

## AGENDA

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**Meeting:** Cabinet  
**Place:** Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER  
**Date:** Tuesday 21 May 2013  
**Time:** 10.30 am

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### Membership:

Cllr Keith Humphries	Cabinet Member for Public Health and Protection, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, HR, Legal, Democratic Services, Governance, Heritage and Arts

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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)

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

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

## Part I

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

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

**1 Apologies and membership**

To note the membership of Cabinet.

**2 Minutes of the previous meeting (Pages 1 - 10)**

To confirm and sign the minutes of the Cabinet meeting held on 19 March 2013.

**3 Minutes - Capital Assets Committee (Pages 11 - 18)**

To receive and note the minutes of the Capital Assets Committee held on 19 March 2013.

**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**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 16 May 2013. Anyone wishing to ask a question or make a statement should contact the officer named above.

**7 Disabled Children and Adults (DCA) Pathfinder (Pages 19 - 28)**

Report by Corporate Directors Carolyn Godfrey and Maggie Rae.

**8 Swindon and Wiltshire Local Transport Body - Short List of Major Transport Schemes (Pages 29 - 78)**



Report by the Service Director for Highways and Transport.

**9 The New Highways and Streetscene Contract (Pages 79 - 86)**

Progress report by the Service Directors for Highways and Transport and Neighbourhood Services.

**10 Statutory Head of Paid Service (Pages 87 - 90)**

Report by Corporate Directors Dr Carlton Brand, Carolyn Godfrey and Maggie Rae

11 **Voluntary Redundancy Programme** (*Pages 91 - 96*)

Report by Corporate Directors Dr Carlton Brand, Carolyn Godfrey and Maggie Rae

12 **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

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

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## **CABINET**


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MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,  
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 19 March 2013.

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

Also in Attendance: Cllr Richard Britton, Cllr Allison Bucknell, Cllr Peter Colmer,  
Cllr Christine Crisp, Cllr Tony Deane, Cllr Peter Doyle  
Cllr Richard Gamble, Cllr Peter Hutton, Cllr Jerry Kunkler  
Cllr Alan MacRae, Cllr Jonathon Seed, Cllr Christopher Williams

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

### **17 Apologies**

All Cabinet members were present.

### **18 Minutes of the previous meeting**

The minutes of the meeting held on 12 February 2013 were presented.

### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 12 February 2013.**

## 19 **Declarations of Interest**

There were no declarations of interest.

## 20 **Leader's announcements**

The Leader explained that with the meeting scheduled for 16 April cancelled, this would be the last meeting of Cabinet of this Council before the election on 2 May. The Leader thanked her Cabinet colleagues and all those who had supported the Cabinet in particular Councillors in their roles as backbench members, members of scrutiny and opposition members and also thanked officers.

She considered that such support had contributed to good decision making by the Cabinet which had undoubtedly taken the Council forward and undertaken in accordance with the legislation which governed the Cabinet system.

## 21 **Public participation**

Whilst no requests had been received for public participation, the Leader explained that as usual, she would be happy for any members of the public present to participate in the discussion of items on the agenda.

## 22 **A Legacy for Wiltshire**

The Leader, presented a report which asked Cabinet to note the events, activities and initiatives which had taken place since the formation of the Legacy Steering Board (LSB) in September 2012, and the programme of forthcoming activities as part of delivering a Legacy for Wiltshire.

The diverse membership of the LSB was noted as were its aims which were to:

- Boost the local economy
- Bring communities together
- Encourage people to keep active and healthy and
- Support future Olympians and Paralympians

Examples of how these aims would be achieved were outlined.

It was noted that several groups and communities were planning to stage events in 2014 to commemorate the start of the first World War. The Council would be involved in an enabling role to assist with the co-ordination of events. It was further noted that there would also be celebrations to mark the 50<sup>th</sup> anniversary of City Hall, Salisbury which was a war memorial.

**Resolved:**

**That the work of the Legacy Steering Board and the key diary dates for events this year be noted.**

### Reason for Proposal

To ensure that Cabinet are updated on the current activities of the Legacy Steering Board and the forthcoming events and initiatives.

### 23 **Wiltshire's Joint Strategic Assessment (JSA) 2012/13**

Cllr Keith Humphries, Cabinet Member for Public Health and Public Protection, presented the Joint Strategic Assessment (JSA) for 2012/13. He gave a presentation on its key points, the changes made since the last one to incorporate feedback and its relationship with other themed JSA's.

This overarching JSA contained a summary of the main issues for Wiltshire across a range of themes. It documented a needs assessment of strategic issues and priorities for Wiltshire for the next three years.

The JSA had emerged as the assessment tool on which all commissioning decisions for the County were based including a wide range of areas such as health and wellbeing, economy, children and young people, community safety, housing, transport, environment, resilient communities, leisure and culture.

The JSA would provide valuable knowledge about Wiltshire for not only the Council, but also partner organisations to enable evidenced based organisational planning and timely commissioning decisions to build resilient communities for Wiltshire.

Cllr Peter Hutton, Chairman of the Health Select Committee reported that the Committee had at its meeting on 14 March in considering the JSA, was happy to endorse the document and its use in commissioning and strategy.

The Committee had commented that it would like to see a continuation of child poverty being tackled seriously and to include information on active ageing with an emphasis on promoting good health. The Committee also noted and welcomed the influx of 8,000 military personnel to Wiltshire. The Committee would be considering an annual report on the JSA.

Cllr Keith Humphries welcomed the comments of the Health Select Committee which he was happy to take on board, pointing out that it was very much a live and evolving document.

### **Resolved:**

**That Cabinet note the production and publication of the Joint Strategic Assessment 2012/13 and supporting documents and endorse its use in commissioning and strategy.**

### Reason for Proposal

To ensure that our strategies and plans are evidence based and that the Joint Strategic Assessment provides this evidence base for all thematic partnerships in Wiltshire.

## 24 **Draft Police and Crime Plan for Wiltshire**

The Leader presented a report which asked Cabinet to consider and comment on the Wiltshire Police and Crime Commissioner's Police and Crime Plan as presented.

The Leader referred Cabinet to a report as presented which, subject to the comments at this meeting, would be used as the basis of this Council's formal response to the Plan.

During the debate, it was agreed to incorporate the following comments into the Council's response:

- Safeguarding – Plan to be strengthened in this vital area rather than just the cursory mention under 'protecting the most vulnerable in society'
- Area Boards – no mention of how the outcomes set out in the Plan would be achieved bearing in mind their capacity to deliver and resources needed to support them and volunteers. Acknowledgement needed of the important role of Community Area Partnerships.
- Neighbourhood Teams – noting these worked very well with Area Boards and Town, Parish and City Councils, no reassurance given that they will be protected. To acknowledge the depth of support required to co-ordinate volunteers and provide them with support and training.
- Licensing – Plan needs to be strengthened in this area. Little understanding shown of how licensing was delivered or the fact the Council was the Licensing Authority. No mention made of the Pub Watch scheme, under age sales and no link with the health agenda.
- Domestic Abuse – very little mention on such an important and serious issue.
- Community Safety Partnership – to be strengthened in Plan given it was a statutory body with statutory duties and to keep up the momentum of the excellent work carried out by the Partnership over the last four years and the requirement of the Commissioner to take account of the Community Safety Partnership Plan.
- Partnership Working – to highlight current successful collaborative working between partner organisations and to build on those successes.



- Rural Crime – given Wiltshire was a rural County, no mention of rural crime and relevant initiatives such as Farm Watch.
- Reported Crime – emphasis should be to urge the reporting of crime rather than to reduce the number of reported crime.

Cllr Richard Britton, Chairman of the Police and Crime Panel referred to the report as presented of the Panel dated 1 March which detailed the Panel's comments and specific recommendations on the Plan.

Whilst agreeing with the thrust of the comments already made, added that the Plan was very broad in its approach with no reference to priorities, timescales for its delivery, key areas for resourcing or making reference to the different crime groups eg vehicle, burglary. This in turn would not enable members of the public, the Council or its partners to monitor or measure its implementation or hold the Commissioner to account.

Cllr Britton was disappointed there had been no engagement by the Commissioner with relevant Cabinet members to achieve collaborative working thus avoiding duplication of work and resources.

Whilst agreeing that the Plan fell short in a number of areas as highlighted, the Leader acknowledged that this was the Commissioner's first Plan, the newness of the post of Commissioner and the onerous challenge of producing it within the very tight time constraints.

The Leader explained that a good and constructive relationship between the Council and the Commissioner was both important and critical. This was particularly so given the budgetary pressures on public services which would require partner organisations to work more and more closely to use diminishing resources effectively and achieve the best outcomes for the residents of Wiltshire.

**Resolved:**

**That Cabinet approve the report on the Wiltshire Police and Crime Plan as presented at Appendix 3 to form the basis of the Council's response and delegate to the Leader of the Council the final wording of the response incorporating the views expressed at this meeting as detailed above in this minute.**

Reason for Proposal

To provide Wiltshire Council's view on the Wiltshire Police and Crime Plan.

## Discretionary Housing Payments

Cllr John Thomson, Cabinet Member for Adult Care, Communities and Housing, presented a report which sought Cabinet approval for a range of measures to manage the impact of changes to housing benefit as a result of the welfare reform.

The Council's overriding principle was to build strong and resilient communities which included protecting the most vulnerable in society. It was proposed to make changes to the Discretionary Housing Payments scheme in order to assist vulnerable families where the welfare reform would give rise to exceptional circumstances. This approach would also minimise greater costs for services from the Council.

Cllr Thomson presented a brochure produced by the Council designed to explain the implications of the welfare reform and provide guidance on help available with council tax for those on low incomes.

### **Resolved that:**

- 1. Cabinet agree the proposals within the report presented to amend the discretionary housing payments policy (DHP) to deal with the impact of welfare reform, in particular the setting of the criteria and delivery model for DHP and prioritisation of award for the following groups, having first established income and need:**
  - those living in significantly adapted dwellings
  - Foster carers
  - Those subject to the benefit cap; and
  
- 2. given the significant uncertainties about the scale of impact of welfare reform and the differences within the scheme that Cabinet agree the £200,000 contingency fund to cope with the impact of welfare reform; and create a separate £100,000 discretionary fund that could be awarded to those in receipt of council tax reduction who face exceptional vulnerable circumstances that could lead to greater local authority costs as they are no longer entitled to discretionary housing payment, and where in exceptional cases a council tax payer should be awarded additional reduction outside the scope of the normal scheme.**

### Reason for Proposal

This report seeks agreement on how the funding is prioritised in Wiltshire to ensure we continue to deliver on our goal of building strong and resilient communities, and protecting the most vulnerable in society, in order that we can also then minimise the administrative impact, raise awareness of the schemes and agreement on the level of discretionary funding for the council tax reduction

scheme.

Full details of the reason for proposal can be found on the following link:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=6132&Ver=4>  
(item 9)

**26 Adoption of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan**

Cllr Fleur de Rhè-Philippe, Cabinet Member for Economic Development and Strategic Planning presented a report on the adoption of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan.

Cabinet considered the Inspector's Report on the examination of the Plan. It was noted that the Inspector's Report had concluded that subject to the inclusion of a limited number of main modifications, the submitted Plan was 'sound' and should be adopted as soon as reasonably practicable. Once adopted, the Plan would form part of the Council's planning policy framework. The Plan incorporating the Inspector's modifications was presented for Cabinet approval for onward recommendation for adoption by the Council.

Cllr de Rhè-Philippe paid tribute to the hard work, dedication and commitment of officers to bring the Plan to this stage.

**Resolved:**

**That the content of the Inspector's Report on the examination of the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan be noted and that**

**Cabinet recommends to Full Council**

**That the Wiltshire and Swindon Aggregate Minerals Site Allocations Local Plan incorporating the Inspector's main modifications be adopted.**

**Reason for Proposal**

To comply with the provisions of the Local Government Act 2000, the Plan must first be approved by Cabinet before it is agreed for adoption by Full Council.

**27 School Admissions 2014/15**

Cllr Lionel Grundy, Cabinet Member, Children's Services, presented a report as part of the statutory process for the determination of admission arrangements to maintained schools. Two co-ordinated schemes were proposed, one for primary schools which would include infants and juniors and

one for secondary schools. Both schemes were substantially the same as the successful schemes currently operating.

It was noted that 96% of parents had secured their first choice of school and referred to the school admissions appeal system available for those who had not been successful in securing their first choice.

A discussion ensued on the availability of school places following a rise in the birth rate as highlighted in the national media. Cabinet was advised that whilst there was no immediate problem in Wiltshire, the situation would be closely monitored.

Cllr Grundy thanked Debbie Clare, the Council's Admissions Co-ordinator and her team for managing the school admission arrangements so well.

**Resolved that:**

- 1) The proposed scheme for the co-ordination of admission to secondary schools for 2014/15 be approved;**
- 2) The proposed scheme for the co-ordination of admissions to primary schools for 2014-15 be approved;**
- 3) The proposed admission arrangements for Voluntary Controlled & Community secondary schools for 2014/15 be approved; and**
- 4) The proposed admission arrangements for Voluntary Controlled & Community primary schools for 2014/15 be approved.**

Reason for Proposal

The Local Authority has a statutory duty to have a determined admission policy for 2014/15 in place on or before 15 April 2013.

**28 Report on the Treasury Management Strategy 2012-13 - Third Quarter ended 31 December 2012**

Cllr John Brady, Cabinet Member for Finance, Performance and Risk, presented the quarterly treasury management report for the period 1 April 2012 to 31 December 2012.

The report reviewed management actions in relation to:

- a) the PrIs and TrIs originally set for the year and the position at 31 December 2012;
- b) other treasury management actions during the period; and

c)the agreed Annual Investment Strategy.

**Resolved:**

**That Cabinet note the contents of the report presented in line with the Treasury Management Strategy.**

Reason for Proposal:

This is a requirement of the Council's Treasury Management Strategy.

**29 Urgent Items**

There were no urgent items.

(Duration of meeting: 10.30 am – 12.10pm)

These decisions were published on the 22 March 2013 and will come into force on 1 April 2013
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail [Yamina.Rhouati@wiltshire.gov.uk](mailto:Yamina.Rhouati@wiltshire.gov.uk)  
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## **CABINET CAPITAL ASSETS COMMITTEE**


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MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,  
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 19 March 2013.

Cllr Jane Scott OBE	Leader of the Council
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhé-Philippe	Cabinet Member for Economic Development and Strategic Planning
Cllr Toby Sturgis	Cabinet Member for Waste, Property, Environment and Development Control Services
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Housing

Also in Attendance: Cllr John Brady, Cllr Dick Tonge, Cllr Stuart Wheeler  
Cllr Julian Johnson, Cllr Alan MacRae

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

### **68 Apologies and Substitutions**

None.

### **69 Minutes of the previous meeting**

**Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 22 January 2013.**

### **70 Leader's Announcements**

The Leader noted that the sale of Urchfont Manor was progressing well and officers were thanked for their efforts. Having listened to the views of local people, the Leader was pleased that there would be a continuation of some community use in the area.

71 **Declarations of interest**

There were no declarations of interest.

72 **Month 10 - Capital Monitoring Report**

Cllr John Brady, Cabinet Member for Finance, Performance and Risk introduced the report which reflected the position of the 2012/2013 Capital Programme as at 31 January 2013, and which detailed changes to the budget made since the previous monitoring report.

**Resolved:**

**That the Committee:**

- 1. Notes the budget movements undertaken to the capital programme in Appendix A of the report presented, including reprogramming of expenditure of £11.899 million into 2013/2014.**
- 2. Notes total budget increases of £1.013 million and budgets returned to the centre of £0.158 million as shown in Appendix A & B of the report presented.**
- 3. Notes the current spend against the budget to date in Appendix A of the report presented.**

Reasons for decision:

To inform Cabinet of the current position of the 2012/2013 capital programme and highlight changes and note budget reprogramming into 2013/2014.

73 **🔑 Affordable Housing Development Proposal**

Councillor John Thomson, Deputy Leader and Cabinet Member for Adult Care, Communities and Housing presented a report which sought Committee approval to transfer the Margaret Stancomb School site in Trowbridge to the Council's Housing PFI partner, Aster Homes. This would enable the delivery of 22 new affordable homes.

Whilst it had been previously agreed not to proceed with phase 2 of the Housing PFI scheme, there was still the opportunity to use the identified sites to deliver affordable housing. The Margaret Stancomb site was currently vacant and ready to progress. If approved and subject to planning permission, it was anticipated that the first completions would be achieved by the end of 2014, possibly by Spring.

Four options were presented for the Committee's consideration. Option 2 represented the preferred option, limiting it to transferring the site to Aster



Homes with whom the Council already had a close working relationship in delivering affordable housing through the PFI project.

**Resolved:**

**To delegate authority to the Service Director for Business Services after consultation with the Cabinet Member for Waste, Property, Environment and Development Control services to approve the transfer of the Margaret Stancomb School site to Aster Homes for the delivery of 22 new affordable homes including carrying out any required procurement or legal activities.**

Reason for decision

To ensure the delivery of 22 new affordable homes to meet identified housing need.

**74 Coombe Bissett Depot Site**

Public Participation

Cllr Julian Johnson and Mr Des Hobson, Deputy Chairman of Coombe Bissett Parish Council spoke in support of option 2 detailed within the report.

Cllr Toby Sturgis, Cabinet Member for Waste, Property, Environment and Development Control Services presented a report which sought Committee approval to reconsider a number of options for disposal of the former Depot Site at Blandford Road, Coombe Bissett.

Local parish councils had expressed a desire to see the site developed for affordable housing by disposing of the land to a Registered Provider for this purpose and this had been supported by the Southern Wiltshire Area Board.

The Committee noted that there was no information available on site contamination. It was anticipated that a new housing allocations policy would be in place by the time any proposed homes would become available. As a precaution in case the new policy was not in place, the Committee agreed to add a resolution that preference would be given to households with a local connection to the parish of Coombe Bissett when allocating the new homes to address the identified housing need.

