

## AGENDA

---

**Meeting:** CABINET CAPITAL ASSETS COMMITTEE  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 21 January 2014  
**Time:** 2.00 pm

---

Please direct any enquiries on this Agenda to Kirsty Butcher, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 713948 or email [kirsty.butcher@wiltshire.gov.uk](mailto:kirsty.butcher@wiltshire.gov.uk)

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

This Agenda and all the documents referred to within it are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

---

### Membership:

Cllr Fleur de Rhé-Philipe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
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

---

### Substitutes:

Cllr Keith Humphries	Cabinet Member for Public Health, Protection Services, Adult Care and Housing (exc strategic housing)
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Jonathon Seed	Cabinet Member for Communities, Campuses, Area Boards, Leisure, Libraries and Flooding
Cllr Stuart Wheeler	Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services)


---



# AGENDA

## 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 Substitutions**

2 **Minutes of the previous meeting** (*Pages 1 - 6*)

To confirm and sign as a correct record the minutes of the Cabinet (Capital Assets) Committee meeting held on 21 November 2013.

3 **Leader's Announcements**

4 **Declarations of interest**

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

5  **Fitness Equipment in Leisure Centres owned by Wiltshire Council (Phase 1)** (*Pages 7 - 20*)

Report by Tracy Carter, Associate Director seeking Cabinet approval for capital funding of £1,435,700 for the refurbishment and replacement of the fitness equipment and the provision of replacement and additional sports equipment for the five re-developed, or new Campuses, (Springfield, Corsham; Five Rivers, Salisbury; Melksham; Westbury; Malmesbury), due to be operational in 2014-15 and 2015-16, and two leisure facilities, where new equipment is required in advance of the Campus programme, (Devizes; Amesbury/Durrington).

6 **Learning Management and Performance system** (*Pages 21 - 28*)

Report by Barry Pirie, Associate Director seeking Cabinet approval for the provision of funds to procure a Learning Management and Performance System (LMPS).

7 **Urgent items**

Any other items of business that 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'.

## **CABINET CAPITAL ASSETS COMMITTEE**


---

MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN on Thursday, 21 November 2013.

Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
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

Also in Attendance: Cllr Keith Humphries  
Cllr Laura Mayes  
Cllr Christine Crisp

---

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

### **102 Apologies and Substitutions**

There were no apologies received.

### **103 Minutes of the previous meeting**

#### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 24 September 2013.**

### **104 Leader's Announcements**

There were no Leader's announcements.

### **105 Declarations of interest**

There were no declarations of interest.

106 **Devizes Lower Wharf depot**

Cllr Sturgis, Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste introduced the report which sought committee approval to transfer the Devizes Lower Wharf depot to Devizes Canoe Club in accordance with the Community Asset Transfer policy, subject to the agreement of the Devizes Area Board.

**Resolved:**

**That the Committee**

- 1. approves the application for the transfer of Lower Wharf, Devizes to the Devizes Canoe Club subject to the agreement of the Devizes Area Board**
- 2. delegates authority to the Associate Director for Legal and Governance and the Transformation Director to ensure that suitable terms are incorporated into the asset transfer and to complete any legal documentation required to facilitate this**
- 3. delegates authority to the Associate Director for Finance to remove this property from the list of capital receipts anticipated to be achieved to support the capital programme**

107 **Wellington secondary expansion project** 🔑

Cllr Laura Mayes, Cabinet member for Children's Services introduced the report which sought committee approval for phase one of a two phase expansion project plan to deliver a 10/12 classroom block at Wellington Academy.

The Committee heard that there was a need for the project and funding would come from the designated basic need fund.

**Resolved:**

**That the Committee approves phase one of a two phase project plan to deliver a 10/12 classroom block**

Reason for decision

Based on the current net capacity of Wellington Academy, an additional 200/250 places will be required by 2015/16.

108 **Gypsy, Roma and Traveller project** 🔑

Cllr Sturgis, Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste introduced the report

which sought committee approval to delegate authority to the Associate Director for Adult Care, Commissioning, Safeguarding and Housing in consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste to accept the increase in allocated grant agreed under the existing funding agreement with the Homes and Communities Agency (HCA) from £3.42m to £7.839m, to enter into a contract to deliver the new build works following a competitive tendering exercise and to enter into any associated legal agreements or procurement activities to enable the delivery of the project.

