

# AGENDA

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Meeting: **Cabinet**  
Place: **Kennet Room - County Hall, Trowbridge BA14 8JN**  
Date: **Tuesday 19 April 2016**  
Time: **9.30 am**

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## Membership:

Cllr Keith Humphries	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport

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Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)

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All public reports referred to on this agenda are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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## Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 5 - 16*)

To confirm and sign the minutes of the Cabinet meeting held on 15 March 2016, previously circulated.

3 **Minutes - Capital Assets Committee** (*Pages 17 - 22*)

To receive and note the minutes of the Capital Assets Committee held on 16 March 2016.

4 **Declarations of Interest**

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

5 **Leader's announcements**

6 **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 13 April 2016. Anyone wishing to ask a question or make a statement should contact the officer named above.

7 **Draft Chippenham Site Allocations Plan: Progress Update** (*Pages 23 - 46*)

Report by Dr Carlton Brand, Corporate Director

8 **Laptop Estate Refresh** (*Pages 47 - 66*)

 Report by Dr Carlton Brand, Corporate Director

9 **Wiltshire Council direct provision – CQC registered care services for adults** *(Pages 67 - 78)*

Report by Maggie Rae, Corporate Director

10 **Salisbury City Council Asset Transfer – Cabinet Approval of Transfer from Wiltshire Council** *(Pages 79 - 98)*

Report by Dr Carlton Brand, Corporate Director

11 **Age UK Contracts 2016 and beyond** *(Pages 99 - 108)*

 Report by Maggie Rae, Corporate Director

12 **Highways Peer Review** *(Pages 109 - 130)*

Report by Dr Carlton Brand, Corporate Director

13 **Urgent Items**

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

**Part II**

**Items during consideration of which it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed**

None

Our vision is to create stronger and more resilient communities. Our priorities are: To protect those who are most vulnerable; to boost the local economy - creating and safeguarding jobs; and to support and empower communities to do more themselves.


## CABINET

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MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Tuesday, 15 March 2016.

Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Baroness Scott of Bybrook OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage and Arts, Governance and Support Services
Cllr Philip Whitehead	Cabinet Member for Highways and Transport
Also in Attendance:	Cllr Glenis Ansell, Cllr Trevor Carbin, Cllr Chris Caswill, Cllr Ernie Clark, Cllr Atiqul Hoque, Cllr David Jenkins, Cllr Simon Killane, Cllr Gordon King, Cllr Jacqui Lay, Cllr Bill Moss, Cllr Stephen Oldrieve, Cllr Horace Prickett, Cllr Bridget Wayman and Cllr Jerry Wickham

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

### 28 **Apologies**

Apologies were received from Cllr Keith Humphries

### 29 **Minutes of the previous meeting**

The minutes of the meeting held on 9 February 2016 were presented.

### **Resolved**

**To approve as a correct record and sign the minutes of the meeting held on 9 February 2016.**

**30 Declarations of Interest**

There were no declarations of interest.

**31 Leader's announcements**

The Leader thanked participants in the Wiltshire Business and Sports Gala Dinner which had made 12 awards to support Wiltshire's Future Olympians and Paralympians, some of whom would be attending the Rio Olympics. In addition, the event had successfully raised a further £38,000.

**32 Public participation and Questions from Councillors**

A statement was received from Sarah Schofield in relation to community concerns regarding potential planning development in the Hilperton Gap/Marsh area. She wanted to make cabinet aware of the level of public opinion in favour of keeping the Gap as a green area, thus maintaining the boundary between Hilperton and the town of Trowbridge. This she said was evidenced by the 1380 plus signatures on a petition on the issue and the 280 plus objections on the council's planning portal.

The Leader thanked Ms Schofield for her statement and encouraged her, and other members of the community, to make their views known by continuing to engage in the planning process.

Questions were received from Mr Richard Hames, Cllr Chris Caswill and Cllr Ernie Clark, details of which together with the responses given are available online and attached to the signed minutes.

In response to a supplementary question from Richard Hames, Cllr Sturgis clarified that it was the Council's statutory duty to consider any property requests and to get the best value from its land holdings.

In response to a supplementary question from Richard Hames, the Leader stated that she would be happy to consider any proposals for further liaison with local media outlets.

The Leader asked officers to liaise with Mr Hames to arrange a meeting to discuss any further issues he may have which would be more constructive than engaging valuable resources in responding to Mr Hames' separate questions to Cabinet.


In response to a supplementary question from Cllr Chris Caswill, the Leader asked that officers take reasonable steps to discuss the concerns raised regarding access to planning information.

In response to a supplementary question from Cllr Ernie Clark, Cllr Sturgis clarified that the figures in relation to the Trowbridge DPD would not be

released until the end of March once developers had been consulted as to the sustainability and deliverability of possible sites. Cllr Sturgis stated that he would give a written response once further information was available at the end of March.

In response to a statement from Cllr Steve Oldrieve, the Leader asked Maggie Rae to arrange a meeting with Cllr Oldrieve to update him on the Trowbridge Health & Wellbeing Centre project.

### 33 **Future of Wiltshire Council Provided Public Conveniences**

 Cllr Philip Whitehead presented a report which provided Cabinet with the outcome of the recent public consultation and discussions with parish and town councils on and sought a decision on the future provision of the public convenience service.

Issues highlighted in the course of the presentation and discussion included: that the 7 conveniences that had not been transferred would remain open whilst a cost benefit analysis was undertaken on each; that local members would be kept informed of progress; the survey work undertaken that had informed the review; the financial pressures on the service; the options for developing a community toilet scheme, delivered through local businesses and organisations; that many town and parish councils had taken the opportunity to take over the running of facilities in their community.

Cllr Gordon King stated that his Town Council was happy to embrace this change and was arranging a lease arrangement; but that he was concerned as to the way in which the option was offered as an ultimatum. Cllr Whitehead stated that he felt that the conversations with the Towns and Parishes had been robust and had expressed the options clearly.

Cllr Chris Caswill stated his support for keeping the Chippenham Bath Road toilets open, and welcomed the decision to proceed to a cost benefit analysis before any closures and asked that discussions continue with Town and Parish Councils who had so far not agreed to take on public conveniences in their areas.

Cllr Dick Tonge, in response to a matter raised by Cllr Atiqul Hoque, stated that Salisbury City Council should consider the proposal to transfer assets, and emphasised the point that Town and Parish Councils were better able to raise funds for public conveniences as they were not subject to a cap on Council tax increases.

#### **Resolved**

- (i) To note the outcome of the public consultation and transfer any public conveniences that the towns and parishes wish to manage and undertake a 'cost benefit' analysis on any remaining facilities to decide their future.**

- (ii) To delegate powers to the Associate Director, Highways and Transport following consultation with the Cabinet Member for Highways and Transport with regard to the cost benefit analysis decision on each remaining public convenience.**
- (iii) Introduce a Community Toilet Scheme in Wiltshire and enabling where possible the opening of resources in Wiltshire public buildings.**
- (iv) Authorise the Associate Director for People and Business to enter into appropriate formal arrangements for the transfer or lease of the assets on such terms as to be determined by the Associate Director for People and Business following consultation with the Associate Director for Highways and Transport, Associate Director for and Law and Governance and the Cabinet member for Highways and Transport.**

*Reason for Decision:*

*Due to Wiltshire Council's continued need to concentrate on delivering priority services; the funding for cleaning and maintenance of public conveniences was removed in April 2015.*

*However, these public conveniences remain open and the purpose of this report is to provide members with the outcome of a public consultation and to seek a decision about the future provision of the public convenience service.*

#### **34 Wiltshire Council Child Sexual Exploitation (CSE) Action Plan Update**

Cllr Laura Mayes, Cabinet Member for Children's Services, presented a report which provided Cabinet with a review of the Council's CSE Action Plan, since consideration of a report to Cabinet in May 2015. In the course of her presentation, Cllr Mayes introduced Cllr Jacqui Lay, Chair of the Scrutiny Task Group, Terence Hebert, Associate Director, and Blaire Keltie, Manager of the CSE Team, emphasising that tackling CSE was a team effort. Cllr Mayes thanked the team of officers and members who had worked hard to raise the profile of the issues within and outside the Council.

Issues highlighted in the course of the presentation and discussion included: that Wiltshire Council's plan was cognisant of other partners' plan; that officers had looked at best practice in other areas; that the three main strands of the plan were prevent, protect and pursue; that the team had visited most of the Area Boards and Multi Agency Forums within Schools; that the team had put on the play, Chelsea's choice, to highlight the issues in schools; how all looked after children were screened to assess their vulnerability to CSE; that the team was working with 55 children who were either victims or at risk; the action that had been taken to disrupt and prevent some activities of perpetrators; that 5 men had been arrested as direct result of work being undertaken; that Ofsted had already made some suggestions e.g. monitoring training impact and



improving screening test; that they had undertaken mandatory CSE training for taxi drivers seeking to renew their license; that it was hoped to roll out training further to more staff and relevant people – such as fast food and car park attendants; how outside agencies, such as the RSPCA, that may not be obvious partners, could be liaised with; how parents could be better informed, particularly of the risks to children through contact on the internet via games and messaging apps; the links to regional partners to ensure a cross-boundary approach was taken.

In response to a question from Cllr Dick Tonge, Carolyn Godfrey, Corporate Director, confirmed that only two local schools had declined showing the play Chelsea's choice, and that she would be writing to the Head and Chair of Governors of each school to emphasise the importance of the work.

There was some debate around the possibility of using an app or other appropriate electronic means to aid efforts in this area to enable children to seek assistance or report incidents. Officers were asked to explore this further and provide a progress report to Cabinet on this.

#### **Resolved**

**(a) To note the progress made against the CSE action plan since May 2015.**

**(b) To ask officers to consider options for the development of electronic communication tools, and to report progress to the June meeting of Cabinet.**

*Reason for Decision:*

*Wiltshire Council has a zero tolerance approach to CSE and treats CSE as a high priority.*

*It is important the Council maintains oversight of progress in relation to the implementation of the CSE action plan.*

#### **35 Mental Health and Wellbeing Strategy and Implementation Plan Update**

In the absence of Cllr Keith Humphries, Cllr Sheila Parker, Portfolio Holder for mental health, presented a report which provided an update on progress made against the Mental Health and Wellbeing Strategy Implementation Plan and provided the current document for review. The report additionally updated members on progress with the establishment of a Partnership Board to monitor progress against the aims of the strategy.

Issues highlighted in the course of the presentation and discussion included: how the impact of the strategy would be measured; that the plan would evolve in the light of national changes and local needs; how other partners are able to monitor progress; specific action being taken, and such as Health training and art on prescription.

## **Resolved**

- 1. To note the summary implementation plan and approve its publication to sit alongside the Mental Health and Wellbeing Strategy which has already been published.**
- 2. To agree that the Mental Health and Wellbeing Partnership Board will monitor progress against the implementation plan and approve developments and additions to deliver on the outcomes between now and 2021, reporting into the Health and Wellbeing Board annually on progress.**

*Reason for Decision:*

*To update Cabinet on the progress with the implementation plan and to gain agreement that future updates can be developed and approved by the Mental Health and Wellbeing Partnership Board.*

## **36 Wiltshire Council's Housing Board Annual Report**

Councillor Jonathon Seed, Cabinet Member for Housing, introduced Cllr Richard Clewer, Chairman of the Housing Board, who presented an update regarding the activities of Wiltshire Council's Housing Board.

The issues highlighted in the course of the presentation and discussion included: that the Board was satisfied with the performance and the progress made; the work that had been undertaken with regards to the risk register; that the Board was waiting to see the results of the Housing Act, and would assess the implications; that the Board would be reviewing the key performance indicators; the environmental improvement works already underway; how tenants are consulted and engaged with by the Board; how departments of the council, and external partners, coordinate their debt recovery to assist tenants in managing their circumstances better.

## **Resolved**

**To note the annual report.**

*Reasons for Decision:*

*Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.*

## **37 Performance Management and Risk Outturn Report: Q3 2015/16**

Councillor Dick Tonge presented a report which provided a quarter three update on outturns against the measures and activities compiled and reported through the council's website via the Citizens' Dashboard and other key measures, as well as latest outturns on the council's strategic risk register.

The Leader welcomed the data in relation to economic development and childhood obesity; she encouraged those present to contact Cabinet members if they had any subsequent questions on any of the information in the report.

There being no further question or debate, the meeting;

### **Resolved**

- 1. To note updates and outturns against the measures and activities ascribed against the council's key outcomes.**
- 2. To note updates and outturns to the strategic risk register.**

*Reason for Decision:*

*The performance framework compiles and monitors outturns in relation to the outcomes laid out in the Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.*

*The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.*

### **38 Report on Treasury Management Strategy 2015/16 - Third Quarter ended 31 December 2015**

Councillor Dick Tonge, presented a report which enabled Cabinet to review the Treasury Management Strategy. This report covered the third quarter of 2015-16, ended 31 December 2015. In the course of his presentation, Cllr Tonge explained the Council's position in relation to Lender Option Borrow Option (LOBO) loads. He assured the Cabinet that the Council was not exposed to any unnecessary risk, and explained how the Council would migrate the money invested in this type of loan to more convention Public Works Loan Board (PWLB) types.

### **Resolved**

**To note that the contents of the report presented were in line with the Treasury Management Strategy.**

*Reasons for Decision:*

*To give members an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2015-16.*

39 **A303: Stonehenge Improvement**

Cllr Fleur De Rhé-Philippe, presented a report which explained the Development Consent Order (DCO) process, and to set out the main implications for the Council.

Issues highlighted in the course of the presentation and discussion included: that the scheme was part of a programme of nationally significant schemes; that the Department for Transport was considering all the options; the length and complexity of the process; how the programme will be monitored with partners; the concerns of the public and the possibility of conflict; how the police will be involved in any planning; that it was hoped that the scheme would start in 2020; how heritage bodies had been consulted on the proposals; that possible positive and negative impacts of the proposals on local communities; the impact of the proposals on carbon reduction and air quality; and how local members and communities would be kept informed.

**Resolved**

- a) **To note the report**
- b) **To acknowledge the inevitable resource implications for the Council**
- c) **To acknowledge the need for strong governance arrangements**
- d) **To note that items b. and c. above will be the subject of future reports**

*Reasons for Decision:*

*To ensure that the Council's role in the DCO process is properly discharged.*

40 **Clarification of change to council tax discounts on properties that have been unoccupied and unfurnished properties for two years**

Councillor Dick Tonge presented a report which sought to clarify the effective date of the application of the levy in relation to the change to council tax discounts on properties that had been unoccupied and unfurnished for two years. In giving his presentation, Cllr Tonge confirmed that legal advice had been sought, and how notification would be given.

There being no further debate, the meeting;

**Resolved**

- 1. That the levy is introduced for the year 2016/17, but collection be effective from 1<sup>st</sup> October 2016 for properties that have been unoccupied and unfurnished since 1<sup>st</sup> October 2014.**
- 2. That the time between the approval of this report and October 2016 is used to communicate and inform the owners of these properties.**

*Reasons for Decision:*

*The council should employ the freedoms given to local authorities through the introduction of The Council Tax (Exempt Dwellings) (England)(Amendment) Order 2012, to tackle the issue of the issue of property left unoccupied and unfurnished for more than two years.*

#### **41 Licensing and support of Microsoft software**

**Key** Cllr Stuart Wheeler presented a report which sought approval for the Council to competitively procure software licences and related support services for Microsoft products through a Crown Commercial Services framework contract RM1054 - Technology Products, under Lot 2 for Packaged Software.

Issues highlighted in the course of the presentation and discussion included: that the contract would be for three years; that Microsoft was encouraging clients to move their licensing model from property to a cloud model; the national negotiations that had benefitted the Council; that the value of the contract necessitated Cabinet approval; and the arrangements and costs for third party users providing services for the council.

#### **Resolved**

- 1. That Cabinet approve the procurement of a 3 year Enterprise Agreement for Microsoft licences and support services, noting that this will be undertaken through a competitive call off from Lot 2 of the Crown Commercial Services RM1054 framework.**
- 2. That authority is delegated to the Associate Director – People and Business Services to approve the award of any resulting contract for the best value solution.**
- 3. To note that the new contract would run from 1st June 2016 to 31st May 2019.**

*Reasons for Decision:*

*The expiry of our existing Microsoft Enterprise License Contract with Trustmarque on the 1st of June 2016. If we do not have licences in place we will have to cease using the software and essential public services will be significantly disrupted.*

## 42 **Better Care Plan 2016/17**

**Key** In the absence of Cllr Keith Humphries, The Leader asked Maggie Rae, Corporate Director to introduce the report which sought approval for the high level objectives of the Better Care Plan (BCP) which was required to be revised and submitted to the national team for review by the end of March 2016.

Issues highlighted in the course of the presentation and discussion included: That the fund would run from 2018/19 but then would form part of core funding; that the national team would be visiting and report would be discussed at H&WB; that the plan focused on the frail elderly population; that the activities arising from the plan aimed to divert hospital admissions and keep people in their communities.

In response to a question from Cllr Chris Caswill, Maggie Rae explained that Homefirst was a pilot scheme being trialled in Salisbury, and it was yet to be fully analysed. It may be possible for the results to be discussed through the Select Committee.

During debate concern was expressed over the introduction of new Sustainability and Transformation Plans that the Government had required local NHS partners to develop in a short timescale.

In response to a question from Cllr Chris Caswill, Maggie Rae explained that it was her intention that funding be focused on enhancing and embedding the community services model.

### **Resolved**

- 1. To note the Better Care Plan in Wiltshire retains a strong reputation nationally and as the data demonstrates we are making strong progress in a number of performance indicators.**
- 2. To approve the high level objectives of the Better Care Plan for 2016/17 and the budget outline in appendix 1 of the report.**
- 3. That the Cabinet remains concerned that any budgets remain unallocated, and that these should be correctly identified as earmarked reserve.**

*Reason for Decision:*

*In line with the urgency associated with this work the BCP needs to be revised and submitted to the national team for review by the end of March 2016.*

## 43 **Urgent Items**

There were no urgent items.

(Duration of meeting: 9.30 am - 12.50 pm)

These decisions were published on the 18 March 2016 and will come into force on 30 March 2016

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)  
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## CABINET CAPITAL ASSETS COMMITTEE


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DRAFT MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL,  
TROWBRIDGE BA14 8JN on Tuesday, 15 March 2016.

Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance

Also in Attendance: Cllr Stuart Wheeler and Cllr Trevor Carbin

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

### 14 **Apologies and Substitutions**

Apologies were received from the Baroness Scott of Bybrook OBE who was substituted by Cllr Philip Whitehead.

*Cllr John Thomson, Vice-Chairman, in the Chair.*

### 15 **Minutes of the previous meeting**

The minutes of the meeting held on the 19 January 2016 were presented and considered.

#### **Resolved**

**To approve as a correct record and sign the minutes of the meeting held on the 19 January 2016 be**

### 16 **Leader's Announcements**

There were no leaders announcements.

### 17 **Declarations of interest**

There were no declarations of interest.

### 18 **Public Participation and Questions from Councillors**

It was noted that no requests for public participation had been received

**19 The Enterprise Network - Old Fire Station extension**

Cllr Fleur De Rhé-Philipe, Cabinet Member for Economic Development and Strategic Property, presented the report which presented a business case for the refurbishment and extension of the Old Fire Station building, Salt Lane, Salisbury, to enable the Enterprise Centre currently operating from the building at over capacity to grow and provide further needed incubation space for new enterprises in the city.

The meeting considered the exempt information in part two of the meeting, prior to making the following resolution:

**Resolved**

- 1. To approve the business case for the extension of the Old Fire Station Enterprise Centre**
- 2. To delegate authority to the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property and Cabinet Member Strategic Planning and Development Management), Operational Property, Waste and Strategic Housing to take forward the business case according to the options set out in the report, noting that if Council funding is required the proposal will be brought back to Cabinet.**

*Reason for Decision:*

*The Old Fire Station building is currently underused and the Enterprise Centre is oversubscribed having already demonstrated considerable success in providing a much needed service, assisting business growth and generating jobs. There is a lack of business workspace in the centre of Salisbury as a result of commercial pressure to convert property to residential use. This risks having a knock on effect of decreasing the overall vitality and attractiveness of the retail core. Providing for and stimulating the demand for office space for new start-ups will have considerable economic benefit for the area while maximising the usage of one of the Council's assets.*

**20 Urgent items**

There were no urgent items.

**21 Exclusion of the Press and Public**

**Resolved**

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

Reason for taking the item in private:

Paragraph 3 – information relating to the financial information or business affairs of any particular person (including the authority holding that information)

No representations have been received as to why this item should not be held in private.

**22 The Enterprise Network - Old Fire Station extension (Part II Appendix)**

The meeting considered the information in the appendix made exempt from publication.

**23 Swindon and Wiltshire Growth Fund (Part ii)**

 Councillor Fleur de Rhé-Philippe, Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property, presented the report which provided an update on the progress of funded Growth Deal projects. The report sought confirmation and agreement from Cabinet Capital Assets Committee on the list of prioritised projects that the Council may pursue through future anticipated rounds of Growth Deals with Government (see paragraph 17). The report also requested that Cabinet Capital Assets Committee approves the process for approving and funding development costs for Local Growth Fund projects.

**Resolved**

- 1. To note the progress of funded Growth Deal projects.**
- 2. To confirm the list of prioritised projects that the Council may pursue through future anticipated rounds of Growth Deals with Government.**
- 3. To approves the process for approving and funding development costs to enable projects to be developed to a level where they would stand a greater chance of securing funding through future anticipated rounds of Growth Deals with Government.**

*Reasons for Decision:*

*To ensure that Wiltshire Council maximizes the benefits and opportunities associated with the Growth Deal programme in terms of delivering key infrastructure projects and building Wiltshire's economy whilst managing the financial implications and associated risks to the organisation.*

**24 Brydges Court (Part II Item)**

Councillor Fleur de Rhé-Philipe, Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property, presented the report which provided an update on the performance of the council owned and managed business park at Brydges Court, Ludgershall, and seek approval for the proposed method of repaying the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) provided loan under the Growing Places Infrastructure Fund (GPIF).

**Resolved**

**To delegate authority to the Associate Director for Economic Development and Planning, in consultation with the Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property, to enter into negotiations with the SWLEP to agree a reasonable extension to the repayment term of the GPIF funding agreement, and to enable the Council to lease or sell the remaining unoccupied units on the scheme.**

*Reasons for Decision:*

*It is necessary for the Council to renegotiate the term of the existing GPIF agreement with the SWLEP to enable unoccupied units to be let or sold so that repayment of the grant can be made without incurring additional revenue pressure to the Council, while ensuring the economic benefits of the Brydges Court scheme at Ludgershall.*

**25 Surplus Assets for Disposal (Part II Item)**

**Key** Councillor Fleur de Rhé-Philipe, Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property, and Councillor Toby Sturgis, Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste, presented the report which asked the Committee to consider declaring 15 assets surplus and to authorise their sale at or above market value.

**Resolved**

**To declare 15 assets listed in the report as assets held for sale.**

**To Authorise the Associate Director for People and Business to dispose of the assets at or above market value and on such terms as to be determined by the Associate Director for People and Business.**

*Reasons for Decision:*

*To declare assets surplus so that they can be sold in order to generate capital receipts in support of the council's capital programme.*

(Duration of meeting: 1.20 - 1.54 pm)

These decisions were published on the 17 March 2016 and will come into force on 29 March 2016
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**Wiltshire Council**

**Cabinet**

**19 April 2016**

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**Subject: Draft Chippenham Site Allocations Plan: Update**

**Cabinet Member: Councillor Toby Sturgis - Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste**

**Key Decision: No**

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## **Executive Summary**

Examination of the Draft Chippenham Site Allocations Plan was suspended in November 2015 to allow the Council to undertake further work on a number of matters raised by the Inspector regarding the soundness of the evidence base. This is set out in a Schedule of Work submitted to the Inspector on 4<sup>th</sup> December 2015, designed to respond to the matters he raised relating to the site selection procedure, adequacy of sustainability appraisal and deliverability of the Plan's proposals. Once the work is complete consultation will be undertaken prior to the hearing sessions resuming. The Inspector has been clear that while he has not found the Plan unsound he considers there to be flaws with the evidence base that need to be addressed in order for the Plan to be taken forward.

The Inspector has recognised that the outcome of the Schedule of Work "*must include the possibilities that, either the chosen strategy would be vindicated by new evidence or that a reasonable alternative would be shown to provide a better plan*". Officers have been implementing the Schedule of Work with an open mind by following the evidence and are working towards setting out their findings and judgements in full to justify the outcome of the steps in the Schedule of Work by the end of April. This is longer than originally anticipated but reflects the complexity of the work involved, which involves external consultants as well as critical friend support facilitated by the Planning Advisory Service.

While the work is not fully complete, the testing of the reasonable alternative development strategies is well underway. However, in keeping an open mind, until the Schedule of Work is complete, Officers are not in a position to report on the most appropriate development strategy for Chippenham.