**Resolved:**

**That the Committee:**

- 1. Agrees option 2 – that the site be used for the development of 3 affordable housing units, either to be retained, owned and managed by the Council, or disposed of to a Registered Provider;**

2. **Delegates authority to the Service Director for Business Services after consultation with the Cabinet Member for Waste, Property, Environment and Development Control Services to progress the chosen option including carrying out any required procurement or legal activities; and**
3. **In the absence of a new housing allocations policy, preference will be given to households with a local connection to the parish of Coombe Bissett when allocating the housing units to address the identified housing need.**

Reason for decision

In December 2011 a rural housing needs survey was undertaken with the support of the Parish Council and identified 7 local households seeking an affordable home in Coombe Bissett. The Parish Council are keen to see more affordable housing developed for local people and have suggested that the Council should be making use of its own land to meet affordable housing needs, and should be looking to develop sites which are already within the Housing Policy Boundary rather than developing exception sites which would be the only other alternative.

75 **Hilmarton Rural Site**

Cllr John Thomson, Deputy Leader and Cabinet Member for Adult Care, Communities and Housing presented a report which sought Committee approval to use 0.15 hectares/0.38 acres of Council owned land in Hilmarton to provide some much needed new housing in Hilmarton in partnership with Guinness Hermitage.

A rural needs survey undertaken in April 2012 identified a housing need for four new affordable homes with a mix of 2 and 3 bed properties for rent and shared ownership. Substantial work with the Parish Council to identify suitable sites had concluded the land at Hilmarton to be the most suitable and preferred site.

The Committee noted that notice needed to be given to the tenant farmer as soon as possible given the issue around the single farm payment.

**Resolved:**

1. **To delegate authority to the Service Director Business Services after consultation with Cllr Toby Sturgis, Cabinet Member for Waste, Property, Environment and Development Control Services to dispose of land at Hilmarton to Guinness Hermitage Housing Association to provide 5 new affordable homes, including carrying out any required procurement or legal activities.**

2. **In the absence of a new housing allocations policy, preference will be give to households with a local connection to the parish of Hilmarton when allocating the housing units to address the identified housing need.**

76 **Purchase of Bungalow for St Nicholas' Special School, Chippenham**

Cllr Toby Sturgis, Cabinet Member for Waste, Property, Environment and Development Control Services presented a report which proposed the purchase of and, if necessary, adaptation for disabled use, of a bungalow in the vicinity of St Nicholas' Special School, Chippenham to provide a suitable property for teaching life skills for the older students at the school.

This would replace the existing provision of a house where students with disabilities which prevent them from using the stairs were unable to use it. The proposal would be funded from the New Deal for Schools Capital funds, received as Government grant.

**Resolved:**

**That the Committee delegates authority to the Service Director for Business Services after consultation with the Cabinet Member for Waste, Property, Environment and Development Control Services to purchase a bungalow in the vicinity of St Nicholas' Special School, Chippenham including carrying out any required procurement or legal activities. If necessary, adapt it for disabled use, to provide a suitable property for teaching life skills for the older students at the school.**

Reason for decision

To replace a rented property which is not fit for purpose with a suitable freehold property.

77 **Urgent items**

None.

78 **Exclusion of the Press and Public**

Further notice was given in accordance with paragraph 5 (4), 5 (5) and 6 (a) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private. No representations had been received on why the matter should be taken in private.

**Resolved:**

**That the Committee agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 79 because it is likely that if members of the public were present there would be 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 item in private:

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

79 **Transformation Programme: Strategic Funding Opportunity - Football**

Cllr Stuart Wheeler, Cabinet Member for Transformation, Culture, Leisure and Libraries presented a confidential report which invited the Cabinet to support the allocation of funds to deliver an artificial turf pitch in the County. This would in turn contribute towards the wider strategic funding bid to the Football Association to deliver other complementary leisure facilities in the County as detailed in the report presented.

**Resolved:**

- 1. That the Committee recommends the allocation of £800k Capital funding (£40k pa revenue impact in real terms after income is considered) to cover the provision of an artificial turf pitch in the County noting that this should only be developed if funds from the Football Association are forthcoming.**
- 2. That the Committee supports the allocation of existing funds in the transformation programme contingency to support the development of a Hockey biased artificial turf pitch in the County in lieu of any external funding being forthcoming, noting that external funding would still be sought by officers.**

(Duration of meeting: 2.00 - 2.50 pm)

These decisions were published on the 25 March 2013 and will come into force on 4 April 2013
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The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail [kirsty.butcher@wiltshire.gov.uk](mailto:kirsty.butcher@wiltshire.gov.uk)  
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**Wiltshire Council**

**Cabinet**

**21 May 2013**

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**Subject: Disabled Children and Adults (DCA) Pathfinder**

**Cabinet member: To be appointed**

**Key Decision: No**

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## **Executive Summary**

The purpose of this report is to update Cabinet on the positive progress Wiltshire has made as a pathfinder for the Green Paper 'Support and Aspiration: A new approach to special educational needs and disability', and the accompanying emerging legislation. Wiltshire's approach to this as a pathfinder has been to proactively lead the way by involving parent carers and children and young people in all aspects of this work. Wiltshire have recently been appointed, by the Department for Education, to be a regional Pathfinder Champion – the Council will now also therefore assume responsibility for developing and encouraging good practice across all non-pathfinder local authorities in the South West region. Additionally, the DCA Pathfinder has been asked to lead at selected national events and share best practice.

The report details the expectations and requirements of draft legislation due to be in place by September 2014 along with parents expectations of service improvement within Wiltshire.

## **Proposal**

**That Cabinet notes the requirements of the Green Paper 'Support and Aspiration: A new approach to special educational needs and disability' and changes required due to the draft legislation in the Children and Families Bill and the outcomes of the systems review led by Children and Adult Services.**

## **Reason for Proposal**

The Local Authority will have a statutory duty to deliver the changes proposed in the draft Children and Families Bill, the draft regulation and the draft SEN Code of Practice by September 2014

<b>Carolyn Godfrey</b> Corporate Director	<b>Maggie Rae</b> Corporate Director
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## Wiltshire Council

### Cabinet

21 May 2013

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**Subject:** Disabled Children and Adults (DCA) Pathfinder

**Cabinet member:** To be appointed

**Key Decision:** No

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### Purpose of Report

1. The purpose of this report is to update Cabinet on the positive progress Wiltshire has made as a pathfinder for the Green Paper 'Support and Aspiration: A new approach to special educational needs and disability', and the accompanying emerging legislation. Wiltshire's approach to this as a pathfinder has been to proactively lead the way by involving parent carers and children and young people in all aspects of this work. Wiltshire have recently been appointed, by the Department for Education, to be a regional Pathfinder Champion – the Council will now also therefore assume responsibility for developing and encouraging good practice across all non-pathfinder local authorities in the South West region. Additionally, the DCA Pathfinder has been asked to lead at selected national events and share best practice.

### Background

2. Two years ago, the Council agreed to undertake a transformational review of the support and services for disabled children and adults. The main objective of the review was simple: to change the way we work to ensure that disabled children, adults and their families in Wiltshire could lead fulfilling lives. This work was jointly led by the Head of Commissioning in Childrens Services and the Head of Commissioning for Disabilities in Adults Services.
3. The review had three main aims which included making things better for the people who used services, giving more choice and control to children and families, and to ensure the council worked efficiently. The review also aimed to improve the transition process from children to adult services that was often described by families as 'falling off a cliff edge'.
4. Families also told us that support provided by individual services was often good but if different services were involved the co-ordination between them was poor, with families often having to repeat information.
5. Shortly after we had started this review, the government published a [green paper](#), 'Support and Aspiration: A new approach to special educational



needs and disability (SEND)'. The Green Paper set out proposals that would radically reform current systems for identifying, assessing and supporting children and young people who have disabilities or have a special educational need, and their families.

6. In the green paper the government made commitments that by 2014 they would:-

- Implement a single assessment process and Education, Health and Care Plan supporting 0-25yr olds with SEND. In Wiltshire we are currently calling this the My Plan.
- Introduce an offer of a personal budget for families with a Education, Health and Care plan.

In addition to this the green paper calls for:-

- Earlier intervention and prevention
- Giving control to parents
- Preparing young people for adulthood
- Services to work together for families
- Provide better support to vulnerable children
- Development of a 'local offer' that describes in one place what support is available and by whom
- Joint working- health, social care and education
- Parental participation- individual and strategic level
- A focus on outcomes

7. In August 2011 a bid was submitted to DfE to become a pathfinder for the green paper work. Wiltshire NHS, GWH NHS FT Community Health Services Wiltshire , a voluntary sector representative for the Wiltshire Children & Families Voluntary Sector Forum and Wiltshire Parent Carer Council supported and signed the application. In September 2011 confirmation was received that we were one of 20 pathfinders selected. The pathfinder has recently been extended and is due to run until September 2014.

8. As the work of the DCA review and the requirements of the green paper are aligned the two pieces of work were brought together and are now managed as the DCA Pathfinder. Following the very successful joint working approach between Childrens and Adults Services, including the agreement to transfer resources to create a 0-25 social care service, based in Childrens Services, this work is now led by Children's Services, but continues to be governed by a cross-departmental and multi-agency Board, including SDs and lead members from both service areas.

## **Main Considerations for the Council**

### Legislation update

9. In September 2012 draft legislation, “Reform of provision for children and young people with Special Educational Needs (SEN)” was published. In Wiltshire we are committed to developing and implementing these reforms through a proof of concept<sup>1</sup> team. The draft legislation gave an overarching view rather than the detail.
10. The draft legislation proposes changes to support the delivery of the Green Paper requirements, such as replacing the current SEN statement and learning difficulties assessments with a single assessment process and single plan, an Education, Health and Social Care plan (EHCP), and the option of personal budgets.
11. Pre-legislative scrutiny, led by Education Select Committee, ran over autumn/winter 2012 and pathfinders along with other interested parties were asked to comment on the draft legislation.
12. Our overall opinion was that whilst the draft legislation goes some way to make improvements for children and young people with SEN and disabilities, there are some areas that we believe legislation could be stronger and clearer to ensure that the aspirations raised with parents and colleagues as a result of the “Support and Aspiration” Green Paper are routinely met. There is a very strong focus on education and opportunities could be missed if there were no duties on health and social care.
13. In February 2013 DfE published a Children and Families Bill 2013 which responded to evidence from pre-legislative scrutiny. Part 3 of the Bill introduces a new single system from birth to 25 years for all children with SEN, (previously the system covered children aged 3 to 19). It will:
  - Introduce new requirement for Local Authorities and Health Services to commission education, health and social care services jointly
  - Require Local Authorities to publish a “local offer”
  - Require better co-operation between the Local Authority and partners and requires Local Authorities to involve parents and young people in reviewing and developing provision
  - Introduce a more streamlined single assessment process
  - Replace statements and learning difficulty assessments with the single EHCP from 0-25yrs across education, health and social care (‘My Plan’)
  - Offer families a personal budget to extend choice and control
14. In March 2013 further detail was published in the draft Special Educational Needs Code of Practice and accompanying draft regulations.

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<sup>1</sup> The purpose of a proof of concept is to evidence that a model or idea is feasible.

15. In March 2013 it was announced that the Government will bring forward an amendment to the Bill to place a legal duty on Clinical Commissioning Groups to secure health services that are specified in Education, Health and Care Plans.
16. Royal assent and implementation is planned for Spring 2014 onwards
17. An Education Bill received Royal Assent on 15 November 2011. The act enables pathfinders to test direct payments for SEN education services. This enables us as a pathfinder to test personal budgets, that include giving money as a direct payment for SEN services. Lessons learnt by pathfinders will be drawn upon and will inform legislation.
18. In addition to all of this, the published [draft Care and Support Bill](#) includes provision to give local authorities powers to assess older children for adult services. It also provides a new protection to ensure that children's services continue until the assessments and planning required for adult services have been completed, and support is ready to meet their needs. This will ensure that there is no gap in care.

#### Progress in Wiltshire

19. Since September 2012, a 'proof of concept' team, who step outside of current ways of working and test and develop new ways of working, has been testing the single assessment framework and plan, the single assessment process and a new role supporting this process (the SEND lead worker). Approximately 50 families to date have been approached to be involved in testing this exciting and creative assessment process. An interim evaluation report on the proof of concept has been published and the key learning to date is;
  - Paperwork-families, professional and schools like the new paperwork commenting that it is much more user friendly, contains a richness of information and may be unpicking things that traditional paperwork may not have identified.
  - Co-production at every stage with practitioners and parent carers is crucial.
  - Role- the SEND lead worker role can take a whole system child centred approach that cuts across traditional boundaries. Having practitioners sitting together from different disciplines promotes the exchange of information, skills and expertise. There is already a shift in children's services towards preparing for adulthood and increased creativity and links between services. People feel "licensed to think differently".
  - Personal budgets have been a positive option for some, but take up has been limited.
20. There are still areas for development that the proof of concept will continue to test during the next few months. These include:-

- Further testing of paperwork ensuring its robustness when used as a statutory document and its relationship to the paperwork in safeguarding and looked after children assessments. The paperwork captures aspirations and focuses on outcomes the young person wants.
  - Testing with older children/borderline cases/more complex cases.
  - Further testing the SEND lead worker role, particularly in relation to complex families and with health.
21. Early indications are that parents and carers with children and young people and practitioners have welcomed this new approach.
- 'I would like to add that I have found this new way of going about the assessments much easier and a more personal approach to assessing my sons needs. I think by doing it this way, and having all the appropriate people together in one room also means ideas and understanding for the child's needs are shared and understood more clearly by all'- parent*
- 'I think this is invaluable to inform the statutory assessment process. It will allow excellent holistic assessments and allow all professionals to be involved. It respects the family's queries and feelings and will ensure appropriate assessment'- practitioner*
22. The benefits include greater engagement with families, increased joint working, a reduction in the current statutory assessment timeframe and a plan that focuses on the young person and what they want to achieve.
23. Key information from the assessments and plan will inform commissioning intelligence at both a local and strategic level. Strategically this will inform the Joint Strategic Assessment, the Health and Wellbeing board and joint commissioning groups, and plans.
24. The green paper proposes that all local authorities publish a local offer which states what support is available for children and young people with SEN and disabilities and who provides it. We are in the early stages of thinking about Wiltshire's local offer. We expect that it will include support available across the Local Authority, schools and health and a clear indication of eligibility criteria. As the ethos of the 0-25 SEND service is that wherever possible children and young people are supported in the universal mainstream settings, a clear and accessible local offer is critical.
25. The DCA Pathfinder has received confirmation that our pathfinder status has been extended until Sept 2014. DfE has placed explicit requirements on all pathfinders as part of the condition of the grant for the extension of the pathfinder programme. This is to allow more time to refine approaches to assessment and planning, scale up test approaches to whole areas and broader age ranges, and build on new local offers. The extension also

enables pathfinders to inform the legislative reforms that are due to come into effect from September 2014.

26. In addition to this we applied to become a regional Pathfinder Champion. In March 2013 confirmation was received that the bid was successful, which will mean that the council will assume responsibility for sharing the messages of the green paper, and developing and encouraging good practice across all non-pathfinder local authorities in the southwest region. Wiltshire has the largest number of non-pathfinders in its region. Additionally the DCA Pathfinder will be expected to lead at national events and share best practice

#### Approach moving forwards

27. The System's Thinking Review Board, which governs the DCA Pathfinder, gave agreement in January 2013 for the DCA Pathfinder to:-
- Develop an Extended Social Care (0-25) Disability Service. This involves the bringing together of the Children's Disability Team with resources from Adult Care and some Personal Advisors from Integrated Youth Services which will enable holistic planning in the years leading up to and past an 18<sup>th</sup> birthday. It will support the young person at an earlier age to prepare for life. This became operational on 2 April 2013.
  - Continue and expand scope of Proof of Concept to further explore and test, the learning of which will continue to inform legislation developments.
  - Continue to develop proposals for further change to create an Integrated Service for children and young people aged 0-25 with SEN and Disability.
28. Whilst we understand that improvements will be made for children/young people and their families by introducing the changes stated within the green paper and draft legislation, we also believe that the way we structure (to remove interfaces and barriers to coordinated working) and the philosophy we follow, will facilitate better outcomes for children, young people and their families. A conceptual model containing the detail about a 0-25 yr SEND service can be found on DCA [pathfinder e-forum](#) .
29. Parent Carers, Young people and professionals have worked together to design the new service, including
- Service Purpose  
*The 0-25yr Service is for children and young people with special educational needs and disabilities, and their families, who require support to be included in their community*
  - Key Principles that the service will work within:  
*Enabling and Inclusive*  
*Person Centred*  
*Single assessment process and plan*  
*Timely services*  
*Excellent communication and information*

- A SEND lead worker role.
30. A 0-25yr Service would focus on supporting universal provision as well as traditional case work. Families have asked for a truly integrated approach to working with a SEND lead worker who supports them to plan for immediate and long term good outcomes for their children.

### **Environmental and climate change considerations**

31. There are no particular impacts of this work on environmental and climate change issues.
32. Once fully implemented it may be the case that an integrated service model and new processes result in a reduction in service usage over time. The proposals will, eventually, it can be assumed result in fewer journeys being made by staff and customers. No risks have been identified.

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

33. A key purpose of the SEND service is to ensure that the single assessment process is transparent and fair. The local offer will clearly describe the support available. All of the design work has been completed by a wide range of stakeholders to ensure all views are heard and involved in the design of a new way of working.
34. An initial detailed equalities analysis has been undertaken and discussed with DCA Pathfinder and Equalities Team. The analysis will be updated when appropriate to do so.