A cabinet member delegated decision would be issued to temporarily close the transit site at Odstock to allow for its use during the refurbishment of other plots. Figures confirmed that the risk of having no transit site for a short period of time would not be surmountable.

## **Resolved**

### **That the Committee**

- 1. Delegates authority to the Associate Director for Adult Care, Commissioning, Safeguarding and Housing in consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste to accept the increase in allocated grant agreed under the existing funding agreement with the Homes and Communities Agency (HCA) from £3.42m to £7.839m**
- 2. Delegates authority to the Associate Director for Adult Care, Commissioning, Safeguarding and Housing in consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste to enter into a contract to deliver the new build works following a competitive tendering exercise**
- 3. Delegates authority to the Associate Director for Adult Care, Commissioning, Safeguarding and Housing in consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste to enter into any associated legal agreements or procurement activities to enable the delivery of the project**

### **109 Devizes Extra Care scheme**

Cllr Sturgis, Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste introduced the report which sought committee approval to use the Southfields site as the preferred site for the development of an extra care scheme predominantly for older people.

The outcomes of the community working group were reflected in the report presented. Confirmation was sought on the transfer of the final chosen site to the highest bidder possibly at nil value if required and it was noted that this was standard practice. It was agreed that the section 151 officer and the monitoring officer should be consulted on this.

## **Resolved**

### **That the Committee**

- 1. Notes the outcome of discussions with the local working group on their preferred site for extra care in Devizes**
- 2. Approves the use of the Southfields site as the preferred site for the development of an extra care scheme predominantly for older people**
- 3. Authorises officers to consider other potential sites in Devizes for extra care if they provide a more suitable location and a better financial return for the Council**
- 4. Authorises officers to undertake any associated procurement activities required to select a developer and registered housing provider for these facilities**
- 5. Delegates authority to the Corporate Director for Adult Social Services and Public health in consultation with the Cabinet member for Strategic Planning, Development Management, Strategic Housing, Property and Waste, the section 151 officer and the monitoring officer to authorise the transference of the final chosen site to the highest scoring bidder to facilitate the development of extra care possibly at nil value if required to make the scheme viable**

Reason for proposal:

The Southfields site will provide the necessary land for delivery of the extra care facilities outlined in the Older People's Accommodation Development Strategy. This has set out the need for an additional 50 units of extra care in Devizes in the next 10 years.

Through the development of the site, the council would benefit from the provision of a new extra care housing to meet the needs of the growing elderly population in Devizes. Additionally, this development would improve choice and control for older people and provide a vital community resource, replacing an existing care home.



This development will protect some of the most vulnerable older people and meets one of the key actions in the business plan, to develop more affordable housing.

**110 Urgent items**

There were no urgent items.

**111 Exclusion of the Press and Public**

**Resolved**

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

Reason for taking the item in private:

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

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

**112 Devizes Extra Care scheme **

The committee noted the appendix to the report.

(Duration of meeting: 1.30 - 1.42 pm)

<p>These decisions were published on the 28 November 2013 and will come into force on 6 December 2013.</p>
--

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)  
Press enquiries to Communications, direct line (01225) 713114/713115

This page is intentionally left blank

**Wiltshire Council**

**Cabinet – Capital Assets Committee**

**Date of meeting**                      **21 January 2014**

---

**Subject:**                      **Fitness Equipment in Leisure Centres owned by  
Wiltshire Council (Phase One)**

**Cabinet member:**    **Councillor Jonathon Seed**

**Key Decision:**            **Yes**

---

## **Executive Summary**

1. Leisure Services, in collaboration with Transformation, is seeking an award of £1,435,700 for a Phase One programme for the replacement of existing fitness equipment for the Leisure Centres and provision of additional equipment required for the new and extended Campus sites that are due to become operational in 2014-15 and 2015-16. (A Phase Two report outlining the requirements for the remaining two years of the Campus Programme will be submitted in 2014-15).
2. Outcome 5 of the council's Business Plan 2013-17, reiterates the council's commitment to public health by the statement that 'people in Wiltshire have healthy, active and high quality lives'.
3. The Phase One programme is planned to coincide with the first two years of the Campus development programme and as well as meeting the requirements of each new Campus, the proposal will also include replacement of old stock where there is most need, in advance of the opening of a new Campus.
4. The council has committed to the development of its leisure services in its 2011-15 Service Development Plan (Leisure). This has been used to inform the proposed facilities at each campus.
5. Some existing equipment at smaller, more rural sites, in particular, is so old that replacement parts are obsolete, leading to a reduction in facilities available for users.
6. 'Active Health' is an exercise referral programme whereby a healthcare professional refers patients to local facilities such as leisure centres, for supervised exercise programmes of a pre-determined length of time. The aim of 'Active Health' is to provide a standardised physical activity on referral scheme across Wiltshire that will enable individuals with specified medical conditions to access and benefit from a range of physical activity opportunities that will improve health and reduce health inequalities. 3,000 people have so far been referred to 'Active Health'. The fitness