In the light of the Inspector's comments on the submitted Plan there will inevitably be the need for clarification and proposed changes to the Plan irrespective of the development strategy identified through the work.

During the consultation, the opportunity can also be taken to consult on other proposed changes that have been put to the Inspector as part of the Examination process, where they still remain valid following completion of the Schedule of Work. These mainly relate to the 'proposed changes' that were approved by Council for submission to the Secretary of State for examination alongside the draft Plan on 30 July 2015.

The Schedule of Work is being progressed and the outcomes should be presented to Council on 10 May 2016 for endorsement prior to submission to the Inspector and start of the consultation. Given the need to make timely progress on the Plan, Cabinet will be kept informed informally of progress in the lead up to Council and a Councillor briefing will be arranged when the papers are published.

### **Proposals**

That Cabinet notes the progress made with the examination of the Draft Chippenham Site Allocations Plan including the work being undertaken pursuant to the Schedule of Work agreed with the Inspector appointed to examine the Plan and the next steps.

### **Reason for Proposals**

To inform Cabinet of the continuing work to respond to the concerns of the Inspector appointed to examine the Chippenham Site Allocations Plan following suspension of the Examination in November 2015 and next steps.

**Dr. Carlton Brand**  
**Corporate Director**



**Subject: Draft Chippenham Site Allocations Plan: Update**

**Cabinet Member: Councillor Toby Sturgis - Strategic Planning, Development Management, Strategic Housing, Operational Property and Waste**

**Key Decision: No**

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### **Purpose of Report**

1. To update Cabinet on the Chippenham Site Allocations Plan and progress with the Schedule of Work developed to respond to the Inspector's comments following the suspension of the Examination and next steps.

### **Relevance to the Council's Business Plan**

2. Progression of the development plan for Chippenham is fundamental to realising the overarching aims of the Business Plan 2013-2017 of delivering stronger and more resilient communities. In identifying land to deliver new jobs, homes and community facilities in a way that seeks to minimise impact on the local environment and maximise benefits of development including accessibility to open space and new road infrastructure, it will help deliver a number of outcomes including:
  - Thriving and growing local economy
  - Everyone lives in a high quality environment
  - Healthy, active and high quality lives

### **Background**

3. On 14 July 2015, following consideration by Cabinet on 9 July, Council approved the submission of the draft Chippenham Site Allocations Plan (the Plan) together with proposed changes to the Secretary of State for examination. Council resolved:
  - (i) *To approve the Plan together with the Proposed Changes, subject to the omission of the new text in change no. 17 and the incorporation of the text suggest in amend four above, for the purpose of Submission to the Secretary of State subject to amendment in (ii).*
  - (ii) *To authorise the Associate Director for Economic Development and Planning in consultation with the Associate Director for Legal and*

*Governance and the Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property and Waste to:*

- (a) Make any necessary minor changes to the Plan through the Schedule of Proposed Changes in the interests of clarity and accuracy before it is submitted to the Secretary of State;*
  - (b) Make appropriate arrangements for submission of all documents relating to the Plan, including supporting evidence such as the Equalities Impact Assessment, to the Secretary of State; and*
  - (c) Implement any consequential actions as directed by the Inspector relating to the Examination.*
4. The Plan was subsequently submitted on 30 July 2015. The appointed Inspector, Patrick Whitehead, wrote to the Council on 18 September setting out his Initial Appraisal of the Plan to which the Council responded. On 5 October, the Inspector confirmed that on the basis of the Council's response he was content for the examination to proceed to the hearing sessions. The hearings opened on 10 November and were programmed to run until 19 November 2015.
  5. On day two, the Inspector suspended proceedings when the Inspector raised concerns about the evidence supporting the Plan.
  6. The Inspector set out his concerns in letters to the Council of 16 and 30 November 2015. In response the Council wrote to the Inspector on 4 December 2015 and provided a Schedule of Work designed to address his concerns. For ease of reference this is attached at **Appendix 1**. The Inspector responded on 9 December 2015 acknowledging the Council's comprehensive response to his request for the schedule and timetable of work.
  7. Councillors Briefing Notes have been prepared and circulated following suspension of the examination to inform all Councillors about the Inspector's concerns and the Schedule of Work being undertaken.
  8. A public meeting was held between the Council and the Inspector on 21 January 2016 to review progress on the Schedule of Work, together with the timetable for the completion of that work and a further update provided in writing on 18 March 2015.
  9. All communications between the Council and Inspector and notes of the progress meeting are provided in chronological order on the Council's website at:  
[http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/chippenhamsiteallocationsplan/chippenham\\_examination.htm](http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/chippenhamsiteallocationsplan/chippenham_examination.htm)

## Main Considerations for the Council

10. The Schedule of Work is designed to address the issues raised by the Inspector in relation to site selection procedure, adequacy of sustainability and deliverability of the Plan proposals. The main issues can be summarised as follows:
  - (i) Site Selection Procedure:
    - the basis for and use of the ranking exercise relating to criteria within Core Policy 10 of the Wiltshire Core Strategy is not clear;
    - the two stage process results in some locations not being evaluated in the same detail as others before being rejected; and
    - the approach to delivering an employment led strategy.
  - (i) Adequacy of Sustainability Appraisal (SA):
    - the two stage sequential site selection process and its influence on the SA;
    - the inclusion of detailed assessment for only three broad areas (B, C and E) rather than for all areas A to E; and
    - therefore, the concern that reasonable alternatives were not given proper consideration.
  - (ii) Deliverability of the Plan proposals:
    - the need for clarity regarding the role and character of the Eastern Link Road and to acknowledge its provision as a policy requirement;
    - how the Eastern Link Road (including bridges) can be delivered and funded alongside development and other infrastructure requirements;
    - the co-ordinated delivery of the Eastern Link Road; and
    - how the proposals comply with the Wiltshire Core Strategy on affordable housing.
11. The Schedule of Work sets out an enhanced methodology to site selection following a 10 Step approach drawing on the substantial evidence already before the examination, supplemented by new evidence documents. Once the work is complete consultation will be undertaken prior to the hearing sessions resuming, as requested by the Inspector.
12. The Inspector at the progress meeting in January took the opportunity to reiterate a number of areas that should be addressed through undertaking the Schedule of Work in order to ensure soundness (paragraphs 3.1 to 3.8, Notes of Progress Meeting, 21 January 2016). These relate to: revisiting the flood risk evidence in relation to Area C; revisiting the transport and accessibility evidence; need for specific policy on Eastern Link Road if it forms part of proposals; need for further Viability Assessment; justification for built development east of River and north of the A4 if it forms part of proposals due to landscape considerations; use of

illustrative land uses on proposal plans; and clarification on viability of country parks as part of proposals.

13. All matters raised by the Inspector will be addressed within the documents being produced as a result of the Schedule of Work. These will include:

- (i) Site Selection Report
- (ii) Amended and enhanced Sustainability Appraisal Report published in three parts
- (ii) Supplement to Evidence Paper 3: Transport and Accessibility Part 1A - Strategic Site Options
- (iii) Supplement to Evidence Paper 3: Transport and Accessibility Part 2A - Alternative Development Strategies
- (iv) Viability Assessment of Strategic Site Options
- (vi) Schedule of proposed changes

14. In addition, an Addendum to Evidence Paper 2: Housing and Community Facilities is being prepared to respond to the concerns raised at Area Board meetings regarding air quality issues at Chippenham.

15. These evidence documents alone indicate the complexity of the work being undertaken, as do the number of strategic site options (Step 3) that form the basis for identifying the most appropriate development strategy for Chippenham. In total, detailed assessment of 14 strategic site options were taken forward into Steps 4 and 5, which relate to the Sustainability Appraisal and Policy Review of strategic site options respectively.

16. Progress on the Schedule of Work was reviewed mid-March, as referred to in paragraph 8, when the timetable was adjusted to reflect the complexity of the work and allow time for member involvement. In the Council's written update to the Inspector, it was clarified that the nature of member involvement would be set out in a report to Cabinet.

17. The Inspector has clarified that:

*"...whilst he had not found the evidence base adequate in its support of the chosen strategy, the outcome of the additional work must include the possibilities that, either the chosen strategy would be vindicated by new evidence or that a reasonable alternative would be shown to provide a better plan."*

(Paragraph 2.3, Notes of Progress Meeting 21 January 2016)

18. Officers have been implementing the Schedule of Work with an open mind by following the evidence and are working towards setting out their findings and judgements in full to justify the outcome of the additional work

by the end of April. External consultants are involved in the process through the preparation of: Sustainability Appraisal, supplements to the transport and accessibility evidence and viability assessment. In addition, implementation of the Schedule of Work has benefitted from critical friend support from the Planning Officer Society Enterprises, secured through funding from the Planning Advisory Service.

19. While the work is not fully complete, the testing of the reasonable alternative development strategies is well underway. However, in keeping an open mind, until the work is complete, Officers are not in a position to report on the most appropriate development strategy for Chippenham as was anticipated in the council's letter to the Inspector on 18<sup>th</sup> March 2016.
20. Having regard to the Inspector's comments there will be the need for clarification and therefore proposed modifications irrespective of the development strategy identified through the work. These will form recommendations to the Inspector.
21. During the consultation, the opportunity can also be taken to consult on other proposed changes that have been put to the Inspector as part of the Examination process, where they still remain valid following completion of the Schedule of Work. These mainly relate to the 'proposed changes' that were approved by Council for submission to the Secretary of State for examination alongside the draft Plan together with any more recent proposed changes that arose as part of the examination process prior to suspension e.g. through the preparation of statements of common ground or in response to matters raised by the Inspector that were to be discussed at the hearing sessions. This may save time later in the process.

### **Next Steps**

22. In the light of the above and in order to keep to the timetable proposed in the letter to the Inspector on 18<sup>th</sup> March, it is considered that the outcomes of the Schedule of Work should be presented to Council on 10 May 2016 for endorsement prior to submission to the Inspector and start of the consultation. Cabinet will be kept informed informally of progress in the lead up to Council and a Councillor briefing will be arranged when the papers are published.
23. The Inspector in his letter of 23 March 2016 seeks clarification of timings in the submission of documents to the Examination. This is outlined below together with information on the consultation.
24. Subject to the endorsement of Council, the documents prepared in response to the Schedule of Work will be submitted to the Inspector.
25. Preparations will be made to consult on the revisions to the evidence documents arising from the Schedule of Work and any consequential changes to the draft Plan, which will be set out in a new schedule of proposed modifications (see paragraphs 19 and 20 above). Consultation

will take place for a period of six weeks and one day (to allow for the bank holiday) is proposed to start on Monday 23 May 2016 and end Tuesday 5 July 2016. It will include:

- (i) Letter or email to consultees on Spatial Planning database who have an interest in the Chippenham Plan, providing notification of the consultation;
  - (ii) Online publication on the Council's website including consultation portal;
  - (iii) Publication of advertisement in local newspapers to cover Wiltshire and the Council's Parish/Town Council Newsletter;
  - (iv) Publication of press release on Calne, Chippenham and Corsham 'Our Community Matters' websites;
  - (v) Notification of the consultation to be distributed through the Chippenham, Corsham and Calne Area Board networks;
  - (vi) Officers to present at a briefing for the Chippenham, Calne and Corsham Community Areas during the consultation period;
  - (vii) Documents being made available for viewing at the Council's main office hubs (Monkton Park, Chippenham; Bourne Hill, Salisbury; and County Hall, Trowbridge) and at Calne, Chippenham and Corsham libraries.
26. Documents will be submitted to the Programme Officer (Examination) by the start of the consultation period. This will enable the Inspector to commence his appraisal and may save time later in the process.
27. Following close of the consultation, comments submitted to the Council will be collated and forwarded to the Inspector as soon as possible but by mid-July. Officers will also review the comments and prepare a summary of comments raised broken down by policy and/or subject as appropriate (rather than a comment by comment list of individual responses) to assist the Inspector. Depending on the level of response the summary will be made available before end of July.
28. The Inspector has stated that with the submission of the consultation comments early July the hearing sessions could be resumed in October (letter of 23 March 2016).

### **Safeguarding Implications**

29. There are no safeguarding implications as a direct result of this proposal.

### **Public Health Implications**

30. Planning for sustainable development to meet the employment, housing and infrastructure needs of communities helps foster their wellbeing. Well planned development, including appropriate infrastructure, supports health and well being of local communities, for example through the provision of green infrastructure and infrastructure to encourage walking and cycling as means of travel.

### **Procurement Implications**

31. There are no further procurement implications as a direct result of this proposal.

### **Environmental and Climate Change Considerations**

32. Spatial Planning has implications for the natural, economic and social environment. The schedule of work explicitly refers to Sustainability Appraisal, which remains an important part of the process (Steps 1, 4, 7 and 9 of the enhanced methodology). The Habitat Regulations Assessment will also be reviewed.

### **Equalities Impact of the Proposal**

33. The proposed consultation will be carried out in a similar way as the previous consultation assessed in the Equalities Impact Assessment already submitted to the Secretary of State when the Plan was submitted for examination.

### **Risk Assessment**

34. Progression of the Schedule of Work and consultation will enable the Examination to be resumed helping deliver a plan led approach to development at Chippenham; enabling the cumulative impact of development to be understood and the holistic planning of the town to take place. Land to deliver new jobs, homes and community facilities can therefore be identified in a way that seeks to minimise impact on the local environment and maximise benefits of development.

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

35. There is a considerable amount of developer interest around Chippenham. This means that the Council is already considering applications on the edge of the town on a case by case basis impacting on the Council's ability to plan effectively for growth at the town. Maintaining progress on the Schedule of Work will reduce this period of uncertainty, and the conclusion of the proposed consultation will also help the Council maintain and demonstrate a five year supply of housing land, in accordance with

the requirements of the Government's National Planning Policy Framework, through the identification of sites for development.

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

36. There remains reputational risk to the Council as criticism may be attracted from local people who do not want to see developments close to where they live or areas they value. To help manage this risk, a joint briefing for the Chippenham, Calne and Corsham Community Areas will be arranged to allow local people to find out about the outcomes from the work and understand the reasons behind it.

### **Financial Implications**

37. The financial implications of the schedule of work, consultation and completion of the examination have and will have to be met from the Economic Development and Planning budget provision for 2015/16 and 2016/17 respectively. The Inspector has indicated that he may wish to use expert assessors to assist with viability and transport matters, which will have a cost implication.
38. Progression of the Plan will help bring forward new sites for housing, thereby enabling the Council to benefit from the Government's New Homes Bonus and by a contribution to the Council's Council Tax base. In addition, they will be subject to Community Infrastructure Levy that will help deliver specific infrastructure schemes in Chippenham and adjoining parishes.

### **Legal Implications**

39. In accordance with the Planning and Compulsory Purchase Act 2004 (as amended) ('2004 Act'), the Council has a statutory duty to prepare planning policy and maintain up-to-date policy, which is reinforced through the National Planning Policy Framework (NPPF). The NPPF requires Plans to have a proportionate evidence base that is adequate, up to date and relevant (paragraph 158). The Schedule of Work has been prepared in compliance with legislation and National Planning Policy.
40. Legislation relating to the local plan preparation process is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. According to Regulation 22, a sustainability appraisal report is one of the main documents prepared to support the development of the submitted Plan and involves the assessment of reasonable alternatives. This is being amended and enhanced as referred to in the Schedule of Work.
41. The Inspector, in accordance with the NPPF, is independently examining the Plan for soundness, namely that it is: positively prepared, justified, effective and consistent with national policy (paragraph 182) and considering compliance under section 20(5) of the 2004 Act. Completion of the Schedule of Work in response to



the Inspector's concerns will enable the Council to submit additional evidence and any associated proposed modifications to the examination to support the progression of the Chippenham Site Allocations Plan through examination. This work will ensure the Plan is sound in accordance with section 20(5)(b) of the 2004 Act and paragraph 183 of the NPPF.

### **Options Considered**

42. Progression of the Plan will help ensure that Core Policy 10 of the Wiltshire Core Strategy is implemented and a clear strategy is in place for plan led growth at the Town, providing certainty for developers and the local community. The Inspector has required that further work be undertaken through the schedule of work in order to progress the examination and that consultation be undertaken on the outcome.

### **Conclusions**

43. The Schedule of Work, designed to address the issues raised by the Inspector, is programmed to be completed by the end of April. In keeping an open mind until the work is complete, Officers are not in a position to recommend the most appropriate development strategy for Chippenham. In the light of the Inspector's comments on the submitted Plan there will be the need for clarification and therefore proposed changes to the Plan irrespective of the development strategy identified through the work. The outcomes of the Schedule of Work should be presented to Council on 10 May 2016 for endorsement prior to submission to the Inspector and start of the consultation. Given the need to make timely progress on the Plan, Cabinet will be kept informed informally of progress in the lead up to Council and a Councillor briefing will be arranged when the papers are published.

### **Alistair Cunningham**

**Associate Director, Economic Development and Planning**

Report Authors:

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Date of Report: April 2016

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

Schedule of Work under preparation, as referred to in the report

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4<sup>th</sup> December 2015

3/12 Kite Wing  
Temple Quay House  
2 The Square  
Bristol  
BS1 6PN

Economic Development and Planning  
County Hall  
Bythesea Road  
Trowbridge  
Wiltshire  
BA14 8JN

Your ref: PINS/Y3940/429

Dear Patrick Whitehead

**Re: Chippenham Site Allocations Plan (CSAP) - Examination in Public**

Thank you for your letter of 16 November 2015 in which you set out your concerns following the suspension of the examination into the above Plan. Since this date the Council has been working hard to carefully consider the points you raise in order to identify a schedule of work going forward and to allow you to respond before going on leave.

We also confirm receipt of your letter of 30 November in which you have reiterated your concerns and note that you have provided further clarification.

However, the tenor of this latest letter, which appears to have increased the emphasis on withdrawal, is giving the Council cause for concern that you may have predetermined the outcome. We note an interim letter from the Inspector examining the soundness of the County Durham Plan was challenged on grounds including predetermination and was subsequently quashed by the High Court with the consent of the Secretary of State. We therefore seek your reassurance that you will proceed with an open mind.

As detailed in this letter, we are going to carry out a transparent and comprehensive schedule of further work addressing each of your concerns. The Council do not know the outcome at this stage but there is no reason to believe that it would lead to a fundamentally different Plan or one requiring substantial modification. Even if it did lead to significant changes, there is no legal impediment to any changes being progressed through a proper consultation and modifications procedure, if necessary, and as such we see no legal reason why the Plan cannot proceed.

The main concerns outlined in your letter of 16<sup>th</sup> November relate to the adequacy of the Site Selection Procedure and the Sustainability Appraisal, requiring the Council to revisit these two exercises, as well as matters around deliverability. At the hearings the Council agreed to a suspension in order to address these concerns and review the evidence that supports the Plan. The main concerns can be summarised as follows.

(i) Site Selection Procedure:

- the basis for and use of the ranking exercise relating to criteria within Core Policy 10 of the Wiltshire Core Strategy is not clear;
- the two stage process results in some locations not being evaluated in the same detail as others before being rejected; and
- the approach to delivering an employment led strategy.

- (ii) Adequacy of Sustainability Appraisal (SA):
- the two stage sequential site selection process and its influence on the SA;
  - the inclusion of detailed assessment for only three broad areas (B, C and E) rather than for all areas A to E; and
  - therefore, the concern that reasonable alternatives were not given proper consideration.
- (iii) Deliverability of the Plan proposals:
- the need for clarity regarding the role and character of the Eastern Link Road and to acknowledge its provision as a policy requirement;
  - how the Eastern Link Road (including bridges) can be delivered and funded alongside development and other infrastructure requirements;
  - the co-ordinated delivery of the Eastern Link Road; and
  - how the proposals comply with the Wiltshire Core Strategy on affordable housing.

In order to address points (i) and (ii) above, the Council is proposing to re-issue a revised Site Selection Report using an enhanced methodology that is informed by Sustainability Appraisal. The enhanced methodology will provide clarity on the employment led approach drawing upon the substantial evidence that is before the examination. The selection of a preferred strategy will be based on choosing the alternative with the greatest net benefit for economic growth and settlement resilience when compared to the potential harm against Core Policy 10 criteria 2 to 6. This therefore ensures that the Plan is based on delivering significant job growth, which will help to improve the self-containment of the town as required by the Wiltshire Core Strategy and replaces the ranking of Core Policy 10 criteria. The enhanced methodology will also include a more detailed consideration of site options within all strategic areas and is described in a Schedule of Work attached as an annex to this letter (**Appendix 1**). In summary this will involve:

- A review of the existing Strategic Area Assessments (Strategic Areas A-E) in both the Sustainability Appraisal and the Site Selection Report in the interest of consistency and clarity (Steps 1 and 2 in the Schedule of Work);
- Instead of the sequential approach to site selection using the outcome of the Strategic Area Assessment, the Sustainability Appraisal and Site Selection Report will be amended to consider the reasonable strategic site options in each Strategic Area (Steps 3 to 5); and
- A new section in both the revised Site Selection Report and amended Sustainability Appraisal to consider reasonable alternative development strategies (Steps 6 to 8) before identifying a preferred development strategy and any accompanying proposed modifications to the Plan (Steps 9 and 10).

In relation to (iii) above, 'Deliverability of the Plan proposals', the development of alternative development strategies will involve each being supported by a risk assessment in relation to delivery (Step 6). This will be a basis for comparing the effectiveness of each development strategy and therefore a consideration in selecting a preferred strategy. Recognising the need for co-ordinated progress over the remainder of the Plan period, revisions to the Plan will be drafted to set out measures to monitor and minimise risks and contingencies, for example, for the timely delivery of critical infrastructure.

To provide greater detail on road infrastructure, the Council is proposing to provide a position statement responding to the issues you raise concerning the Eastern Link Road. This will draw together existing evidence on the character and purpose of a link road, provide an update in relation to options on delivery (some of which were briefly discussed during the hearings) and clarify the benefits. Whilst the Council is mindful of the need not to prejudge the outcome of the review of the Site Selection Procedure and the Sustainability Appraisal, the position statement will be completed

alongside the attached schedule of work. This will ensure that the agreed timescale can be met and information is available to support the proposed development strategy should a link road remain part of the strategy of the Plan. This will also respond to your concern regarding the need for a dedicated policy within the Plan.

In response to your comments concerning the delivery of affordable housing, concerns that were also raised during the hearings, as you are aware the Council has prepared the revised Viability Assessment Report (dated November 2015), which has been submitted to the Examination. This updates the original appraisal inputs, which as reflected in the Council's response to your 'Initial Appraisal' are pessimistic, and reflects the introduction of Community Infrastructure Levy at £85 per sq m for residential development as opposed to the £40 per sq m adopted in the earlier iteration of the report. With these updates the report indicates that there are scenarios where 40% affordable housing could be achieved on all sites. It is appreciated that the hearings did not progress as far as Matter 12 when this would have been discussed in more detail.

Further viability assessment will also be undertaken for alternative development strategies, as referred to at Step 6 in the Schedule of Work. This will help consideration of the comparative effectiveness of each and the justification for the Plan's proposals. The Transport and Accessibility evidence will be reviewed and amended as necessary to ensure that each alternative development strategy is tested.

The Council also recognise that this further work allows the opportunity to reflect on specific issues that have been raised in representations.

As part of this work, Wiltshire Council is in discussion with the Planning Advisory Service to engage their services in providing critical friend support.

The schedule of work to fulfil the commitments set out above, as you may imagine, is complex but the Council is confident that the work can be completed within the 6 month period proposed. The initial proposed timings for the work are set out in **Appendix 2**.

This includes a 6 week consultation on the revisions to the evidence base arising from this work including the revised Site Selection Report, amended Sustainability Appraisal Report and any consequential changes to the Plan, which will be set out in a schedule of proposed modifications. The consultation is proposed to commence late March 2016. At the end of the consultation it is proposed that comments received will be forward to you for consideration.

In relation to the meeting in public proposed towards the end of January, the Council understand that this will be focused on verbal updates provided by the Council to questions raised by you and that members of the public will be able to observe but not take part in the discussion.

We look forward to hearing from you and trust that this letter reinforces the Council's willingness to consider reasonable alternatives and that this satisfies your concern, enabling the examination to continue.

