is extremely concerned about the future use of the site and the impact its closure will have on the local community and surrounding towns and villages. The withdrawal of the Armed Forces from Germany could be an opportunity to retain a permanent military presence at Lyneham if the MoD decides this option. Also, the council needs to consider and discuss other possible options should the MoD decide not to have a military presence there.

Improved support to the Armed Forces Community

The government published measures to deliver improved welfare and support for the Armed Forces community in [The Nation's Commitment: Cross-Government Support to our Armed Forces, their Families and Veterans](#) (July 2008). Wiltshire Council and Headquarters 43 (Wessex) Brigade continue to contribute towards this policy development in the MoD.

Programme Organisation

A consortium led by Wiltshire Council is delivering the MCI Programme. The Sponsoring Group provides strategic direction and guidance to the MCI Programme Manager.

Wiltshire Council is the 'Senior Responsible Owner' on the Sponsoring Group which includes: council representatives at Cabinet Member and Chief Executive level, Headquarters 43 (Wessex) Brigade, Government Office for the South West, South West RDA, Defence Estates, and representatives from Community First (voluntary sector) and the Wessex Association of Chambers of Commerce (private sector) in Wiltshire.

Alistair Cunningham
Service Director, Economy & Enterprise

December 2010

Wiltshire Public Service Board

Thursday 9th December 2010

Attendance: David Ainsworth; Tony Barron; Laurie Bell; Alistair Cunningham; Bill Dowling; Carolyn Godfrey; Andy Goves; Christopher Hoare; Jeff James; Andrew Kerr; Steve Richards; Jane Scott; Steve Stone; Jackie Tuckett; David Warburton.

Apologies: Paul Aviss; Sharon Britton; Di Dale; Craig Fisher; Diana Fulbrook; Robert Hall; Gerry Hamersley; Steve Hedley; Stephen Hodder; Glen Leat; John Thomson;.

1. Minutes of the previous meeting were agreed.
2. Jane Scott opened the meeting by stating that there was no government money yet, but it should be coming in January.

THINK FAMILY

3. Carolyn Godfrey provided information about the outcomes of and learning from the Think Family initiative. She wanted to highlight what differences had been made due to the Family Intervention Project (FIP), and why they had made such a difference. She gave a brief history about the thinking behind the project.
4. The Think Family Board in Wiltshire believed that 'Think Family' was missing 'Think Community', and consequently work was commissioned from the Young Foundation to explore this with a specific focus on Bemerton Heath. By using the tools they had to promote community involvement, they provided an in-depth analysis and were able to challenge perceptions. From this they came up with proposals and service delivery models.
5. Carolyn circulated a confidential paper to the Board, on which there were 5 case studies. She concentrated on just on 2 of them, and explained how the FIP was able to make a positive difference.
6. Evidence shows that the FIP has been valuable in supporting families develop their wellbeing and resilience. A lot of families felt like victims and often wouldn't seek support. The secret of its success appears to be that families – who may have had a lot of negative experiences beforehand from other service providers – know that the FIP is in it for the long haul. Trust is gained between families and service providers. Parents are taught how to be role models to their children. Families are taught to set goals and stick to them. The FIP provides both challenge and support.
7. The Young Foundation suggests 'bridging' strategies, i.e. encouraging different groups to connect with other groups in the community, such as matching older residents with some of the most vulnerable groups on the estate, or ex-offenders with more established families. There is a huge amount of scope for low level, low cost community solutions to develop early preventative work.

Recommendations

- Better differentiate the needs of families with the most entrenched problems, and those families that are disengaged – better matched responses.

- Reconfigure 'support services' into area-based working teams – pooled budgets, co-location, information-sharing.
- Work with whole families, not individuals.
- Target additional support across Wiltshire in areas with poor levels of wellbeing and resilience – disinvest in universal support in other areas of the country – create a wellbeing/resilience map of Wiltshire and focus efforts accordingly.
- Support communities to build 'bridging social capital'.
- Invest in 'Community Skills Sets, semi-formal roles for local older people, use the Task Force model.