suites provide a key area of activity for the 'Active Health' participants, and thus access to the appropriate equipment is essential.

7. The two phased approach will enable Leisure Services to source new equipment through a suitably developed single supplier contract. It will also enable some equipment to be re-distributed to the smaller centres, where the older equipment is located, pending their turn for full replacement.

### **Proposal(s)**

That Cabinet Capital Assets Committee approves the award of £1,435,700 for the Phase One replacement of the current fitness equipment and provision of additional fitness equipment required due to the extended facilities planned for the Campus sites and sports equipment required in each Campus. The bid covers Phase One of two, to include Wiltshire Council owned facilities, where there are, or will be fitness suites.

### **Reason for Proposal**

1. For many years the fitness equipment across the leisure centres has not been replaced leading to facilities and equipment becoming unacceptably dated. Equipment at some of the smaller, more rural sites is in excess of 20 years old. Many replacement parts for this equipment are no longer available leading to faulty equipment being out of service for long periods of time, resulting in loss of service to the public and a loss of revenue to the leisure service.
2. The Campus programme will involve the development of 20 Campuses, which will include the refurbishment, or new build of leisure facilities. All facilities will have a fitness suite that is likely to be between 25% and 50% larger than current facilities. (Projected increases were determined as part of the Leisure Facilities Review 2011 to meet probable demand). An increased number of fitness stations will be required to stock the new facilities, in addition to the replacement requirements of the existing equipment.

**Tracy Carter**  
**Associate Director – Environment and Leisure**

## **Wiltshire Council**

### **Cabinet – Capital Assets Committee**

**Date of meeting**                      **21 January 2014**

---

**Subject:**                      **Fitness Equipment in Leisure Centres owned by  
Wiltshire Council (Phase One)**

**Cabinet member:**    **Councillor Jonathon Seed**

**Key Decision:**            **Yes**

---

#### **1. Purpose of Report**

- 1.1 To seek capital funding of £1,435,700 for the refurbishment and replacement of the fitness equipment and the provision of replacement and additional sports equipment for the five re-developed, or new Campuses, (Springfield, Corsham; Five Rivers, Salisbury; Melksham; Westbury; Malmesbury), due to be operational in 2014-15 and 2015-16, and two leisure facilities, where new equipment is required in advance of the Campus programme, (Devizes; Amesbury/Durrington).

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

- 2.1. Outcome 5 of the council's Business Plan 2013 – 17 states that: 'People in Wiltshire have healthy, active and high-quality lives'. To deliver on this the council will ensure that 'public health is integrated into the heart of all services'.
- 2.2 Leisure Services and Public Health already enjoy a particularly close working relationship, alongside links with other council services. We will be able to build on these links and maximise opportunities to promote healthy behaviours, choices and environments to help Wiltshire's population stay healthy. Both services will also be better placed to tackle the health inequalities associated with each community area, with fit for purpose and accessible facilities and equipment.

#### **3. Background**

- 3.1. Within the identified leisure centres, there is a wide range of existing provision and income opportunities due to the current size and location of some of the fitness suites. Replacement of equipment would ensure that floor space at each site is utilised to its full potential, increasing equipment availability and choice, and in turn improving member satisfaction, experience and therefore retention and membership uptake.