Yours sincerely



Alistair Cunningham  
Director, Economic Development and Planning  
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## **APPENDIX 1: CHIPPENHAM SITE ALLOCATIONS PLAN: SCHEDULE OF WORK IN RELATION TO SUSTAINABILITY APPRAISAL AND SITE SELECTION REPORT**

### **1. Introduction**

- 1.1 The Inspector examining the soundness of the draft Chippenham Site Allocations Plan raised concerns about the adequacy of the Site Selection Report and Sustainability Appraisal prepared to support the Plan's preparation. In accordance with Examining Local Plans Procedural Practice this paper sets out a schedule of work the Council is proposing to carry out to address the concerns identified by the Inspector specifically in relation to these two pieces of evidence. This Appendix should be read together with the Council's letter of response to the Inspector, which refers to a Position Statement that will be prepared responding to the Inspector's concerns in relation to the proposed Eastern Link Road. Appendix 2 sets out the timeline for this work.
- 1.2 The proposed further work focuses on an enhanced methodology, which removes the two stage approach and replaces it with a parallel assessment of Strategic Areas and strategic sites that culminates in the comparison of alternative development strategies. The methodology revisits the Sustainability Appraisal and the Site Selection Process and the outputs will include:
- A revised Site Selection Report that recognises the importance of the Core Policy 10 criteria, which are reflected within the Plan objectives, as part of a more straight forward employment-led approach by removing the explicit ranking of criteria. This 'employment-led approach' will ensure the Plan provides a good choice of sites for a range of business as soon as possible, supports the vitality and viability of the town centre, and supports settlement self-containment;
  - An amended Sustainability Appraisal, which introduces additional assessments of new strategic site options within all Strategic Areas; and
  - Proposed modifications to the Plan resulting from the work including setting out measures to monitor and minimise risks to ensure the 'smooth and co-ordinated' delivery of the preferred strategy and associated infrastructure.
- 1.3 The background and context for the proposed enhanced methodology is provided in summary below following which the enhanced methodology is set out in steps.

### **2. Background and Context**

- 2.1 The strategy for Chippenham, as set out in the Wiltshire Core Strategy "*is based on delivering significant job growth, which will help to improve the self-containment of the town*" and include the provision of new employment sites as part of mixed use sustainable urban extensions at the town (paragraph 5.46). The Wiltshire Core Strategy sets a minimum amount of additional housing and employment for Chippenham between 2006 and 2026. It also establishes a set of six criteria to guide Chippenham's expansion, as set out in Core Policy 10. They are translated into the six objectives for the Plan and form the central basis for selecting 'Strategic

Sites'. A Strategic Site Assessment Framework was developed to define how the Core Policy 10 criteria are interpreted and was informed by comments from the community and other stakeholders<sup>1</sup>.

- 2.2 The Wiltshire Core Strategy identifies, diagrammatically, a set of indicative Strategic Areas located east of the A350 as potential areas of future expansion for strategic mixed use sites to be identified in accordance with Core Policy 10. The 'Strategic Areas' are defined by barriers such as main roads, rivers and the main railway line. Land west of the A350 is not considered a reasonable alternative for the allocation of strategic sites. The Council's reasoning is set out in Briefing Paper 2, which explains the definition of strategic areas<sup>2</sup>.
- 2.3 The proposed enhanced methodology seeks to add to the Site Selection Process, as set out in the Site Selection Report, and Sustainability Appraisal (SA) process to present an equitable assessment of all reasonable alternatives within the parameters set by: the overall scale of growth included within the Wiltshire Core Strategy; the Strategic Areas identified as A to E<sup>3</sup>; the definition of what a strategic site is<sup>4</sup>, and the agreed Strategic Sites Assessment Framework<sup>5</sup>.

### 3. Enhanced methodology

#### Step 1: Review Sustainability Appraisal of Strategic Areas

*Objective: To improve the consistency and clarity of the Sustainability Appraisal of Strategic Areas A to E*

- 3.1 Each of the Strategic Areas has been assessed against the Sustainability Appraisal (SA) objectives in the SA Framework (Table 6.1, SA Report<sup>6</sup>). During the hearing sessions there was some concern about whether the assessments presented in Appendix 1 to the SA Report and summarised in Chapter 7 of the SA Report correctly reflected the evidence on which it relied. The first step is, therefore, to review this work for consistency and clarity.

<sup>1</sup> Chippenham Strategic Sites Assessment Framework: <http://www.wiltshire.gov.uk/planninganddevelopment/planningpolicy/chippenhamsiteallocationsplan/chippenhamsiteselectionmethodology.htm>

<sup>2</sup> Briefing Note 2: Definition of the Chippenham Strategic Areas (Jan 2015) <http://www.wiltshire.gov.uk/chippenham-briefing-note-2-definition-of-strategic-areas-updated-2015-january.pdf>

<sup>3</sup> Wiltshire Core Strategy (January 2015) Figure after paragraph 5.56: <http://www.wiltshire.gov.uk/corestrategydocument?directory=Adoption/Figures%20within%20the%20Core%20Strategy&fileref=29>

<sup>4</sup> Briefing Note 5: The Role of Strategic Sites <http://www.wiltshire.gov.uk/briefing-note-5-the-role-of-strategic-sites.pdf>

<sup>5</sup> Strategic Sites Assessment Framework <http://www.wiltshire.gov.uk/chippenham-strategic-sites-assessment-framework-final-2.pdf>

<sup>6</sup> Sustainability Appraisal Report (February 2015) <http://www.wiltshire.gov.uk/chippenham-draft-sa-report.pdf>

- 3.2 This work will include a review of decision aiding questions in the SA Framework to establish whether they are appropriate to identify the impacts arising from development at Chippenham. No change to the SA objectives is proposed. These remain the core objectives of the SA.
- 3.3 The SA will continue to identify, for Strategic Areas, the likely significant effects of a large scale mixed use development, highlighting and explaining where the mitigation of impacts may be problematic.

#### Step 2: Policy review Strategic Area Assessments

*Objective: To present the existing policy analysis of strategic areas against the objectives of the Plan to clarify the differences between each.*

- 3.4 Informed by SA, the revised site selection report will present the evidence of the most significant strengths, weaknesses, opportunities and threats for each strategic area (A to E) that the evidence presents.
- 3.5 Using the six criteria from the Wiltshire Core Strategy (which are consistent with the Plan objectives) and evidence requirements set out in the Strategic Site Assessment Framework, the assessment will report under each objective as follows:
- Strength: There would be a benefit from developing here because...
  - Weakness: There would be harm from developing here because...
  - Opportunity: Developing here would offer the wider benefit of...
  - Threat: Developing here would risk the wider harm of...
- 3.6 Much of this assessment is already presented in the Site Selection Report in Section 1 in a narrative manner. The revisions to this will reflect any amendments to the SA of Strategic Areas and present the evidence in a manner which will better highlight the differences between Strategic Areas.
- 3.7 Although this analysis may suggest some preference for one Strategic Area over another no Strategic Area will be removed from further consideration.
- 3.8 As part of the review there will be consideration of the opportunities the Strategic Areas present in combination with other Strategic Areas to help deliver the objectives of the Plan. The likely strengths and weaknesses of the combination(s) of Strategic Areas (potential development concepts) will be summarised and any theoretical interdependencies between Strategic Areas identified. This work will inform the development of alternative development strategies (see Step 6).

#### Step 3: Identify Strategic Site Options

*Objective: To identify reasonable alternative strategic site options in all Strategic Areas (A to E).*

- 3.9 The Inspector is concerned that some locations have not been evaluated in the same detail as others before being rejected. This proposed approach ensures that all locations promoted for development continue to be assessed.



- 3.10 Additional work will ensure that all reasonable alternative strategic site options have been considered in addition to those already examined in the Site Selection Report in Strategic Areas E, B and C in Sections 1, 2 and 3. Identification of strategic site options will be extended to include strategic site options in strategic areas A and D and, potentially, additional options in Strategic Areas E, B and C. In generating the strategic site options the comments received on the Plan in relation to alternative site options will be considered.
- 3.11 The Strategic Housing Land Availability Assessment (SHLAA) provides evidence of what land is being promoted or may be available for development in each of the Strategic Areas. Guided by the Planning Advisory Service strategic site toolkit and the objectives of the Plan, the Council will develop from these individual SHLAA sites additional strategic sites options.
- 3.12 Land parcels submitted for inclusion in the SHLAA range in size from several hundred hectares to single figures. As a consequence some strategic site options may involve a combination of separate land interest whilst others may need to be divided or reduced. The Council's reasoning for the development of each strategic site option will be set out. The outcome from this work will be used in Step 4.

#### Step 4: Sustainability Appraisal of Strategic Site Options

*Objective: To undertake Sustainability Appraisal of the reasonable alternative strategic site options in each Strategic Area.*

- 3.13 Chapter 8 of the SA Report considered strategic site options in Areas E, B and C. This work will extend this assessment to include potential strategic site options in Areas A and D and, potentially introduce new strategic site options in Areas E, B and C. Considering all locations promotes consideration of strategic sites on an equitable and transparent basis.
- 3.14 Evidence papers map constraints or map information in their assessments. This information will be combined and the SA will refer to a map of constraints impinging on development around the town. This will guard against wider area judgements being applied to specific sites within an area.
- 3.15 Each site option will be assessed using the SA Framework. As stated above, decision aiding questions will have been reviewed to ensure that there is a sufficiently detailed assessment and conclusions are fully evidenced.
- 3.16 The appraisal will conclude with recommendations for each strategic site option on what would be important from a sustainability perspective and should therefore influence the decision as to whether or not a site is taken forward (and, if it is, the conditions or mitigation that might be attached to development). It will suggest what mitigation measures would be necessary to ensure particular sustainability benefits are realised or identify essential measures to ensure a development's acceptability. The appraisal may suggest that a strategic site option is not taken forward; in which circumstance it will set out its reasons.

#### Step 5: Policy review of Strategic Site Options

*Objective: To undertake a review of reasonable alternative strategic site options in each strategic area to highlight the strengths and weaknesses of each against existing Plan Objective.*

- 3.17 The Site Selection Report includes strategic site options in Areas E, B and C in Sections 1, 2 and 3. This analysis will be extended to include strategic site options in each strategic area and potential additional options in Strategic Areas E, B and C.
- 3.18 The existing narrative assessment of each strategic site will be replaced, using the same evidence base, with a more detailed SWOT analysis to highlight the strengths and weaknesses of each. The examination of each strategic site option against the Plan's objectives will identify those sites with the most potential to support the employment led strategy for Chippenham established in the Core Strategy.

#### Step 6: Identify Reasonable Alternative Development Strategies

*Objective: To develop from the Sustainability Appraisal and policy review of Strategic Areas alternative development strategies that could, in different ways, deliver the objectives of the Plan and the scale of growth proposed in the Wiltshire Core Strategy.*

- 3.19 The SA assessment and policy assessment of each strategic area (Steps 1 and 2) and different strategic site options (Steps 3 to 5) will be used to identify alternative development strategies in Step 6. These alternative development strategies will comprise one or more identified sites and supporting infrastructure requirements.
- 3.20 A site may fit with more than one development strategy. If a site does not support or 'fit' any development strategy it may at this stage be rejected from further assessment. If this is the case the revised Site Selection Report informed by the SA, will set out the Council's reasoning.
- 3.21 The alternative development strategies will be led by the evidence. Alternative development strategies already presented in evidence to the examination that could be considered at this stage are:
- The current plan proposals
  - A strategy with a southern focus
  - A strategy with an eastern focus
- 3.22 Each alternative development strategy will be developed to provide the 'at least' strategic requirements for housing and employment at Chippenham as set out in Core Policy 10 of the Wiltshire Core Strategy. Supporting evidence for each alternative will involve understanding traffic impacts, viability assessment and an assessment of risks to delivery associated with each development strategy. Each reasonable alternative strategy can therefore be tested as to whether it has a reasonable prospect of delivery.

Step 7: Sustainability Appraisal of Reasonable Alternative Development Strategies

*Objective: To identify a development strategy that promotes the most sustainable pattern of development at Chippenham.*

- 3.23 Sustainability Appraisal will report the like significant effects of each reasonable alternative development strategy and recommend one strategy based on achieving sustainability benefits across the spectrum of economic, social and environmental impacts. It may also suggest amendments and additional mitigation measures. It will provide reasons for rejecting the other strategies under consideration.

Step 8: Selection of a preferred development strategy

*Objective: To identify a preferred development strategy that delivers the Plan's objectives informed by Sustainability Appraisal.*

- 3.24 The alternative development strategies will be compared on an equitable basis using a similar SWOT framework to the one used in Step 2. This will be informed by Sustainability Appraisal.
- 3.25 Selection of a preferred development strategy will have the goal of achieving social, economic and environmental benefits together. Reflecting an employment-led strategy, the selection of a preferred strategy will however be based on choosing the alternative with the greatest net support for economic growth and settlement resilience when compared to the potential for harm against Core Policy 10 criteria 2 to 6. Harm can be considered to include:
- lack of infrastructure, a poor mix of homes including affordable housing
  - poor traffic impacts on the local network, harm to the vitality and viability of the town centre because of congestion and little wider transport benefit
  - poor access to every day destinations by alternatives to the private car
  - poor impacts on the landscape, substantial harm to heritage assets and biodiversity
  - increasing flood risk
- 3.26 Using the SWOT framework, the revised Site Selection Report will set out the justification for the chosen strategy and for not taking forward the development strategies it rejects. This will be informed by the risk analysis in Step 6.
- 3.27 Proposed modifications to the Plan to support the preferred development strategy and its delivery, arising from the work, will be set out.

Step 9: Sustainability Appraisal of preferred development strategy

*Objective: To ensure the preferred development strategy delivers the Plan's objectives informed by Sustainability Appraisal.*

- 3.28 The preferred strategy, in the form of Plan proposals (draft policies), will be subject to Sustainability Appraisal as appropriate and may result in further refinements to the draft Plan. This Appraisal may suggest:
- further changes in development components:

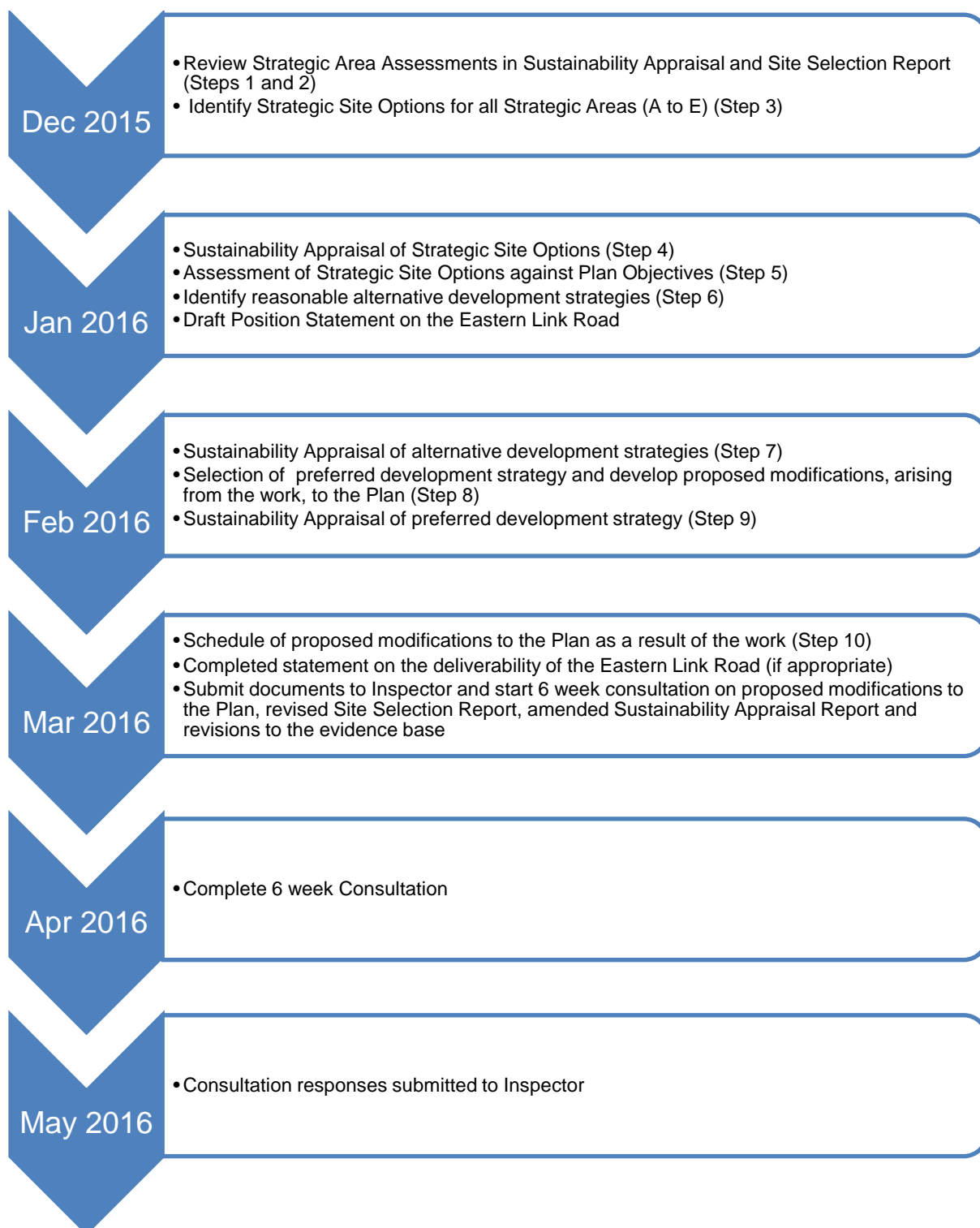
- the removal of components / statements that are not environmentally sustainable:
- the addition of new components / statements;
- including 'protective' statements requirements to substitute or offset for certain types of impacts, for instance, through projects that replace any benefits lost; and/or
- requirements in terms of reference for Environmental Impact Assessment and master plans for plan proposals, with detail on aspects of such as further landscape or traffic assessment

#### Step 10: Proposed Modifications to the Plan Proposals and revised evidence

3.29 At the conclusion of the review the following will be made available for consultation:

- An amended Sustainability Appraisal with addendum to present additional appraisals in relation to the new strategic site options and new reasonable alternative development strategies;
- A revised Site Selection Report, informed by Sustainability Appraisal, which presents the evidence as a series of SWOT analyses to highlight the strengths and weaknesses of each alternative considered against the objectives of the Plan (Core Policy 10 criteria);
- Proposed modifications to the Plan to support the preferred development strategy, its implementation and delivery. This may include an extended section in the Plan on implementation and delivery in Chapter 6.
- Revised Transport and Accessibility evidence and Viability Appraisal evidence to support the consideration of alternative development strategies.

## APPENDIX 2: CHIPPENHAM SITE ALLOCATIONS PLAN - TIMELINE FOR SCHEDULE OF WORK



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**Wiltshire Council**

**Cabinet**

**19 April 2016**

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**Subject: Laptop Estate Refresh**

**Cabinet member: Cllr Stuart Wheeler - Cabinet Member for Hubs, Governance, Support Services, Heritage & Arts and Customer**

**Key Decision: Yes**

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## **1. Executive Summary**

- To support changing organisational demands, and to enable improved mobile working, it is necessary to replace the current estate of end-point devices (laptops and mobile phones) and move to a new, modern, offering that will enable services to take advantage of these mobile innovations.
- The current Dell laptops are over 5 years old and beyond the standard replacement cycle of 4 years. Only a third of them are capable of taking a Windows 10 Operating System (OS). The Windows 10 OS is the latest and offers many improvements to flexible working, accessibility, data sharing and security.
- Being developed between ICT and Procurement in parallel to this report is a complimentary business case which is looking at the provision of a new mobile phone contract, providing smartphones to mobile workers. Entitled 'Mobile Voice and Data 2016', this links closely into the laptop refresh programme as the replacement smartphones will become companion devices to the laptops as they will also be based on the Windows 10 operation system. By deploying both Windows 10 laptops and smartphones, there will be synergies across the two devices and will enable to Council to start preparing for the future when the smartphone may replace the laptop as the end user device, where suitable.

## **2. Background**

- Since the deployment of laptops across the Wiltshire Council estate, staff have been able to work flexibly across the main council hubs, their own homes, campus buildings, or indeed anywhere that there is Wi-Fi access allowing the user a secure connection to Wiltshire Council services via Direct Access. This has been successful in enabling cost savings to the council as flexible working has allowed the reduction in the number of buildings that have to be managed and maintained.

### **3. Current Laptop Situation**

- A large number of the existing laptops in the estate are now out of warranty and support, and the increasing costs related to these laptops are picked up by ICT. Laptops are now failing at a high rate, and in many instances they are beyond economic repair and have to be completely replaced. Between the 1st Jan 2015 and 31st Dec 2015, there had been almost 300 calls to the Service Desk that have required the laptop to be changed as it is unrepairable. This excludes any other hardware related issue that can be resolved without a full laptop swap. This is costing both time and money for ICT, and putting huge strain on the Service Desk and Desktop Support resources, along with downtime for the user which has its associated impact on the Business.
- To fulfil the requirements to replace laptops following failure, an additional 200 laptops were purchased in early 2015 at a total cost of £129,200 and it is likely that another 180 will need to be purchased in the first quarter of this year at a similar cost if a technical refresh is not carried out across the estate.
- The intention is to use the new laptops for the next 3 years and more, when technology will have changed again and Wiltshire Council can look at alternative options for the next refresh, however it is anticipated that this purchase will be the last full laptop refresh project. After this time, there will be various options open to us from a Bring Your Own Device (BYOD) offering to a fully managed device depending on what technology is available and what offers best value to the business.

### **4. Windows 10 Operating System:**

- The change to a new Windows 10 operating system alongside the new hardware will also bring about further benefits to the business. It is Microsoft's latest operating system, which means that support for it will be available for many years to come. Many new applications are being developed for a Windows 10 Operating System on a touch screen.
- On approximately three quarters of the existing laptops we will expect the Windows 10 upgrade to fail due to incompatibilities and age of machines following tests on the range of laptops in use.
- The other major benefit of moving to Windows 10 is that it is able to support the flexible way in which many teams across the council want to work, and as such will reduce costs of both supporting buildings and travel costs throughout the business. In providing smaller laptops with touchscreen capability, users are able to work from anywhere they need to, without having to return to an office location in order to complete their work.
- Combined with the new licencing models for Microsoft the flexibility of Windows 10 will allow us to future proof IT provision, e.g. the potential to securely deliver a council environment on a domestic device (a BYOD solution).
- Other main benefits of moving to Windows 10 are the increased security the new operating system provides, it will provide the platform to provision OneDrive for Business, SharePoint Online and Office 365. It will also provide touchscreen capability for the development of optimised



applications amongst many other technological advances throughout the laptop's lifecycle. They will also be able to integrate seamlessly with new Windows 10 smart phones due for deployment in 2016.

#### **5. Proposal**

- To invest in new laptops to replace the aging current devices and to take advantage of new mobile functionality.
- To delegate powers to enter into a contract to purchase new laptops incorporating supply, build, deploy the new devices and dispose of the old devices, to the Associate Director, People and Business and Cabinet member for Hubs, Governance, Support Services, Heritage & Arts and Customer Care in conjunction with the Section 151 Officer.

#### **Reasons for Proposal**

The increasing failure rate of laptops is beginning to have an impact on costs and operational support as well as disruption to council staff. To take full advantage of the Windows 10 operating system we need a new laptop estate that will meet the needs of the majority of staff and still be a cost effective solution. Bringing in Windows 10 will allow us to engage with the Disability Forum, Information Assurance and HR to understand how we can then deploy the same council build to devices other than those proposed to be purchased e.g. tablets.

**Dr Carlton Brand**  
**Corporate Director**

**Subject:** Laptop Estate Refresh

**Cabinet member:** Cllr Stuart Wheeler - Cabinet Member for Hubs, Governance, Support Services, Heritage & Arts and Customer

**Key Decision:** Yes

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### 1. Purpose of Report

To gain approval for the spend, and the commencement of the project to replace all Windows 7 laptops in scope with Windows 10 laptops within the Wiltshire Council estate, along with the associated 3<sup>rd</sup> party services that are required to assist with the provisioning of new laptops and the reselling, recycling or disposal of old laptops.

### 2. Relevance to the Council's Business Plan

<u>ICT Strategic Goals</u>	<u>Council Business Plan</u>
<u>Make IT Work</u> <ul style="list-style-type: none"><li>• Be easily repairable by our qualified technicians</li><li>• Meet business area's and users different requirements</li><li>• Be compatible and give the best experience for our key applications</li><li>• Provide data access and connectivity in a variety of locations</li></ul>	<u>Protect those who are most vulnerable</u> <ul style="list-style-type: none"><li>• By increasing flexible working we are supporting decision making based on access to relevant data where and when it matters.</li><li>• By enabling the sharing of data in a secure environment we can assist in ensuring that our partners have access to the data that supports their decision making</li></ul>
<u>Get IT Quickly</u> <ul style="list-style-type: none"><li>• Automatically configurable for customers</li><li>• Fast to build and set up</li><li>• Be able to share data quickly between devices</li><li>• Fast booting (quick to power up)</li></ul>	<u>Boost the local economy</u> <ul style="list-style-type: none"><li>• By enabling our workforce to become mobile, we free them from being tied to an office location and make them more able to interact with our citizens and partners. In doing so this reduces the time required for decision making. This in turn helps to drive the economic</li></ul>
<u>Keep IT Simple</u> <ul style="list-style-type: none"><li>• Be easy to use for staff</li><li>• Meet accessibility requirements</li></ul>	

<ul style="list-style-type: none"> <li>• Make use of the same supplier\manufacturer for most devices</li> </ul> <p><u>Keep IT Safe</u></p> <ul style="list-style-type: none"> <li>• Support the latest operating systems and potential upgrades in the future to allow us to stay secure and compliant.</li> <li>• Be manageable either by automated tools or by policies to ensure they are security compliant</li> </ul>	<p>development of the County.</p> <p><u>Bring communities together to enable and support them to do more for themselves</u></p> <ul style="list-style-type: none"> <li>• By enabling community based teams to share data and give communities access to information these communities can make more informed decisions and be more involved in decisions that affect them, e.g. consultancies and feedback.</li> </ul>
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### **3. Main Considerations for the Council**

A lower cost product in use that frees up Service Desk and Desktop Support time to manage other requests and problems. With a more agile solution (hardware and OS) officers can spend more time, and securely share data, within the communities they are supporting. With an ageing laptop estate on an undeveloped OS we cannot support more innovation in the field and within the communities we support.