### **Risk Assessment**

35. Risk registers are maintained for the DCA Pathfinder. Key risks are raised and discussed at the Systems Thinking Review Board and any significant risks identified would follow corporate guidelines in being escalated.
36. The Department for Education (DfE) is monitoring the work from all Pathfinders. The expectation is that Pathfinders will deliver changes before September 2014 when the revised legislation is expected to be in place.

### **Financial Implications**

37. As a pathfinder we receive £150k a year from DfE to facilitate engagement and to design and test new ways of working. Additional funding of approx £62k will be received following the successful Pathfinder Champion application.

38. The development of the 0-25yr Service has included the transfer of existing budgets from within the wider Children's Services (7.14 wte staff from Integrated Youth Services) and also from Adult Care services. A total of 18.27wte staff have transferred from Adult Services to Children's Services with a net budget transfer of £475,419. A Care Placement Budget of £720k was also transferred, giving a total transfer of £1,195,419.

### **Legal Implications**

39. The Government's reforms of Special Educational Needs (SEN) provision will lead to significant changes in the way in which children and young people in England with SEN are provided for. The main changes are contained in the Children and Families Bill currently at committee stage in the House of Commons and expected to gain Royal Assent in 2014. There are also amendments to other acts and bills to facilitate and complement the proposed changes. The report details these changes.
40. As one of 20 pathfinders established by Central Government, Wiltshire Council are presently enabled to work outside the current statutory framework and test the full range of SEN reforms. However, existing legislation remains in force and families can elect to opt out and return to those existing processes.

### **Options Considered**

41. From September 2014 the legislative framework will require these changes to supporting children and young people with Special Educational Needs and Disability to be implemented. Recent DfE expectations are that Pathfinders should move rapidly towards the delivery structure that the Local Authority and its partners will need in order to fully deliver the reforms.
42. The work to date has been designed by a multi agency group consisting of practitioners from the Local Authority and Health, Voluntary and Community Sector and parent carers. The 0-25yr Service would be based on what people who work with, or are supported by, us have developed. It not only delivers draft legislation requirements but also what parents have requested.

## **Conclusions**

43. Cabinet is asked to consider this report and support the move towards a 0-25 SEND Service to ensure that we meet the requirements of the emerging legislation, respond appropriately to the views of parent carers, professionals and young people, and implement the findings of the systems review led by Children and Adult Services.

**Carolyn Godfrey**  
**Corporate Director**

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

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Children's Services

Date of report: 09 May 2013

## **Background Papers**

None

## **Appendices**

None

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**Wiltshire Council**

**Cabinet**

**21 May 2013**

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**Subject: Swindon and Wiltshire Local Transport Body – Shortlist of Major Transport Schemes**

**Cabinet Member: To be appointed**

**Key Decision: Yes**

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## **Executive Summary**

The Department for Transport (DfT) has recently introduced a new system for prioritising and funding local major transport schemes.

The primary decision-making body locally will be the Swindon & Wiltshire Local Transport Body (SWLTB) which is based on the geography of the Swindon & Wiltshire Local Enterprise Partnership (SWLEP).

The assurance framework for the SWLTB was submitted to the DfT on 28 February 2013 for comment and approval. The indicative funding level for the SWLTB for 2015/16 to 2018/19 is £16.9 million.

A long list of 70 major transport schemes has been identified and subjected to the sifting process outlined in the submitted SWLTB assurance framework. As a result, ten potential major transport schemes have been shortlisted.

Strategic Outline Business Cases (or equivalent) will be completed for each of the shortlisted schemes to provide the required evidence for the prioritisation process.

The SWLTB has to approve a provisional prioritised list of major transport schemes by the end of July 2013.

## **Proposal**

That Cabinet:

- (i) Approves the shortlist of potential major transport schemes identified in paragraph 17 to be considered by the Swindon & Wiltshire Local Transport Body for prioritisation by July 2013.

**Reason for Proposal**

To provide a shortlist of major transport schemes to be considered by the SWLTB.

**Parvis Khansari**  
**Service Director – Highways and Transport**

**Wiltshire Council**

**Cabinet**

**21 May 2013**

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**Subject: Swindon and Wiltshire Local Transport Body – Short List of Major Transport Schemes**

**Cabinet Member: Highways and Transport**

**Key Decision: Yes**

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**Purpose of Report**

1. To approve the shortlist of major transport schemes to be considered by the Swindon & Wiltshire Local Transport Body (SWLTB).

**Background**

2. The current Department for Transport (DfT) system for prioritising major transport schemes is a competitive process which was put in place in October 2010 to deliver a programme of schemes left over from the previous Government's Regional Funding Allocation.
3. In January 2012, the DfT published a consultation paper entitled 'Devolving local major transport schemes' to take forward discussion about a new system for prioritising and funding local major schemes after the end of the current spending review period in March 2015. Officers submitted a response to the consultation on 23 March 2012.
4. The DfT's new approach was confirmed in September 2012 with the publication of 'Devolving local major transport schemes: Next steps'. The key features of the new system include the following:
  - The primary decision-making bodies on the use of devolved major transport scheme funding will be Local Transport Bodies (LTBs).
  - LTBs will be broadly based on the geography of Local Enterprise Partnerships (LEPs).
  - LTB membership must be open, as a minimum, to all the constituent Local Transport Authorities and to the primary LEP(s). Representation of other bodies should be for local decision.
  - There will be no funding retained at the centre as a top-slice for larger schemes.
  - There will be no centrally imposed minimum cost threshold for schemes but the DfT encourages the setting of appropriate local thresholds.
  - The available capital funding will be distributed on a simple per-capita basis.

- Indicative figures for planning assumptions to be provided for each LTB. Confirmation of the actual level of funding available for the period 2015/16 to 2018/19 will be made following the next spending review.
  - LTBs will need to operate within assurance frameworks that meet minimum standards of governance, financial management, accountability, meeting value for money and environmental considerations. The frameworks will need to be approved by the DfT.
  - LTBs must have a high degree of transparency, including routine and timely publication of all key documents, as well as arrangements for involving local stakeholders that are not represented on the LTB.
  - The DfT's Transport Business Case guidance and WebTAG (the DfT's appraisal framework) must be used for all schemes considered by LTBs for funding.
5. A joint letter confirming the geography of the Swindon and Wiltshire LTB was submitted to the DfT on 23 September 2012.
  6. On 23 November 2012, the DfT issued further more detailed guidance - 'Local Frameworks for Funding Major Transport Schemes: Guidance for Local Transport Bodies' - which set out two key requirements:
    - (i) Submission of the proposed assurance framework for each LTB by 28 February 2013.
    - (ii) Development and approval by the LTB of a provisional prioritised list of major schemes by July 2013.
  7. The first of the above requirements was fulfilled under the Cabinet Member report 'Swindon and Wiltshire Local Transport Body – Proposed Governance Arrangements' (reference HT-014-13); the assurance framework, as submitted to the DfT on 28 February 2013, is included in **Appendix 1**. The DfT has stated that, subject to current and ongoing engagement with LTBs, it will seek to approve all assurance frameworks within two months. This does mean, however, that the submitted assurance framework for the SWLTB is subject to amendments to reflect DfT comments. While ideally the Council would wait for the DfT to formally agree the assurance framework, the timeframe outlined in part (ii) of paragraph 6 does not allow for this.
  8. Although the approval of a provisional prioritised list of major transport schemes will be the responsibility of the SWLTB, the submitted assurance framework sets out the process to develop a recommended shortlist of schemes. This is the subject of this report.
  9. On 23 January 2013, the DfT published indicative funding figures based on the total amount of funding for local major transport schemes in the 2010 spending review and allocated between LTBs on the basis of population (2017 forecast). The actual allocations will not be determined until further spending rounds within Government. Accordingly, the DfT is advising all LTBs to make contingency provision in their scheme programmes for actual budget levels to be one third higher or lower than their indicative figure. The indicative funding level for the SWLTB for the four year period from 2015/16 is £16.9 million.

10. More recently, as part of the Budget announcement, the ‘Government’s response to the Heseltine review’ was published which is likely to have significant implications for the operation of LTBs and the funding of major transport schemes. In the meantime, the Government “...expects all LTBs to maintain momentum and continue to develop their assurance frameworks and provisional programmes of schemes”.

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

11. A long list of 70 candidate schemes has been identified (see **Appendix 2**). The schemes are a mixture of highway improvements, integrated transport packages, rail improvements and miscellaneous schemes which have been derived from a variety of sources including the emerging Wiltshire Core Strategy, adopted Local Plans, other strategic plans (e.g. the Great Western Route Utilisation Strategy) and previous studies (e.g. the Salisbury South Western Approaches Study).
12. The submitted assurance framework (in paragraph 14.1) sets out the criteria and information required for candidate schemes:

#### Criteria:

- **Purpose** – the scheme should be a transport scheme (i.e. located on the highway, railway or waterway networks) and related to transport users (e.g. motorists, passengers, hauliers, etc).
- **Costs** – the scheme must have a minimum value of £1 million and include capital spending of at least this minimum value which creates a physical asset.

#### Information:

- **Description** – a short description of the scheme and the geographical area covered.
- **Problems and objectives** – a short description of the identified problem(s) and what the scheme is seeking to achieve.
- **Consultation and public acceptability** – an outline of what consultation has taken place and what degree of consensus has been achieved.
- **Evidence** – a short description of the available supporting evidence.
- **Key risks** – an outline of the key risks associated with the scheme.
- **Financial** – an estimate of the scheme costs and income (if applicable), and the potential funding sources.

#### Initial Scheme Assessment and Sifting

13. Candidate schemes have been put through the DfT’s Early Assessment and Sifting Tool (EAST). EAST forms the initial part of the DfT’s Transport Business Case and is a decision support tool that has been developed to quickly summarise and present evidence on schemes in a clear and consistent manner. It provides decision makers with relevant, high level information to help inform an early view of how schemes perform and compare. It should be noted, however, that the confidence that can be applied to the outputs of the EAST process often depends on the robustness of the available evidence base.

14. As set out in the submitted assurance framework (see paragraphs 15.3 and 15.4), the long list of candidate schemes has been subjected to a two-step sifting process to enable a more manageable recommended shortlist to be formulated. The first step of this process is based on a simple assessment of affordability and deliverability:
- Is the estimated capital cost or estimated capital funding gap of the scheme under £25 million?
  - Are any associated revenue costs likely to be fundable (e.g. through income receipts or developer contributions)?
  - Can the scheme be delivered within funding timescales allowing for the necessary design, consultation, statutory processes and procurement prior to scheme construction?
15. The results of the first sifting step are shown in **Appendix 3**.
16. Those schemes which made it through the first sifting step have then been assessed against the criteria shown in **Appendix 4** (Note: This has been amended from the table shown in the submitted assurance framework (paragraph 15.4) following interim comments from the DfT).
17. The results of the second sifting step are shown in **Appendix 5**. The shortlist of potential major transport schemes that are recommended for prioritisation by the SWLTB is shown below:
- A350 Chippenham Bypass Dualling
  - A350 North of Chippenham Dualling
  - A350 West Ashton Relief Road
  - A350 Yarnbrook Relief Road
  - A36 Southampton Road Improvement
  - Corsham Station
  - M4 Junction 16 Improvements
  - Royal Wootton Bassett Station
  - Westbury Additional Platform
  - Wilton Station

#### Scheme Prioritisation

18. As set out in paragraph 6, the SWLTB has to approve a provisional prioritised list of major schemes for the SWLEP area by July 2013.
19. In this context, the DfT's guidance states that:
- "We recognise that the identification of a prioritised and affordable list of schemes by April 2013 will be likely to be conducted on the basis of a limited set of criteria. At that stage we do not expect most schemes to have a fully developed business case or a WebTAG appraisal completed".*
- "However, the Department believes that, as a minimum, value for money, deliverability, environmental and society/distributional impacts should always be among the factors taken into consideration".*

20. To ensure that the above requirements are met and to also increase the robustness of the prioritisation process, a Strategic Outline Business Case (or equivalent) will be completed for each of the approved shortlisted schemes. This work will be undertaken by the Council's term consultant, Atkins, and based on the '5 Cases Model' criteria described in the DfT's transport analysis guidance (WebTAG). A similar exercise is to be undertaken by Swindon Borough Council on its shortlisted schemes. The outcome of the prioritisation process will form the basis of a report and recommendation by the officer technical group (made up of officers from Wiltshire Council, Swindon Borough Council and the proposed Independent Technical Advisor) to the SWLTB.

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

21. There are no environmental and climate change impacts as a direct result of this proposal. The potential impacts of each major transport scheme will initially be considered as part of the EAST process and will be subject to increasingly detailed assessment as part of any subsequent business case development. Those schemes which are approved for implementation will be subject to statutory Environmental Impact Assessment requirements.

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

22. There are no equalities impacts as a direct result of this proposal. The potential impacts of each major transport scheme will be initially considered as part of the EAST process and will be subject to increasingly detailed assessment as part of any subsequent business case development. Those schemes which are approved for implementation will be subject to statutory Equality Impact Assessment requirements.

### **Risk Assessment**

23. As the accountable body, Swindon Borough Council will be legally responsible for the decisions of the SWLTB in approving schemes. A legal agreement to be drawn up in due course will define the workings of the SWLTB and the responsibilities of the members.
24. The responsibility for managing the delivery of individual schemes will lie with the promoting authority. Risks associated with individual schemes will therefore be managed through the Council's existing processes and procedures drawing on the extensive past experience of managing major schemes in the county.

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

- (i) Loss of opportunity for the SWLTB to consider and prioritise potential Wiltshire major transport schemes for funding in 2015/16 to 2018/19. Resultant negative reputational impact both at a national and local level.

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

<b>Risk</b>	<b>Action to mitigate the risk</b>
(i) The SWLTB decides not to prioritise any major transport schemes in Wiltshire.	As robust as possible Strategic Outline Business Cases (or equivalent) will be developed by the Council's consultants based on the DfT's WebTAG guidance.
(ii) The DfT recommends substantial changes to the submitted assurance framework including the scheme prioritisation process.	Officers to maintain regular contact with the DfT and seek to reflect recommended changes in ongoing work.
(iii) Adverse stakeholder and community reaction to the scheme shortlist.	Shortlist to be developed in accordance with the submitted assurance framework taking into account any recommended DfT amendments.

## **Financial Implications**

25. On 23 January 2013, the DfT announced indicative funding levels for LTBs – the SWLTB has been allocated £16.9 million for the period 2015/16 to 2018/19. This amount is indicative and the DfT have asked LTB's to plan for programmes one third higher or one third lower than this sum. It should be noted that the funding in this area as well as the Local Transport Plan (LTP) funding is dependent on future comprehensive spending reviews.
26. Swindon Borough Council will be responsible, as the accountable body, for holding the devolved major transport scheme funding and for discharging it in accordance with the DfT's requirements and the SWLTB's decisions. It is not currently anticipated that Wiltshire Council would have to contribute towards any additional costs incurred by Swindon Borough Council.
27. It is understood that no additional funding will be made available by the DfT to meet any costs associated with the governance and management of LTBs. Therefore, there will be some additional resource implications in respect of the servicing of the SWLTB and in respect of the scheme prioritisation and assessment process. Some of the costs are likely to be internal staff time diverted from other projects. However, the Council's term consultants will be commissioned to undertake the scheme prioritisation process and the scheme assessment process is required to be independent of the Council and so would incur additional external revenue costs. At present, while Atkins' costs will be met through existing departmental budgets, the scheme assessment costs are unknown and will be the subject of a separate legal agreement to be drawn up in due course between the full members of the LTB.
28. A condition of LTB funding will be that the scheme promoter provides at least 10% of the capital funding of a major scheme. In the Council's case, this would be able to be met from reallocated LTP grants, additional borrowing, S106 monies, commuted sums, etc., or possibly from other funding streams such as the Growing Places Fund or the Single Local Growth Fund proposed as part of



the Heseltine review. As the minimum local contribution is relatively small, and the source of this 10% can come from many sources, it is not anticipated this will be a significant cost with the option of additional borrowing being the last option explored.

29. The DfT's guidance states that the devolved major scheme funding can only be used for the delivery of major capital works. Therefore, scheme preparation and design work would need to be funded from the Council's capital budgets; if the schemes were aborted for any reason, then preparation costs would need to be financed from revenue budgets.

### **Legal Implications**

30. There are no legal implications as a direct result of this proposal.

### **Options Considered**

31. The assurance framework sets out the major transport scheme prioritisation process in relation to the work of the SWLTB. Failure to adhere to this process would contravene the DfT's guidance.

### **Conclusions**

32. The DfT has recently introduced a new system for prioritising and funding local major transport schemes.
33. The SWLTB will be the primary decision-making body.
34. The operation of the SWLTB and the major transport scheme prioritisation process is set out in the assurance framework submitted to the DfT on 28 February 2013.
35. A shortlist of potential major transport schemes has been identified based on the process set out in the submitted assurance framework and on subsequent amendments recommended by the DfT.
36. Strategic Outline Business Cases (or equivalent) will be completed for each of the shortlisted schemes to provide the required evidence for the prioritisation process.
37. The SWLTB has to approve a provisional prioritised list of major transport schemes by the end of July 2013.