- 3.2. Existing older equipment is increasingly breaking down and therefore becoming unusable for periods of time. This provides poor customer service and perception, impacting on usage, retention and membership uptake. Equipment replacement at one of the key sites in 2007 showed a 14% increase in footfall and a 20% increase in membership uptake.
- 3.3. The quality of the equipment and the environment is vital to not only continue to retain our existing customers, but to attract new customers and particularly those that would benefit the most from an increase in physical activity levels.
- 3.4. There is a mix of ownership of the current fitness equipment, and a variety of companies supplying different equipment across the centres. This creates disparity across the county and means there are a number of suppliers which the service has to work with.
- 3.5. The equipment included in Phase One is owned as follows:
  - 3.5.1 Wiltshire Council Owned Equipment:
    - Amesbury Sports Centre
    - Durrington Swimming Pool and Fitness Centre
    - Devizes Leisure Centre
    - Five Rivers Leisure Centre, Salisbury
    - Springfield Leisure Centre, Corsham
    - The Activity Zone, Malmesbury (DCL managed)
  - 3.5.2 DC Leisure Owned Equipment
    - Christie Miller, Melksham
    - Melksham Blue Pool
    - Leighton Recreation Centre, Westbury
- 3.6. The Fitness Industry Association (FIA) continue to see an increase in the use of fitness suites across the country, and this is also reflected in our own attendance figures, showing a 4% annual increase, exceeding the national average increase of 2% (*Leisure Database Company 2012*).
- 3.7. In Wiltshire, the fitness gym is one of the top five most popular sports and physical activities. The upgrading of the fitness equipment will enable the council to support this increase in exercise participation amongst the general population.
- 3.8. The facilities we provide along with the equipment and the staff are critical to Wiltshire Council and the Campuses being able to increase participation and contribute to the achievement of outcome 5 of the council's Business Plan 2013 – 17.

#### **4. Main Considerations for the Council**

- 4.1. The intention is to provide each Campus with a specified level and quality of fitness and sports equipment in order to ensure effective service

delivery now, and as we progress through the Campus programme. In line with the Leisure Facilities Review and the Campus development proposals, the fitness suites are planned to be extended, therefore there is requirement in line with this to purchase additional equipment for the sites.

- 4.2. This proposal is directly linked to the council's 2011-15 Service Delivery Plan for Leisure, which notes: "The overarching purpose of the Sports and Physical Activity related services is to support Wiltshire's objective to become the healthiest county in the UK by 2014, with the primary objective being to create opportunities for continued increases in the levels of physical activity up to 2020. We want more people, to be more active, more often and to provide sports and recreational facilities and activities that will contribute to this goal."
- 4.3. There is a need to create inclusive facilities using appropriate equipment to meet the Inclusive Fitness Initiative criteria, and enable the council to comply with statutory responsibilities under the Public Sector Equality Duty (Equality Act 2010) in terms of the needs of an ageing population and customers with a range of disabilities. Providing high quality modern equipment should enable the council to retain existing customers and attract new ones.
- 4.4. To tie in with industry standards a rolling programme of capital investment would require that cardio vascular equipment be replaced every five years, however, the strength equipment, due to its more robust nature, only requires replacement every ten years.
- 4.5. Through a procurement process it would be preferable to have one supplier across all sites, creating one service and maintenance contract and ensuring all equipment is kept to a high standard. Working with our partners DC Leisure, we now offer membership packages, which enable members to use all facilities in all leisure centres across Wiltshire. Having one supplier would provide the following benefits.
  - 4.5.1 Development of an effective long term partnership between the council and the provider
  - 4.5.2 Improved access to training through the supplier
  - 4.5.3 Ease of use by the customers with reduced staff time spent inducting customers on new equipment
  - 4.5.4 Staff able to invest time more appropriately, particularly engaging with the ageing population
  - 4.5.5 Supporting the concept of the one membership card for Wiltshire

## **5. Safeguarding Considerations**

- 5.1. There are no specific safeguarding considerations.