### **4. Background**

Since the deployment of laptops across the Wiltshire Council estate, staff have been able to work flexibly across the main council hubs, their own homes, campus buildings, or indeed anywhere that there is Wi-Fi access allowing the user a secure connection to Wiltshire Council services via Direct Access. This has been successful in enabling cost savings to the council as flexible working has allowed the reduction in the number of buildings that have to be managed and maintained.

#### **Current Laptop Situation**

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this year at a similar cost if a technical refresh is not carried out across the estate.

- The intention is to use the new laptops for the next 3 years and more, when technology will have changed again and Wiltshire Council can look at alternative options for the next refresh, however it is anticipated that this purchase will be the last full laptop refresh project. After this time, there will be various options open to us from a Bring Your Own Device (BYOD) offering to a fully managed device depending on what technology is available and what offers best value to the business.

#### **Windows 10 Operating System:**

- The change to a new Windows 10 operating system alongside the new hardware will also bring about further benefits to the business. It is Microsoft's latest operating system, which means that support for it will be available for many years to come. Many new applications are being developed for a Windows 10 Operating System on a touch screen.
- On approximately three quarters of the existing laptops we will expect the Windows 10 upgrade to fail due to incompatibilities and age of machines following tests on the range of laptops in use.
- The other major benefit of moving to Windows 10 is that it is able to support the flexible way in which many teams across the council want to work, and as such will reduce costs of both supporting buildings and travel costs throughout the business. In providing smaller laptops with touchscreen capability, users are able to work from anywhere they need to, without having to return to an office location in order to complete their work.
- Combined with the new licencing models for Microsoft the flexibility of Windows 10 will allow us to future proof IT provision, e.g. the potential to securely deliver a council environment on a domestic device (a BYOD solution).
- Other main benefits of moving to Windows 10 is the increased security the new operating system provides, it will provide the platform to provision OneDrive for Business, SharePoint Online and Office 365. It will also provide touchscreen capability for the development of optimised applications amongst many other technological advances throughout the laptop's lifecycle. They will also be able to integrate seamlessly with new Windows 10 smart phones due for deployment in 2016.

**Touchscreen Advantages:** It is felt that the entire estate of laptops should have touchscreens for the following reasons:

- They allow for a more agile workforce, and various trials have shown that users want smaller, lighter, touchscreen devices
- Both in-house and 3<sup>rd</sup> party applications are being, and will continue to be, developed as touchscreen optimised
- Splitting the estate into effectively 4 devices (12" and 14" touchscreen and non-touchscreen) would make the management of them more difficult, and would increase the need to carry higher levels held as spare stock to cover all eventualities, increasing costs and management overheads.

## **Flexible working**

Staff are, in the main, comfortable with the flexible way of working, although many still need to work from an office location. This is mainly due to the applications deployed to support business operations not having the necessary functionality to support a much more mobile way of working. However, vendors are now bringing to market upgrades and new products that have been optimised to be mobile, with touch screen capability for easy navigation and tablet use, apps for mobile phone and tablet deployment.

With many of the Line of Business (LOB) applications coming to the end of their contracted periods over the next 3 years, Wiltshire Council are now poised to exploit these new products and functionalities and to ride the next innovation wave and transition into a fully mobile workforce. Procurements for replacement applications will incorporate the requirements for mobile working and enable services to transition their ways of working and achieve savings in line with business requirements and the 3 year ICT roadmap (see below).

To meet the new challenges of enabling a fully mobile workforce, there are a number of initiatives already in progress, for example:

- The MyWiltshireApp that is being successfully used by Highways and citizens
- A core network replacement that will improve network resilience, enable ICT to develop data access mechanisms and support the changing needs of the business, especially with regard to sharing data and office space.

## **Inadequacies of current laptops**

The time for this move is appropriate as the Council's existing laptop estate is aging and we have delayed replacement beyond the planned replacement period to take advantage of industry innovations, especially Windows 10. The industry lifecycle norm of an enterprise laptop is 4 years, however many of the estate's assets are now more than 5 years old. Manufacturer's warranties have expired, and the number of calls generated by users to the ICT Service Desk have increased due to the increasing hardware failures. As staff become more mobile, the weight of the existing devices is also becoming a hindrance, as mobile working, to some degree, is the norm for many within the council.

As our application vendors bring new versions and products to market, so do the key technology vendors i.e. Microsoft, Oracle, SAP, etc. Key for ICT is the operating system that underpins everything, Microsoft Windows. Microsoft, like all other software manufacturers continually update and upgrade their product lines. In 2009 the Council moved from Windows XP to Windows 7, a move that future proofed the Council from the pain many public authorities felt in 2015 when Windows XP went end-of-life. We are now in the next evolutionary stage of Operating System updates with Windows 10 released in 2015, along with the announcement that Windows 7 will be placed into extended support until 2020.

## **Changing the Offer**

So that the Council is able to make the transition from a flexible workforce to a fully mobile workforce, and reap the benefits to be achieved from this transition, it

will be necessary to replace the existing laptop and mobile phone estate with small form factor (smaller size, more light-weight, more portable) laptops (12" and 14" screen sizes) with Touch Screen capability, utilising the Windows 10 operating system, alongside Office 365.

Modern laptops are more energy efficient and lighter, thereby meeting the needs of the majority of staff and members. By using Council smartphones running Window 10 to "tether" the laptop to a mobile network, we can further enhance the user experience and minimise the instances of data sim cards being managed across the Council and minimise operating costs.

In those instances where we still have completely static workers or static IT locations, rather than underutilising the portability laptops provide, we will instead (where appropriate) provide small form factor desktops. The bulk of these will be on reception enquiry desks around the county, in places such as libraries, leisure centres and main hubs.

Current laptops that could potentially be in scope for a desktop replacement:

- Libraries (inc. mobile libraries) - 127
- Leisure Centres - 31
- Customer Services Receptions - 14 (excluding Police counter services)

### **The Operating System**

The Operating System (OS) is at the heart of the hardware. The Council uses Microsoft Windows operating systems on its laptops and backend servers. Having the same OS on all backend and client side (e.g. laptop) equipment, allows for synergies and easier support.

**Windows 7 restrictions:** The current version of Windows operating system, Windows 7 SP1, on standard build laptops, is now out of mainstream support (however, extended support will continue to run until 2020 so security patching will still be available) and as the years progress, the risk associated with having to manage an out-of-date operating system will increase as Microsoft focus their attentions on Windows 10.

**Windows 10 advantages:** The main benefits of moving to Windows 10 are:

- The increased security the new operating system provides e.g. ease of encrypting devices plugged into them (and thereby reducing demand on Council provided memory sticks) and SharePoint Online for document sharing.
- The additional functionality in terms of data storage and sharing using OneDrive.
- Microsoft have stated that the Windows 10 operating system will be the last version of Windows (i.e. no Windows 11, 12 etc.) it develops and will just provide incremental updates, so another operating system refresh will not be required.
- Windows 10 is installable on laptops, desktops, and smartphones and is therefore a standard platform across all devices, interoperability

between devices is enhanced and the intention is that any of these devices running Windows 10 could support council business.

## 5. The 3 Year ICT Roadmap

- The intention is to use new laptops for the next 3 years and more, when technology will have changed again and Wiltshire Council can look at alternative options for the next technical refresh. However it is anticipated that this purchase could be the last full laptop refresh project.
  - a. Wiltshire Police have still 3 years' worth of use in the laptops rolled out in 2015/2016 and at laptop refresh date (2018/2019) a similar decision will need to be made.
- During this time we will refine and develop the Bring Your Own Device (BYOD) offering to become a fully managed device - depending on what technology is available and what offers best value to the business. This will allow approved and authorised users to access Council applications and data. There are also cultural challenges that will need to be addressed across the organisations should we change the ICT offering in this manner.
- Develop the Windows 10 build so that it can be utilised on non-managed devices such as tablets utilised for specific purposes by business units or on home computers. This will supplement and eventually replace the Windows To Go solution for 3<sup>rd</sup> party and contractor access; a cheaper device but still consumes an annual Microsoft licence and needs to be managed.
- Develop the use of other devices capable of supporting the Windows 10 platform such as Microsoft Continuum on Windows Phones that can be offered to staff.
- Replace the existing VoIP (MITEL) telephony with Skype Enterprise, further encouraging flexible and mobile working and reducing operating costs.
- Develop and offer more collaborative services that Digital Services, Windows 10 and Office 365 are capable of; to enable the sharing of data with 3<sup>rd</sup> parties and vendors securely (eg Sharepoint Online, Data Loss Prevention).
- This will further reduce the demand on the council and police to provide direct IT support for citizens and 3<sup>rd</sup> Party vendors, and eventually replace Windows To Go.
- Enable mobile network access for Council staff through 3G and 4G services by offering a smartphone with data card to each mobile worker and “tethering” the laptop to the smartphone (a separate solution, 3G card in laptop, is already in place for Police).
- Through commissioning of new or replacement Line of Business (LOB) applications, ensure that they are capable of supporting mobile working and access to council/police data.
- Through commissioning of new or replacement LOB applications, ensure that they and their data are hosted in a cloud environment (public or private).
- Through commissioning of new or replacement LOB applications, ensure that they are capable of supporting user based configuration and workflow amendments.

- Enable a fully mobile (cloud) Microsoft Office 365 environment.
- Open up the network (wired and wireless) within council and police offices to all visitors and 3<sup>rd</sup> parties so that office space can be managed more effectively and encourage collaborative working with 3<sup>rd</sup> parties and citizens.
- Support the digital strategy and programme to realise cost savings, enhance data security and share data with 3<sup>rd</sup> parties and citizens, empowering staff and members to manage the data they are custodians of at a local level.

## **6. Workstation Layout**

The preferred option is to continue to utilise the existing docking station set ups that are deployed throughout the Council offices and are used for home worker solutions. For a variety of reasons, this is seen as the best and most cost effective option.

- ICT is working to a strategic Technical Roadmap regarding the development of the user end-point platform, this technical refresh is a major stepping stone along this strategic development. The existing docking stations deployed still retain some residual value and have proved to be very reliable, therefore it does not represent good value to replace them at this time.
  - The plan for 3 years' time would be to move to a universal station capable of supporting products like the emerging Microsoft Continuum platform, of which our next mobile smartphone deployment will be capable of supporting.
  - This timing will allow for the full ROI for the current set up.
- The future plan is to utilise products such as Microsoft Continuum at the next technical refresh (end point platform development). By this stage, the technology will be proven, and, as with all established technology products, cheaper. In 3 years' time, when we start to replace the new laptops (with higher residual value for resale) this new technology will be tested and offer more flexibility and enable us to reduce costs further by:
  - offering a Bring Your Own Device rather than provide a device
  - utilising the smartphone as a full office environment (such as Microsoft Continuum)
  - matching the size of the IT estate to the size of the organisation. We cannot predict the size of the organisation in 3 years' time and by purchasing now we risk oversupplying should we be occupying a reduced office space.
- It cannot be confirmed that any universal docking station we procure now would be fit for purpose for future device solutions. IT have trialled a few different universal docks, and they each have their flaws meaning it would not be in the best interests of the business to use them on a wider scale. Even the best of the trial – the Dell Universal Dock – is not robust enough not to cause some of the laptops connecting to bluescreen and have to be rebuilt.



- Wiltshire Police use Dell docking stations along with Dell laptops. Two Wiltshire Council hubs are used as operational Police Stations and increasingly both council and police premises are being opened up for each other (NB the latest Social Care operating model) where the network is accessed and the desks utilised. Changing the council estate may mean not being able to work in a continued collaborative way - to continue to use the desktop environment in Police and shared environments easily.
- Disruption throughout the business would be high – not only would all docking stations throughout the hubs and other offices need to be replaced, all homeworker set ups would need to be changed at considerable cost. The disruption would be doubled if they were not compatible with the next solution.

## 7. Procurement

Historical hardware equipment purchasing spend (from available sources; ICT & Transformation budgets):

Year	Cost
2009-2010	£1,173,451.85
2010-2011	£1,236,400.14
2011-2012	£323,144.47
2012-2013	£172,592.61
2013-2014	£337,659.60
2014-2015	£274,956.65
2015-2016 (Correct as of 21/08)	£93,138.62

The proposal for procurement is to use the Crown Commercial Services RM1054 framework to procure the required laptops and services as it is felt this offers the best route to market, and therefore providing the best value to the Council.

An operation of this magnitude will require 4 phases:

- a) The supply of hardware
- b) The build of the hardware with the Standard Operating Environment (the council Windows 10 build)
- c) The deployment to staff
- d) The disposal of the old hardware.

There are practical synergies between **a and b** and between **c and d**, so it is envisaged that these would form the basis of two separate lots (defined as below):

### Lot One:

- a) Supply of laptops
  - b) Build of laptops with WC provided image and join to WC domain.
- NOTES:* Should the vendor be able to meet our technical specifications but not with the ability to utilise the existing docking stations, then the total Lot should include the cost of replacing the desktop environment:

- Provision of all equipment (universal dock and integrated monitor, including leads for power, connection to secondary monitor and to differing types of end user devices – Bluetooth is not an acceptable connecting mechanism). Keyboards and mice are excluded from this provision but adequate USB ports must be made available.
- Removal of current docking station set up and resale with identification of appropriate return to the council.
- All labour, vehicle support and storage to carry out the above activities with minimal disruption to council activities.

**Lot Two:**

- c) Deployment of laptops to the estate, including the personnel to manage and undertake the deployment
- d) Reselling, recycle or disposal of old laptops, including the collection, wiping, and removal of old equipment.

Due to the ongoing compatibility with the current estate’s infrastructure, it is preferable that the purchased laptops are capable of fitting the existing Dell E-Series docking stations with the existing port replicator and without the need for additional hardware or connectors. By ensuring this compatibility, we are able to continue to utilise the existing docking stations, port replicators, monitors and associated cables without the costs associated with purchasing new hardware, and the cost and time of removing old hardware and replacing it with new. It is estimated that it would cost the Council approximately £900,000 in hardware and resource costs to replace the docking stations at this time (see below for breakdown). Should a supplier demonstrate that a total refresh of both laptop and workstation devices that meet our specifications and could be carried out with minimal disruption and for cheaper cost, then that offer will also be considered. (See Lot 1 NOTES)

Each desk has the following equipment as a minimum currently, with optional equipment shown alongside:

<b>Standard set up</b>	<b>Optional equipment</b>
Dell E-Series port replicator	
Dell docking station stand	Dell swan neck stand
Dell monitor	Dual screen monitor
Keyboard	
Mouse	

If the existing set up needs to be replaced, the approximate additional costs would be as follows (these are indicative):

<b>Item</b>	<b>Quantity</b>	<b>Cost per unit</b>	<b>Total cost</b>
Universal docking station	2500	£110	£275,000
Monitor	3000	£120	£360,000
Associated cabling	3000	£30	£90,000
Labour	6 x 25 weeks	£26 per hour	£156,000
Vehicle hire	3 x 25 weeks	£899	£2696
			<b>£883,696</b>

Each replacement docking station would take approximately 2 hours to replace (to include ordering, storing, unpacking, travel time, replacement and disposal), which will increase the time of the project to approximately 25 weeks. It would also lead to wide-scale disruption to the business areas, and could prevent teams being able to work within their office environment for a period of time whilst the desk set ups are changed over. Home workers would have to be managed on an individual basis, with roll out being slower due to the widespread nature of user's home locations.

Due to compliance requirements, it is necessary to dispose of the decommissioned laptops through a disposals contract as part of this procurement. This will allow for recouping some of the outlay once the deployment activity has finished and to have the disposal of the old hardware in a manner that preserves the Council's PSN compliance.

## **8. Voluntary Sector**

For Voluntary Sector and other like 3<sup>rd</sup> parties, due to Information Governance requirements, the intention is not to provide them with any Council provided equipment. Should access to Council application and data be needed, this will be managed through alternative methods such as Windows-To-Go, or Cloud based virtual applications.

## **9. Police**

As Wiltshire Council provides ICT services to Wiltshire Police, there are ongoing discussions about the future service provision. Wiltshire Police have adopted a Digital First approach, and have committed to following the lead of the Council in adopting cloud technologies, Windows 10 and Office 365. At some point in the near future Wiltshire Police will initiate a programme of work to transition to Windows 10 and O365.

## **10. Timescales & Priorities**

The rollout will take place over a number of months and 6 months has been discussed as a reasonable time. At the time of writing it is difficult to give specific timescales.

The rollout priorities will be based around the compatibility of applications with the Windows 10 and O365, and will require significant engagement with application vendors for their compatibility roadmaps which will drive the application deployment and therefore the order in which services transition.

## **11. Overview & Scrutiny Engagement**

Overview and Scrutiny advise that there are no issues.

## **12. Safeguarding Implications**

Safeguarding advise that there are no issues.

### **13. Public Health Implications**

None but comments from OHS are included for consideration:

As the paper suggests, staff overwhelmingly appear to favour smaller, lighter devices. The paper proposes 2 size screens 12" and 14". For comparison 14" is the norm currently.

Sizes of display screens are not specified in the DSE Regulations because both the visual demands of tasks and the requirements of particular users vary a great deal. However the screen and the characters or images on it need to be large enough "for the user to do their work comfortably".

There is insufficient research available on any longer-term impact upon visual comfort from using smaller 12" screens. However council policy is, and will remain, that laptops/notebooks used for longer periods of time should be within a docking station and with a separate monitor of normal full-size. This mitigates any risk of visual harm or discomfort considerably, and within reasonable levels. Any potential increased visual risk is in any case, offset by the likely reduction in the more prevalent muscular-skeletal risk as a result of the equipment being lighter to carry around.

It may be worthwhile suggesting that some of this information is included within the blank risk sections of the paper to demonstrate that the OH&S implications have been assessed.

### **14. Procurement Implications**

Procurement to be undertaken by the Strategic Procurement Hub in accordance with council contract regulations.

### **15. Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

ICT will continue to liaise with the Corporate Office and individual officers with regards to the Equalities impact of procuring new devices and their use throughout the business. It is also intended to ensure continued ICT attendance at the Staff Disabilities Forum in order to showcase new developments, and capture requirements that may be raised. It is also important to note that the new proposed devices will not be a 'one size fits all', but by creating this new Windows 10 build, it will open up the possibility of adding that build to any compatible device other than the standard laptops provided (e.g. tablets, staff's own devices) in the future.

Windows 10 builds on the accessibility aspects of previous operating systems and incorporates some enhancements in this area. By working with OH and E&D, ICT will be able to identify where these features can be used. Should this not fit with a specific requirement, ICT will work with the OH, E&D and the individual to define a suitable solution in the specific instance.

## **16. Environmental and Climate Change Considerations**

New laptops use considerably less power than our existing estate, which will help to reduce the Council's carbon footprint and associated energy costs throughout the business. It is anticipated that deploying the new laptops will save 34% against the existing laptop energy costs.

## **17. Risk Assessment**

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

- Increased capital costs as hardware fails and need to be replaced (we currently have less than 20 useable laptops in stock and each month we have more new starters than we have leavers). Any replacement laptop will, necessarily, be a Dell E series laptop and purchased at more than full tender cost. It is anticipated that the majority of laptops will fail in the next 2 years (based on industry guidance on laptop replacement) as well as individual components e.g. batteries, which will increase costs to replace where required.
- Increased time lost to both employees and ICT staff as laptops fail and have to be repaired or replaced.
- Inability to roll out Windows 10 across the estate. Should we not roll out Windows 10 we will be unable to gain the advantages of a more secure and flexible build (see 3 Year ICT roadmap)  
Of all the laptops currently in use only...
  - **1805** Laptops **are** capable of running Windows 10 (Latitude 6430/ 6440/ 6540)
  - **4242** Laptops **are not** capable of running Windows 10 (Latitude 6400/ 6500/ 6410/ 6510/ 6420/ 6520)
- The inability to roll out Windows 10 will have a large impact on ICT from deploying Items 2, 3, 4, 6, 11 and 13 of the 3 Year ICT roadmap, in some cases stopping the realisation of those benefits altogether.
- The inability to roll out Windows 10 would reduce our ability to take advantage of new developments in the software and security functionalities, reducing our efficiency.

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

- Due to the supplier being unable to deliver the numbers of devices within the specified timeframe, there is a risk that the project is unable to meet the June deadline resulting in project slippage. This would mean the need to run current laptop estate for longer, with a likelihood of an increase in breakages, leading to further financial burden.  
**Mitigation** – purchase of further laptops to enable ICT to keep up with demand for new starters and for replacements, funded through the existing capital budget.
- As a result of incorrect information on number/ type of each laptop, there is a risk that insufficient versions of each laptop are delivered resulting in an increase in costs to the project.

**Mitigation** – we will have a 10% holding stock and we shall manage this within the estate to ensure best fit where possible. The only true mitigation would be to hold a larger surplus stock, but this would increase costs.

- Due to the desire to bundle deployment and disposal into a single lot, there is a risk that the existing supplier for disposals will launch a legal challenge if they are not successful, resulting in a delay to the project whilst this dispute is managed.

**Mitigation** – by ensuring we follow the agreed procurement route, we can successfully defend any challenge that may arise.

- As a result of the procurement process, there is a risk that there is a perception by the public that Wiltshire Council is spending money on staff laptops whilst cutting services provided to the public resulting in reputational damage.

**Mitigation** - We have delayed procuring replacement laptops to get the best value out of the existing estate and to continue to rely on a failing estate is increasing costs. By utilising the existing desktop solution (monitors and docking stations) we are demonstrating a “thrifty approach” whilst still equipping our staff to work more flexibly and within the communities they support. The new laptops are part of a roadmap to enable services to become more adaptable and to further enable them to work remotely away from office locations. The changing of working patterns and behaviours (e.g. ability to share data securely) will reduce council operating costs across all teams.

In addition to this we anticipate that we will need to replace all of the laptops within the next 2 years but without the discounts that a tender price would give us.

A Communications Plan will be put together with guidance and assistance from Corporate Communications.

## 18. Financial Implications

Estimated spend:

Item	Qty.	Cost per unit	Total Cost
12” touchscreen laptop	2940 (70%)	£690	£2,028,600
14” touchscreen laptop	1260 (30%)	£640	£806,400
Carry Cases (optional)	4200	£20	£80,000
Desktop	175	£350	£61,250
Build of laptops	4200	£10	£42,000
Deployment of laptops	4200	£18	£75,600
Resale/ recycle/ disposal of laptops		-£45	-£189,000
<b>Approximate Total Cost:</b>			<b>£2,904,850</b>

- The revenue cost of borrowing would be £791,300 based on average of 25% to cover Minimum Revenue Provision and Interest costs. This rate is

used as the useful life of IT equipment is 5 years under Wiltshire Council accountancy policy.

- Revenue costs relating to the rollout. For staff time are estimated at £18,000.
- Savings in time spent by the ICT Service Desk dealing with laptop failures is estimated to be around £30,000 per annum. This would be non-cashable as the ICT Service Desk technicians would be fully utilised in other aspects of the service.

## **19. Legal Implications**

Wiltshire Council must secure a robust contract for the supply and build of new laptops, as well as a contract which secures Wiltshire Council's position in the deployment of laptops and disposal of old laptops. All legal documentation must go through the Procurement and Legal Departments for review, in order that Wiltshire Council's position is protected.

Wiltshire Council must comply with the Equality Act 2010 and not indirectly discriminate against staff with visual impairments.

## **20. Options Considered**

### **Option 1. Do nothing:**

- No volume purchases made but replacements of laptops managed and procured as they fail or are broken beyond economic repair. New starters to receive new laptops where no viable laptops available.
- The current laptop estate will need to be replaced over the next 2 years as they become unusable.
- Laptop Batteries need to be procured for approximately 4,000 laptops over the next year as they are beyond their intended life cycle
- Business disruption as laptops fail beyond expected replacement stocking levels, to counter this we would need to keep above the usual 10% stocking levels.
- This will increase demand on the Service Desk and Desktop teams to manage the procurement and replacement of the new laptops as well as the wiping and disposal of the failed laptops.
- Windows 10 unable to be deployed to the whole council due to the fact that currently 66% of the laptops are unable to take a Windows 10 build due to their age and suitability.
- Unable therefore to fully take advantage of the innovations available within O365 as the product has been optimised for Windows 10.
- No volume purchase made, thereby minimising the reputational risk of undertaking a large financial procurement in times of reducing frontline services. Minimises the cultural and business impact associated with a mass deployment and a new Windows Operating System.