**Parvis Khansari**  
**Service Director – Highways and Transport**

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Report Author:  
**Robert Murphy**  
Principal Transport Planner  
(01225) 713458  
Date of report: April 2013

## **Background Papers**

EAST form for each candidate major transport scheme

## **Appendices**

Appendix 1 – Swindon & Wiltshire Local Transport Body: Assurance Framework

Appendix 2 – Candidate Scheme List

Appendix 3 – Results of Scheme Sifting: Step One

Appendix 4 – Scheme Sifting Step Two Criteria

Appendix 5 – Results of Scheme Sifting – Step Two

**SWINDON & WILTSHIRE  
LOCAL TRANSPORT BODY  
(SWLTB)**

**ASSURANCE FRAMEWORK**

**FEBRUARY 2013**

## Document History

Version	Date	Notes
1	3/1/13	Issued internally to Wiltshire Council and Swindon Borough Council officers for comment.
2	7/2/13	Issued internally to Wiltshire Council and Swindon Borough Council officers for comment.
3	15/2/13	Issued internally to Wiltshire Council and Swindon Borough Council officers, the Swindon & Wiltshire LEP Secretariat and the Dept. for Transport for comment.
4	26/2/13	Amended following comments from DfT
5	27/2/13	Final

File Name	LTB Assurance Framework (Final – Ver. 5) – 27 Feb 13
Original Author(s)	Robert Murphy
Current Author(s)	Robert Murphy (Wiltshire Council) Allan Creedy (Wiltshire Council) Paul Johnson (SWLEP) James Jackson (Swindon Borough Council)

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# Introduction and Background

## 1. Introduction

1.1 The purpose of this document is to set out the assurance framework for the Swindon and Wiltshire Local Transport Body (SWLTB). The assurance framework sets out the governance and working arrangements of the SWLTB in accordance with the Department for Transport's (DfT) 'Local Frameworks for Funding Major Transport Schemes: Guidance for Local Transport Bodies' (available from <https://www.gov.uk/government/consultations/devolving-local-major-transport-schemes-consultation>).

## 2 Background

2.1 In January 2012, the DfT published a consultation paper entitled 'Devolving local major transport schemes' to take forward discussion about a new system for prioritising and funding local major schemes after the end of the current spending review period in March 2015. The paper detailed the principles, proposed processes and issues in designing a system which meets the Government's three key objectives to:

- ensure the best outcomes are achieved for the economy, whilst balancing the need for developing sustainably and reducing carbon emissions;
- hand real power to local communities, making decisions more responsive to local economic conditions and more locally accountable; and
- be fit for purpose in practical delivery terms.

2.2 The DfT's new approach was confirmed in September 2012 with the publication of 'Devolving local major transport schemes: Next steps' (available from <https://www.gov.uk/government/consultations/devolving-local-major-transport-schemes-consultation>). The key features of the new system include the following:

- The primary decision making bodies on the use of devolved major transport scheme funding will be LTBs.
- LTBs will be broadly based on the geography of Local Enterprise Partnerships.
- LTB membership must be open, as a minimum, to all the constituent LTAs and to the primary LEP(s). Representation of other bodies should be for local decision.
- There will be no funding retained at the centre as a top-slice for larger schemes.
- There will be no centrally imposed minimum cost threshold for schemes but the DfT encourages the setting of appropriate local thresholds.
- The available capital funding will be distributed on a simple per-capita basis.
- Indicative figures for planning assumptions were provided for each LTB in January 2013. Confirmation of the actual level of funding available for the period 2015/16 to 2018/19 will be made following the next spending review.
- LTBs will need to operate within assurance frameworks that meet minimum standards of governance, financial management, accountability, meeting value for money and environmental considerations. The frameworks will need to be approved by the DfT.
- LTBs must have a high degree of transparency, including routine and timely publication of all key documents, as well as arrangements for involving local stakeholders that are not represented on the LTB.

- The DfT's Transport Business Case guidance and WebTAG (the DfT's appraisal framework) must be used for all schemes considered by LTBs for funding.

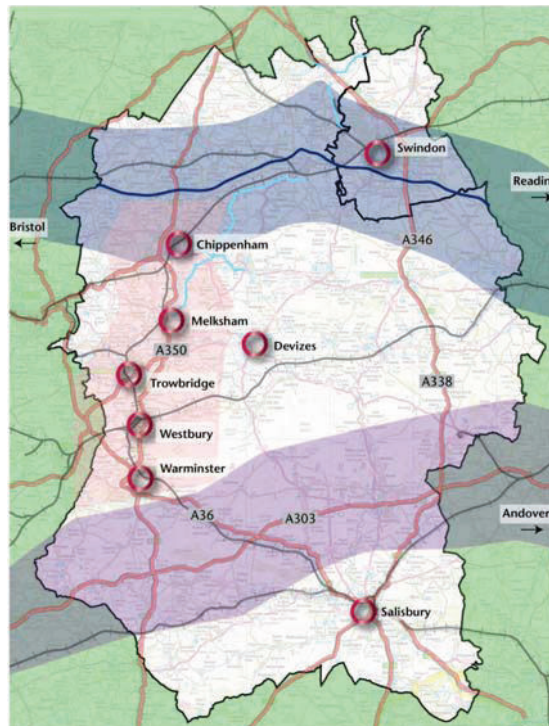
## Part One: Purpose, Structure and Operating Principles

### 3. Name and Geography

3.1 The LTB for the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) area is to be formally known as the 'Swindon & Wiltshire Local Transport Body' (SWLTB).

3.2 As set out in a joint letter to the DfT on 23 September 2012, Swindon Borough Council, Wiltshire Council and the SWLEP agreed that the LTB boundary should be consistent with the SWLEP boundary (see Figure 1).

**Figure 1: SWLEP/SWLTB Geography**



### 4. Membership

4.1 The SWLTB permanent member organisations and their respective membership status are shown in Table 1. Full members are responsible for making decisions; advisory members can participate in meeting discussions but cannot make decisions. A quorum will consist of three full members, one from each organisation.

**Table 1: SWLTB Membership**

<b>Organisation</b>	<b>Representatives</b>	<b>Level</b>	<b>Votes</b>
Swindon & Wiltshire LEP	1	Full	1
Swindon Borough Council	2	Full	2
Wiltshire Council	2	Full	2
Highways Agency	1	Advisory	0
Network Rail	1	Advisory	0

4.2 The full members of the SWLTB confirmed their membership and approved the assurance framework on the following dates:

- Swindon & Wiltshire Local Enterprise Partnership 27 February 2013.
- Swindon Borough Council Cabinet decision 6 February 2013
- Wiltshire Council Cabinet Member for Highways and Transport decision (effective from 5<sup>th</sup> March 2013.)

4.3 In recognition that the SWLTB is a nascent body, the assurance framework will be reviewed by March 2014. Thereafter, the assurance framework will be reviewed as and when required. Following consultation with the DfT, any material changes will be submitted to the DfT for formal approval.

4.4 The respective representatives on the SWLTB are as follows:

<b>Organisation</b>	<b>Role in Organisation</b>
Swindon & Wiltshire LEP	Business Sector Board Member
Swindon Borough Council	Cabinet Member for Leisure and Strategic Transport Cabinet Member for Strategic Planning and Sustainability
Wiltshire Council	Cabinet Member for Highways and Transport Cabinet Member for Economic Development and Strategic Planning
Highways Agency	TBD
Network Rail	TBD

4.5 A chair will be elected by the SWLTB on an annual rotating basis. Each of the full member organisations shall be entitled to one chair position every three years. A vice chair will also be appointed who shall deputise for the chair in their absence. As far as possible the SWLTB will conduct its business on a consensual basis. All voting will be carried out by a simple majority vote of the full members including the chair.

4.6 The Highways Agency and Network Rail are included on the SWLTB as permanent advisory (non-voting) members. As the Highways Agency and Network Rail may be affected by the SWLTB's decisions on schemes, their views need to be considered by the SWLTB in its decision making process.

4.7 Other organisations, such as neighbouring local transport authorities (LTAs), neighbouring LEPs, (comprising West of England, Gloucestershire, Oxfordshire, Thames Valley Berkshire, Enterprise M3, Heart of South West and Dorset), transport operators and environmental bodies, may be invited to participate in the work of the SWLTB (as a temporary advisory (non-voting) member) on a case-by-case basis.



- 4.8 Any relevant transport infrastructure organisation can request they are given temporary advisory (non-voting) membership if they can make the case that they have a relevant key responsibility and/or interest. It will be up to the SWLTB to approve requests for temporary advisory (non-voting) membership.
- 4.9 The permanent membership of the SWLTB will be reviewed annually with the proviso that publicly elected members cannot be outvoted by non-elected members. The voting membership of the core members will also remain permanent.

## **5. Conflicts of Interest**

- 5.1 It is vital that SWLTB members act in the interest of the area as a whole and not according to the sectoral or geographic interests of their member organisations. The decisions of the SWLTB will therefore be based on an analysis of robust business cases produced by the scheme promoter(s). The SWLTB will be assisted in this respect by an Independent Technical Advisor (ITA).
- 5.2 Full members of the SWLTB will be required to disclose any potential conflicts of interest or pecuniary interests (e.g. direct financial interest in a scheme through employment or personal gain including any interest as a result of close personal relationships or friendships) which may prevent them from making an impartial decision. Depending on the nature of this interest, there may be the need to co-opt another suitable member of the same organisation on to the SWLTB for the purpose of making the decision in question.
- 5.3 Publicly elected members will continue to declare their interests using their respective local authority's register of interests. They must also declare any additional interests outside their own authority's area but within the SWLTB area boundary. Elected members must abide by their respective authority's code of conduct when conducting SWLTB business.
- 5.4 The member representing the SWLEP should declare any personal interests in accordance with the process and practice of Swindon Borough Council as the accountable body.
- 5.5 Access to available registers of full member interests will be available to the public via links on the SWLTB website.

## **6. Gifts and Hospitality**

- 6.1 Members should record any gift or hospitality which is received in connection with their SWLTB duties in line with their respective local authority or in the case of the SWLEP representative, in accordance with the policy of Swindon Borough Council as the accountable body.
- 6.2 Members should not accept any personal gifts or hospitality from any individual or organisation (including contractors and/or outside suppliers) which has or may have a specific interest in any major scheme.

## **7. Status of the SWLTB and Role of the Accountable Body**

7.1 The SWLTB will be an informal partnership made up of the three full members – SWLEP, Swindon Borough Council and Wiltshire Council. Advisory members will also be represented as outlined in section 4.

7.2 Swindon Borough Council will be the accountable body for the SWLTB. The primary role of the accountable body is to hold the devolved major scheme funding and make payments to scheme promoters. The accountable body will hold the SWLTB funds in separately identifiable accounts and provide the SWLTB with financial statements as required.

7.3 The accountable body also has the following responsibilities:

- ensuring that the decisions and activities of the SWLTB conform with legal requirements with regard to freedom of information, equalities, the environment and other matters
- ensuring (through the Section 151 officer) that funds are used appropriately
- ensuring that the assurance framework, as approved by the DfT, is being adhered to
- maintaining the official record of SWLTB proceedings and holding all SWLTB documents
- taking responsibility for the decisions of the SWLTB in approving schemes (e.g. if subjected to legal challenge).

7.4 In relevant circumstances, the role of accountable body and scheme promoter will need to be kept strictly independent of each other to provide assurance that there is no conflict of interest.

7.5 A legal agreement and/or terms of reference will define the workings of the SWLTB and the responsibilities of the partner organisations and members. The agreement will include commitments to fund the reasonable costs of employing the ITA and associated technical support.

## **8. Audit and Scrutiny**

8.1 As the accountable body, Swindon Borough Council will appoint independent qualified auditors to establish that the SWLTB is operating effectively within the terms of the assurance framework. The SWLTB will consider any recommendations of the auditors and take necessary action to remedy any identified shortcomings.

8.2 An initial audit will be undertaken by December 2014 and annually thereafter. All audit reports will be submitted to the DfT.

## 9. Strategic Objectives and Purpose

9.1. The strategic objectives of the SWLTB should align with national transport goals, and recognise that a well functioning transport network is an important pre-requisite for economic growth

- To **support** national/sub-national **economic** competitiveness and **growth**, by delivering reliable and efficient transport networks.
- To **reduce transport's emissions** of carbon dioxide and other **greenhouse gases**, with the desired outcome of tackling climate change.
- To **contribute to better safety, security and health** and longer life-expectancy by reducing the risk of death, injury or illness arising from transport and by promoting travel modes that are beneficial to health.
- To **promote** greater **equality of opportunity** for all citizens, with the desired outcome of achieving a fairer society.
- To **improve quality of life** for transport users and non-transport users, and to promote a **healthy natural environment**.

9.2. The initial primary role of the SWLTB will be restricted to making decisions on devolved major transport scheme funding. Expanding the role of the SWLTB to take on additional responsibilities (e.g. to act as the decision making body for other local transport-related funding streams) can be considered by the SWLTB in discussion with the DfT and other relevant partners.

9.3. The specific roles of the SWLTB is to:

- identify a prioritised list of schemes within the available budget including under/over programming to enable prudent management
- make decisions based on the scrutiny of individual scheme business cases
- approve the release of funding to the relevant scheme promoter
- ensure value for money is achieved
- monitor progress of scheme delivery and spend
- ensure on-time delivery of schemes to the project programme
- actively manage the devolved budget and programme to respond to changed circumstances.

9.4. As stated in section 7, the SWLTB is an informal partnership between the respective member organisations. However, full members will be expected to have the necessary authority to agree on behalf of their organisation the decisions of the SWLTB. Each Council's cabinet members will have made the necessary arrangements for their authority to have agreed their list of schemes to enable the SWLTB to agree the prioritised list for the LEP area. It is suggested that all decisions will be agreed by consensus; where this is not possible, a majority vote will be taken by the chair.

9.5. Other relevant objectives are included in a variety of local documents including:-

- a) Local Plans
- b) Local Transport Plans for Swindon and Wiltshire
- c) SWLEP Strategic Growth Plans, commencing 2015-19

## 10 Support and Administration Arrangements

- 10.1. An experienced ITA will be engaged by the SWLTB to advise on the prioritisation process, individual scheme business cases and overall programme management (the exact scope of the ITA's work will be subject to the agreement of the SWLTB). The ITA' will be supported by a suitable independent specialist consultant (i.e. one that does not act as a term consultant for either LTA).
- 10.2. The SWLTB will also be supported by an officer technical group made up of officers from the SWLEP, Swindon Borough Council and Wiltshire Council. Representatives from other relevant bodies (e.g. Network Rail, Highways Agency, Natural England, Environment Agency, English Heritage, etc) will be invited as and when required. The role of the officer technical group includes:
- making recommendations to the SWLTB on the priority of, and business case for, individual schemes
  - monitoring the progress of individual schemes against projected profiles, reviewing proposed mitigation measures and making recommendations to the SWLTB for any changes
  - reviewing outcomes from completed schemes and making recommendations to the SWLTB on any implications for future schemes and programmes.
- 10.3. The ITA and the officer technical group will be expected to work closely together to identify and resolve any issues. Where necessary, however, the ITA will be able to submit separate reports to the SWLTB if significant issues remain unresolved.
- 10.4. SWLTB secretariat support (to include day-to-day administrative functions and the updating of the SWLTB webpage) will be provided by Law and Democratic Services at Swindon Borough Council. This team will also co-ordinate the various council services (e.g. legal, finance, etc.) contributing to the accountable body role. Secretariat support will be part-time support within the scope of existing roles.
- 10.5. A legal agreement defining the role of the SWLTB will set out the financial contributions to support the accountable body role, and the associated secretariat and technical support functions. Reasonable costs related to the review of individual scheme business cases by the ITA will be charged to the promoting organisation.

## 11. Working Arrangements and Meeting Frequency

- 11.1 It is anticipated that the SWLTB will have four scheduled meetings a year, and in any event, a minimum of two meetings a year to:
- take the initial decision on the prioritisation of the scheme programme
  - consider scheme business cases
  - make scheme approval decisions
  - discuss overall programme delivery
  - amend the assurance framework.
- 11.2 A special meeting of the SWLTB can be held in exceptional circumstances or when an urgent decision is required.

- 11.3 The meeting dates of the SWLTB will be published on the SWLTB website with a minimum of four weeks advance public notice (except for special SWLTB meetings which will be publicised as soon as possible after the meeting date is confirmed). Agenda papers will be made available on the website a minimum of seven working days prior to the relevant meeting. Minutes will be published no later than fourteen working days after the relevant meeting. All meetings will be open to the public.
- 11.4 The officer technical group will usually meet bi-monthly but this frequency may increase if there are any urgent matters to consider. No agendas or minutes will be published for the officer technical group given its status as an informal, non-decision making body.

## **12. Transparency and Local Engagement**

- 12.1 The SWLTB will conduct its business in an open and transparent manner which will enable interested stakeholders and members of the public to scrutinise and participate in the SWLTB process.
- 12.2 The SWLTB's website will include information and documents relating to the SWLTB's activities, including:
- the assurance framework
  - details on the devolved major transport scheme funding for the SWLEP/SWLTB area
  - the scheme prioritisation process
  - the scheme assessment and approval methodology
  - the overall major transport scheme programme and individual scheme project programmes
  - agendas, minutes and reports for each SWLTB meeting
  - correspondence from partners, stakeholders and others (if deemed not to be commercially sensitive)
  - evaluation reports
  - funding decision letters
- 12.3 The website will also include links to relevant information on other websites (e.g. statutory processes that are required to implement schemes) and to the relevant decision making processes of Swindon Borough Council and Wiltshire Council (e.g. planning and Cabinet reports).
- 12.4 Key stakeholders who are not SWLTB members will be able to apply to attend SWLTB meetings to make a representation on a scheme(s) or agenda item(s). Applications should be made via the SWLTB secretariat a minimum of five working days in advance of the meeting date.
- 12.5 While SWLTB meetings will be open to the public, no members of the public will be able to make direct verbal representations. Instead, written representations can be submitted to the secretariat by email or letter at least five working days in advance of the relevant SWLTB meeting.
- 12.6 As the accountable body, Swindon Borough Council will deal with requests under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 in line with its standard procedures. In some instances, however, it may be

more appropriate for the promoting authority of a scheme to deal with these matters rather than the accountable body.

- 12.7 The SWLTB will adhere to the Local Government Data Transparency Code (available from <https://www.gov.uk/government/publications/local-authority-data-transparency-code>).