## **6. Public Health Implications**

- 6.1. It has become increasingly clear in recent years that physical activity should be encouraged across the population. The risks of engaging in physical activity are low for most of the population, but the risks of poor health resulting from inactivity are high. There is a clear link between physical inactivity and chronic disease.
- 6.2. Increasing physical activity has the potential to improve the health of the population, reduce all-cause mortality and improve life expectancy. As a result, it can save money and significantly ease the burden of chronic disease on public services.
- 6.3. Inactive lifestyles in England are twice as prevalent as smoking, hypertension, or high cholesterol. Evidence illustrates that the health impact of inactivity in terms of coronary heart disease, for example, is comparable to that of smoking, and almost as great as that of high cholesterol levels. Measures to reduce inactive lifestyles are therefore required.
- 6.4. The benefits of regular physical activity are clear. For adults, achieving 150 minutes of moderate intensity physical activity a week helps prevent and manage over 20 chronic conditions including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. (UK Chief Medical Officer recommended guidelines on physical activity).
- 6.5. The provision of a range of high quality, accessible leisure facilities is an important strand of work being undertaken in Wiltshire to increase the number of people meeting physical activity guidelines and to reduce the proportion of 'inactive' adults.
- 6.6. Consultation on future leisure provision carried out as part of the leisure review showed that 85% agreed that providing high quality, modern facilities with a variety of activities will encourage more people to become more active. Of all the activities and facilities provided in the indoor facilities use of the gym was second to the use of pool.
- 6.7. Two key projects already exist in Wiltshire that would benefit from improved facilities within leisure suites.
- 6.8. 'Active Health' is an exercise referral programme whereby a healthcare professional refers patients to local facilities such as leisure centres, for supervised exercise programmes of a pre-determined length of time. The aim of 'Active Health' is to provide a standardised physical activity on referral scheme across Wiltshire that will enable individuals with specified medical conditions to access and benefit from a range of physical activity opportunities that will improve health and reduce health inequalities. As well as targeting people with general health conditions or risks that will benefit from increased physical activity, the programme also provides a specific service for people needing cardiac rehabilitation, exercise stroke and strength and balance (falls) classes.



- 6.9. In year one of the 'Active Health' programme, 43% of participants completed their 12 week referral. This is significantly higher than the national average of 12 – 28%.
- 6.10. 3,000 people have so far been referred to 'Active Health'. The fitness suites provide a key area of activity for the 'Active Health' participants, and thus access to the appropriate equipment is essential. The smaller sites currently have poor access and in some cases where the equipment is so old there is no Inclusive Fitness Initiative (IFI) approved equipment.
- 6.11. The council works in partnership with the FIA (Fitness Industry Association) and the Change4Life campaign, which is supported by Public Health in Wiltshire and also the Department of Health. The campaign puts health clubs and leisure centres at the heart of local communities to encourage families to eat well and move more. To continue to support and provide leisure and recreational opportunities to meet the needs of the local community high quality, well maintained, IFI compliant and current equipment is necessary.

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

- 7.1. Consideration should be given to the energy efficiency and associated operating costs of any equipment requiring a power supply. Part of the procurement process should consider:
  - 7.1.1 purchasing or leasing equipment that automatically powers down over night so that energy is not used when the leisure centre is closed.
  - 7.1.2 the energy ratings of individual pieces of equipment.
  - 7.1.3 a balance between the potential additional cost to purchase or lease more energy efficient machines, with a reduction in energy consumption costs.
- 7.2. It may be that carbon emissions at leisure centres will increase in the event of a refurbishment, as new customers attend to use the improved facilities, and the appropriate ventilation and air conditioning systems required to complement the facilities are introduced. However, the campus programme, which includes the disposal of surplus, poorer quality buildings, is working towards an overall reduction in carbon emissions.

## **8. Equalities Impact of the Proposal**

- 8.1. Some of the current equipment does not meet either the Inclusive Fitness Initiative (IFI) requirements, or comply with the Public Sector Equality Duty (Equality Act 2010) due to access issues at some of the smaller sites.
- 8.2. Provision of new equipment and development of purpose built spaces, will ensure that this issue is resolved. This will enable customers with a wider range of needs to access the facilities and improve their health and well-

being.

- 8.3. The proposal will enable more older people and vulnerable adults, in particular, those with learning, mobility or sensory disabilities, to have improved access to facilities and equipment as the environment and fixtures will be more accessible for people with differing abilities. Staff will require training to ensure they promote that the equipment is accessible and provide effective support to customers where required.

## 9. Risk Assessment

- 9.1. Risks that may arise if the proposed decision and related work is not taken:

1. The public would receive a reduced level of service if we fail to replace equipment, resulting in a reduction in the number of customers enjoying this activity and an inability to attract new customers
2. Old and poorly maintained equipment is more likely to be inaccessible for those with a range of physical, learning and mobility impairments creating barriers to access

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

There is a risk that the uptake of the improved leisure provision is not as great as expected. The leisure centres and campuses would promote the benefits of exercise and the updated equipment and facilities

## 10. Financial Implications

- 10.1. The total estimated capital funding required for the gym equipment is £1,435,700 for the Phase One programme, starting in the 2014/15 financial year. This is based on expenditure of £706,500 in 2014-15 and £729,200 in 2015-16. The breakdown for the Phase One programme (Appendix 1) shows the requirement for each Leisure Centre per year. The proposals for these campuses are sufficiently developed to enable the council to acquire the necessary equipment. (Phase 2 is also shown for reference and these sums would need to be bid for at a later date). The costs for Phase One are set out in the table below.