## Costs of doing nothing:

As the current Dell E series laptops in use are end of life with the manufacturer (and therefore out of support and not available to purchase) we would replace with the newer models priced above: (£690 for 12" screen, £640 for 14" screen) to enable them to utilise the current workstations.

Over 2 years we would therefore expect to replace all the current laptops deployed (5,698) as they fail or are broken beyond economic repair. This would include contingency (10%), contractor and 3<sup>rd</sup> party laptops as we would have no viable alternative replacements. **Over 2 years this would be at a total cost of £4,074,070**

Battery replacements are £70 each and we would expect to purchase 1500 batteries (allowing for replacement laptops to reduce battery demand) **at a cost of £105,000.**

**Total Hardware Costs: £4,175,070 over 2 years.**

## Option 2. Targeted Deployment

- A business decision, based on operational, technical and strategic requirements will need to be made as to who should be the recipients of the newer laptops with Windows 10 Operating System.
- The returned laptops from this exercise can be held, where viable, as replacements as older laptops fail or are beyond economic repair.
- Laptops that need to be replaced or for new starters beyond this stock will still need to be procured as the current laptop estate is not expected to last longer than another 2 years.
- A legacy Windows 7 estate on older machines as well as a newer Windows 10 estate on newer laptops will have to be managed. Any new demand will need to be met by the newer laptop models, increasing the diversity of product within teams as well as between teams. This will increase the total of environments being managed by ICT to 3 (2 x Windows 7, 1 x Windows 10 for council and police)
- The targeted groups will then be able to realise the advantages of a more mobile solution.
- For the non-targeted groups the current laptop estate will need to be replaced over the next 2 years as they become unusable.
  - Laptop Batteries need to be procured for approximately 2,000 laptops over the next year as they are beyond their intended life cycle
  - Business disruption as laptops fail beyond expected replacement stocking levels, to counter this we would need to keep above the usual 10% stocking levels.
  - This will increase demand on the Service Desk and Desktop teams to manage the procurement and replacement of the new laptops as well as the wiping and disposal of the failed laptops.
  - Windows 10 unable to be deployed to the remainder of the council due to the fact that currently 66% of the laptops are unable to take a Windows 10 build due to their age and suitability.



- Unable therefore to fully take advantage of the innovations available within O365 as the product has been optimised for Windows 10.
- A reduced volume purchase made, thereby minimising the reputational risk of undertaking a large financial procurement in times of reducing frontline services.

### Costs of Targeted Deployment

Assuming 50% of FTE's are in scope - 2,100 laptops the initial volume **cost would be £1,417,500.**

For the remaining laptops deployed we would look to replace 3<sup>rd</sup> Party and contractor laptops with stock from the targeted deployment and the rest would need to be replaced as they fail or are beyond economic repair over the next 2 years at a cost of **£1,417,500.**

Carry Cases (optional) at a cost of **£40,000**

Build of laptops at a cost of **£21,000**

Deployment of laptops at a cost of **£37,800**

**Total costs are £2,933,800**

- **Option 3. Full Deployment to council FTE**

### Rationale and costs in main body of business case

#### Costs of Full Deployment to council FTE

Item	Qty.	Cost per unit	Total Cost
12" touchscreen laptop	2940 (70%)	£690	£2,028,600
14" touchscreen laptop	1260 (30%)	£640	£806,400
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Desktop	175	£350	£61,250
Build of laptops	4200	£10	£42,000
Deployment of laptops	4200	£18	£75,600
Resale/ recycle/ disposal of laptops		-£45	-£189,000
<b>Approximate Total Cost:</b>			<b>£2,904,850</b>

## 21. Conclusions

**To do nothing (Option 1)** is not viable as the existing laptops are ageing and will not support the way in which the business tells us it wants to work. This will also entail having to purchase the full deployment of laptops (5,698) over 2 years as laptops fail or are beyond economic repair. As part of the 3 Year ICT roadmap we are planning to increase mobility using new laptops. In 3 years' time not only

change the way that staff access council systems but also, by changing the workstation solution, open up the premises for 3rd party use where appropriate and increase collaboration plus aid commercial use of council property.

**A targeted deployment (Option 2)** is, over 2 years, a more expensive solution than Option 3 and requires a decision by business managers to be made on whom the targeted groups will be. This will require the management of 3 separate environments thereby increasing operating costs for ICT and cause business disruption.

**The full deployment (Option 3)** is the recommended route, for reasons detailed in the business case. These costs may reduce as volume procurement prices for the laptops have not yet been explored and the standard prices available to us have been used throughout this document.

**Barry Pirie**  
**Associate Director, People and Business Services**

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Date of report:

15/03/16

### **Background Papers**

The following documents have been relied on in the preparation of this report:  
None

**Wiltshire Council**

**Cabinet**

**19 April 2016**

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**Subject: Wiltshire Council direct provision – CQC registered care services for adults**

**Cabinet member: Councillor Keith Humphries – Public Health, Protection Services, Adult Care and Housing**

**Key Decision: No**

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## **Executive Summary**

The Care Quality Commission (CQC) is the independent regulator of health and social care services in England. The Health and Social Care Act 2008 established CQC, and sets out their powers to regulate health and social care services and to take enforcement action. Certain services must be registered with the CQC and demonstrate that they meet legal requirements, and the CQC ensures through visits that those services continue to meet legal standards. All services regulated must comply with the law, but in particular, they must comply with the Health and Social Care Act 2008 and the Regulations made under it, which are the Care Quality Commission (Registration) Regulations 2009 and the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

Wiltshire Council Adult Social Care externally commission placements in registered care services for all our customer groups (older people, adults with dementia, physical disabilities, and learning disabilities). It is also a direct provider of services for adults with learning disabilities which are delivered within, and managed by, adult care operations.

CQC requires that residential services for people with personal care needs (provision of care accommodation and care at home), are registered and must meet a set of essential standards in order to be compliant within the legislation. Note that day services provided by the Council are currently not required to be registered.

This report briefs cabinet members on a CQC inspection of the directly provided registered services. It confirms that they are compliant with essential standards which are in place to ensure that Wiltshire Council delivers quality services.

These services recently received inspections from the CQC rating them as "Good". Those inspected were the Short Breaks provisions in Chippenham

and Salisbury, and the county wide Shared Lives provision, (known as Adult Placement at the time of the inspection.)

The short breaks and shared lives services were all rated as good overall. Out of the sixteen themes the following five were inspected all of which received a good rating:

- Is the service safe?
- Is the service effective?
- Is the service caring?
- Is the service responsive?
- Is the service well-led?

This report assures members of the work we are doing within Wiltshire to deliver a well regarded service.

### **Proposal**

That Cabinet notes the key outcomes of the CQC inspections in relation to the Council run registered services. Acknowledges the input of the staff, required in order to achieve such positive outcomes, giving assurance to the Council that quality services are being provided to Wiltshire residents.

### **Reason for Proposal**

To ensure that Cabinet is aware of the high quality of service provision being delivered by the Council's Adult Care directly provided registered services.

**Maggie Rae**  
**Corporate Director**

## **Wiltshire Council**

### **Cabinet**

**19 April 2016**

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**Subject: Wiltshire Council direct provision – CQC registered care services for adults**

**Cabinet member: Councillor Keith Humphries – Public Health, Protection Services, Adult Care and Housing**

**Key Decision: No**

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### **Purpose of Report**

1. The Care Quality Commission (CQC) is the independent regulator of health and social care services in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and they encourage care services to improve. They monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and they publish their findings, including performance ratings, to help people choose care. All services regulated must comply with the law; in particular, they must comply with the Health and Social Care Act 2008, and the Regulations made under it which are the Care Quality Commission (Registration) Regulations 2009 and Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
2. Wiltshire Council Adult Social Care externally commissions placements in registered care services for all our customer groups (older people, adults with dementia, physical, and learning disabilities). It is also a direct provider of services for adults with learning disabilities. The directly provided services are delivered within, and managed by, adult care operations. CQC requires that residential services for people with personal care needs (provision of care accommodation and care at home), are registered and must meet a set of essential standards in order to be compliant within the legislation. Note that day services provided by the Council are currently not required to be registered.
3. This Cabinet report briefs members on the registered services that are directly provided. The report confirms that all services are compliant against essential standards and informs on the management systems which are in place, and the input by staff, to ensure that Wiltshire Council leads the way in terms of delivery of quality services. This report assures members of the work we are doing within Wiltshire to deliver a well regarded service.

## **Relevance to the Council's Business Plan**

4. These registered services support the Council's business plan by delivering high quality support to both customers and their carers enabling customers to remain in their family home for as long as possible, and as part of their communities.
5. In addition, the services also provide valuable emergency support for vulnerable adults within the safeguarding process.

## **Main Considerations for the Council**

6. The services referred to in this cabinet paper have recently received inspections from the Care Quality Commission (CQC) who rated them as "Good". Services inspected included the Short Breaks provisions in Chippenham and Salisbury, and the county wide Shared Lives provision. Shared Lives was known as Adult Placement at the time of the CQC inspection.
7. The short breaks and shared lives services were all rated as good overall.

The CQC applies the following ratings:

- Outstanding: The service is performing exceptionally well.
- Good: The service is performing well and meeting our expectations.
- Requires improvement: The service isn't performing as well as it should and we have told the service how it must improve.
- Inadequate: The service is performing badly and we've taken action against the person or organisation that runs it.

Out of the sixteen themes the following five were inspected all of which received a good rating:

- Is the service safe?
- Is the service effective?
- Is the service caring?
- Is the service responsive?
- Is the service well-led?

8. The cabinet is asked to acknowledge the consistently good practice of these well regarded services. This is reinforced by the customer feedback included in Appendix 1, page 46

## **Background - Services directly provided by Wiltshire Council**

9. Directly provided registered adult learning disability services:
  - (i) Wiltshire Adult Placement (Shared Lives) Service offers long-term support to people who are unable to live independently in their own home but would like to live with other people in a family orientated setting. The service also offers short-term 'respite'

placements for those whose family or carers may require a break. For examples of people who use the service (see Appendix 1, page 45).

- (ii) Short Breaks provide respite for adults with learning disabilities (mainly living in their family home) are provided in three locations across the County; Chippenham (Derriads and Meadow Lodge), Devizes (Bradbury Manor) and in Salisbury (Bradbury House).
10. Short Breaks are provided as part of a package of care to support adults with learning disabilities. A matrix is used to allocate the number of respite weeks/ days according to their need which they book at times to suit them. Pen pictures of people who use respite services are attached at Appendix 1, pages 42-44.
11. Emergency beds are provided within these services which are used in particular to support adults with learning disabilities following family breakdown or housing crisis or for a short time whilst a longer term accommodation solution with support is sourced. This is a key part of avoiding out of county and costly placements in an emergency. Pen pictures of people who have used emergency beds are attached at Appendix 1, page 42-44.
- (i) Chippenham has two separate services that have eight bedrooms in total, four bedrooms each at Meadow Lodge (a house) and Derriads (an adapted bungalow). There is one registered manager across both, each is inspected separately, by CQC.
  - (ii) BradburyHouse is a fully adapted modern single storey property in Old Sarum, Salisbury, registered to support ten people with varying needs. Within the design it has a separated self-contained area with two bedrooms that can support emergency placements or people whose behaviour may be challenging. There is one registered manager for this building.

### **CQC Regulatory requirements**

12. Each registered service, by law must have a suitable person registered as a manager for that service, legally known as the “Registered Manager”. Staff in these roles are employed by the Council but approved via a regulatory application and interview with CQC. Registered Managers are responsible for the delivery of the service in accordance with regulatory requirement and good practice.
13. Wiltshire Council as the “owner” of these services has to appoint a “Responsible Individual” – a legal title and the holder of this role (currently James Cawley, Associate Director - Adult Care Commissioning, Safeguarding and Housing) is personally and professionally as well as organisationally responsible for the delivery of the service in accordance with regulatory requirement and good practice. The holder of this role is also interviewed and must be approved by CQC.

14. The regulations are highly detailed and set out requirements whereby CQC must be notified of key events so that they can ensure they are being dealt with in accordance with law and regulation. Such events will include:
  - A safeguarding alert (this could include a disciplinary matter with a staff member)
  - A significant complaint about the service
  - The significant illness of a resident or accident or death of a resident or service user
  - An accident or death of a member of staff if it occurs on the premises or whilst working with residents or service users
  - The absence of the registered manager or responsible individual for more than a month if that person is sick or absent from work for any other reason
  - Failure to deliver any one of the minimum standards required for quality service delivery
  - Any incident where the Police are involved
15. It is also expected that the “Responsible Individual” undertakes directly or delegates the undertaking of regular quality audits at each of the premises and services, this currently happens at least four times a year. The outcome of these audits is reported back to CQC. In Wiltshire these are undertaken by the Associate Director - Adult Care Commissioning, Safeguarding and Housing, the Associate Director – Adult Care Operations, the Head of Service Operations, the County Manager of Learning Disability Provider Services and the Manager of the Shared Lives Service.
16. CQC will undertake annual visits at care homes and the main registered premises for the delivery of supported living and shared lives schemes. An extract of CQC feedback on each of these registered services is attached at Appendix 1, pages 1 to 41 and we believe that this, together with the rigorous and robust audit and management of the service, provides evidence for Members that a quality service is being delivered.

### **Overview & Scrutiny Engagement**

17. Compliance – It is noted that all services are fully compliant against CQC essential standards of quality and safety. See Appendix 1, pages 1 to 41 - Key outcomes from recent inspections.

### **Safeguarding Implications**

18. A key part of the business of adult social care is in managing risk and in supporting others to be as independent as possible whilst managing the inherent risks as part of their vulnerability.
19. The prime aim is to support customers to be as independent as possible whilst ensuring that they remain safe and that they and their families have confidence in the quality of care delivered. In order to deliver this our staff



have to be well trained and all participate in the adult social care induction programme so they see the value of their work in relation to the wider adult social care responsibility.

20. They also undertake mandatory training on
  - Safeguarding vulnerable adults (and children) and information on how to assess and refer / alert on a safeguarding issue
  - First Aid, Food Hygiene Manual Handling
  - Common induction standards specific for staff working with people with a learning disability.
21. The emphasis on all training is for staff to work in a person-centred way and also includes full induction in managing risk for individuals, understanding/ familiarisation with many of the different health issues and disabilities which are particular to their customer group.
22. All staff receive regular one to one supervision from their line manager and annual appraisal.
23. Quarterly quality audit visits assess delivery of the service against nationally agreed minimum standards for delivery, as regulated by CQC, as well as Wiltshire management and quality assurance requirements. There is feedback on the outcomes of these audits with each registered manager and they are reviewed during the subsequent audit to ensure that any issues raised in the previous visit have been addressed.

#### **Public Health Implications**

24. There are no direct public health implications.

#### **Procurement Implications**

25. There are no direct procurement implications in this paper.

#### **Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

26. The services will consider the equality for those receiving the service through the policies and procedures written by Wiltshire Council.

#### **Environmental and Climate Change Considerations**

27. There are no direct environmental or climate considerations.

#### **Risk Assessment**

28. Comprehensive risk assessments are in place in each service.

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

29. None.

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

30. None.

## **Financial Implications**

31. None.

## **Legal Implications**

32. When recently inspected directly provided services were shown to meet the essential standards required by law. Therefore there are no further legal implications provided the services continue to meet the required standards.

## **Options Considered**

33. Report is for information only.

## **Conclusions**

34. Report is for information only.

**James Cawley**  
**Associate Director**  
**Adult Care Commissioning, Safeguarding and Housing**

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Report Author: Julia Davey, Assistant Joint Commissioner, Disabilities Joint Commissioning Team

Contact details: Briefings can be provided by Rhonda Ward (Head of Service) by contacting her on [rhonda.ward@wiltshire.gov.uk](mailto:rhonda.ward@wiltshire.gov.uk) or on 07990 508 507

Date of report: 9 February 2016

## **Background Papers**

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

### **Appendix 1 comprising:**

- CQC Inspection report on Council registered services:
  - Shared Lives (Bourne Hill Office) (page 1-11)
  - Bradbury House, Salisbury (page 12-32)
  - Meadow Lodge, Chippenham (page 23-31)
  - Derriads, Chippenham (page 31-41)
- Case Studies of the people who use the services (pages 42-45)
- Customer feedback – page 46

## **Case Studies: Customers who use Meadow Lodge respite and emergency care**

PT came to Meadow Lodge on an emergency placement in August 2015. He had just finished residential college and had no other placement lined up. He was unable to return home as his house was deemed not to be in a fit state. P arrived from college and was quite shy to start with. P spent a lot of time in his room and staff needed to keep an eye on him as the service was worried about him becoming isolated. After a couple of nights P seemed more relaxed and spent more time with the other customers and staff. P had a habit of stealing equipment and stationery. He needed reminding that things weren't his and he needed to give them back. P would often repeatedly take the same things, in particular the Wii console. He seemed remorseful when asked to return things but unable not to give in to temptation later on. Luckily this seemed to be isolated to Meadow Lodge's things and not other customers' possessions. Risk assessments were put in place and P agreed not to go into other customers' rooms. P stayed at Meadow Lodge for about a month before moving to Trowbridge with some friends from college. Staff supported P to visit houses that were potential new homes for his friends and himself. P left the service in Sept 2015.

RW came into Meadow Lodge in November 2015 on an emergency placement. Although she was known to the service R had turned down regular respite with us. She had decided to stop taking some of her medication as she felt it wasn't working. The medication was prescribed to help her lower her levels of anxiety. When off her medication R was very distressed and was causing her mother concern. R came into the service on the 11<sup>th</sup> of November 2015. She said that she felt ill on arrival this turned out to be withdrawal symptoms. Staff bought her paracetamol to help. R didn't have a GP confirmation for paracetamol which had to be acquired. R was also supported by KA, the psychologist, who visited her the day she arrived. R was very anxious and wouldn't leave staff as she didn't want to be alone. She went out to Gateway in the evening which she enjoyed. R was supported to a doctor's appointment where her medication was changed from what R had been taking previously to another anti-anxiety medication. When R had been taking the new medication for a couple of days she felt a lot better and was able to return home.

JK started accessing respite at Meadow Lodge shortly after his eighteenth birthday in 2015. He was introduced to the service through his social worker BT. J came for two tea visits to get a feel for Meadow Lodge and to decide whether he liked it or not. J very quickly settled in and decided to stay overnight. Again J enjoyed his time with us and started regular respite. J comes to us on a monthly basis and is still able to access his day services. He has made new friends at Meadow and enjoys the activities and especially the outings we go on here.

TH started respite at Meadow Lodge in July 2015. He used to have respite at Bradbury Manor and decided that he'd like to go somewhere a little quieter. T knew of Meadow Lodge as his sister used to come here. We liaised with our colleagues at Bradbury Manor to build up a good working picture of T and also we were given a lot of useful paperwork from which we started to make T's Support Plan, risk assessments and various person centred tools we use for all our customers. T has enjoyed his stays with us and seems to get on with all the other customers. T is a Jehovah's Witness and staff are aware of what this means as far as medical interventions and other cultural considerations are concerned.

## **Case Studies: Customers who use Derriads respite and emergency care**

R first started accessing Derriads in June 2014. R uses limited verbal language to communicate; saying no when offered choice, he also communicates using vocal noises, eye contact, facial movement and body language such as smiling and jiggling when he is happy. Staff have really got to know R extremely well and understand his needs and choices. Staff are aware that R loves being talked to. R particularly enjoys being out in the garden and playing ball. R is able to clearly communicate to staff through his vocal noises if he was happy with the offered activity or not. R displays both challenging and destructive behaviour and is therefore funded for 1:1 support and his own waking night.

He was then admitted in as an Emergency Placement in July 2015 due to a home conversion that the family had failed to pre-warn us about that had made the home uninhabitable for R whilst it was being carried out. Due to R's communication methods and behaviours it was determined that other placements would not be suitable, therefore we had to negotiate with other families to move respite dates and locations to accommodate R's respite stay. During the 6 weeks placement we worked on engaging R in meaningful activities and supporting his communication resulting in a reduction of his challenging and destructive behaviour during this time. R returned home to his family and continues to access respite regularly. R's mother suffers from depression and finds it very difficult to manage R's care when she is low. This regular respite enables R to remain in his family home.

D arrived at Derriads on emergency placement in November 2015. D had been in emergency respite in other services on several occasions due to a breakdown in his placement. D had issues with alcohol. D is very vulnerable, particularly to unsavoury influence. D had a history of disappearing from the service he was in to make contact with friends of bad influence. D generally would leave the service to go to the shop. He would be told to come straight back and would then not return, resulting in him being reported missing.

On arrival to the service we drew up an agreement with D. We would ask him when he planned to return rather than demand an immediate return. I explained the consequences of his actions. If D was only going to the local shop and he did not return within 30 minutes we would check to make sure that nothing had happened to him. By getting D involved in this process we empowered him and dramatically reduced the instances of him going missing. D would often say that he would be back by tea time and return within an hour now that he felt that it was his choice, and he understood the impact of his actions.

D was also supported with money management and budgeting during his stay. D's money was managed by the Court of Protection with instructions of a set amount per day. On one occasion D decided to get a taxi from the local town back to the service even though he could not pay for this. The taxi driver was paid and it was explained to D that he would have less money per day in order to budget for this. This enabled D to understand consequences within a safe environment. D moved on from our service to another placement.

B has been attending Derriads for respite since 2010. B is severely autistic and needs a very strict routine and boundaries in order to support him to feel safe and happy. B appears to be very articulate and low needs however staff who know him well are aware of the intense amount of support that he requires and why. B receives 1:1 support from staff who know him well and his own waking night. Staff have worked in conjunction with B and his mother to create a safe environment. Outside of the service B is both verbally and physically aggressive and the police are often involved. All other services for B have not lasted very long due to this behaviour. Respite is very important for B to give him and his mother a break to maintain their relationship and therefore maintain his placement at home. Whilst attending respite staff have worked with B to develop both his independent living skills and also his confidence to assert himself.

## **Case Studies: Customers who use Bradbury House Short Break Service and Emergency Customers.**

### **H.S came into our Service on the 6<sup>th</sup> January 2015 as an Emergency Placement.**

H is cared for at home by her 86 yr old mother. Her mother is struggling to continue in her caring role as she is getting older and is not as mobile and well as she was and H's behaviour/outbursts are exhausting her.

H is a complex person and is diagnosed as having a learning disability, epilepsy, high levels of anxiety and schizophrenia.

When H moved in she was very anxious and not sure what was happening. Staff supported her every day and gave her time to settle in. H had never been out shopping for clothes, or been to a hairdresser. During H's time here she has learned a lot of life skills, goes out shopping to buy her clothes/shoes. H has now been on a train and a bus which she had not previously done before. Staff support H to see her mother on a regular basis H is now looking forward to moving on with her life.

### **S.M came into our Service on the 7<sup>th</sup> September 2006 using our Short Stay Service.**

S lives with his mother in a two bed roomed house in Amesbury.

S has a number of behaviour issues and needs a structure and clear boundaries for S and staff in order to promote positive, proactive and appropriate interactions between staff and S. Some of his challenging behaviour concerns are punching, hitting, kicking staff, throwing items, and slamming doors. Staff have worked with S constantly and have really got to know S and understand his needs and choices.

S now enjoys going into the games room and interacts with staff going into the ball pit and plays with pasta and marbles. S also enjoys Jacuzzi bath which is one of his favourites.

## **Shared Lives (formerly known as Adult Placement) Carers**

Shared Lives (SL) carers may be single or couples, with or without children living at the family home. They are allowed to have one, two or three customers living or staying with them, depending upon their facilities.

The suitability of each SL carer is assessed over several months by the SL team: this process includes:

- The completion of induction training to a quality and standard set on behalf of the Department of Health by "Skills for Care".
- Evaluation of the family's circumstances, capabilities and values.
- DBS checks.
- References from GP, professionals and friends.
- The assessor's report on their suitability.

Prospective SL carers are then interviewed by the SL Approval Panel who consider the application and give final approval.

### **Case History 1**

In the past year Mrs and Mrs W have successfully undergone the above process. Their application was prompted when the young man that they had been fostering for 15 years became 18 years old. At that time it became necessary for them to transfer from the fostering role to SL. For although the couple were going to continue to offer care and support to the same young man, we had to provide them with induction and values training to ensure that they were fully conversant with the roles, responsibilities, procedures and legalities that apply to SL carers: these are often quite different from those that applied to them as foster carers.

The outcome is that we now have a new SL couple whose skills, understanding and approach to care for young adults has developed with their naturally evolving role. And, most importantly of all, this young man – who has autism and learning disability and who regards the couple as his mum and dad – is able to remain in an arrangement where he feels the most comfortable, safe, secure and valued.