### **13. Complaints and Whistle Blowing**

- 13.1 Any individual or organisation is entitled to make a complaint about the work of the SWLTB if they feel that it is not being conducted in accordance with the assurance framework. All complaints will be dealt with by the accountable body using Swindon Borough Council's complaints procedure. It should be noted that the DfT will take the place of the Local Government Ombudsman at the end of stage two of the process.
- 13.2 The SWLTB's approach to whistle blowing will follow that of Swindon Borough Council's existing procedure.

## Part Two: Prioritisation of Schemes

### 14. Candidate Schemes

- 14.1 Initially, the majority of candidate schemes will be identified as part of the Local Development Framework and Local Transport Plan processes undertaken by Swindon Borough Council and Wiltshire Council. In the medium to longer term, schemes may be identified within a wider context that includes the SWLEP Business Plan and City Deal negotiated between SWLEP partners and Government. Other candidate schemes will be identified through the relevant processes of the Highways Agency and Network Rail (e.g. route utilisation strategies). However, any individual or organisation may put forward a scheme for consideration as long as it demonstrably meets the following criteria and provides the required information:

#### Criteria:

- **Purpose** – the scheme should be a transport scheme (i.e. located on the highway, railway or waterway networks) and related to transport users (e.g. motorists, passengers, hauliers, etc).
- **Costs** – the scheme must have a minimum value of £1m and include capital spending of at least this minimum value which creates a physical asset.

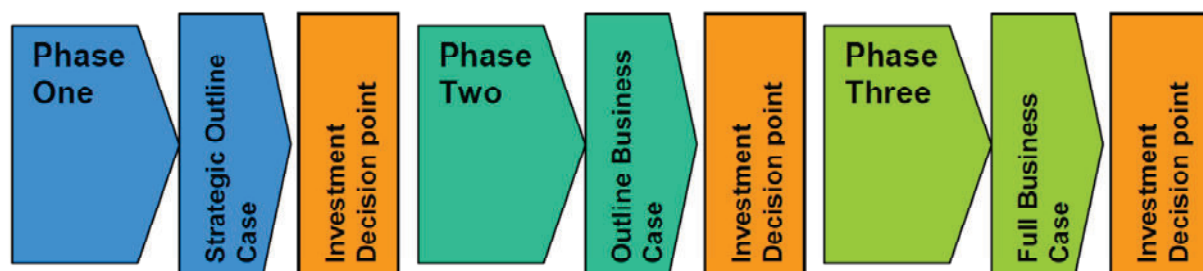
#### Information:

- **Description** – a short description of the scheme and the geographical area covered.
  - **Problems and objectives** – a short description of the identified problem(s) and what the scheme is seeking to achieve.
  - **Consultation and public acceptability** – an outline of what consultation has taken place and what degree of consensus has been achieved.
  - **Evidence** – a short description of the available supporting evidence.
  - **Key risks** – an outline of the key risks associated with the scheme.
  - **Financial** – an estimate of the scheme costs and income (if applicable), and the potential funding sources.
- 14.2 The ability to fund typically more significant cross-LTB boundary schemes will depend on pooled funding and securing additional third-party funding. Given the additional complexities associated with cross-boundary working, candidate schemes need to be identified at the earliest possible stage in association with neighbouring Local Authorities / LEPs / LTBs.

### 15. Initial Scheme Assessment and Sifting

- 15.1 All applicable schemes will be put through the DfT's Early Assessment and Sifting Tool (EAST) process. EAST forms the initial part of the DfT's Transport Business Case (see Section 18 and Figure 1) and is a decision support tool that has been developed to quickly summarise and present evidence on schemes in a clear and consistent manner. It provides decision makers with relevant, high level information to help inform an early view of how schemes perform and compare. It should be noted, however, that the confidence that can be applied to the outputs of the EAST process often depends on the robustness of the available evidence base.

**Figure 1: DfT's Transport Business Case Decision Making Process**



15.2 Swindon Borough Council and Wiltshire Council (in conjunction with relevant partners such as the Highways Agency and Network Rail) will be responsible for undertaking the EAST assessments of the candidate schemes in their respective areas.

15.3 The candidate scheme list will represent a long list of potential major transport schemes which will be subject to a two-step sifting process to enable a more manageable short list to be formulated. The first step of this process will be based on a simple assessment of affordability and deliverability:

- Is the estimated capital cost or estimated capital funding gap of the scheme under £25m?
- Are any associated revenue costs likely to be fundable (e.g. through income receipts or developer contributions)?
- Can the scheme be delivered within funding timescales allowing for the necessary design, consultation, statutory processes and procurement prior to scheme construction?

15.4 Those schemes which make it through the first sifting step will then be assessed against the following criteria using a process similar to that outlined in WebTAG (TAG unit 2.1.2c – Step 6):

Criteria	Issues
Scale of scheme impact	To what extent does the scheme meet the objectives identified for intervention and help alleviate the identified problems?
Fit with strategic objectives	How does the scheme fit with goals set for transport investment? How does the scheme complement objectives in relevant local strategies? How does the scheme fit with other proposals in the area?
Contribution to economic and development growth	How does the scheme help to deliver economic and development growth in principal locations and along key corridors?
Environmental and community impacts	What are the scheme's potential environmental and community impacts?
Broad deliverability assessment	Does the scheme have stakeholder/public support? Is the scheme practically feasible? What is the quality of the supporting evidence? Are there other significant funding streams available? What are the key risks?

15.5 The output from the above process will provide a manageable recommended short list of potential major transport schemes.



## 16. Scheme Prioritisation

16.1 The initial two stage sifting process will produce a short list of potential major transport schemes that could be subject to prioritisation by the SWLTB for delivery by March 2019.

16.2 In this context, the DfT's guidance states that:

*"We recognise that the identification of a prioritised and affordable list of schemes by July 2013 will be likely to be conducted on the basis of a limited set of criteria. At that stage we do not expect most schemes to have a fully developed business case or a WebTAG appraisal completed".*

*"However, the Department believes that, as a minimum, value for money, deliverability, environmental and society/distributional impacts should always be among the factors taken into consideration".*

16.3 To ensure that the above requirements are met and to also increase the robustness of the prioritisation process, a Strategic Outline Case (or equivalent) will be completed for each of the shortlisted schemes. This work will be based on a publicly available methodology – such as the '5 Cases Model' criteria described in WebTAG (TAG Unit 2.1.2c – Step 7).

16.4 The Strategic Outline Case will include a check that a full range of options have been assessed to deal with the identified problems and objectives – where necessary, additional options will be generated and assessed.

16.5 The prioritisation process may make use of multi criteria analysis which can, if appropriate, allow for the weighting of certain criteria (<https://www.gov.uk/government/publications/multi-criteria-analysis-manual-for-making-government-policy>).

16.6 The promoting LTA will be expected to contribute a minimum of 10% and a maximum of 90% to scheme costs. While a high level of contribution will not necessarily increase a scheme's level of priority in the programme, it may be considered a factor where there are marginal differences between schemes.

16.7 The outcome of the above prioritisation process will form the basis of a report and recommendation by the technical officer group to the SWLTB (the ITA will be able to submit a separate report if necessary). The SWLTB will be asked to approve a provisional programme with a value which is approximately 30% above and below the indicative funding allocation – the DfT has advised all LTBs to make contingency provision in their programmes for actual funding levels to be one third higher or lower than their indicative funding allocation.

16.8 A prioritised list of major transport schemes will be submitted to the DfT by July 2013.

## Part 3: Programme Management and Investment Decisions

### 17. Scheme Assessment and Approval

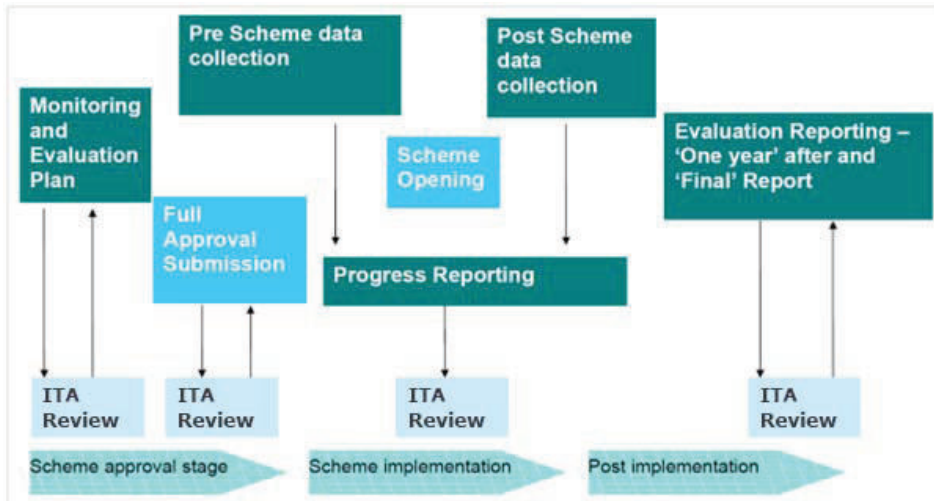
- 17.1 Prioritised schemes will be subjected to a staged scrutiny and approval process based on the DfT's Transport Business Case:
- Stage 1 – Initial assessment of long list of candidate schemes using the DfT's EAST. Refine list through a two-step sifting process to produce a manageable short list. Completion of proportionate Strategic Outline Case for each shortlisted scheme. SWLTB approves prioritised scheme list.
  - Stage 2 – Completion of proportionate Outline Business Case for prioritised schemes. SWLTB considers Outline Business Cases and approves schemes to proceed to Full Business Case.
  - Stage 3 – Completion of proportionate Full Business Case(s) including necessary statutory and procurement requirements. SWLTB considers Full Business Case(s) and approves funding.
- 17.2 The promoting body will be responsible for developing the business cases at stages 2 and 3 (the funding and approval mechanism for schemes on the strategic road network and rail network may be different and will therefore be discussed with the DfT). The technical officer group and the ITA will consider each business case submission at each stage and make recommendations to the SWLTB. The SWLTB will need to approve each business case submission prior to progression to the next stage.
- 17.3 The promoting body is responsible for informing the SWLTB of any significant changes to a scheme's scope, costs and implementation timetable. The technical officer group and the ITA will advise the SWLTB of any necessary remedial actions.
- 17.4 As part of stage 3, a formal agreement will be issued between the SWLTB and the promoting body setting out the conditions under which the devolved funding is to be spent and the respective responsibilities.

### 18. The Transport Business Case

- 18.1 The SWLTB will ensure that its prioritisation and investment decision making process follows the key principles of the DfT's Transport Business Case guidance (<http://www.dft.gov.uk/publications/transport-business-case/>). This ensures that the information and assessment of a scheme is set out according to five cases:
- the 'strategic case' – the scheme is supported by a robust **case for change** that fits with wider public policy objectives
  - the 'economic case' – the scheme demonstrates **value for money**
  - the 'commercial case' – the scheme is **commercially viable**
  - the 'financial case' – the scheme is **financially affordable**
  - the 'management case' – the scheme is **achievable**.
- 18.2 All completed business cases (excluding any commercially sensitive information) will be available to view on the SWLTB's website.

## 19. Value for Money

- 19.1 Proportionate Outline and Full Business Cases must be developed in accordance with the DfT's Transport Analysis Guidance (WebTAG) at the time the business case is submitted to the LTB for consideration (<http://www.dft.gov.uk/webtag/>).
- 19.2 Where applicable, associated transport modelling work should be based on forecasts which are consistent with the definitive version of the DfT's National Trip End Model (NTEM). Alternative planning assumptions may be used and/or required by the SWLTB as sensitivity tests.
- 19.3 Prior to the development of an Outline Business Case, the promoting body will be required to submit an Appraisal Specification Report to the ITA setting out the proposed appraisal and modelling approach to be adopted. In doing so, scheme promoters should make any case for applying WebTAG proportionately.
- 19.4 The officer technical group and ITA will advise on submitted Appraisal Specification Reports and make final recommendations to the SWLTB.
- 19.5 The promoting body will be required to produce a Value for Money (VfM) assessment and statement in line with the DfT's WebTAG (<http://assets.dft.gov.uk/publications/value-for-money-assessments-guidance/vfmguidance.pdf>).
- 19.6 The VfM assessment should provide a Benefit Cost Ratio (BCR) of the scheme using monetised impacts in line with WebTAG. While it is expected that most schemes will need to have a BCR of 2:1 and over to gain approval, account will also be taken of a scheme's wider economic, environmental and social/distributional impacts. This means that a scheme with a low or medium BCR may still be considered for approval if wider objectives provide a compelling case taking into account broader appraisal evidence in relation to:
- Strategic economic benefits.
  - Environmental impacts.
  - Social / Distributional impacts.
- 19.7 Each VfM Assessment and Statement will be signed off as true and accurate by a named officer with responsibility for value for money assessments - the SWLTB will approve the business case based on the VfMS and other evidence as appropriate.
- 19.8 Scheme promoters must monitor and evaluate their scheme's progress in line with the 'standard monitoring' measures set out in the DfT's 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (<http://assets.dft.gov.uk/publications/local-majors-monitoring-evaluation/la-major-schemes-monitoring-evaluation.pdf>). Where applicable, the 'enhanced monitoring' measures should also be utilised.
- 19.9 The monitoring and evaluation process is set out below:



19.10 Agreed Monitoring and Evaluation Plans should be published on the scheme promoter's website. A link will also be included on the SWLTB's website.

## 20. External Views on Business Cases

- 20.1 Outline and Full Business Cases will be published on the SWLTB's website at least three months before a scheme approval decision is made by the SWLTB. Stakeholders and members of the public can make written representations to the SWLTB secretariat on these business cases up to two weeks before the relevant meeting date. Stakeholders and members of the public may be invited to attend the SWLTB meeting to discuss their representation at the discretion of the Chair.
- 20.2 The SWLTB's decision letters to promoters will include specific reference to how business case representations have been taken into account.

## 21. Release of Funding, Cost Control and Approval Conditions

- 21.1 The Accountable Body will not release any funding to the scheme promoter until the Full Business Case has been approved by the SWLTB and the scheme promoter (in the form of the Section 151 officer or equivalent) has accepted the funding and the conditions for its use.
- 21.2 The SWLTB scheme contribution will be capped at the level set out in the award letter; therefore, any cost increases will need to be borne by the scheme promoter.
- 21.3 The scheme promoter will be responsible for submitting financial claim forms (signed by the Section 151 officer or equivalent) to the Accountable Body on a quarterly basis. The SWLTB will agree payment based on a report from the Accountable Body. If the claim differs from the agreed funding profile then the scheme promoter will need to explain this in their submission.
- 21.4 The Accountable Body will undertake regular audits of the financial process by requesting evidence from the scheme promoter that funds are being spent on the

specified capital scheme. The Accountable Body will advise the SWLTB of any concerns or irregularities. The SWLTB reserves the right to suspend funding, or request the return of previous funding payments, if it believes that there is a misuse of funds.

## 22. Programme and Risk Management

22.1 Scheme promoters will be required to provide an initial project programme for each prioritised scheme. The project programme should include estimated timescales for the following:

- Production of business cases
- Completion of associated technical work
- Progress of outline and detailed design
- Statutory orders
- Public consultation
- Procurement
- Construction of scheme.

22.2 The ITA will meet the promoting LTA on an at least quarterly basis to discuss the progress of schemes and contents of the progress reports to be submitted to the Board. The frequency of these meetings will depend on the complexity and scale of the scheme as well as the stage of preparation / construction and any risk issues previously identified.

Scheme and programme risk levels will be closely monitored on a regular basis by the officer technical group including the ITA. The default position will be that the promoting LTA is expected to manage risk within the scheme and its funding envelope. Any significant issues that affect the programme as a whole will be referred to the next Board meeting, including proposed modifications to the programme in the light of scheme progress.

22.3 Potential risks to the delivery to the scheme programme, such as overspend and delays to timescales, must be highlighted. Promoters should also produce and maintain risk registers for their schemes and set out how they will manage potential risks.