Campus/ Leisure Centre	Current No. Items	Recommended No. Items	Fitness Equip't 2014/15	Fitness Equip't 2015/16	Sports Equip't	Total
Springfield, Corsham	44	65	188,000		75,000	263,000
Five Rivers, Salisbury	49	75	216,500		75,000	291,500
Devizes	33	50	142,000			142,000

Campus/ Leisure Centre	Current No. Items	Recommended No. Items	Fitness Equip't 2014/15	Fitness Equip't 2015/16	Sports Equip't	Total
Amesbury/ Durrington	37	50	10,000			10,000
Melksham	64	75		205,000	75,000	280,000
Westbury	16	30		166,700	50,000	216,700
Activity Zone, Malmesbury	30	50		157,500	75,000	232,500
Totals			556,500	529,200	350,000	1,435,700

- 10.2. It is envisaged that the number of items of equipment provided in the fitness suite at each of the sites will be increased as outlined, in line with Sport England recommendations identified through the Leisure Facilities Review 2011 and predicted campus requirements. It is assumed that all other costs such as those associated with the building, ventilation, water supply and access will be provided as part of the building or campus.
- 10.3. The centres also provide equipment for various sports and activities. This will include items such as goal posts, badminton posts and nets, trampolines, gymnastics equipment, equipment for hire, balls, inflatable equipment and floats for swimmers and pool lane ropes. The proposal includes new and replacement items at each Campus.
- 10.4. Equipment for DC Leisure Centres which are owned but not operated by the council has also been included in the estimated costs, as the Council owns a significant amount of the existing equipment across these sites. The current contractor is unlikely to replace the existing equipment whilst they do not have a long-term contract in place. It is possible that external sites may be brought in-house where they are part of the Campus and Operational Delivery Programme. In any event the council would own or lease the equipment and it would return to the council on termination of the contract.
- 10.5. The cost of borrowing is estimated at approximately 10% per year of the capital sum required until the loan is re-paid, starting the year following purchase. This is shown in Appendix 1, at 'cumulative revenue impact' leading to a maximum of £354k in year five. These costs would be covered by an increase in income generated by provision of improved facilities. The life of some of the equipment is five years but the council aggregates its borrowing requirements for all capital investment. Therefore paying back over ten years is acceptable, on average, for all assets.
- 10.6. The option of leasing the equipment has been considered, but further work would be carried out on this in advance of a final decision on whether to purchase or lease the equipment.
- 10.7. Expected income for the current financial year from the in-house fitness suites is approximately £1m. There is an anticipated loss of income associated with providing outdated gym equipment, as members are likely

to leave. By improving the quality and quantity of gym equipment across the County, income levels could be significantly increased. The current proposal would increase the number of gym equipment items by approximately 25 - 50%, and would also increase the standard and reduce equipment down-time. A 10% increase in membership and footfall would equate to an increase in income of £115,000

- 10.8. It is envisaged that maintenance costs would decrease for newer equipment and these costs would still be met by the Leisure revenue budget.
- 10.9 The equipment to be acquired under Phase Two would be the subject of a separate report to Cabinet Capital Assets Committee in late 2014 – 2015. This allows further time for the proposals for remaining campuses to be agreed. There will be more information about the management of campuses and on the increase in the number of residents using the fitness suites which would inform the detail of the Phase Two proposal.

## **11. Legal Implications**

- 11.1. Wiltshire Council is a contracting authority and will need to ensure that it considers and complies with the Public Contract Regulations 2006 as well as the Council's Procurement Rules set out in its Constitution.
- 11.2. If the required contracts for Supplies and Services equal or exceed the threshold of £172,514, the procurement procedures set out in the Regulations shall apply. Given the value of the contract to be awarded the council would advertise the contract in the Official Journal of the European Union.
- 11.3. The Council should also consider whether any of the contracts under this proposal would be suitable for a framework agreement, for example it may be appropriate to have a framework agreement for the supply of the fitness equipment as the requirements are spread over two phases. A framework agreement may provide the Council with more flexibility. However it should be noted that a framework agreement cannot exceed a term of four years.
- 11.4. Support with regard to the procurement of the equipment will be required. The programme will be split into two phases comprising two years each to align with the Campus programme. Two procurement processes may be required, which would have some impact on the legal team and corporate procurement unit.