### **Case History 2**

P came into our care approximately 21 years ago. Previously he had been married, with children. Unfortunately P had developed a severe mental health condition that contributed to his family breaking up.

Since then P has lived with our SL carers in Salisbury. He does still require support with his anxiety disorder at times, but generally he remains well enough to travel into town independently, where he helps at a local charity shop. Over the years his SL carers have developed a close rapport with P, sensing through a combination of experience and instinct as exactly when and how to provide support to him. Sadly his male carer has since died, but fortunately his female carer (who is now 80) is very happy to provide this very valuable placement for as long as she can.

The outcome is that P continues to live in a supportive, family household, where he is understood and assisted in just the right way, whenever he needs it.

It is important to consider, however, what would happen to P if the lady who has looked after him for so long became unable to do so. And as P is younger than her this scenario is quite likely to arise at some point in the future. At that time we would need to find a new SL carer for P: to do this we will need to have a sufficient level of staff to both support our existing 30 placements and also be able to search for new SL carers for people like P.

**Chris Lyne, Manager, Shared Lives Service - February 2016**

**Wiltshire Council  
Cabinet  
19<sup>th</sup> April 2016**

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**Subject:** Salisbury City Council Asset Transfer – Cabinet  
Approval of Transfer from Wiltshire Council

**Cabinet member:** Councillor Dick Tonge  
Cabinet Member for Finance

**Key Decision:** No

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## **Executive Summary**

Following decisions by [Salisbury City's Full Council](#) on 1<sup>st</sup> June 2015 and [Wiltshire Councils Cabinet](#) on 21<sup>st</sup> July 2015, Members and officers of both organisations have worked to finalise the detailed package of assets and services to transfer and the impact for each organisation.

The final package of assets and services to transfer to Salisbury City Council consists of the following:

- 10 properties assets
- 4 Public Conveniences
- Shop Mobility service
- CCTV services
- Grounds Maintenance and Street Scene services within the City boundary
- Grounds Maintenance and Street Scene services at 5 Park and Ride sites
- S106 monies allocated to activities within the City boundary

Due to difficulties in relation to land tenure it is proposed that the freehold transfer of any land is excluded. The responsibility to carry out services and maintenance on all land assets will be discharged by way of an Agency Arrangement.

The transfer of the Grounds Maintenance and Street Scene services is likely to take place on the basis of novation of the existing contract until 2020. All future amenity and cleaning services within the Salisbury City boundary will be the responsibility of Salisbury City Council to manage.

Subject to the City Council agreeing to the wider asset and service transfer, Wiltshire Council will invest a capital sum in a new CCTV system.

In the financial year 2016/17 Wiltshire Council will fund all shop mobility and grounds maintenance and Street Scene activities in Salisbury.

The budget transferred to Salisbury City Council will be reduced by 25% in each subsequent full year.

Section 106 monies and responsibility for appropriate spending of such monies will transfer to Salisbury City Council.

Significant resource from both Wiltshire Council and Salisbury City Council will be required to complete the transfer.

The experience of working up the recommendations with Salisbury City Council has highlighted some issues and the model for further transfers has been revised.

A phased programme of work is recommended for engaging with other Town and Parish Councils.

**Proposal(s):**

It is recommended that Cabinet:

- a) Consider and approve the final list of assets and services listed that will be transferred to Salisbury City Council
- b) Note the net revenue impact to the council.
- c) Approve the service transfer budget principle of “tapering” to zero cost over 4 years.
- d) Delegate the implementation of the transfer of properties and the service delegation to a Corporate Director.
- e) Use the work and model established for Salisbury for further transfers.

**Reason for Proposal**

To complete the transfer of the package of assets and services to Salisbury City Council and ensure an agreed process is in place for other asset and services transfers to parish and town councils.

**Dr Carlton Brand**  
**Corporate Director**



**Subject:** Salisbury City Council Asset Transfer – Cabinet Approval of Transfer from Wiltshire Council.

**Cabinet member:** Councillor Dick Tonge  
Cabinet Member for Finance

**Key Decision:** No

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### **Purpose of Report**

1. To recommend a final package of assets and services to transfer to Salisbury City Council and to provide detailed information in relation to the financial impact this will have on Wiltshire Council.
2. To recommend the process and timescale for other asset and service transfers to parish and town councils.

### **Relevance to the Council's Business Plan**

3. The council has a Business Plan objective to transfer packages of assets and services, where applicable, to parish and town councils.

### **Main Considerations for the Council**

#### Proposed elements on transfer

4. The proposal is the transfer of the following:
  - 10 properties assets (see table below)
  - 4 Public Conveniences (see table below)
  - Shop Mobility service (includes 3 staff under TUPE)
  - CCTV services
  - Grounds Maintenance and Street Scene services within the City boundary
  - Grounds Maintenance and Street Scene services at 5 Park and Ride sites
  - S106 monies allocated to activities within the City boundary

## List of assets to be transferred from Wiltshire Council to Salisbury City Council

Property	Market Value
47 Blue Boar Row	£490,000
Rampart Road Store	£20,000
Salisbury Fawcett Statue Mar. Sq.	Heritage
Salisbury Poultry Cross	Heritage
Salisbury Brown Street Alzheimer's Centre Site	£21,000
Salisbury Post Office Pembroke Road	£71,000
Salisbury Stratford Road Social Club	£173,000
Salisbury Fisherton Clock Tower	Heritage
Salisbury 84 Fisherton Street	De-minimus
Salisbury Market Place	TBC
<b>Public Conveniences</b>	
Salisbury Market Place PC	Included with Market Place evaluation
Central car park PC (Lease)	Leased
Coach Station car park PC (Lease)	Leased
Culver Street PC (Lease)	Leased
<b>Total</b>	<b>£775,000</b>

### Land transfer complexities

5. There are three main categories of land upon which Wiltshire Council provides services on within Salisbury:
  - Housing Revenue Account (HRA Land)
  - Land associated with the Highway
  - Approximately 720 'other' plots of land
6. The council cannot transfer the freehold of HRA and Highway associated land and will therefore only be able to transfer the maintenance responsibility via an Agency Arrangement.
7. Nearly 80% of the remaining plots of land have issues in relation to Section 106 liabilities, HRA "right to buy" liabilities or are of unknown tenure caused by complex historical ownership issues which had not been resolved by the predecessor authorities to Wiltshire Council. To do this would be prohibitively expensive, would delay the transfer and is deemed unnecessary.
8. Due to these difficulties it is proposed that the freehold transfer of any land be excluded. The responsibility to carry out service and maintenance of all 3 categories of land assets will however transfer in full an Agency Arrangement.



## Transfer of Properties

9. All ten properties will be freehold transferred to Salisbury City Council. This will include the public conveniences at the Market Place.
10. The remaining public conveniences will be leased as these are situated in a Wiltshire Council owned car parks or sites that are earmarked for future development. The term will be agreed according to any current known plans for sites with appropriate break clauses.

## Transfer of Services

11. The transfer of the Grounds Maintenance and Street Scene services is likely to take place on the basis of novating the existing contract with The Landscape Group (TLG) until it ends in May 2020.
12. The current contract with TLG is 'resource' based and the council's officers currently make decisions on priorities if there is any conflict with delivering the specification with the resources available. The responsibility for making these decisions will fall to Salisbury City Council following the transfer.
13. All future amenity and cleaning services within the Salisbury City boundary will become the responsibility of Salisbury City Council to manage.
14. Subject to the City Council agreeing the wider asset and service transfer, Wiltshire Council will invest a capital sum of up to £500,000 in a new CCTV system. The new CCTV service will be run by volunteers from a location within Bourne Hill, thereby freeing up Pennyfarthing House for sale
15. Tenders for the new CCTV system are due back on 1<sup>st</sup> April and the contractors have been asked to hold their tendered rates for 30 weeks (until 28<sup>th</sup> October 2016). If the transfer has not been agreed to at this point and the successful tenderer is not prepared to hold their rates beyond the thirty week period, the procurement process may need to be restarted.
16. The Shop Mobility service will continue to run from its existing location in the Maltings car park until such time as this area is redeveloped.
17. The employment of Shop Mobility staff will transfer from Wiltshire Council to Salisbury City Council by virtue of TUPE.
18. The terms of occupation for the CCTV and Shop Mobility service within Wiltshire Council buildings will need to be formulated and any charges agreed as appropriate.
19. Due to the timescales, Wiltshire Council will continue to fund the four public conveniences for 3 months until 30<sup>th</sup> June 2016 to enable the asset transfer to take place. It is likely that this will involve the TUPE of staff from the existing provider to the new provider.
20. Following the transfer Salisbury City Council will become responsible for these public conveniences. Any delay in the transfer beyond the end of June could result in the public conveniences at the four locations list in the table being suspended.

## Transfer of Funding

21. In the financial year 2016/17 Wiltshire Council will fund all shop mobility and grounds maintenance and Street Scene activities in Salisbury. Wiltshire Council will transfer the remaining revenue budget for this year to Salisbury City Council as part of the transfer.
22. The budget transferred to Salisbury City Council will be reduced by 25% in each subsequent full year.
23. Wiltshire Council will be funding the four public conveniences for 3 months until 30<sup>th</sup> June 2016 to enable the asset transfer to take place. This will need to be met from existing 2016-17 revenue budgets.

## Resources

24. Significant resource from legal, finance and Strategic Asset and Facilities Management (SA&FM) will be required to complete the transfer to Salisbury City Council.
25. The legal team have already spent significant time on the transfer of these assets and it is estimated that to transfer 10 buildings to Salisbury City Council a further 50 hours' worth of legal work is required. This assumes that the Council will not be required to provide replies to pre-contract enquiries nor negotiate the form of transfer.
26. It is estimated that to produce and negotiate a bespoke Agency Arrangement agreement to cover all the elements discussed in this report will take at least 10 hours of a lawyer's time. Note that this is an estimate and will depend on complexity of instructions and progress of negotiations with Salisbury City Council.
27. It is estimated that a further 6 days of officer time from SA&FM will be required to complete the asset transfer.
28. Significant finance resources will also be required to complete the works.
29. The progress with the transfer in Salisbury has generated interest amongst other town and parish councils which are also keen to take on assets and services within their area. Currently the council does not have sufficient resources to manage these requests concurrently and therefore a programme of work is recommended in this report.

## The process and timescale for other asset and service transfers

30. The experience of working up the recommendations with Salisbury City Council has highlighted many problems with incomplete records from predecessor authorities and legal complexities of land ownership. The model for further transfers has been revised.
31. The effort needed for such transfers is high and as a result it is not possible to respond to the many requests concurrently.
32. The recommendations shows a phased approach over four years and reflects the level of discussion that has already taken place with those Councils and the perceived political commitment to devolved services.
33. A further recommendation is that the Towns and Parishes are consulted on the priorities shown at a meeting to be arranged once a decision has been made by Salisbury City Council.

## **Background**

34. Wiltshire Council and Salisbury City Council have been working closely together to enable the City to have control of their local assets and services and to deliver their local priorities.
35. Following decisions by [Salisbury City's Full Council](#) on 1<sup>st</sup> June 2015 and [Wiltshire Councils Cabinet](#) on 21<sup>st</sup> July 2015, Members and officers of both organisations have worked to finalise the detailed package of assets and services to transfer and the impact for each organisation.
36. In parallel to this Cabinet paper Salisbury City Council are preparing their own paper to be considered at a Full Council meeting before the end of July 2016.
37. The financial assessment in this paper differs from the July Cabinet paper as it includes the revenue implications of Grounds Maintenance, Street Scene and public toilets.
38. It was expected that this transfer would take place 'by no later than April 2016' but this has been delayed due to the legal complexities of land ownership. This has been resolved by delegation of the maintenance responsibility of such land to Salisbury City Council by way of an Agency Agreement.
39. Salisbury City Council has had sight of this paper.

## **Overview & Scrutiny Engagement**

40. None

## **Safeguarding Implications**

41. None

## **Public Health Implications**

42. None

## **Procurement Implications**

43. This proposal affects current contracts and will result in a reduced requirement in future contracts. The procurement team will be involved further where appropriate.

## **Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

44. The transfer of assets raises no issues in respect of equalities impact.

## **Environmental and Climate Change Considerations**

45. None

## **Risk Assessment**

46. Significant resources will be required to complete the work for the transfer.

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

47. None

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

48. Relationships with the existing supplier of Grounds Maintenance and Street Scene activities will be carefully managed through the novation process by officers who currently manage this contract for Wiltshire Council and officers from Salisbury City Council.

49. Staffing/TUPE risks will be managed through working closely with HR and Legal colleagues throughout the process.

## **Financial Implications**

### Ongoing Revenue

50. A detailed financial analysis has been conducted to examine the impact for the council. This is shown in the appendix. The financial model is based on the following assumptions:

- The model assumes the transfer will take effect from 1st July 2016.
- In year 1, Wiltshire Council fund the full budget for shop mobility and grounds maintenance and Street Scene activities. The remaining budget for this year will be transferred to Salisbury City Council as part of the transfer.
- This is reduced by 25% in each subsequent full year.
- The financial year 2020/21 is the first year in which no payment is made to Salisbury City Council.
- HR, Legal, Finance, SA&FM, Highways staff time costs for processing the transfer are excluded from the table below.
- Both Shop Mobility and CCTV will continue to be located in Wiltshire Council buildings. This will be the subject of a lease to Salisbury City Council for occupation of the building. This does not include any third party charge which may be agreed as result of para 3.15.

51. The table below shows the revenue impact over the next 5 years.

	Wiltshire Council Revenue				
	Net Impact 2016/ 2017 Part year	Net Impact 2017/ 2018	Net Impact 2018/ 2019	Net Impact 2019/ 2020	Net Impact 2020/ 2021
Income lost from 10 Properties	33,600	44,800	44,800	44,800	44,800
Interim cost of running 4 Public Conveniences (3 months)	60,899*	-	-	-	-
Shop Mobility Budget	-	(12,475)	(24,950)	(37,425)	(49,900)
Street Scene and Grounds Maintenance Budget	-	(76,402)	(152,804)	(229,205)	(305,607)
<b>Summary Position</b>	<b>94,499</b>	<b>(44,077)</b>	<b>(132,954)</b>	<b>(221,830)</b>	<b>(310,707)</b>

\*Includes £40,000 redundancy costs which may not apply. This is to be confirmed.

52. It is important to note that this does not include the cost of borrowing for the costs associated with the CCTV and Market Place works.

#### Capital

53. The ten properties listed represent a potential capital receipt of £775,000 that cannot be realised by Wiltshire Council if the transfer is approved.

54. Three properties do not have a value as they are heritage monuments. 84 Fisherton Street has a de-minimus value and there is also no value for the Market Place.

55. The estimated market value for the remaining five assets is approximately £775,000.

56. Significant investment of £5.4m capital funding has already been spent in the recent works to Salisbury Market Place.

57. Contingent on the City Council agreeing the transfer, a capital sum (up to £500,000) will also be used to fund the new CCTV equipment within Salisbury.

#### Section 106 monies

58. Around £166,000 of Off Site Contribution capital section 106 monies would transfer to Salisbury City Council. (Monies for the proposed Salisbury Athletics track (£50,000) upgrade have been deducted.

59. Around £258,000 of commuted sum/maintenance money would also transfer to Salisbury City Council.



## Legal Implications

- 60 Section 123 of the Local Government Act 1972 gives Wiltshire Council the ability to transfer land at less than market value where that transfer helps secure the promotion of the economic, social, or environmental wellbeing of the area.
- 61 A reasonable time period for completing a straightforward transfer (where both parties have legal representation) would be approximately 8 weeks. During this 8 week period both parties would have the opportunity to consider the property deeds, raise enquires about matters contained in the property deeds and agree the form of transfer. In the case of a community asset transfer the Council has a model form of transfer and would not expect to negotiate the terms other than in exceptional circumstances.
- 62 Legal Services has provided Salisbury City Council with a summary of the deeds of each Building. The Title Reports have been provided on the basis that they are for Wiltshire Council use only and cannot be relied on formally by Salisbury City Council.
- 63 Section 101 of the Local Government Act 1972 and supporting legislation (the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012) allows the Council to decide to delegate certain functions relating to services to town and parish councils, including Salisbury City Council.
- 64 There are two levels of service delegation proposed under this report depending on the function involved:
- a) Delegation of service delivery. This type of delegation applies for the Grounds Maintenance and Streetscene service and may be discharged by way of an Agency Arrangement. The function is a statutory function which remains the responsibility of Wiltshire Council, however the delivery of the service may be transferred to Salisbury City Council who will become responsible for the delivery contracted out services. This arrangement must be by way of a written agreement which clearly defines the services being transferred and any conditions to which the transfer is subject eg. Novation of current contracts.
  - b) Delegation of service responsibility. The service (and any land, buildings or assets that are required to run the service locally) will transfer to Salisbury City Council. This type of delegation can only apply where Wiltshire Council has a high degree of discretion about the provision of the service. Here, it will apply to maintenance of public conveniences, the Shop Mobility service and CCTV services. Wiltshire Council will cease to be responsible and accountable for the delivery of these services.
- 65 It is confirmed that Wiltshire Council has the power to delegate the proposed services by virtue of s.101 of the Local Government Act 1972. There is the power for Salisbury City Council to deliver the service however it is for Salisbury City Council to determine its own ability to deliver the service and to consider this at a formal meeting of the Council before deciding to accept the service delegation
- 66 Officers will instruct Legal Services to draft the required Agency Agreement, so that terms relating to all functions to be delegated can be negotiated with Salisbury City Council.
- 67 Officers have confirmed with The Landscape Group that there will be no contractual “exit payment” due upon novation of the Grounds Maintenance and Street Scene services contract.

- 68 In respect of the Section 106 monies a process will need to be defined to ensure that there is a clear understanding of what it can be used for and the date by which it has to be spent with the parties entering into legal documentation to set out the arrangements.
- 69 Paragraph 20.4 of this report refers to Paragraph 2.2 of the Constitution which sets out the issues that must be properly considered and completed when exercising delegated powers, including:
- a) The views of the relevant Cabinet Member, Committee Chairman and Area Boards following the application of the consultation criteria set out in the Constitution;
  - b) The implication of any Council policy initiative, strategy or procedure. Officers need to be aware of any potential impact of a delegated decision on other services. In such cases, consultation with officers, relevant Cabinet Members(s) or Committee Chairman from any affected portfolio and local members, where the issue relates to a specific area, should take place;
  - c) The range of available options;
  - d) The staffing, financial and legal implications;
  - e) The assessment of any associated risks in accordance with the Council's risk management strategy

The above list is not exhaustive. Please refer to Part 3 Section D Scheme of Delegation to Officers of the Constitution for a complete list of the issues that must be taken into consideration.

### **Options Considered**

70 None

### **Conclusions**

71 The council can move towards achieving its Business Plan object to transfer packages of assets and services to parish and town councils with this transfer.

### **Proposal**

It is recommended that Cabinet:

- a. Consider and approve the final list of assets and services listed that will be transferred to Salisbury City Council
- b. Note the net revenue impact to the council.
- c. Approve the service transfer budget principle of "tapering" to zero cost over 4 years.
- d. Delegate the implementation of the transfer of properties and the service delegation to a Corporate Director.
- e. Use the work and model established for Salisbury for further transfers. An indicative phasing and time line is shown below for further consultation with Town and Parish Councils.

#### Phase 1 (2016-17)

- i) Devizes
- ii) Amesbury
- iii) Calne
- iv) Corsham
- v) Pewsey



Phase 2 (2017-18)

- i) Chippenham
- ii) Trowbridge
- iii) Westbury
- iv) Warminster
- v) Wootton Bassett
- vi) Wilton

Phase 3 (2018-19)

- i) Bradford-on-Avon
- ii) Cricklade
- iii) Malmesbury
- iv) Marlborough
- v) Melksham
- vi) Tidworth

Phase 4 (2019-20)

- i) All other parishes

**Dr Carlton Brand**  
**Corporate Director**

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17<sup>th</sup> March 2016

**Background Papers**

The following documents have been relied on in the preparation of this report: None

**Appendices**

Financial detailed workings

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Appendix

Asset	Asset Value/ Investment	S106 Capital	S106 Revenue to drip feed into revenue
10 Properties <sup>9</sup>	775,000		
4 Public Conveniences <sup>8</sup>			
Market Place	5,450,000		
CCTV	500,000		
Interest on capital			
Shop Mobility			
Street Scene and Grounds Maintenance activity <sup>5</sup> <b>BASED ON NOVATION</b>			(258,000)
Grounds Maintenance at sheltered housing - recharge			
S106 Capital		(166,000)	
Park and Ride			
<b>Setup costs</b>			
HR			
Legal			
Condition Survey			
Summary Position (Novation)	<b>6,725,000</b>	<b>(166,000)</b>	<b>(258,000)</b>

Wiltshire Council Revenue

Asset	Net Impact 2016/2017	Net Impact 2017/2018	Net Impact 2018/2019	Net Impact 2019/2020	Net Impact 2020/2021
10 Properties <sup>9</sup>	33,600	44,800	44,800	44,800	44,800
4 Public Conveniences <sup>8</sup>	60,899	-	-	-	-
Market Place	-	-	-	-	-
CCTV	-	-	-	-	-
Interest on capital	50,000	50,000	50,000	50,000	50,000
Shop Mobility	-	(12,475)	(24,950)	(37,425)	(49,900)
Street Scene and Grounds Maintenance activity <sup>5</sup> <b>BASED ON NOVATION</b>	-	(76,402)	(152,804)	(229,205)	(305,607)
Grounds Maintenance at sheltered housing	-	-	-	-	-
S106 Capital	-	-	-	-	-
Park and Ride	-	-	-	-	-
Setup costs					
HR					
Legal					
Condition Survey					
<b>Summary Position (Novation)</b>	<b>144,499</b>	<b>5,923</b>	<b>(82,954)</b>	<b>(171,830)</b>	<b>(260,707)</b>

Asset	Salisbury City Council Revenue							
	Income July 2016/2017	Payment from WC July 2016/2017	Expenditure July 2016/2017	Net Impact July 2016/2017	Net Impact 2017/2018	Net Impact 2018/2019	Net Impact 2019/2020	Net Impact 2019/2020
10 Properties <sup>9</sup>	(38,634)		5,045	(33,589)	(44,786)	(44,786)	(44,786)	(44,786)
4 Public Conveniences <sup>8</sup>	(22,640)		137,579	104,939	99,918	99,918	99,918	99,918
Market Place			£??	-	-	-	-	-
CCTV			£??	-	-	-	-	-
Interest on capital								
Shop Mobility	(17,652)	(37,425)	67,168	12,091	28,596	41,071	53,546	66,021
Street Scene and Grounds Maintenance activity <sup>5</sup>	(9,000)	(229,205)	238,205	-	76,402	152,804	229,205	305,607
Grounds Maintenance at sheltered housing - recharge	(23,250)		23,250	-	-	-	-	-
S106 Capital				-	-	-	-	-
Park and Ride			918	918	1,224	1,224	1,224	1,224
Set up costs								
HR			£TBC	-	-	-	-	-
Legal			£TBC	-	-	-	-	-
Condition Survey				-	-	-	-	-
Summary Position (Novation)	(111,176)	(266,630)	472,165	94,359	161,355	250,232	339,108	427,985



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**Wiltshire Council**

**Cabinet**

**19<sup>th</sup> April 2016**

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**Subject: Age UK Contracts 2016 and beyond**

**Cabinet member: Keith Humphries (Adult care and public health)**

**Key Decision: Yes**

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## **Executive Summary**

This cabinet paper sets out to summarise a proposal relating to the future funding of Age UK across Wiltshire.

This document describes the proposal and seeks authority to proceed with the stated recommendation.

**Proposal(s)** It is proposed that the cabinet agrees the following.

To enter into a long term investment grant in partnership with the CCG with Age UK for a total maximum term of four years based on a two year agreement with the option to extend the agreement for an additional two years based on the agreement of the parties.

To enter into a one year community services contract exempt from the procurement regulations

## **Reason for Proposal**

1. This proposal has been made so as to ensure there are a range of effective and robust community based prevention services available across the County of Wiltshire. The proposal will provide the Council and CCG with a key strategic partner with which to achieve shared objectives around developing resilient communities and delivering services within the community. The proposal will deliver efficiencies through rationalising the allocation of resources ensuring best value is achieved.

2. The recommendation to enter into a two year agreement with a single Age UK organisation will give commissioners from across the CCG and the Council the opportunity to develop a strategic partnership with Age UK which can be used to drive community based prevention activities, deliver the shared objectives set out in this document and support strategic objectives shared by both the council and CCG delivered through the Health and Well Being Board.
3. The strategic partnership will also be a key element of working across the system to ensure that prevention, information and voluntary services are coordinated and deliver the best value for both health and care sectors.
4. The optional extension will be considered based on the service providers ability to evidence how it is delivering the objectives shared by the commissioning organisations and that they can work as a key strategic partner across the system. A report will be submitted for the cabinet's consideration in the autumn of 2017 setting out the impact of extending the long term investment grant based on the data collated during the term.
5. The Community service contract will give commissioners the time to agree how these services will be delivered after April 2017.