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**Candidate Scheme List**

<b>Scheme Type</b>	<b>Scheme Name</b>
Road	A303 Furze Hedge Junction
Road	A303 Stonehenge Improvement
Road	A303 Stonehenge Parker Plan
Road	A303 Winterbourne Stoke Bypass
Road	A338 Britford Diversion
Road	A350 Beanacre Bypass
Road	A350 Chippenham Bypass Dualling
Road	A350 North of Chippenham Dualling
Road	A350 Semington-Melksham Diversion Dualling
Road	A350 West Ashton Relief Road
Road	A350 Westbury Bypass
Road	A350 Yarnbrook Relief Road
Road	A36 Codford to Heytesbury Improvement
Road	A36 Southampton Road Improvement
Road	A36 Wylve Valley Relief Road
Other	A360 Chocolate Poodle Bridge
Package	Amesbury Transport Package
Road	Avebury Bypass
Rail	Bradford North Curve
Road	Bradford on Avon Bypass
Package	Bradford on Avon Transport Package
Road	Bumpers Farm Ind. Est. A350 Link
Road	Calne Eastern Bypass
Package	Calne Transport Package
Rail	Chippenham Station Third Platform
Package	Chippenham Transport Package
Road	Churchfields Ind. Est. A36 Link
Rail	Corsham Station
Package	Corsham Transport Package
Road	Cricklade Southern Relief Road
Road	Devizes Bypass
Road	Devizes Inner Relief Road
Rail	Devizes Parkway Station
Package	Devizes Transport Package
Road	Harnham Relief Road and Brunel Link
Other	Lafarge Rail Freight Facility
Package	Ludgershall & Tidworth Transport Package
Rail	Ludgershall to Andover Rail Line
Road	M4 Junction 16 Improvements
Road	M4 Junction 16a
Package	Malmesbury Transport Package
Rail	Marlborough Station
Package	Marlborough Transport Package
Rail	Melksham Signal Improvements
Package	Melksham Transport Package
Road	MOD Corsham A4 Link
Other	New Burbage Wharf Bridge
Other	New Staverton Bridge

<b>Scheme Type</b>	<b>Scheme Name</b>
Road	Porton Down A338-A30 Link
Rail	Porton Station
Road	Royal Wootton Bassett Bypass
Rail	Royal Wootton Bassett Station
Package	Royal Wootton Bassett Transport Package
Road	Salisbury Bypass
Other	Salisbury Freight Consolidation Facility
Other	Salisbury Rail Freight Facility
Package	Salisbury Transport Package
Rail	Sparcells Station
Other	Station Bridge, Westbury
Rail	Staverton Station
Other	Strategic Bus Network Package
Rail	Swindon-Cricklade Heritage Line
Rail	Thingley West Curve
Package	Trowbridge Transport Package
Package	Warminster Transport Package
Rail	Westbury Additional Platform
Other	Westbury Rail Freight Facility
Package	Westbury Transport Package
Rail	White Horse Business Park Station
Rail	Wilton Station



**Results of Scheme Sifting – Step One**

<b>Scheme Name</b>	<b>Is the estimated capital cost or gap less than £25m?</b>	<b>Are any revenue costs likely to be fundable?</b>	<b>Is the scheme deliverable within funding timescales?</b>
A303 Furze Hedge Junction A303	✓	✓	✓
A303 Stonehenge Improvement	x	✓	x
A303 Stonehenge Parker Plan	x	✓	x
A303 Winterbourne Stoke Bypass	x	✓	x
A338 Britford Diversion	✓	✓	x
A350 Beanacre Bypass	x	✓	x
A350 Chippenham Bypass Dualling	✓	✓	✓
A350 North of Chippenham Dualling	✓	✓	✓
A350 Semington-Melksham Diversion Dualling	✓	✓	✓
A350 West Ashton Relief Road	✓	✓	✓
A350 Westbury Bypass	x	✓	x
A350 Yarnbrook Relief Road	✓	✓	✓
A36 Codford to Heytesbury Improvement	✓	✓	✓
A36 Southampton Road Improvement	✓	✓	✓
A36 Wylve Valley Relief Road	x	✓	x
A360 Chocolate Poodle Bridge	✓	✓	✓
Amesbury Transport Package	✓	x	✓
Avebury Bypass	x	✓	x
Bradford North Curve	✓	✓	x
Bradford on Avon Bypass	x	✓	x
Bradford on Avon Transport Package	✓	x	✓
Bumpers Farm Ind. Est. A350 Link	✓	✓	✓
Calne Eastern Bypass	x	✓	x
Calne Transport Package	✓	x	✓
Chippenham Station Third Platform	✓	✓	x
Chippenham Transport Package	✓	✓	x
Churchfields Ind. Est. A36 Link	✓	✓	x
Corsham Station	✓	✓	✓
Corsham Transport Package	✓	x	✓
Cricklade Southern Relief Road	✓	✓	x
Devizes Bypass	x	✓	x
Devizes Inner Relief Road	x	✓	x
Devizes Parkway Station	✓	✓	x
Devizes Transport Package	✓	✓	x
Harnham Relief Road and Brunel Link	x	✓	x
Lafarge Rail Freight Facility	✓	x	✓
Ludgershall & Tidworth Transport Package	✓	x	✓
Ludgershall to Andover Rail Line	✓	x	x
M4 Junction 16 Improvements	✓	✓	✓
M4 Junction 16a	x	✓	x
Malmesbury Transport Package	✓	x	✓
Marlborough Station	✓	✓	x
Marlborough Transport Package	✓	x	✓

<b>Scheme Name</b>	<b>Is the estimated capital cost or gap less than £25m?</b>	<b>Are any revenue costs likely to be fundable?</b>	<b>Is the scheme deliverable within funding timescales?</b>
Melksham Signal Improvements	✓	✓	✓
Melksham Transport Package	✓	x	✓
MOD Corsham A4 Link	✓	✓	x
New Burbage Wharf Bridge	✓	✓	x
New Staverton Bridge	✓	✓	x
Porton Down A338-A30 Link	x	✓	x
Porton Station	✓	✓	x
Royal Wootton Bassett Bypass	x	✓	x
Royal Wootton Bassett Station	✓	✓	✓
Royal Wootton Bassett Transport Package	✓	x	✓
Salisbury Bypass	x	✓	x
Salisbury Freight Consolidation Facility	✓	x	✓
Salisbury Rail Freight Facility	✓	x	✓
Salisbury Transport Package	✓	✓	x
Sparcells Station	✓	✓	x
Station Bridge, Westbury	✓	✓	✓
Staverton Station	✓	✓	x
Strategic Bus Network Package	✓	x	✓
Swindon-Cricklade Heritage Line	✓	✓	x
Thingley West Curve	✓	✓	x
Trowbridge Transport Package	✓	✓	x
Warminster Package	✓	x	✓
Westbury Additional Platform	✓	✓	✓
Westbury Rail Freight Facility	✓	x	x
Westbury Transport Package	✓	x	✓
White Horse Business Park Station	✓	✓	x
Wilton Station	✓	✓	✓

Note: Shading indicates a scheme taken forward to Step Two of the sifting process.

**Scheme Sift - Step Two Criteria**

<b>Criteria</b>	<b>Issues</b>	<b>Overall Score</b>	<b>Weighting (Total Max 100)</b>
Scale of scheme impact	<ul style="list-style-type: none"> <li>To what extent does the scheme address the identified problems? What would happen if the scheme wasn't funded?</li> <li>What would be the scale of any undesirable consequences? Could these be mitigated?</li> <li>What is the (estimated) VfM or BCR of the scheme and what is this based on?</li> </ul>	Very High (5) High (4) Moderate (3) Low (2) Minimal (1)	10
Fit with strategic objectives	<ul style="list-style-type: none"> <li>How does the scheme fit with national and local objectives?</li> <li>How does the scheme fit with other proposals in the area (e.g. Highway Agency, Network Rail or City Deal plans)?</li> </ul>	Excellent (5) Good (4) Reasonable (3) Low (2) Poor (1)	20
Contribution to economic and development growth	<ul style="list-style-type: none"> <li>Will the scheme contribute to the creation of new jobs and the retention of existing jobs in the SWLEP area (e.g. improved access to allocated employment site, employment growth evidence from local plan process, etc)?</li> <li>Will the scheme provide access solutions to help deliver economic and development growth in key centres, corridors and sectors (e.g. improved access to allocated housing site, housing growth evidence from local plan process, etc)?</li> <li>Will the scheme maintain or improve journey time reliability on key routes to and within the SWLEP area (e.g. evidence from surveys, models, etc)?</li> </ul>	Very High (5) High (4) Moderate (3) Low (2) Minimal (1)	30

Criteria	Issues	Overall Score	Weighting (Total Max 100)
	<ul style="list-style-type: none"> <li>Number of jobs created (as shown in the Local Plan evidence)?</li> <li>Number of houses delivered (as shown in Local Plan evidence)?</li> <li>Ease congestion journey time savings (from WebTAG compliant modelling)?</li> </ul>		
Environmental and community impacts	<ul style="list-style-type: none"> <li>Will the scheme contribute to an overall reduction in carbon emissions (tonnes of carbon)?</li> <li>What is likely to be the scheme's overall impact on the local built and natural environment?</li> <li>Will the scheme deliver improved accessibility to key services, facilities and employment sites?</li> <li>Will the scheme provide opportunities to improve health and road safety in the local area?</li> </ul>	Significant Positive (5) Positive (4) Neutral (3) Adverse (2) Significant Adverse (1)	20
Broad deliverability assessment	<ul style="list-style-type: none"> <li>What are the key risks to cost? Are there other significant funding streams available?</li> <li>What are the key risks to programme? Is the scheme practically feasible? What is the quality of the supporting evidence?</li> <li>What are the key risks to acceptability? Does the scheme have public/stakeholder support?</li> </ul>	Very Low Risk (5) Low Risk (4) Medium Risk (3) High Risk (2) Very High Risk (1)	20

Scoring example: an overall score of 3 (moderate) against the 'Contribution to economic and development growth' criterion would result in a weighted score of 18 (i.e. 3x6).

**Results of Scheme Sift – Step Two**

<b>Scheme</b>	<b>A303 Furze Hedge Junction Improvement</b>
Brief Description	Safety measures and junction improvements on A303/A350 at Furze Hedge junction.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to produce a moderate (-40%) to significant (-90%) reduction in accidents depending on which option is implemented. Further scheme assessment work would establish any undesirable consequences and mitigation requirements.	4	8
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives.	3	12
Contribution to economic and development growth	While the A303 is a key corridor, the strategy for the Mere Community Area is to only provide for limited housing (250 houses) and employment growth (3ha of employment land). The scheme will reduce the number of incidents at the junction resulting in some positive impacts on journey time reliability.	1	6
Environmental and community impacts	The scheme should have a positive impact on the number of KSIs. While there would be some landscape impacts, this is considered to be limited.	3	12
Broad deliverability assessment	The Highways Agency has produced an options assessment report which identified implementation issues and risks typical of the scheme type. Some limited stakeholder/public consultation has been undertaken. Potential for Highways Agency to fund (part of) scheme costs which range up to £2.2m.	4	16
<b>Total Scores</b>		<b>15</b>	<b>54</b>

<b>Shortlist: No</b>	While the scheme has positive impacts on road safety, it has only limited benefits for other key objectives.
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<b>Scheme</b>	<b>A350 Chippenham Bypass Dualling</b>
Brief Description	Dualling of the A350 Chippenham Bypass with a High Occupancy Vehicle (HOV) / Heavy Goods Vehicle (HGV) lane.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a moderate impact given incorporation of HOV/HGV lane and ongoing delays at some junctions and on some local links to/from A350. Any undesirable scheme consequences are considered to be limited.	3	6

Criteria	Issues	Overall Score	Weighted Score
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Also has a good fit with the emerging Wiltshire Core Strategy and proposed City Deal.	4	16
Contribution to economic and development growth	Improves a strategically important road which will improve journey time reliability and help support significant development growth along the A350 corridor particularly in Chippenham (4,000 houses and 26.5ha of employment land). HOV/HGV lane provides for improved efficiency in freight movements.	4	24
Environmental and community impacts	Environmental and landscape impacts are anticipated to be relatively limited given existing land and structures provision. HOV/HGV lane should encourage car sharing and facilitate bus/coach movements with resultant limited positive impacts on carbon emissions.	3	12
Broad deliverability assessment	Possible resistance to designation of HOV/HGV lane. Land and structures already in place. Some related modelling undertaken as part of Chippenham Transport Strategy. Relatively high scheme cost (estimated at £26.75m in 2009) but opportunity to utilise developer contributions via CIL.	4	16
<b>Total Scores</b>		<b>18</b>	<b>74</b>

<b>Shortlist: Yes</b>	The scheme would improve the strategically important A350 and support significant economic and development growth in Chippenham. Land and structures are already in place so facilitating implementation.
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Scheme	A350 North of Chippenham Dualling
Brief Description	Widening and junction improvements on the A350 between Jackson's Lane and the Badger Roundabout.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a significant impact in reducing journey times and improving journey time reliability on the section of the A350 between the Jackson's Lane and the Badger Roundabout. Very high Benefit Cost ratio of 14.6. Any undesirable scheme consequences are considered to be limited.	5	10
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Also has a good fit with the emerging Wiltshire Core Strategy and proposed City Deal.	4	16
Contribution to economic and development growth	Will help unlock potential development at north Chippenham (750 houses and 2.5ha of employment land) and south west Chippenham (800 houses and 18ha of employment land)	5	30

Criteria	Issues	Overall Score	Weighted Score
	strategic site allocations. Significant journey time (1½ minutes cut from average journey) and journey reliability benefits. Estimated £3.9m GVA added to local economy through creation of additional jobs.		
Environmental and community impacts	An initial environmental impacts assessment has concluded that there would be no significant biodiversity, heritage or air quality impacts and only slight adverse landscape and noise impacts. There would also be a reduction in greenhouse gas emissions.	3	12
Broad deliverability assessment	Study undertaken by Council's term consultant, Atkins, in February 2013 to support application to Government's Pinch Point fund. No significant anticipated delivery issues. Estimated outturn cost of £2.722m.	5	20
<b>Total Scores</b>		<b>22</b>	<b>88</b>

<b>Shortlist: Yes</b>	The scheme is deliverable within an immediate and short timescale, and demonstrates strong highway network benefits which will help support local economic and development growth.
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<b>Scheme</b>	<b>A350 Semington-Melksham Diversion Dualling</b>
Brief Description	Dualling of the A350 between Semington and Melksham.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have only a minor benefit given current traffic conditions on this section of the A350. Any undesirable scheme consequences are considered to be limited in scale.	2	4
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives.	3	12
Contribution to economic and development growth	While the scheme is along the strategically important A350 and adjacent to the Principal Employment Areas of the Bowerhill Industrial Estate and Hampton Business Park (with 6ha of employment land allocated in the emerging Wiltshire Core Strategy), its benefits are considered to be limited given current traffic conditions.	2	12
Environmental and community impacts	Environmental and landscape impacts are anticipated to be relatively limited given existing land and structures provision.	3	12
Broad deliverability assessment	No consultation or study has been undertaken; however, the scheme should not present any significant technical difficulties.	4	16
<b>Total Scores</b>		<b>14</b>	<b>56</b>

<b>Shortlist: No</b>	Given existing traffic conditions on this section of the A350, it is considered that the scheme would not have any significant benefits.
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<b>Scheme</b>	<b>A350 West Ashton Relief Road</b>
Brief Description	An offline carriageway improvement scheme running north of the existing A350.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a significant impact on current and future traffic conditions on the A350 locally. Further scheme assessment work would establish any undesirable consequences and mitigation requirements.	4	8
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Scheme also fits well with the emerging Wiltshire Core Strategy.	3	12
Contribution to economic and development growth	Aids delivery of the Ashton Park Urban Extension (2,600 houses and 15 of employment land) and improves journey time reliability on the strategic A350 (up to 5 minutes cut from peak hour journey time) with positive regeneration benefits for the whole corridor.	4	24
Environmental and community impacts	Increased greenhouse gas emissions due to induced traffic and embedded carbon. Some adverse landscape impacts.	2	8
Broad deliverability assessment	Options assessment report included in Wiltshire Core Strategy document suite. General support from local parish councils. Estimated scheme cost of £6m.	4	16
<b>Total Scores</b>		<b>17</b>	<b>68</b>

<b>Shortlist: Yes</b>	The scheme is identified as a key infrastructure requirement for the delivery of the Ashton Park Urban Extension.
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<b>Scheme</b>	<b>A350 Yarnbrook Relief Road</b>
Brief Description	A new single carriageway link road between the A363 and A350.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a significant impact on current and future traffic conditions on the A350 locally. Further scheme assessment work would establish any undesirable consequences and mitigation requirements.	4	8
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Scheme also fits well with the emerging Wiltshire Core Strategy.	3	12
Contribution to economic and development growth	Aids delivery of the Ashton Park Urban Extension (2,600 houses and 15 of employment land) and improves journey time reliability on the strategic A350 (up to 5 minutes cut from peak hour journey time) with positive regeneration benefits for the whole corridor.	5	30



Criteria	Issues	Overall Score	Weighted Score
Environmental and community impacts	Increased greenhouse gas emissions due to induced traffic and embedded carbon. Some adverse landscape impacts. Positive benefits for the local community in Yarnbrook.	3	12
Broad deliverability assessment	Options assessment report included in Wiltshire Core Strategy document suite. General support from local parish councils. Estimated scheme cost of £6m.	4	16
<b>Total Scores</b>		<b>19</b>	<b>78</b>

<b>Shortlist: Yes</b>	The scheme identified as a key infrastructure requirement for the delivery of the Ashton Park Urban Extension.
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Scheme	A36 Codford to Heytesbury Improvement
Brief Description	Approximately 4 kms of new single carriageway (with two roundabouts or signal controlled junctions) to replace existing sub-standard A36 route between Codford and Heytesbury.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to fully address identified issues of sub-standard junctions and poor accident record. Adverse consequences on Cranbourne Chase AONB and potential mitigation measures would need to be reassessed. The scheme was rejected by the DfT in 2004 because "...the scheme's performance against the Department's appraisal criteria is not strong..." (BCR=1.5 and VfM='Poor').	3	6
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Not well related to development growth in emerging Wiltshire Core Strategy.	2	8
Contribution to economic and development growth	Some limited positive impacts on journey time reliability on key strategic route (through better road alignment and reduced level of incidents). However, scheme is not well related to development growth in emerging Wiltshire Core Strategy.	2	12
Environmental and community impacts	Strong positive impact on road safety. Embedded carbon in scheme construction and adverse landscape impacts in AONB.	2	8
Broad deliverability assessment	Previous preliminary design work undertaken in early 2000s – needs to be updated. Likely to be adverse consultation response given AONB impacts. Scheme cost estimated at £8.2m in 2001.	3	12
<b>Total Scores</b>		<b>12</b>	<b>46</b>

<b>Shortlist: No</b>	While the scheme has strong positive impacts on road safety, it has only limited benefits for other key objectives.
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<b>Scheme</b>	<b>A36 Southampton Road Improvement</b>
Brief Description	Dualling the A36 from the Bourne Way Roundabout to College Roundabout with capacity improvements at the Bourne Way Roundabout.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a significant impact on traffic congestion/reliability on A36 link although somewhat dependent on operation of College Roundabout. Any undesirable scheme consequences are considered to be limited.	4	8
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Scheme also fits well with the emerging Wiltshire Core Strategy.	3	12
Contribution to economic and development growth	Positive impact on journey time reliability along a congested section of the strategically important A36 leading into the Principal Settlement of Salisbury where 6,060 houses and 29ha of employment land are proposed to 2026.	5	30
Environmental and community impacts	Potential for there to be both positive (e.g. improved Park & Ride service) and negative (e.g. reduced cycling provision) impacts.	3	12
Broad deliverability assessment	Problems and options considered in South Eastern Approaches Study produced in 2002. Ability for flexibility in scheme implementation (e.g. bus only lane, tidal lane, etc). There are a number of risks e.g.: land acquisition or need to utilise non-standard solutions; lack of realistic capacity options for College Roundabout. Possible (additional) funding through Highways Agency 'Pinch Point' programme.	2	8
<b>Total Scores</b>		<b>17</b>	<b>70</b>