## **12. Options Considered**

- 12.1. Do nothing and decommission equipment as it becomes unserviceable
- 12.2. Replace existing equipment only with no provision of additional fitness equipment to meet the needs of the Campus Programme

12.3. Replace existing equipment and provide additional fitness and sports equipment to meet the requirements of the Campus Programme

### **13. Conclusions**

13.1 Planned replacement and purchase of extended equipment for the fitness suites would enable the council to work towards achievement of outcome 5 of the Business Plan 2013-17, as well as the objectives of the Service Delivery Plan for Leisure 2011 – 2015.

13.2 The recommendation is that the fitness suite equipment should be replaced and additional fitness equipment and wider sports equipment provided to meet the requirements of the Campus Programme

**Tracy Carter**  
**Associate Director – Environment and Leisure**

---

#### **Report Authors:**

Louise Cary, Acting Head of Service - Leisure  
Darren Spreadbury, Leisure Facilities Business Manager, 01380 826309  
Helen Danford, Category Officer, 01225 713267

December 2013

**Background Papers - None**

#### **Appendices:**

Appendix 1: Fitness Equipment and Sports Equipment Investment Programme

This page is intentionally left blank



This page is intentionally left blank



**Wiltshire Council**

**Cabinet Capital Assets Committee**

**21 January 2014**

---

**Subject: Learning Management and Performance System**

**Cabinet member: Stuart Wheeler – Support Services (HR, legal, ICT, business services, democratic services)**

**Key Decision: No**

---

## **Executive Summary**

This paper asks the Cabinet Capital Assets Committee to approve the funds to procure a Learning Management and Performance System (LMPS) which will support the business plan and enable Human Resources and Organisational Development to meet the objectives set out in the People and Business Services service plan.

The main objectives of the project are to deliver significant savings opportunities for the organisation through workforce development and productivity improvements. Implementation of an LMPS provides the potential for significant savings for example, increasing productivity across the organisation by 1% equates to £1.3 million in staffing costs. This paper identifies some of the ways in which productivity savings can be achieved supported by the LMPS.

Across the People and Business Service the implementation of an LMPS will enable service efficiency to fully meet the ongoing costs of the LMPS within twelve months of implementation. This Capital bid covers all year 1 costs and therefore the service will not incur any significant costs until year 2.

It is requested that the Capital Assets Committee commit to funding the procurement and implementation of an LMPS system for the council.

## **Proposal(s)**

Funding provided for the procurement of a Learning Management and Performance system for all Wiltshire Council employees and future opportunities for use by partner agencies, which will be developed by the People and Business Services function in order to fulfil the delivery of the People Strategy and in support of the Business Plan.

**Reason for Proposal**

To inform CCAC of the current position, funding required and the benefits of a Learning Management and Performance System.

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

**21 January 2014**

---

**Subject: Learning Management and Performance System**

**Cabinet member: Stuart Wheeler – Support Services (HR, legal, ICT, business services, democratic services)**

**Key Decision: No**

---

### **Purpose of Report**

1. To request approval for the provision of funds from the Cabinet Capital Assets Committee to procure a Learning Management and Performance System (LMPS). An LMPS is a software application used for workforce development and staff performance management<sup>1</sup> and will improve the processes of appraisal and strategic prioritisation and the planning of learning and development resources all of which are key outcomes from the People Strategy.

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

2. In support of the 12<sup>th</sup> key action, 'Develop the knowledge, skills, behaviours and leadership of our workforce, managers and councillors', the LMPS will support performance management, identify learning and development priorities, ensure that critical training has taken place and enable staff, managers, councillors and volunteers to access learning and development at all times to assist in the retention and development of our workforce. It will bring to life the vision for the Council's new approach to business performance and learning and development. The LMPS will enable staff to become more self directed in their learning, all learning will be tracked, linked back to appraisal objectives and be reportable.
3. The LMPS will support two key outcomes in the Business Plan; Outcome 1 'Wiltshire has a thriving and growing local economy' and Outcome 4 'Wiltshire has inclusive communities where everyone can achieve their potential' by
  - Providing easily accessible learning and development opportunities in a variety of blended formats
  - Allowing us to specifically focus our efforts on young people, hard to recruit skill areas and on current and future leaders

---

<sup>1</sup> It is important to note that the performance element of the LMPS relates to staff performance management and not wider service or corporate performance measurement against the business plan.