Summing up

8. FIP has worked intensively with families. It hasn't all been perfect but there is huge potential. Some families may be difficult to engage with but there has been good progress. Providers have been challenged to change their current service delivery model and have gained insights into developing resilient communities. Other models are being trialled in London, particularly the Westminster model.
9. Jackie Tuckett would like to make contact with the FIP.

Action: Carolyn Godfrey to pass on contact details to Jackie Tuckett.

10. Carolyn stated that £210k had been spent on FIP team (which consists of 6 people) from the Area Based Grant. We need to continue to fund the FIP with mainstream funding. In the longer term we wish to develop this model as a more common way of working.
11. The sharing of data issue can be a barrier to the work we are doing. There should be information exchanges, and outcomes should be accessible. There are ongoing discussions with the Police and other agencies about this. An analysis of work in Exeter has demonstrated improved practice through reduced duplication. Wiltshire will be considering the development of a multi-agency information sharing hub in January.

Action: Carolyn Godfrey to discuss health representation with Jeff James.

12. Carolyn Godfrey is to attend a 'Think Family' Board meeting in January. Jane Scott would like her to report back on that.
13. The Board welcomed the findings and supported the approaches taken.

Action: Carolyn Godfrey to report back to WPSB following the Think Family meeting in January.

14. Bill Dowling mentioned that there were a lot of aspiring cadets that have come out of this scheme. It wouldn't have happened without himself and the Brigadier being members of the Public Service Board. Also there are a lot of people to thank at the Academy and the ACF that have worked hard to make this happen.

MILITARY & CIVILIAN INTEGRATION PROGRAMME

15. Alistair Cunningham summarised the progress of the Military Civilian Integration Programme. A note obtaining the major projects had been circulated.

16. Alistair commented that Key to the programme's success was 43 Wessex appointing Bill Dowling and Wiltshire Council's Ian Cambrook, who have both significantly helped to move the project forward.
17. RAF Lyneham has a less than positive outcome. There are 2,500 military personnel and 480 civilian workers at RAF Lyneham but the RAF are pulling out in 2012 and there is still no understanding of the future of RAF Lyneham. It may be retained for relocation of army personnel returning from abroad, and it could be released for commercial development. It is critical to get a decision on Lyneham as soon as possible.
18. Other work with regards to RAF Lyneham is Hullavington, which could be released. But what are the constraints? English Heritage are doing research for a clearer picture of the site release. The decision re Lyneham is expected to be made some time at Easter by Mr Liam Fox, Defence Secretary, who has been invited to come down to Wiltshire to see the impact of the site on the locality.
19. The MCI Programme is undertaking a report linked to "Pastoral Care" services.
20. A report should be ready by Spring (February/March) 2011 and this will be sent to WPSB members.

Action: Alistair to report back to WPSB in the Spring.

COMMUNICATIONS

Communications with the Public

21. Laurie Bell circulated copies of the December edition of Your Wiltshire Magazine to the Board. She stressed that this may be the last edition of the magazine due to the cost. The Council is looking at alternative channels of communication that will be less costly but also recognises that currently the most effective way of communicating is direct to each household with published material.
22. We also need to think about how to work with WPSB partners as the magazine had been an effective way to communicate public service information. The council will be looking at the use of social media and is looking at interim solutions using published literature and social media.

Budget Forums

23. There are four 3-hour budget forums/workshops scheduled in January to discuss next year's budget. Jane Scott has sent a letter inviting Town and Parish Councils, elected members, Wiltshire Assembly members and the general public, to attend. WPSB members will also receive invitations to attend.
24. The forums are intended to be lively and participative with opportunities for the public to vote on their preferred choices. The dates of the forums/workshops have already gone to press, and posters have been placed in all libraries.

Action: Claire Small to e-mail Jane Scott's invitation to the WPSB.

ANY OTHER BUSINESS

Information Sharing Protocol

25. David Ainsworth discussed the ongoing work of the Information Sharing Protocol, and stressed the importance of this being brought to a WPSB meeting sooner rather than later. WPSB agreed and said that the paper should be circulated to them well in advance of the next meeting (20th January) so that they can have an informed discussion.

Action: David Ainsworth to forward the paper to Claire Small to circulate to WPSB.

Next meeting:

Thursday 20th January 2011 at 4.30pm to 6.30pm, in the Chestnut Room, County Hall.