<b>Shortlist: Yes</b>	Although there are a number of uncertainties and risks, the scheme would help address congestion problems on a key section of the A36 and help support the growth of Salisbury.
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<b>Scheme</b>	<b>A360 Chocolate Poodle Bridge</b>
Brief Description	Lowering the carriageway under the bridge by 750mm to provide a headroom of 16' 6" and a reduced speed limit of 40 mph.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	The scheme would enable standard height HGVs to pass under the bridge thus removing the requirement for a diversion route through Great Cheverell. However, the scheme may attract additional HGV movements to A360.	4	8

Criteria	Issues	Overall Score	Weighted Score
Fit with strategic objectives	Low fit with national transport goals and LTP3 objectives. Not well related to development growth in emerging Wiltshire Core Strategy.	1	4
Contribution to economic and development growth	Limited positive impacts on journey times and reduced level of incidents. However, the scheme is not well related to significant development growth or the advisory freight network.	1	6
Environmental and community impacts	Positive impacts on community severance through Great Cheverell but these would be partly offset by the reallocation and potential increase of HGVs on the A360.	4	16
Broad deliverability assessment	Options report produced by Council's previous term consultant, Mouchel, in 2011. Likely split consultation response depending on location. Key risks include costs associated with carriageway lowering (e.g. statutory utilities) and impact on A360 HGV traffic.	2	8
<b>Total Scores</b>		<b>12</b>	<b>42</b>

<b>Shortlist: No</b>	While the scheme may have an overall positive community impact, it is not well related to key strategic factors such as development growth or the advisory freight network.
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Scheme	Bumpers Farm Ind. Est. A350 Link
Brief Description	A new link road and junction from the Bumpers Farm Ind. Est. to West Cepen Way on the A350 Chippenham Bypass.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	While the scheme would improve access to the Bumpers Farm Ind. Est., this may not in itself be enough to encourage firms to either expand or relocate. By introducing another junction, the scheme may cause additional delays or incidents on the strategically important A350.	2	4
Fit with strategic objectives	Low fit with national transport goals and LTP3 objectives. Links in with identification of Bumpers Farm Ind. Est. as a Principal Employment Area in the emerging Wiltshire Core Strategy.	2	8
Contribution to economic and development growth	The new link will improve access to an identified Principal Employment Area which may help support the retention and expansion of firms. However, in doing so, the scheme may increase delays and incidents on the strategically important A350.	3	18

Criteria	Issues	Overall Score	Weighted Score
Environmental and community impacts	Given the location and nature of the scheme, there are expected to be only limited environmental impacts. The new junction on the A350 may increase the number of incidents.	3	12
Broad deliverability assessment	While there are unlikely to be any significant technical implementation difficulties, no detailed assessment or consultation work has been undertaken.	3	12
<b>Total Scores</b>		<b>13</b>	<b>54</b>

<b>Shortlist: No</b>	While the scheme will improve access to the Bumpers Farm Ind. Est., it is considered that this may only have a limited impact on encouraging firms to either expand or relocate. Furthermore, the scheme may lead to increased delays and incidents on the strategically important A350.
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Scheme	Corsham Station
Brief Description	Construction of a railway station with two platforms and associated station facilities.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	In association with a suitable rail service, the scheme would significantly improve sustainable travel options to/from Corsham. Given typical rural rail modes shares, however, the impact on traffic volumes and journey time reliability would be more limited. Any undesirable scheme consequences are considered to be limited. Benefit cost ratio estimated at 2.58 in October 2000.	3	6
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Also a good fit with City Deal proposal given location of MOD Corsham site. Included as an element in the Bristol Metro proposals.	4	16
Contribution to economic and development growth	Improves transport options, connectivity and resilience. Contributes to the realisation of City Deal objectives. Can help facilitate sustainable development growth although this is relatively low in Corsham area (1,050 houses and 6ha of employment land).	4	24
Environmental and community impacts	Provides an alternative sustainable transport option for the local community. Supports modal shift from the private car and generally encourages walking/cycling at trip ends.	4	16
Broad deliverability assessment	Included in emerging Wiltshire Core Strategy (including relevant saved policy from North Wilts Local Plan). Previous scheme assessment undertaken in 2000. Key risk is failure to secure a suitable stopping train	2	8

Criteria	Issues	Overall Score	Weighted Score
	service. Estimated scheme cost of £4m (2002).		
<b>Total Scores</b>		<b>17</b>	<b>70</b>

<b>Shortlist: Yes</b>	While there is uncertainty regarding a suitable stopping train service, the scheme otherwise demonstrates strong attributes including linkages with the City Deal and the Bristol Metro proposals.
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Scheme	M4 Junction 16 Improvements
Brief Description	New dedicated roundabout lanes and additional lanes on the eastbound and westbound slip roads.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Expected to have a significant impact on addressing peak hour capacity constraints. Nature of undesirable consequences to be established through environmental assessment.	5	10
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Good synergy with both Swindon and Wiltshire core strategies, and City Deal given proposal to create a new defence training college at former RAF Lyneham.	4	16
Contribution to economic and development growth	Scheme identified as essential to unlocking planned housing and employment development growth in north Wiltshire and Swindon including 4,500 houses and associated employment land at Southern Development Area. Positive impacts on journey time reliability.	5	30
Environmental and community impacts	Likely need for screening assessment potentially leading to a full Environmental Impact Assessment.	2	8
Broad deliverability assessment	Scheme design well developed but continues to attract strong opposition locally. Current planning permission for Southern Development Area (Wichelstowe) has obligation to construct scheme prior to occupation of 1100 houses (current total stands at 500) – however, there are questions regarding the viability of this position.	2	8
<b>Total Scores</b>		<b>18</b>	<b>72</b>

<b>Shortlist: Yes</b>	The scheme is viewed as being essential to unlocking the planned housing and employment growth in the local area.
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<b>Scheme</b>	<b>Melksham Signal Improvements</b>
Brief Description	Installation of intermediate signals on the single track rail line through Melksham.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Would have a significant impact on addressing capacity constraints on the single track line through Melksham. Any undesirable consequences are considered to be limited.	4	8
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Supports the strategic role of the A350 corridor set out in the emerging Wiltshire Core Strategy. Anticipated to provide rail industry operational benefits including the aspiration for an hourly Trans Wilts service.	4	16
Contribution to economic and development growth	In association with a suitably enhanced Trans Wilts train service, the scheme would have positive impacts on connectivity, reliability and resilience which would help support economic and development growth along the A350 corridor and particularly in Melksham (1,930 houses to 2026). The scheme would also provide rail industry operational benefits.	4	24
Environmental and community impacts	Should help encourage and facilitate a more frequent Trans Wilts service which would encourage modal shift and reduce carbon emissions.	3	12
Broad deliverability assessment	Only a high level assessment has been undertaken by Network Rail and the scheme is not currently programmed. A key risk for the Council would be the failure to secure an hourly train service.	1	4
<b>Total Scores</b>		<b>16</b>	<b>64</b>

<b>Shortlist: No</b>	While the scheme would help support economic and development growth and address capacity issues on the rail network along the A350 corridor, it is considered that in the absence of an hourly Trans Wilts service, the scheme should be primarily lead and funded by Network Rail in view of its potential wider rail industry benefits.
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<b>Scheme</b>	<b>Royal Wootton Bassett Station</b>
Brief Description	Construction of a railway station with two platforms and associated station facilities.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	In association with a suitable stopping rail service, the scheme would significantly improve sustainable travel options to/from Royal Wootton Bassett. However, the impact on overall traffic volumes and journey time	3	6

Criteria	Issues	Overall Score	Weighted Score
	reliability would probably be limited.		
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Also a good fit with City Deal given proposal to create a new defence training college at former RAF Lyneham.	4	16
Contribution to economic and development growth	Improves transport options, connectivity and resilience. Contributes to the realisation of City Deal objectives. Can help facilitate sustainable development growth although this is relatively low in Royal Wootton Bassett area (920 houses and 3.7ha of employment land).	4	24
Environmental and community impacts	Provides an alternative sustainable transport option for the local community. Supports modal shift from the private car and generally encourages walking/cycling at trip ends.	4	16
Broad deliverability assessment	Included in emerging Wiltshire Core Strategy (including relevant saved policy from North Wilts Local Plan). Some unresolved questions regarding site location. Key risk is failure to secure and provide line capacity for a suitable stopping train service (anticipated to be Trans Wilts improved service).	2	8
<b>Total Scores</b>		<b>17</b>	<b>70</b>

<b>Shortlist: Yes</b>	While there is uncertainty regarding a suitable stopping train service, the scheme otherwise demonstrates strong attributes including with the City Deal proposals.
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Scheme	Station Bridge, Westbury
Brief Description	Strengthening of bridge from its current 7.5t load bearing weight up to 40t using a composite deck solution.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	Strengthening the bridge to a load bearing weight of 40t would improve HGV access to existing and proposed local employment sites. However, in doing so, the scheme would alter current HGV patterns of movement in Westbury with resultant changed local community impacts.	3	6
Fit with strategic objectives	Reasonable fit with national transport goals and LTP3 objectives. Complements Wiltshire Core Strategy desire for Westbury to be a key location for delivering economic development in Wiltshire.	4	16
Contribution to economic and development growth	Provides improved access to existing Principal Employment Areas (West Wilts Trading Estate and Brook Lane & Northacre Trading Estate) and a proposed strategic employment land allocation at Mill Lane, Hawkridge (14.7ha).	3	18

Criteria	Issues	Overall Score	Weighted Score
	However, overall, scheme is considered to provide only limited journey time savings.		
Environmental and community impacts	Will result in some redistribution of environmental and community impacts as a result of changed HGV trip patterns.	3	12
Broad deliverability assessment	Council's former term consultant, Mouchel, produced a feasibility report in 2012. Key significant risks include an accurate cost estimate (e.g. due to track access requirements and utility services management) and consultation objections from the local community.	2	8
<b>Total Scores</b>		<b>15</b>	<b>60</b>

<b>Shortlist: No</b>	While the scheme would improve access to key employment sites this is considered to be of limited benefit particularly in view of redistributed environmental and community impacts.
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<b>Scheme</b>	<b>Westbury Additional Platform</b>
Brief Description	Creation of an island platform including a new platform line.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	The additional capacity created by the scheme should benefit both passenger and freight services. Any undesirable scheme consequences are considered to be limited.	4	8
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Would help support the strategic role of the A350 corridor set out in the emerging Wiltshire Core Strategy. Included in Great Western Route Utilisation Strategy.	4	16
Contribution to economic and development growth	Reduces delays and provides additional capacity (estimated recovery of 70% of reactionary delay minutes equating to 27 minutes per day). Helps support economic and development growth in Westbury (1,290 houses and 18.5ha of employment land) and along the A350 corridor. The scheme would also provide rail industry operational benefits.	3	18
Environmental and community impacts	Quicker and more reliable train journeys should encourage modal shift.	3	12
Broad deliverability assessment	Business case undertaken and option included in Great Western RUS. Network Rail has more recently undertaken a GRIP2 feasibility study (details requested).	4	16
<b>Total Scores</b>		<b>18</b>	<b>70</b>

<b>Shortlist: Yes</b>	The proposed scheme is included in the Great Western RUS and would address a capacity constraint around the Westbury station area which is an important rail interchange.
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<b>Scheme</b>	<b>Wilton Station</b>
Brief Description	Construction of a railway station with two platforms and associated station facilities.

Criteria	Issues	Overall Score	Weighted Score
Scale of scheme impact	In association with a suitable stopping rail service, the scheme would improve sustainable travel options to/from Wilton. In doing so, it will help ease congestion on the A36 and support development growth in the local area. Any undesirable scheme consequences are considered to be limited.	3	6
Fit with strategic objectives	Good fit with national transport goals and LTP3 objectives. Also a good fit with emerging Wiltshire Core Strategy.	4	16
Contribution to economic and development growth	Would improve local transport options, connectivity and resilience. Well related to two strategic site allocations (Fugglestone Red (1,250 houses and 8ha of employment land) and UK Land Forces Headquarters (450 houses and 3ha of employment land)) in emerging Wiltshire Core Strategy. Potential positive impact on congestion on the A36.	4	24
Environmental and community impacts	Supports modal shift from the private car and improves accessibility for all. Would enable an interchange function with the adjacent Wilton P&R site and generally encourages walking/cycling at trip ends.	4	16
Broad deliverability assessment	Halcrow feasibility report issued in 2003. Key risk is failure to secure a suitable stopping train service. Estimated scheme cost of £3.87m (July 2000).	3	12
<b>Total Scores</b>		<b>18</b>	<b>74</b>

<b>Shortlist: Yes</b>	While there is some uncertainty regarding a suitable stopping train service, the scheme otherwise demonstrates strong attributes.
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**Wiltshire Council**

**Cabinet**

**21 May 2013**

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**Subject:               The New Highways and Streetscene Contract**

**Cabinet Member:   To be appointed**

**Key Decision:       No**

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## **Executive Summary**

Since 2009 the Council's highways and streetscene functions have been delivered by three separate contracts and an element of in-house provision. Following a review of the service it was agreed in March 2012 that tenders should be invited for a new Highways and Streetscene Contract.

In December 2012 the Local Highways and Streetscene Contract was awarded to Balfour Beatty Living Places. Since then, preparations have been underway for the transition to the new contract, including the transfer of staff and operatives to the new supplier for the contract start on 1 June 2013.

One of the major innovations with the new contract is the creation of Community Teams to build on the success of the existing Parish Steward scheme, and to provide a more responsive service with a single point of contact through the Community Co-ordinators.

Preparations for the new contract are proceeding well. The management of the transition process to the new contract by a multi-discipline team, with the active involvement of the Balfour Beatty Living Places, has significantly reduced the risks associated with the start of this contract.

## **Proposal**

**That the contents of this report and the progress made on preparing for the start of the new Highway and Streetscene contract on 1 June 2013 be noted.**

## **Reasons for Proposal**

- (i) The new Highways and Streetscene Contract offers opportunities for further efficiencies in future years, and for achieving service improvements from economies of scale, innovations and by incentivising the contractor.

- (ii) There are significant benefits that a major contractor such as Balfour Beatty Living Places can bring to the Council, including the provision of a new fully integrated communication system to provide a more responsive service to customers and deliver efficient operation.

**Parvis Khansari**  
**Service Director**  
**Highways and Transport**

**Mark Smith**  
**Service Director**  
**Neighbourhood Services**

**Wiltshire Council**

**Cabinet**

**21 May 2013**

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**Subject: The New Highways and Streetscene Contract**

**Cabinet Member: To be appointed**

**Key Decision: No**

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**Purpose of Report**

1. This report is to update Cabinet regarding the mobilisation of the new Highway and Streetscene contract which commences on 1 June 2013.

**Background**

2. On 18 December 2012 Cabinet approved the award of the Highways and Streetscene Contract to Balfour Beatty Living Places. The new contract starts on 1 June 2013 and brings together the previous highways, street lighting and streetscene provision into one contract. The contract period is for five years, with a possible two year extension subject to suitable performance.
3. The Highway and Streetscene Contract is likely to have an annual value of over £27 million. There is a separate Highways Consultancy Contract which was awarded to Atkins and started on 1 December 2012. This has a value of approximately £4 million annually, and provides professional design and specialist technical services in connection with roads and bridges.
4. Both contracts use the 'New Engineering Contract' (NEC3) form of contract, which is a family of contracts that facilitates the implementation of sound project management principles and practices, as well as defining legal relationships. The implementation of NEC3 contracts has resulted in major benefits for projects both nationally and internationally in terms of time, cost savings and improved quality.
5. It is anticipated that the new Highway and Streetscene Contract will deliver cost savings with the potential for ongoing efficiencies in future years, whilst providing a number of operational improvements in key areas.

## The New Contract

6. The new contract will combine the services currently provided by the three different contractors and those provided by the in-house team. The main services to be provided under the new contract include:
  - Local Highways and Streetscene – Street cleansing, litter picking, grass cutting, maintenance of public open space, Parish Steward service, footway and carriageway repairs, potholes, gully emptying, road markings and signing.
  - Highways Major Maintenance – Road resurfacing, surface dressing, road reconstruction, footway surfacing, road improvements and schemes.
  - Weather and Emergency response – Winter gritting, grit bins, response to flooding, emergency response to incidents on the highway.
  - Bridges and Structures – Bridge strengthening and repair, maintenance of retaining walls and other highway structures.
  - Street Lighting – Maintenance of lighting, replacement of damaged units, new street lighting and improvements.
  - Drainage and Flood Alleviation – Drainage surveys, improvements and flood protection works.
  - Vehicle Maintenance – Maintenance of the winter gritting fleet.
7. The new contract was awarded taking into account quality and price considerations. Five tenders were received, and that submitted by Balfour Beatty Living Places was assessed as being the best overall. The company is a leading provider of highways, street lighting and maintenance. They currently manage and maintain over 27,000 kilometres of the local and strategic road network nationally, and look after 567,000 street lights in the UK. Balfour Beatty employs over 50,000 people around the world.

## The Community Team

8. A major innovation with the new contract is the creation of Community Teams. This is a new concept for the Local Highway and Streetscene local services, which includes pot hole filling, grass cutting, litter collection, bin emptying, and routine highways maintenance. The service will be provided by a team of stewards located in each community area, and will build on the success of the existing Parish Steward scheme.
9. The benefits will include:
  - (a) An increase in the scope of activities undertaken by the stewards to cover all the Local Highway and Streetscene duties, allowing a greater range of services to be provided locally.