**Maggie Rae**  
**Corporate Director**

## **Wiltshire Council**

### **Cabinet**

**19<sup>th</sup> April 2016**

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**Subject: Age UK funding proposal**

**Cabinet member: Keith Humphries Adult Social Care**

**Key Decision: Yes**

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### **Purpose of Report**

1. This report sets out a proposal for the consideration of the cabinet regarding entering into two agreements with a single Age UK organisation covering the whole of Wiltshire.
2. The report is required in advance of two exemptions from the Councils procurement regulations so that the Council and Clinical Commissioning Group can enter into a long term investment grant and a separate community services contract with Age UK.

### **Relevance to the Council's Business Plan**

3. Both of these agreements will be purchased to support the delivery of the Councils business plan objectives. In particular the agreements will protect the most vulnerable people living in our communities. The agreements will provide services, information and opportunities so that older people can maintain their wellbeing and are able to participate in their local communities as they grow older.
4. The services will also support the development of resilient communities that are not reliant on statutory health and social care services. The long term investment Grant will provide a foundation for commissioners to work with Age UK to deliver community based projects and initiatives that reduce reliance on social care services and prevent the need for acute health services. This will include developing and promoting services that reduce social isolation amongst older people, working with key partners from across the system to develop joined up services and through the provision of information and advice.
5. The proposals represent a joint initiative by the CCG and Council to commission community based prevention services that will improve people's wellbeing, this will support the delivery of the requirements of the Care Act (2014)
6. It is proposed the long term investment grant is established to support the objectives listed below.

Strategic Objective
<ul style="list-style-type: none"> <li>• Bring communities together to enable and support them to do more for themselves.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that older people have access to information and advice that will allow them to live as independently as possible.</li> </ul>
<ul style="list-style-type: none"> <li>• Support self care initiatives, supporting patients to manage long term conditions as independently as possible.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that older people have a voice, locally and across the County.</li> </ul>
<ul style="list-style-type: none"> <li>• Work in partnership with commissioners, the County's area boards and other key stakeholders to prevent people needing to access statutory care and support services.</li> </ul>

## Main Considerations for the Council

7. . The Council is asked to consider the following proposals;

- To enter into a long term investment Grant with a single Age UK organisation for a term of two years with the option to extend for a further two years (unless ended earlier by either party in accordance with the terms of the agreement). The agreement will have an annual value of £202,000 per annum with an agreement that this will reduce annually based on the agreement of the parties. This agreement will be jointly funded (50/50) by the CCG and Wiltshire Council to pay for core costs including but not limited to, staffing, office costs and fundraising activities.
- To enter into a community service contract (Without Competition) for a one year term with Age UK to deliver the following community services.
  - Community Day service support (£60,000)
  - Evergreen community day service for older people with a learning disability (£66,000)
  - Information and Advice services for older people (£84,000) this will be jointly funded by the CCG and Wiltshire Council.

These services will be commissioned through compliant procedures, delivered differently or de commissioned in advance before April 2017.

## Background

8. Age UK (previously Age Concern) is the largest charity operating in England with the sole purpose of improving the life's of older adults. Age UK delivers services that support older people, campaigns to raise awareness about issues effecting older people and provides the information people need so as to live as independently as possible. The charity has a well established presence in Wiltshire delivering a variety of services including;

- Information and advice for older people and their families
- Befriending services

- Nail cutting services
  - Social events and opportunities
  - Volunteering opportunities
9. Age UK also work across the health and social care sector with commissioners, health and care providers. Examples of this include their involvement in the Home First programme and their partnership as part of the recently commissioned community health contract.
10. The Council and CCG have traditionally commissioned a range of services from two Age UK organisations operating across Wiltshire; Age UK Salisbury and Age UK Wiltshire. Both organisations have operated independent boards of trustees and senior management structures. By commissioning one organisation this will reduce management and overhead costs so that efficiencies can be made while directing more resources to service delivery.
11. A range of services have been purchased from these two organisations via commissioned contract, grant and partnership arrangements. This has generated an over complicated funding arrangement where it is challenging to differentiate the costs of individual services and evaluate the financial impact. It is expected that by splitting the
12. The Age UK boards have agreed to formally and legally merge the two Age UK organisations as of 31<sup>st</sup> of March 2016 on the basis that the commissioners will purchase services from a single Age UK organisation.
13. An interim solution has been proposed to Age UK to ensure continuity of service for customers and to allow time for the cabinet to consider the proposals in this paper. Subsequently a two month temporary agreement with Age UK has been agreed by the procurement board based on the proposals set out in this paper.
14. The CCG are supportive of the proposals presented in this paper.

### **Overview & Scrutiny Engagement**

15. This paper will be considered by the Health Select Committee on the afternoon of the 19<sup>th</sup> of April 2016.

### **Safeguarding Implications**

16. Any agreements established with Age UK will contain robust safeguarding clauses in line with best practise, Council policy and current legislation.

### **Public Health Implications**

17. The proposed agreements will provide a series of community based services and prevention activities. These activities will supplement public health activities and initiatives, as well as those identified as priorities by the Better Care Plan's Prevention Board.

18. Commissioners from the adult care team will work closely with colleagues from the public health team to identify opportunities to work together to achieve organisational and population objectives. This will include using these agreements to raise awareness of key public health messages and campaigns and working to develop a voluntary sector that is able to effectively support communities and individuals with their wellbeing.

### **Procurement Implications**

19. It is proposed the long term investment grant will be exempted from the regulations on the basis that the agreement will be made via a grant rather than a contracting arrangement.
20. The one year community services contract which will be re procured or de commissioned in accordance with the regulations by 2017
21. After this one year community contract has concluded the community services will either be re-commissioned which will require a procurement process, delivered differently for instance by giving the resources directly to customers or decommissioned. Based on the commissioning decisions procurement actions will be taken accordingly.

### **Equalities Impact of the Proposal**

22. This proposal will ensure that members of groups with protected characteristics including in particular older adults and carers will have the opportunity to continue to live the lives that they choose within their community.
23. Both the grant and community service agreements will help to ensure that older people and their carers have access to the same opportunities other groups have to remain active members of their local community.
24. The services commissioned will be required to comply with all equalities legislation and best practice and shall be made available to everyone living within the community area.

### **Environmental and Climate Change Considerations**

25. There are no specific environmental or climate change considerations. As described in this document it is anticipated the grant will reduce in value annually and one of the ways this may be achieved is through reducing paper related costs which will help to reduce the environmental impact of these services.

### **Risk Assessment**

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

26. If the services are not commissioned there is a risk that large numbers of potentially vulnerable people living within our communities will no longer have



access to the range of community and prevention services delivered through these agreements.

27. This potential reduction in service is very likely to increase demand on statutory health and social care services.

28. Age UK may continue to operate as two Wiltshire based organisations and the forecast savings associated with rationalising commissioning arrangements will not be achieved.

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

29. If the proposal is taken there is a risk of challenge as the proposal is based on an exemption from the procurement regulations. This risk has been mitigated as the value of the community service contract is below the 750,000 euro limit for social care procurement activity.

30. After year one funding for Age UK is likely to reduce significantly as the community services are de commissioned or commissioned differently. Commissioners will work with Age UK over the term of this community service contract so as to ensure changes do not impact on the long term investment grant funding.

**Financial Implications**

31. The financial implications of this proposal have been detailed below.

32. The figures presented below are based on the recommended option included in this paper. So in the case of the Grant the proposal represents a minimum commitment of £404k (£202k Wiltshire Council) and a maximum commitment based on the optional extension of £808k (£404k Wiltshire Council).

Long term investment Grant

Year	Wiltshire Council contribution	Clinical Commissioning Group Contribution	Total Spend
2016-17	£101,000	£101,000	£202,000
2017-18	£101,000	£101,000	£202,000
2018-19 (Optional extension)	£101,000	£101,000	£202,000
2019-20 (Optional extension)	£101,000	£101,000	£202,000
Total	£404,000	£404,000	£802,000

Please note the values have been provided based on maximum costs. The grant will include a provision for annual efficiencies which will reduce the annual value and total contract value over the term.

Community Services Contract 2016-17

Element	Wiltshire Council contribution	Clinical Commissioning Group Contribution	Total Spend
Evergreen day centre	£66,000	£0.00	£66,000
Community day service support	£60,000	£0.00	£60,000
Information and advice	£42,000	£42,000	£84,000
<b>Total</b>	<b>£168,000</b>	<b>£42,000</b>	<b>£210,000</b>

Savings will be achieved on this contract in 2017-18 by commissioning evergreen day services through individual personal budgets rather than a block payment this as already been discussed with Age UK and will save a minimum of £20,000 (based on 2016 personal budget rates) in 17-18. The other services will be decommissioned, re-commissioned or delivered differently.

### **Legal Implications**

33. Please see procurement considerations for information. The two Age UK organisations are proposing to legally re constitute as a single charitable body with one board of trustees that will provide services across the county.

### **Options Considered**

34. A number of options were considered before arriving at the proposal set out in this paper.

Option 1- To enter into a long term investment grant for a term of five years and a community service contract as described in this paper. This option would provide Age UK with continuity of funding and allow for the establishment of long term strategic projects. The length of this agreement poses a risk in terms of changes to the way information, advice and prevention services are commissioned in the future.

Option 2- to decommission all or part of the services delivered by Age UK. This option was discounted due to the significant impact it would have on the availability of community prevention services. The recommendation to enter into a two year grant arrangement with a single Age UK organisation will give commissioners the opportunity to work in partnership with service provider to develop a strategic relationship that will support the delivery of shared objectives. The impact and benefits of this work can be assessed before making further commissioning decision.

Option 3- to re commission all of the services through a competitive process. This option may be taken up in the future however it was felt the requirement to ensure clarity in terms of funding while rationalising the existing spend was required before this could be completed. Elements of the community services contract will be re commissioned in advance of April 2017. The proposal to work

with a single Age UK organisation will secure cost efficiencies but will also allow the Commissioners to develop a strategic relationship with a single Age UK partner. If Age UK were not to merge then this option would require further consideration.

**James Cawley**  
**Associate Director Adult Care and Housing**

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Report Author:

Olly Spence, Commissioner, [olly.spence@wiltshire.gov.uk](mailto:olly.spence@wiltshire.gov.uk)

March 2016

**Background Papers**

**None**

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**Wiltshire Council**

**Cabinet**

**19 April 2016**

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**Subject: Highways Peer Review**

**Cabinet Member: Cllr Philip Whitehead – Highways and Transport**

**Key Decision: No**

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## **Executive Summary**

In November 2016, Cabinet agreed to an independent review of the highways service through the Highways Maintenance Efficiency Programme (HMEP) Strategic Peer Review process, which is funded and supported by the Department for Transport. The proposal was for a challenge and review process where officers and members from other authorities help an authority's highways service identify opportunities for improvement, greater efficiencies and change.

The review took place in February 2016 and involved interviews with focus groups of members, staff, customers and partners, and individual interviews with Cabinet Members and senior managers, as well as reviewing service strategies and operational plans.

The outcome of the Peer Review was very positive. An action plan is being developed for discussion with the Peer Review team, and progress on implementing the recommendations will be reported to this Cabinet in the future.

## **Proposal**

That Cabinet notes the positive results of the recent Highways Maintenance Efficiency Programme Peer Review, and that progress on implementing its recommendations will be reported to a future meeting of Cabinet.

**Reason for Proposal**

There have been significant changes in the Council's Highways Service over the last few years. These include a significant increase in capital expenditure in maintenance through the Local Highways Investment Fund 2014-20, substantial reduction in revenue funding, realignment of transport funding by the central government, termination and procurement of the term maintenance contract, and several restructuring of the service since Wiltshire became a unitary council.

It is important to get an independent view on whether, after all these changes the service is fit for purpose and provides value for money to the residents.

**Dr. Carlton Brand**  
**Corporate Director**

## Wiltshire Council

### Cabinet

19 April 2016

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**Subject:** Highways Peer Review

**Cabinet Member:** Cllr Philip Whitehead – Highways and Transport

**Key Decision:** No

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### Purpose of Report

1. To advise Cabinet of the outcome of the recent peer review of the Highways Service.

### Relevance to the Council's Business Plan

2. The Council's Business Plan has three key priorities to look after the vulnerable, boost the economy and support resilient communities. The Highways Service plays an important role in delivering these priorities.

### Background

3. Since 2011, the Department for Transport has run the Highways Maintenance Efficiency Programme (HMEP) in order to create efficiencies in how highway services in England are managed. One of the initiatives resulting from this programme is to offer a Strategic Peer Review by officers and members from other authorities to help an authority's highways service identify radical opportunities for improvement, greater efficiencies and change. The review is led by Local Government Association (LGA). The objectives of the review are to:

- enhance the process of improving highways delivery to realise transformational efficiencies and change
- allow an authority to understand potential improvements set within the wider strategic context of Council operations
- inform decision-making and provide (re)assurance from fellow professionals or 'peers'
- encourage engagement, collaboration and commitment to action across the Council and service provider
- promote the sharing of good practice through peer-to-peer engagement as well as empowering individuals to collaborate across authorities

4. The review was structured to focus on four areas of the business:

Context and priority setting: This looks at assessing how the Council's delivery takes into account national and local transport policy, corporate vision, stakeholder expectations, legal and financial constraints.

Planning and performance: This covers the Council's strategy, performance, data and information, and lifecycle planning and works programmes.

Enablers: This component focusses on leadership, risk management, asset management, and performance monitoring.

Delivery: This considers programme and service delivery and procurement.

5. An initial scoping meeting was held with LGA in November 2015, and as well as the HMEP's objectives, the Council asked that the review should particularly focus on effectiveness of the service in allocation of resources, procurement and contract management, engagement with the Local Enterprise Partnership, and engagement with customers and communities.
6. The review took place between 22 and 24 February 2016 in County Hall. The programme for the review is attached in **Appendix 1**. The review team's membership was:

**Lead Peer** Jason Russell (Surrey County Council)

**Member Peer** Cllr. Nick Chard (Kent County Council)

**Senior Officer Peer** Owen Jenkins (Oxfordshire County Council)

**Senior Officer Peer** Andrew Martin (Dorset Council)

**Senior Officer Peer** Martin Pollard (Local Partnerships)

**Senior Officer Peer** Scott Tompkins (Gloucestershire County Council)

**Review Manager** Ernest Opuni (Local Government Support Team, Local Government Association)

### **Main Considerations for the Council**

7. To introduce the review team to Wiltshire, a Position Statement was prepared which gave the overview of to the highways service in a local context. The statement is attached (see **Appendix 2**).
8. The findings of the review and areas highlighted for consideration were as follows:

#### Context and Priority Setting

9. The Council has a clear strategic vision and has been on a consistent journey for several years. There is strong political and officer leadership and there is an effective approach to achieving vision, with transition before transformation. The transition to a unitary authority has been managed effectively, and achieves a balance between county wide and local priorities.
10. Members are supportive of the service. There is a strong Cabinet Member, with cross party support and recognition of where the authority is with contract change and issues.
11. Area Boards and Community Area Transport Groups (CATGs) are effective at enabling local ownership, decision making and influence. An area where delivery has improved significantly in recent months is with regard to the smaller sites where there is localised damage and potholes. These can be particularly



difficult because they often need road closures and diversions to enable the works to be carried out safely. Programming these works, and integrating them with works by others on the network, is a challenge, but good progress is now being made.

12. Clarity is needed about how the wider Council vision and transformation cascades to the highways and transport service. It was recommended to consider the development of a clear vision and strategic outcomes for the service, linked to the Council's priorities, and supported and understood by all stakeholders. There are opportunities to align/link wider service activities (maintenance, congestion, resilience, procurement) with economic growth and social value agenda (apprenticeships, local suppliers etc.).

#### Planning and Performance

13. The case has been successfully made for investment in the infrastructure using an asset management approach and methodology. The development of long-term depreciation modelling for key assets has started. Opportunity to create benefits for communities from being a unitary authority has been realised through asset transfer and service delegation and communities are involved in decision making through Area Boards.
14. Consideration should be given to the development of a performance management framework to underpin delivery of strategic outcomes. This can assist in expectation management and effective benchmarking. Depreciation modelling is still to be rolled out to all assets to enable long-term prioritised lists to lead to longer term programmes. And consideration should be given to development of service improvement plans to achieve key service objectives (e.g. DfT's Band 3 self-assessment rating, winter service transformation).

#### Enablers

15. Harnessing the knowledge and energy in local communities has led to improved outcomes and additional funding.
16. There are many skilled and knowledgeable people in the service with a clear positive intent amongst staff and partners to ensure the service is successful. There is a positive and effective relationship between Members and Officers, with strong and capable senior political leadership which gives clear and consistent vision.
17. The service should recognise and plan for the risks associated with the significant challenges faced over the coming months, including contract mobilisation, service reviews and restructuring, and delivering a major infrastructure pipeline.
18. Highways Service has a lean organisation, reliant on key individuals in business critical roles. Consideration should be given to capacity, succession planning and development needs.
19. The service has to ensure IT systems support integration and workflow and feedback.

20. Effectiveness of the supply chain management is effective and Client role in managing new model should be examined and ensure there is a shared understanding between Members and Officers of contract and performance management.

#### Delivery

21. The service has managed the termination of the highways contract and the very challenging procurement of the new contract effectively. Service Delivery Teams are an effective vehicle for collaboration between the partners.
22. The Highways Service has successfully delivered LEP schemes on time and to budget.
23. Local delivery and decision making is effective, with Area Boards which have devolved decision-making and increased community involvement.
24. The reinstatement of the Parish Steward scheme, which further empowers parish councils and communities, is welcomed. The CATGs help to manage local expectations, allowing local communities to resource, influence and deliver services.
25. The service needs to ensure it fully understands the benefits and cost of each stage in the delivery process, and fully realise the potential in the supply chain and further utilisation of early contractor involvement. Contract performance management needs to be aligned with the service performance management framework and stakeholder expectations. Option for further innovation should be considered.
26. The key messages from the review team were:
- The service has successfully overcome some significant difficulties during transition of contracts in the last few months.
  - There will need to be strong leadership and focus on the challenges you face over the coming months.
  - The new arrangements are universally welcomed, but ensure that you stay awake to the issues that are impacting on delivery.
  - Consider how shared learning/alignment with wider Council initiatives can assist the service in its development.
  - Once the operational issues are stabilised, consideration should be given to longer term strategies and sustainability, including vision and key outcomes for the service and how these will be delivered, future procurement and role of the client organisation and the capabilities needed in the future.

#### **Overview and Scrutiny Engagement**

27. Members of the Highways Contract Task Group took part in the peer review, and were interviewed by the review team as a Focus Group. Other members of Overview and Scrutiny were interviewed as well. The outcome of the peer review was reported to the Environment Select Committee on 12 April 2016, and the action plan will be reported to the Committee in due course.

### **Safeguarding Implications**

28. Does not apply.

### **Public Health Implications**

29. Improved management of Highways will improve safety, air quality and noise reduction and help achieve the Council's objectives in public health in several areas.

### **Procurement Implications**

30. Any procurement implication of implementing improvements will be considered in the action plan and reported in future.

### **Environmental and Climate Change Considerations**

31. The road network is particularly vulnerable to the effects of climate change. In the past we have seen the effects of a series of severe winters which have resulted in damage to the roads and an increase in the number of potholes. In early 2014 flooding damaged a number of roads in Wiltshire, and increased deterioration, and last winter was particularly wet causing damage to road surfaces.
32. In the longer term a more robust highway network, with roads in better condition, would require less reactive maintenance and reduced travelling to respond to potholes and localised defects. A planned maintenance regime enables the traffic disruption to be kept to a minimum. With unplanned maintenance the delays to traffic and associated fuel consumption could be considerable.

### **Equalities Impact of the Proposal**

33. The improvements in road safety anticipated with increased investment in road maintenance would be expected to benefit all road users, but especially the more vulnerable, including pedestrians, cyclists and other non vehicle users.
34. The highway network is important to local businesses, and to public transport operators. The delays due to un-programmed maintenance and road repairs have been identified as concerns by local businesses. The high profile programme of works to address road conditions will help send the message that transport is important in Wiltshire and could help to promote inward investment and job creation.

### **Risk Assessment**

35. There are serious risks in connection with the highways service which are effectively managed. These include the safety and reputational aspects of those killed and seriously injured on the highway network. In order to reduce these risks the Council has approved procedures in place, but in order to keep the network in safe condition it is important that the highway network has adequate investment, and the safety issues are prioritised.

36. The road condition data collected through the technical surveys is used to focus investment on those sites where there is most need and greatest risk. As well as the safety benefits this approach also ensures that best use is made of the limited available funding in order to keep the asset in optimum condition.

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

37. There are no decisions required at this stage.

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

38. There are no decisions required at this stage.

#### **Financial Implications**

39. The implementation of the recommendations is aimed at creating efficiencies in the service. Any initiative requiring investment would be supported by a business case to substantiate benefits.

#### **Legal Implications**

40. The Council has a duty under the Highways Act to maintain the county's roads. The highway service procedures, policies and improvement plans ensure that this duty is fulfilled.

#### **Options Considered**

41. The Peer Review will assist the Council in considering options to improve the Council.

#### **Conclusions**

42. The Council has received a very positive feedback about the way its Highways Service is managed and delivered. The areas recommended for consideration will be taken forward to form an action plan. The review team is due to return to Wiltshire to agree the action plan. The plan and progress with its implementation will be reported to cabinet later in the year.