- (b) Previously there were a maximum of two Parish Stewards in any given community area, now there will be a team of a minimum of four stewards, increasing the visibility of the Council in the community.
  - (c) The stewards will now be responsible for Wiltshire Council amenity land as well as highway land.
  - (d) All the teams will operate on a 'Find and Fix' philosophy, so that when issues are identified they can be resolved immediately where possible. This will remove duplication and the waste of different operatives visiting the same site, and it will ultimately reduce the time taken to deal with issues.
10. A new Local Highway and Streetscene client structure was introduced in March 2013. The new structure follows the philosophy of having a single point of contact for all Local Highways and Streetscene Services for each community area. This will provide a robust, transparent client structure with clear lines of responsibility, accountability and authority for both external and internal stakeholders.
  11. The Community Co-ordinator will be an empowered local client officer for all Local Highway and Streetscene services. This will allow local priorities to be considered and greater involvement by the town and parish councils. For example, it could allow community groups to work with the Community Co-ordinator to identify changes in maintenance schedules. This could include reducing grass cutting to allow the growth of wild flowers, or moving litter picking areas from one location to another to better meet the demands of the local area.
  12. The new arrangement builds on the work by the Council to increase community involvement and support initiatives such as the Britain in Bloom events. There is the potential for local groups to improve private land, and for the community teams to address all issues on highways and streetscene land resulting in improvements to the whole area.
  13. Technical support for the Community Co-ordinators will be provided by Engineers who will be Council staff, each covering two community areas. The Engineers will liaise regularly with the Community Area Boards and the Community Area Board Transport Groups (CATGs).
  14. It is proposed that enquiries from members of the public will go directly to the local highways office or Clarence team, and customers will also be able to enter details of defects on the Wiltshire web portal or via a mobile phone App. The contractor's operatives undertaking work will also be able to report directly into the system, taking before and after photographs, and providing information through the system to the customer. The opportunity is also being taken to provide more information through the Council's website, allowing stakeholders to be advised of reported issues, activities undertaken, and live updates of actions on the ground.

## **Current Position**

15. Since the contract award in December the mobilisation for the new contract has been taking place with the support of a Project Team involving Balfour Beatty, Atkins and Council officers. The contract management processes and performance indicators were set out in the contract documentation and have been developed in more detail during the mobilisation period.
16. The mobilisation includes the preparations for the transfer of staff from existing service suppliers, including from the Council on 1 June 2013. Preparations are being made to enable Balfour Beatty Living to operate out of the Council's depots at Devizes (Kennet House), Chippenham (Bath Road), Melksham (Bowerhill) and Salisbury (Churchfields and Wilton). To facilitate operations a shared telephone system is being installed for both client and contractor usage.
17. The contract will provide improvements in the way that information on highway and streetscene matters is reported to Members and the public through the Council's website, and will provide new means of reporting problems and defects, including use of a new App, which will be rolled out during the first months of the contract.
18. The mobilisation has proceeded smoothly, and the identified risks have been managed, especially with regard to the handover to the new service supplier.

## **Environmental and Climate Change Considerations**

19. The Council has a target to reduce its carbon footprint by 20% by 2013/14 and an aspiration to achieve a 50% reduction by 2020. The new contract includes a requirement for the contractor to both accurately report emissions and seek to reduce them in line with targets set out in the Council's Business Plan. With the increasing cost of fuel and Carbon Reduction Commitments (CRC) allowances this approach has the potential to improve the sustainability of the contract and avoid exposure to increased costs in the future.
20. The Council is coordinating production of a three way Joint Sustainability Action Plan (JSAP) with Atkins and Balfour Beatty Living Places, embedding sustainability into the contract in the initial stages, identifying innovation and working towards performance targets.
21. The contract offers the Council the opportunity to quantify financial benefits of sustainability. There is the opportunity to achieve environmental improvements and prove financial savings through the JSAP, especially in terms of reduced carbon footprint, the introduction of energy efficient lighting units and recycling of materials.

## **Equalities Impact of the Proposal**

22. The new contract will result in employees of existing service providers and the Council having the right under TUPE regulations to transfer to the new supplier. Balfour Beatty Living Places have been making the necessary arrangements with appropriate consultations with staff.



23. The staff currently employed by the Council on the streetscene elements of the service have been regularly updated on the progress of both the Systems Thinking Review and the procurement process. Meetings with the representatives of the trade unions have been held, and a Union Representative sits on the Systems Thinking working Group, the Contract Project board and on the Transition Project Team.
24. Balfour Beatty Living Places have confirmed that in dealing with staff and in appropriately providing services which are responsive to community needs including any interactions with the public it is their policy to comply with all Equality related legislation, that they have a written Equality Policy and their staff are trained in Equality and Diversity issues.
25. The services provided through the contract are important to the local communities, especially in terms of dealing with streetscene issues, including litter, graffiti, and vandalism. The service helps build local resilience and cohesion by working with communities in connection with flooding, winter response and emergencies.

### **Risk Assessment**

26. There are significant risks associated with the Council's highway and streetscene operations, especially in terms of health and safety, and in financial and reputational risks to the Council. The appointment of a good quality supplier has been important in managing and reducing these risks. Balfour Beatty Living Places have demonstrated the ability to manage these risks, and has a proven track record with a number of similar local authorities.
27. The management of the transition process to the new contract by a multi-discipline team, with the active involvement of the new contractor, has significantly reduced the risks associated with the start of this contract.

### **Financial Implications**

28. The financial assessment of the bids for the new contract was considered in detail at the time of the contract award. It is anticipated that as well as delivering immediate financial savings, the new Contract has the potential for delivering further savings through innovation and service improvements during the life of the contract.

### **Legal Implications**

29. The procurement process was carried out with appropriate support from Legal Services and the Corporate Procurement Unit, to ensure compliance with the Council's Contract Regulations and domestic and EU legislation.
30. The Highways and Streetscene Contract will deliver important aspects of the highway service, and help ensure that the Council meets its obligations under the Highways Act and other legislation. The new Contract and the appointment of a suitable supplier will help ensure that the services are provided to the standard necessary for the Council to fulfil its statutory duties.

## Options Considered

31. Future service requirements in connection with the Council's highways and streetscene service were reviewed in 2011 when a range of options were considered, especially with regard to in-house and tendered services, and Cabinet agreed in March 2012 that tenders should be invited for the Highways and Streetscene Contract.
32. Following the invitation of tenders, the bids were assessed in terms of quality and price in accordance with the methodology set out in the tender documentation, and the contract was awarded to Balfour Beatty Living Places.

## Conclusions

33. The new Highways and Streetscene Contract offers significant scope to improve the provision of services and achieve efficiencies.
34. The introduction of the contractor's new Community Teams will provide a more responsive service for the local communities, with a single point of contact through the Community Co-ordinator.
35. Preparations for the new contract have proceeded well, with the active involvement of all parties through the Project Team. No significant risks have been identified, and the contract will start on 1 June 2013 as planned.

**Parvis Khansari**  
**Service Director**  
**Highways and Transport**

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## Background Papers

None

## Appendices

None

**Wiltshire Council**

**Cabinet**

**21 May 2013**

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<b>Subject:</b>	<b>Statutory Post of Head of Paid Service</b>
<b>Cabinet member:</b>	<b>To be appointed</b>
<b>Key Decision:</b>	<b>No</b>

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## **Purpose of the report**

1. The purpose of this report is to outline a proposed change to the responsibility for the statutory post of Head of Paid Service

## **Background**

The council has a statutory duty under Section 4 Local Government and Housing Act 1989 to designate one of its officers as the head of paid service. Whilst this is usually a role undertaken by a chief executive this statutory function can be any officer within the council other than the monitoring officer.

2. The head of paid service has a duty, where they consider it appropriate to do so, to prepare a report to the council setting out their proposals in respect of any of the following matters:
  - the manner in which the discharge of the different functions of the council is co-ordinated
  - the number and grades of staff required by the council for the discharge of its functions
  - the organisation of the council's staff; and
  - the appointment and proper management of the council's staff.
3. Following the deletion of the chief executive post in 2011, and the implementation of a new leadership model for the council, cabinet agreed that this statutory function was designated to the service director HR & OD, as the lead professional in the council for all staffing matters. It was also agreed that the service director HR & OD would be a member of the corporate leadership team as head of paid service.

## **Main considerations for Cabinet**

4. The designation of the statutory role of head of paid service to the service director HR & OD has operated well, however recent advice on safeguarding includes a clear

recommendation for the Chair of Local Safeguarding Childrens Board (LSCB) to report to the head of paid service. In addition a review of the current corporate leadership team has led to a proposal to change the membership of the team to further strengthen the organisational leadership role of the corporate directors.

5. In practice this will mean that the corporate leadership team will be the three corporate directors only, for the purpose of decision making, supported when required by advice from the relevant service director. It is therefore proposed that the statutory head of paid service role now becomes the responsibility of the corporate directors on a rotational basis.

### **Environmental Impact of the Proposals**

6. There is no environmental impact as a result of the proposal.

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

7. There is no equalities impact as a result of the proposal.

### **Risk Assessment**

8. No risks identified as a result of this proposal.

### **Financial Implications**

9. No financial implications identified as a result of this proposal.

### **Legal Implications**

10. There is nothing to prevent the head of paid service role being discharged on a rotational basis, but the appointment of the head of paid service and the rotational designation of this role will be a matter for full council and the change will need to be reflected in the constitution.

### **Options Considered**

11. No other options meet the requirements of the latest guidance for the line management of LSCB chairs.

### **Conclusions**

12. The implications of this proposal mean that it should be recommended for approval by Cabinet to Full Council.

## **Proposal**

13. It is proposed that Cabinet approve and recommend to council that the statutory head of paid service role now becomes the responsibility of the corporate directors, on a rotational basis, and that the Monitoring Officer is instructed to make any consequential amendments to the constitution.

**Dr Carlton Brand, Carolyn Godfrey, Maggie Rae**  
**Corporate Directors**

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## **Background Papers**

**None**

## **Appendices**

**None**

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**Wiltshire Council**

**Cabinet**

**21 May 2013**

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<b>Subject:</b>	<b>Voluntary Redundancy Programme</b>
<b>Cabinet member:</b>	<b>To be appointed</b>
<b>Key Decision:</b>	<b>No</b>

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## **Purpose of the report**

1. The purpose of this report is to outline proposals for a council wide voluntary redundancy programme to deliver minimum savings of £4m from staffing costs. This is a requirement of the 2013-14 budget approved by members in February 2013.

## **Background**

2. Since 2010 a rolling programme of service reviews and organisational re-design has been taking place at the council, alongside a transformation programme, to deliver a modern, leaner, less bureaucratic and more efficient organisation which is fit for the future.
3. As a result of this there have been 630 redundancies delivering savings of £23m from staffing costs, this includes £9m savings from a review of management roles, resulting in 173 redundancies and the implementation of a new leadership model, removing one corporate director and the chief executive post.
4. The council has since 2009 invested significantly in new digital technology including work anywhere technology, follow me printers and VOIP phones allowing staff to work more flexibly including working at home and utilising the "hot desk" facilities that are now available in many council buildings to deliver efficiencies in the way we work.
5. The budget forecast for 2013/14 has identified that minimum savings of £4m still need to be found from staffing costs and It is estimated that 340 full time equivalent posts will need to be redundant to deliver the savings required.
6. As a result a council wide voluntary redundancy exercise is proposed to deliver the savings needed from the 2013/4 budget.

## **Main considerations for Cabinet**

7. Unlike usual redundancy exercises this proposed voluntary redundancy programme will mean that staff will not be placed at risk of redundancy at the outset. Instead a period of informal consultation will take place to allow all staff to be briefed on the programme, including the process for applying for redundancy. This will allow feedback on the proposals to be considered by the leadership team prior to the programme launching.
8. It is proposed that this informal consultation process starts week commencing 27 May 2013, and that the voluntary redundancy programme launches on 17 June 2013, and will run for 6 weeks, with a final deadline for applications of 26 July 2013. A timetable is attached in appendix 1.
9. This informal process will allow time for all staff to be briefed. Information about the programme will be provided electronically for most staff, and where there is no access to this information managers will be provided with briefing packs so these staff can be given the information. Service directors will be asked to confirm that all staff in their service(s) have been briefed by 7 June. The leadership team will consider any feedback from the consultation during week commencing 10 June, prior to the launch of the programme on 17 June.
10. It is proposed that all applications for voluntary redundancy will be made directly to HR who will review the applications in consultation with service directors to assess whether applications can be accepted. Discussion will focus on how work can be redistributed or stopped or whether there is an opportunity to “bump” a redundancy. This is where another member of staff can be moved into the post of the employee who is volunteering so their post can be deleted, and therefore be redundant. Essentially service directors will be asked to think creatively about how they can alter their service structure and job design to accommodate redundancies.
11. HR will provide the corporate directors with details of the applications recommended for acceptance and those recommended for rejection on a two weekly basis throughout the programme. It is proposed that applications are approved based on a first come first served basis with two weekly deadlines. The aim is avoid high numbers of last minute applications.
12. The corporate directors will approve any applications received and provide governance of the process. Appeals against applications for voluntary redundancy that are rejected will be heard by a panel of two statutory officers (section 151, monitoring officer or the current head of paid service).
13. With the exception of the streetscene staff due to TUPE before the 26 July it is proposed that the programme extends to all staff employed by the council, although it is unlikely that applications would be accepted from social workers and public health staff as well as some critical front line services who have recently transferred into the council. This programme will be extended to all services as there may be an opportunity to agree to redundancy where skills, knowledge and behaviours do not match the council’s current requirements and cultural aspirations. Discussions with service directors about this will be crucial.



## **Environmental Impact of the Proposal**

14. There is no environmental impact as a result of the proposal

## **Equalities Impact of the Proposal**

15. The redundancy policy and procedure which will be used to support the programme was equality impact assessed as part of the process to develop it.

16. The proposed programme will be considered by an equality analysis panel, comprising representatives from HR, management and trade unions which will be arranged before the programme launches on 17 June. Any negative impacts that are identified will be highlighted to CLT as part of the consultation process.

## **Risk Assessment**

17. There are not enough applications for voluntary redundancy that can be accepted and the required savings are therefore not achieved.

## **Financial Implications**

18. The aim of the programme is to deliver minimum net in year savings of £4m from staffing costs. Clearly the whole year savings will be in excess of this and will contribute to funding shortfalls expected in future years. These savings will be monitored closely by finance throughout the programme.

19. If the programme fails to deliver the savings required consideration will be given to running a further programme later in the year, or alternative measures will be explored.

20. Redundancy costs will initially be funded from a specific £3 million reserve agreed as part of the budget setting process. However any pension strain costs associated with staff aged 55 and over who are members of the local government pension scheme, who elect for early access to the scheme and are accepted for voluntary redundancy will be met from the current year's budget and therefore these costs will need to be added to the savings required from this programme. At this stage it is unlikely that these costs could be capitalised but discussions on this point will be explored with the Department for Communities and Local Government.

## **Legal Implications**

21. The process will require close monitoring to ensure any redundancies approved result in the deletion of posts to ensure the savings come from true redundancies. The proposals include a process for the corporate directors to review applications for redundancy recommended for approval, and will include providing details of the posts that will be deleted, and therefore redundant, as a result.

## **Options Considered**

22. An alternative option would be to target savings from further service reviews. This would mean putting staff within those services at risk of redundancy, and re-designing the services to identify further opportunities to deliver savings.

## **Conclusions**

23. Many services have already delivered savings from service reviews. These reviews have included re-structuring and re-designing the service to identify redundancies, this has meant placing staff at risk of redundancy which has been unsettling and affected service delivery.

24. The proposal to launch a voluntary redundancy programme means that there will be no requirement to place staff at risk, and instead staff who genuinely want to volunteer for redundancy will be able to do so. In addition this programme will provide an opportunity to agree to redundancy where skills, knowledge and behaviours do not match the council's current requirements and cultural aspirations.

## **Proposal**

25. It is proposed Cabinet approve the launch of a council wide voluntary redundancy programme on 17 June 2013, with consultation on the programme starting week commencing 27 May 2013.

## **Reason for Proposal**

26. The reason for the proposals is to deliver minimum savings of £4m from staffing costs which is required from the 2013/14 budget already approved by members in February 2013.

**Dr Carlton Brand, Carolyn Godfrey, Maggie Rae**  
**Corporate Directors**

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## **Background Papers**

None

## **Appendices**

Appendix 1 – Voluntary redundancy programme timetable

**Voluntary Redundancy Programme – Timescales and key stages**

<b>W/C</b>	<b>Stage</b>
27 May 2013 & 3 June 2013	Launch informal consultation on voluntary redundancy programme
10 June 2013	Feedback from informal consultation considered by CLT
17 June 2013	Voluntary redundancy programme launches
24 June 2013	Friday 28 <sup>th</sup> - First round deadline for voluntary redundancy applications
1 July 2013	Second round for voluntary redundancy applications commences  First round applications for voluntary redundancy reviewed, and discussions with service directors take place
8 July 2013	CLT review first round applications for voluntary redundancy and accept/reject.  Letters go out to first round applicants to say reject / accept  Friday 12 <sup>th</sup> – second round deadline for voluntary redundancy applications
15 July 2013	Third round for voluntary redundancy applications commences  Second round applications for voluntary redundancy reviewed, and discussions with service directors take place
22 July 2013	CLT review second round applications for voluntary redundancy and accept/reject.  Letters go out to second round applicants to say reject / accept  Friday 26 <sup>th</sup> – third round deadline for voluntary redundancy applications
29 July 2013	Third round applications for voluntary redundancy reviewed, and discussions with service directors take place
5 Aug 2013	CLT review final round applications for voluntary redundancy and accept/reject.  Letters go out to final round applicants to say reject / accept

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