**Parvis Khansari**  
**Associate Director Highways and Transport**

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Report Author:  
**Parvis Khansari**

## **Background Papers**

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

None

## **Appendices**

Appendix 1 – Highways Peer Review Programme  
Appendix 2 – Position Statement

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		<b>Wiltshire HMEP peer review</b>		<b>Monday 22nd February 2016</b>
<b>Time</b>	<b>Work stream 1</b>	<b>Work stream 2</b>	<b>Work stream 3</b>	
08:15 - 09:00	<b>Admin - Passes - Breakfast- Set up in team room</b> <b>Longleat room (Base Room)</b>			
09:00 - 10:00	<b>Setting the Scene</b> <ul style="list-style-type: none"> <li>• <b>Baroness Scott of Bybrook OBE</b> (Leader of the council)</li> <li>• <b>Cllr John Thomson</b> (Deputy leader of the council - Conservative)</li> <li>• <b>Cllr Philip Whitehead</b> (Cabinet Member for Highways and Transport - Conservative) <ul style="list-style-type: none"> <li>• <b>Dr Carlton Brand</b> (Corporate Director)</li> </ul> </li> <li>• <b>Parvis Khansari</b> (Associate Director - Highways &amp; Transport)</li> <li>• <b>Peter Binley</b> (Head of Service - Highways Assets &amp; Commissioning)</li> <li>• <b>Allan Creedy</b> (Head of Service - Sustainable Transport)</li> <li>• <b>Adrian Hampton</b> (Head of Service- Highway Streetscene, South and car parking)</li> <li>• <b>Bill Parks</b> (Head of Service - Highway Weather &amp; Emergency Services &amp; Streetscene - North)</li> </ul> <b>Lacock room</b>			
10:00 - 10:15	<i>Break</i>			
10:15 - 11:15	<b>Leader of the council one 2 one</b> <ul style="list-style-type: none"> <li>• Baroness Scott of Bybrook OBE (Leader of the council - Conservative)</li> </ul> <b>Lacock room</b>	<b>Associate Director one 2 one</b> <ul style="list-style-type: none"> <li>• Parvis Khansari (Associate Director - Highways &amp; Transport)</li> </ul> <b>Golding room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>	
11:15 - 11:30	<i>Break</i>			
11:30 - 13:00	<b>Focus Group Highways Contract Scrutiny Task Group</b> <ul style="list-style-type: none"> <li>Cllr Bob Jones MBE (Liberal Democrats)</li> <li>Cllr Jeff Osborn (Independent)</li> <li>Cllr Linda Packard (Liberal Packard)</li> <li>Cllr Anthony Trotman (Conservative)</li> <li>Cllr John Walsh (Labour)</li> <li>Henry Powell (Senior scrutiny officer)</li> </ul> <b>Lacock room</b>	<b>Portfolio Holder one 2 one</b> <ul style="list-style-type: none"> <li>• Cllr Philip Whitehead (Cabinet Member - Conservative)</li> </ul> <b>Golding room</b>	<b>Corporate Director one 2 one</b> <ul style="list-style-type: none"> <li>• Dr Carlton Brand (Corporate Director)</li> </ul> <b>Westwood Room</b>	
13:00 - 14:00	<i>Lunch - Longleat room</i>			
14:00 - 15:15	<b>Focus Group Community Engagement and Resilience Community Area Transport Groups (CATG)</b> <ul style="list-style-type: none"> <li>• Cllr Philip Whitehead- Cabinet Member for Highways and Transport</li> <li>• Parvis Khansari (Associate Director Highways &amp; Transport)</li> <li>• Dave Thomas (Traffic Engineering Manager) <ul style="list-style-type: none"> <li>• Kirsty Rose (Senior Traffic Engineer)</li> </ul> </li> </ul> <b>Lacock Room</b>	<b>Focus Group (Non - executive members)</b> <ul style="list-style-type: none"> <li>• Cllr Glenis Ansell (Opposition leader - Liberal Democrats)</li> <li>• Cllr Peter Hutton (Conservative)</li> <li>• Cllr Peter Evans (Conservative)</li> <li>• Cllr Jon Hubbard (Liberal Democrats)</li> <li>• Cllr Simon Killane (Independent)</li> </ul> <b>Golding Room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>	
15:15 - 15:30	<i>Break</i>			
15:30 - 16:45	<b>LEP / SEP Meeting</b> <ul style="list-style-type: none"> <li>• Cllr Fleur de Rhé-Philippe (Cabinet Member for Economy, Skills and Transport - Conservative) <ul style="list-style-type: none"> <li>• Alistair Cunningham (Associate Director of Economy &amp; Planning)</li> </ul> </li> <li>• Allan Creedy (Head of Service - Sustainable Transport)</li> <li>• Tim Martienssen (Head of Service - Economic Development)</li> </ul> <b>Lacock Room</b>	<b>Governance, Finance, Contracts &amp; Procurement</b> <ul style="list-style-type: none"> <li>• Michael Hudson (Associate Director - Finance) <ul style="list-style-type: none"> <li>• Ian Gibbons (Associate Director - Legal &amp; Governance)</li> </ul> </li> <li>• Robin Townsend (Associate Director - Corporate Services &amp; Function, Procurement &amp; Programme Office)</li> </ul> <b>Golding room</b>	<b>Focus Group Suppliers one 2 one</b> <ul style="list-style-type: none"> <li>• Dave Gibby (Ringway)</li> </ul> <b>Westwood room</b>	
16:45 - 17:00	<i>Break</i>			
17:00-17:30	Peer team working and feedback preparation <b>Longleat Room</b>			
17:30-18:00	Peer team feedback to Cllr Philip Whitehead, Dr Carlton Brand , Parvis Khansari <b>Lacock room</b>			

Time	Wiltshire HMEP peer review		Tuesday 23rd February 2016
	Work stream 1	Work stream 2	Work stream 3
08:30 - 09:00	<b>Team Time &amp; Breakfast</b> <b>Longleat room (Base Room)</b>		
09:00 - 10:00	<b>Local highways, Winter service &amp; Car parking</b> <ul style="list-style-type: none"> <li>• Bill Parks (Head of Service - Highway Weather &amp; Emergency Services &amp; Streetscene - North)</li> <li>• Adrian Hampton (Head of Service - Highway &amp; Streetscene, South and car parking)</li> </ul> <b>Salisbury room</b>	<b>Highways Asset Management, Commissioning and Flooding</b> <ul style="list-style-type: none"> <li>• Peter Binley (Head of Service - Highways Assets &amp; Commissioning)</li> </ul> <b>Golding room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>
10:00 - 10:15	Break		
10:15 - 11:00	<b>User Groups</b> <ul style="list-style-type: none"> <li>• Ray Conneely (Freight Transport Association)</li> <li>• Lance Allan (Cyclist &amp; Trowbridge Town Clerk)</li> <li>• Graham Hay (British Motorcycle Federation)</li> </ul> <b>Salisbury room</b>	<b>Sustainable Transport</b> <ul style="list-style-type: none"> <li>• Allan Creedy (Head of Service - Sustainable Transport)</li> </ul> <b>Golding Room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>
11:00 - 11:15	Break		
11:15 - 13:00	<b>Focus Group Highways Managers</b> <ul style="list-style-type: none"> <li>• Chris Clark (Client Area Manager, West )</li> <li>• Fiona Waind (Support Manager, South )</li> <li>• Brian Lanham (Weather and Drainage Manager )</li> <li>• Spencer Drinkwater (Principal Officer Transport Strategy )</li> <li>• Paul Bromley (Highways Systems Manager)</li> <li>• Simon Rowe (Weather &amp; Emergency Officer)</li> </ul> <b>Salisbury Room</b>	<b>Focus Group Internal and External Communications</b> <ul style="list-style-type: none"> <li>• Adrian Hampton (Head of Service - Highway &amp; Streetscene, South and car parking)</li> <li>• Frank Coleman (Head of Customer Services) <ul style="list-style-type: none"> <li>• Steve Milton (Head of Service - Community Engagement &amp; Governance)</li> </ul> </li> <li>• Allan Clarke (Communications Officer)</li> </ul> <b>Golding room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>
13:00 - 14:00	Lunch - Longleat room		
14:00 - 15:30	<b>Focus Group Staff</b> <ul style="list-style-type: none"> <li>• Laura Gosling (Senior Transport Planner Sustainable Transport) <ul style="list-style-type: none"> <li>• Paul Bollen (Engineer)</li> <li>• Malcom Beaven (Engineer)</li> <li>• Matt Perrott (Engineer)</li> </ul> </li> <li>• Mark Wiltshire (Highways Control Officer - Major Projects-Sustainable Transport)</li> <li>• Nicki Clifford (Highway Programme &amp; Risk Register Office)</li> </ul> <b>Salisbury room</b>	<b>Focus Group Suppliers</b> <ul style="list-style-type: none"> <li>• Nigel Holpin (Tarmac)</li> <li>• Richard Stokes (Atkins)</li> </ul> <b>Golding room</b>	<b>Contracts Meeting</b> <ul style="list-style-type: none"> <li>• Parvis Khansari (Associate Director - Highways &amp; Transport)</li> <li>• Peter Binley (Head of Service - Highways Assets &amp; Commissioning)</li> </ul> <b>Westwood Room</b>
15:30 - 15:45	Break		
15:45-17:00	<b>Performance and Risk</b> <ul style="list-style-type: none"> <li>• Parvis Khansari (Associate Director - Highways &amp; Transport)</li> <li>• Peter Binley (Head of Service - Highways Assets &amp; Commissioning)</li> </ul> <b>Salisbury room</b>	<b>Audit Representative one 2 one</b> <ul style="list-style-type: none"> <li>• David Hill CMIIA (South West Audit Partnership Ltd)</li> </ul> <b>Golding Room</b>	<b>Hold for Peer review team</b>  <b>Westwood Room</b>
17:00-17:30	Team working and feedback preparation <b>Longleat Room</b>		
17:30-18:00	Peer team feedback to Cllr Philip Whitehead, Dr Carlton Brand , Parvis Khansari , <b>Lacock room</b>		



Time	Wiltshire HMEP peer review		Wednesday 24th February 2016
	Work stream 1	Work stream 2	
08:30 - 09:00	<p align="center"><b>Team Time &amp; Breakfast</b></p> <p align="center"><b>Longleat room (Base Room)</b></p>		
09:00 - 09:45	<p align="center"><b>Peer review team discussion</b></p> <p align="center"><b>Longleat room</b></p>	<p align="center"><b>Hold for Peer review team</b></p> <p align="center"><b>Westwood Room</b></p>	
09:45 - 10:00	<i>Break</i>		
10:00 - 11:45	<p align="center"><b>Peer review team discussion</b></p> <p align="center"><b>Longleat room</b></p>	<p align="center"><b>Hold for Peer review team</b></p> <p align="center"><b>Westwood Room</b></p>	
11:45 - 12:00	<i>Break</i>		
12:00 - 13:00	<p align="center"><b>DRY RUN - Feedback presentation</b></p> <ul style="list-style-type: none"> <li>● <b>Cllr John Thomson</b> (Deputy leader of the council - Conservative)</li> <li>● <b>Cllr Philip Whitehead</b> (Cabinet Member - Conservative)</li> <li>● <b>Parvis Khansari</b> (Associate Director - Highways &amp; Transport)</li> </ul> <p align="center"><b>Lacock room</b></p>		
13:00 - 14:00	<i>Lunch - Longleat room</i>		
14:00 - 15:00	<p align="center"><b>Feedback session</b></p> <ul style="list-style-type: none"> <li>● <b>Cllr John Thomson</b> (Deputy leader of the council - Conservative)</li> <li>● <b>Cllr Philip Whitehead</b> (Cabinet Member - Conservative)</li> <li>● <b>Parvis Khansari</b> (Associate Director - Highways &amp; Transport)</li> <li>● <b>Peter Binley</b> (Head of Service - Highways Assets &amp; Commissioning)</li> <li>● <b>Allan Creedy</b> (Head of Service - Sustainable Transport)</li> <li>● <b>Adrian Hampton</b> (Head of Service- Highway Streetscene, South and car parking)</li> <li>● <b>Bill Parks</b> (Head of Service - Highway Weather &amp; Emergency Services &amp; Streetscene - North)</li> </ul> <p align="center"><b>Lacock room</b></p>		
15:00-15:30	<p align="center">Team debrief and departure</p> <p align="center"><b>Lacock Room</b></p>		

## Notes

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## Highways Maintenance Efficiency Programme (HMEP) Strategic Review

### Wiltshire Council Position Statement

#### **Introduction**

This position statement provides an overview of the context in which Wiltshire Council's Highways and Transport Service operates. In doing so it demonstrates that the Service has undergone a process of continuous improvement utilising relevant best practice and has a strong understanding of local priorities, issues and risks.

While we would be keen to learn any additional lessons from the past, the review provides the opportunity to challenge and advise the Service as it begins to deliver a new highways contract in a period of unprecedented financial constraint. In addition, guidance is sought on how best the Service can adapt to and benefit from the Government's devolution agenda.

#### **Wiltshire**

Wiltshire Council is one of the largest unitary authorities in England. The county covers approximately 3,255 square kilometres and has a population of approximately 460,000 people. Wiltshire is a largely rural area encompassing many natural and historic features which make it distinctive. Deprivation is generally low and our communities benefit from safe environments. Wiltshire enjoys strong sub-regional links and is within commutable distance of London, Bristol, Swindon, South Wales and the south coast.

The largest settlements in Wiltshire are the historic cathedral city of Salisbury in the south, the county town of Trowbridge in the west, and the market town of Chippenham in the north. With its cathedral and close proximity to the internationally famous World Heritage Site of Stonehenge, Salisbury is a very popular tourist destination. Trowbridge plays a role as an employment, administration and service centre for the west Wiltshire area, and has good transport links to many nearby settlements, including Bath and Bristol. Chippenham has a busy town centre and, in recent decades, an expanding urban area and is a focus for employment growth due to its proximity and good access to the M4 and rail links.

Aside from these three larger settlements there are also a number of market towns throughout the county and numerous villages and rural settlements: around half of the people living in Wiltshire live in towns or villages with fewer than 5,000 people, reflecting the rural nature of the county.

Wiltshire has important relationships with the surrounding large urban centres of Bath, Bristol, Swindon and Southampton, and lies within 115 miles of London. These larger centres provide a wider range of employment, leisure and cultural opportunities than can be found across Wiltshire and result in out-commuting of Wiltshire's residents for work and leisure activities such as shopping. Evidence also identifies that in some instances workers are commuting into Wiltshire, whilst residing in larger centres such as Bristol and Southampton. The air and seaports related to these settlements are also widely used by Wiltshire residents.

## Context

Wiltshire Council became a unitary authority in 2009. The move to unitary status provided an opportunity to transform how services are delivered in the county.

Embracing change and adopting a transformational and innovative approach means that we have achieved a great deal. With the ongoing decrease in funding from central government, combined with the increase in demand for services, it has meant that we have had to adopt new and innovative ways of working. We have looked at how we can work differently, not just within the council, but with communities and our public sector and voluntary partners, so that we can maintain vital frontline services.

Reflecting the above, the Council's current Business Plan 2013-2017 sets out our vision "to create stronger and more resilient communities" and our priorities:

- To protect those who are most vulnerable
- To boost the local economy – creating and safeguarding jobs
- To support and empower communities to do more for themselves.

An important element in helping us achieve the Business Plan's vision are the 18 community Area Boards which aim to bring local decision making back into the heart of the community. They are a formal part of Wiltshire Council that, with representatives from the NHS, fire and emergency services, police, town and parish councils, community area partnerships and many other groups, try to find solutions for local issues including road repairs, traffic problems and speeding in villages.

The countywide and individual community area Joint Strategic Assessments aim to provide a 'single version of the truth' to ensure that services are commissioned on evidence and need. Community resilience is also a key theme of the Wiltshire Community Plan 2011 – 2026 and the Wiltshire Core Strategy 2026.

More recently, in January 2016 the Swindon and Wiltshire Local Enterprise Partnership updated and revised the Swindon and Wiltshire Strategic Economic Plan (SWSEP). Three Growth Zones are identified in the SWSEP as the focus for targeted investment - Swindon-M4 Growth Zone, the A350 Growth Zone and the Salisbury-A303 Growth Zone.

## Highways and Transport Service

### Overview

In recognition that transport needs to be 'joined up' with wider economic, social and environmental objectives, the Wiltshire Local Transport Plan (LTP) 2011 – 2026 was developed within the context provided by a range of national and local policy documents, with a range of goals and strategic objectives.

For each of the goals and relevant objectives, the LTP outlines the Council's approach in relation to the management of its various transport assets and states that in working towards these, the Council will:

- Ensure that there is a 'whole authority' approach to transport and access issues
- Work in partnership with other service providers, and the community and voluntary sectors
- Encourage and support local communities to deal with their transport challenges
- Make transparent decisions and consult appropriately with stakeholders, partners and the public.

The annual LTP Integrated Transport Block Allocation funding is aligned with and supports the LTP's goals and objectives. It also provides a discretionary highways budget for the 18 Area Boards so that the Community Area Transport Groups (see Community Engagement) can identify and deliver solutions to local highway and transport problems.

Wiltshire Council is committed to effective asset management of its highways assets, and approved the Wiltshire Asset Management Policy and Strategy in May 2015. This has clear links to the Council's Business Plan and was developed in accordance with the HMEP published asset management guidance.

### Operational Delivery

Wiltshire's highways assets have a replacement value of £4.5bn and include:

Road Classification	Km
A	572
B	322
C	1681
Unclassified	1934
Total	4509

Bridges and structures      1560

Road gullies                      82,775

In terms of the workforce, majority of the design capacity and labour within highways was outsourced in 1999, with most of the term contracts currently being in third or fourth generation. Development of policies, plans and annual programmes, as well as commissioning and dealing with the customer interface is led by the in-house team. The highways service is in the process of changing and realigning its contracts and supply chain in order to improve performance and value for money. We are also planning a programme of cultural transition to compliment the changes in the service.

Following a decision by the Council's Cabinet in July 2015 on the early termination of its Highways and Streetscene contract with Balfour Beatty Living Places (BBLP), a procurement exercise (making use of the HMEP toolkit) has been undertaken for a new Wiltshire and Swindon Borough Councils' Highways Contract.

As part of termination, the contract for major maintenance was novated to the Council and Tarmac will be the contractor for this part of the service up to 2020. Similarly the contract for grounds maintenance and Streetscene services with Total Landscape Group was novated to the Council and will continue till 2020. Atkins have been providing infrastructure consultancy service since 2012.

Using lessons learnt from the BBLP contract, the new term maintenance contract will include the provision of routine highways maintenance, Parish Stewards, pothole repairs, winter gritting and the implementation of safety and Community Area Transport Group (CATG) schemes. Therefore, the new contract will not include Streetscene and grass cutting elements making it a more 'traditional' highways contract which suppliers should find easier to understand and deliver. The reintroduction of the Parish Steward scheme will be welcomed by local communities.

The opportunity has been taken to include Swindon Borough Council in the procurement and contract process. This has the benefit of enabling better coordination of works and resources, and of increasing the scale of the contract, made it more attractive to bidders. It also meets the HMEP and Department for Transport's requirements for collaborative working with other highway authorities.

The new contract which was awarded to Ringway will start on 1 April 2016 and be for five years with extensions up to two years subject to performance, which will be monitored continuously and assessed annually. It is anticipated that annual expenditure through the contract is likely to be in the region of £15m.

The commitment of the Council's leadership and senior management to asset management is demonstrated not only by the adoption of the Wiltshire Asset Management Policy and Strategy, but more significantly, by the increase in funding from its own finances for the Local Highways Investment Fund 2014 – 2020. This has seen investment for highways maintenance increase to £21 million and for bridges to £3 million annually. For comparison, the LTP maintenance block funding was £12.3 million in 2014/15.

Wiltshire Council has been applying lifecycle planning as part of its highway infrastructure asset management for a number of years. Indeed, the Local Highways Investment Fund 2014 – 2020 proposals were a direct result of the Council applying lifecycle planning as part of its highway

infrastructure asset management. This work has recently been developed in more detail by the Council's consultants Atkins using the HMEP Lifecycle Toolkit to inform other investment decisions.

In addition, the Council has appointed a Head of Highways Asset Management into a senior role with responsibility for the Council's roads, bridges, drainage, street lighting and traffic signals. The head of service is supported by a team to implement asset management in conjunction with the Council's consultant and contractors. Representatives from the Council, consultant and contractors attend Service Delivery Teams to develop policy, strategies and programmes of work in the relevant specialist areas.

The Council has prepared long-term rolling programmes of work for its major assets which are reviewed annually:

- The programme of major road resurfacing and reconstruction works was developed for the Wiltshire Local Highways Investment Fund 2014 – 2020 and is reviewed annually and published for consultation through the Area Boards before being finalised.
- A five year programme of major bridge works has been identified and is included in the Council's capital budget. Area boards are advised of the work to be undertaken in their areas.
- Recently the Council's traffic signals stock has been reviewed, and a prioritised programme of major maintenance and renewal has been developed based on risk management principles.
- The Council has better information on its drainage assets than most local authorities, although the information is still incomplete in some areas. A substantial budget is available for surveys and repairs, which are co-ordinated with the road resurfacing programme.

While the Council recognises the need to identify long-term programmes, it also needs to be flexible in order to adapt to changing circumstances. For example, resources had to be focussed on repairing flood damage in 2014, when there was serious flooding across Wiltshire with over 500 properties flooded and a number of roads seriously damaged.

The Highways and Transport Service Plan identifies the priorities for the service alongside competing pressures, the actions proposed to achieve the priorities and how success will be measured. Although service plans focus on individual financial years, they also provide the opportunity to shape the service's direction over a medium-term (four year) so enabling service, business and financial planning on a coherent cycle.

## **Major Schemes in Wiltshire**

An increasingly important aspect of the Service's work is now associated with the delivery of the SWLEP's Strategic Economic Plan and its identified growth area and scheme priorities.

Wiltshire Council did not typically fare well under the previous regional assembly system; the move to a more locally devolved process under the LEPs is therefore generally welcomed, and has resulted in delivery of schemes for economic growth.

In line with its objective for strategic connectivity, the Council has recently delivered improvements on the A350 Chippenham Bypass and the A429 at Malmesbury, and is at various stages in developing business cases for a number of other SEP-related major transport schemes, including bypass proposals for Westbury and Melksham. Additional business case work is likely to fall out of the SWLEP's consideration of further scheme proposals in late February 2016. While again this is positive news for Wiltshire, it does present the challenge of resourcing the development of these business cases which can be substantial.

## **Major Schemes in association with others**

The Council is also engaged on a number of other major schemes in partnership with adjoining authorities.

Improvement to the A303/A358/A30 corridor through Wiltshire, Devon and Somerset has long been considered a priority by a strong coalition of businesses, LEPs, local authorities, emergency services and cross-party MPs. In 2013, Authorities along the corridor collaborated to bring together a case for investment, and in 2014, the then coalition Government responded by committing £2 billion to improve (as a dual carriageway expressway) the A303 and A358 in the south west, including a twin bored tunnel at Stonehenge.

The Council is also working with Bath and North East Somerset and Dorset Councils to develop a case for improvements to connections through Wiltshire between the South Coast (the port of Poole in particular) and M4 and onwards to Bristol and the Midlands. These routes have been increasingly compromised over time, and we have been encouraged by discussions with the Minister and senior colleagues at DfT to develop a 'case for action' leading to incorporation in the RIS2/3 study programme.

## **Data and Customer Satisfaction**

Wiltshire Council takes part in the National Highways and Transport survey having been a founder member in the predecessor survey which originated in the south west of England. The Council makes use of this information in assessing its performance and benchmarking against other authorities. The Council also carries out its own People's Voice surveys which can cover a range of services transport and highways issues.



The Council was a member of the South West Highways Improvement Group (SWHIG) for many years. This group collected information for a large range of highways related services and published an annual report, which allowed benchmarking across a range of service between authorities in the south west. The creation of the South West Highways Alliance, of which Wiltshire Council is an active member, has allowed the creation of a new benchmarking club to take over from the SWHIG. This new club will work closely with the specialist groups, including asset management, street lighting etc., to benchmark in detail in these specific areas.

The Council has a robust asset register in place, and a good understanding of where there are gaps:

- Carriageway data is held on the UKPMS system and is updated by the use of regular scanner and visual surveys. Recently the use of scanner surveys has been extended to unclassified roads as it is considered that these surveys provide better information on condition.
- The Council holds good records of its bridge stock, with a programme of inspections and investigations to update the information.
- Street lighting information is held on the Mayrise system, and the data is updated as changes are made to the asset.
- Information on traffic signals is held on spreadsheets and databases, with a record kept of changes and improvements.
- Drainage data still has gaps because only about a third of the network has been fully surveyed to date, but this is being addressed by a programme of surveys which are ongoing and are focussed on those areas with identified flooding or drainage problems.
- Collection of footway condition data is currently underway and is expected to be completed next year.

It is proposed to develop a Performance Management Framework to identify targets and demonstrate the outcomes of the asset management strategy.

Performance management is also embedded within the partnership with our term consultant and contractor's where all parties score each other over a range of measures and the outcome is regularly reviewed by the senior management teams.

### **Risks**

Wiltshire Council assesses the risks associated with its highways assets (e.g. financial, safety and reputational) and works to actively manage them through the Council's corporate risk management process. The results of risk assessments and associated mitigation measures are regularly reported to the Corporate Leadership Team for review.

The Service Delivery Teams established for each specialist service areas (e.g. major maintenance, structures, street lighting and traffic signals) review relevant risks. A risk management process has also been established in connection with the highway consultancy and works contracts. A 'lessons learnt' register and risk based asset management plan will be developed for critical infrastructure.

### **Community Engagement**

Annual reports are made to the Area Boards on progress on improving asset conditions in their respective area, and the proposals for the following year. This process allows local communities to help identify local priorities and to understand the investment decisions being made in their area. The reports are also made available on the Council's website.

The Highways Service has introduced the highly successful Community Area Transport Groups (CATGs) for each Area Board. These provide the opportunity for local communities to identify local priorities for integrated transport, traffic and safety schemes, and ensure there is a clear understanding of Council policies and the application of regulations. Many of the requests by residents for highways improvements are made to and considered by the CATG at the local level.

Individual schemes specific consultations are often undertaken regarding the timing and duration of works so that the impact on local communities is understood and taken into account in developing the schemes. This also provides the means to improve local understanding of why particular works are being undertaken and how they contribute to the management of the Council's assets.

As part of the new highways contract and following feedback from town and parish councils, the Parish Stewards scheme is to be reintroduced from April 2016. Eighteen stewards will be appointed providing a 'one stop and done' service in liaison with parish and town councils for minor highways works.

The Council makes particular use of the innovative My Wiltshire App for reporting highway and related issues, which has proved particularly successful and is being developed further, as well as being extended to cover other Council services. The new highways contractor will make full use of the My Wiltshire app in identifying and monitoring work, which would be developed to provide improved responses to reports.

### **Main focus for the review and desired outcomes**

- To share experience of how a Highways and Transport Service can better contribute to an area's vision. Part of this includes the Service's contribution to Wiltshire Council maximising its opportunities for benefiting from the SWLEP's Local Growth Fund allocations and optimising engagement with, and influence of, the wider agenda of the SWLEP.
- To offer views on the performance, capability and capacity of the Highways and Transport Service to deliver a modern highways service in the context of the resource pressures that Wiltshire Council is facing. While we have already done a great deal in terms of cost reductions and improved efficiency, we would welcome external challenge which pushes our thinking further in terms of innovation and understanding further opportunities for continuous improvement.
- To focus on the effectiveness of communicating the vision for the Highways and Transport Service with Wiltshire Council's internal and external stakeholders. Part of this would involve assessing how well the service is doing in terms of devolving delivery effectively to a local level, as well as knowing if there is anything the service should be doing to meet Government's devolution agenda.
- To understand if the right procurement and contract governance is applied to purchasing services and goods.
- To recognise and validate improvements and any notable best practice, whilst also signposting relevant best practice from other authorities. Where appropriate, we would welcome an external view of how the service compares with other authorities in terms of performance whilst recognising that there is a unique local context to Wiltshire which influences what, and how, we deliver.