- Providing the ability to target deprived areas of the community more effectively with government funded learning, specifically to strengthen employability prospects and the ability for parents to support children through education etc
  - Enabling us to engage more with our volunteers, partners and the wider community.
4. The LMPS will help facilitate the building of leadership capacity, succession planning, delivery of community learning opportunities, improve access to learning, improve processes and prioritisation of learning and development to deliver efficiencies, consistency and improve performance in support of the 8 principles outlined in the Business Plan.
  5. The LMPS project is being driven as part of the Programme Office portfolio. It will support the delivery of the business plan across all council services by creating a performance framework which links the skills, behaviours and knowledge of our staff to the business plan through a golden thread of objectives to be cascaded from senior managers down to front line staff. This also supports the recommendation within the Peer review to strengthen performance management and align to organisational priorities and outcomes. In the staff survey employees highlighted the need to both recognise good performance and to address poor performance.

## **Background**

6. In February 2013, CLT approved the centralisation of the Organisation Development and Learning function. This was implemented in April 2013. It was identified that a key element to the centralisation of the service was the implementation of a Learning Management System. Additional benefits have been identified through expanding the scope of the project to include performance management and workforce development planning elements thus supporting a range of activities within the People Strategy. The project team have explored whether the technology already exists within the council to develop an LMPS in house to effectively provide the outcomes desired from this procurement and the required functionality does not exist or would require significant investment and risk.

## **Main Considerations for the Council**

7. The People Strategy provides a framework for ensuring that we have the right people in the right roles with the right skills and abilities. The LMPS will bring to life the vision for the Council's new approach to business performance, learning and development. The vision is for a system that will host a vast range of blended learning solutions, embracing technology and social media and supporting a performance culture for example appraisals, skills audits, e-learning, webinars and resources all in one place and readily accessible by all. An LMPS will be required which can be developed to meet the changing workforce requirements of the council.
8. The system will indirectly contribute towards efficiency savings across the organisation by increasing capacity. For example 1% improvement in

productivity is equivalent to £1.3 million in staffing costs, per annum based on current staff salary costs of £130 million per year. Performance management, training and staff development is ultimately about increasing capacity across the organisation; The impact of an LMPS system, fully used across the council, could increase capacity through:

- Focusing resources and aligning budgets with prioritised business objectives
  - Providing the workforce with the skills required to meet objectives
  - Improving the capacity of managers
  - Clear succession planning to retain skilled staff and grow leaders
  - Increasing the availability of learning resources through e-learning
  - Reducing time spent travelling and attending workshops away from the workbase
  - Identifying and managing poor performance
  - Capacity savings within services through reducing the requirement to attend face to face training sessions (supporting the 3 hub strategy)
  - improving the appraisal process will save significant amounts of employee and manager time and increase engagement with the appraisal process.
9. Costs which may be incurred modifying existing SAP appraisal process can be avoided.
  10. Resources will be reallocated within the People and Business Services to administer and support the system.
  11. The Organisational Development and Learning function already provide learning to a number of partners and an LMPS will allow for further development of this work, including extending access to common critical areas of training across all partners and community groups.
  12. If funding is secured then it is intended that together with procurement we will review potential procurement frameworks which would enable us to begin implementation by April 2014. However, if an appropriate framework is not available a full tender exercise will be required and it is anticipated that this will be carried out by the end of the financial year with implementation taking place over the summer months.

### **Safeguarding Implications**

13. An LMPS will support the council in providing occupational skills, knowledge and support to the adult health, Adults and Children's social care workforces and support safeguarding and child protection.

### **Public Health Implications**

14. Able to respond to needs rapidly and provide managed, monitored and reportable blended learning to all partners involved in any particular Public Health matter.

15. The system will provide the ability to extract information regarding the workforce which can be used for Public Health monitoring as well as incident management.

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

16. The LMPS will allow learning to take place in multiple ways and is likely to reduce, although not completely remove, the need for individuals to travel to attend face to face training courses, reducing training related travel expense claims and the impact on the environment.

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

17. The LMPS will provide reporting and analysis to enable a fair and measured way of allocating Learning and Development resources to council staff. It will also support a variety of methods and tools that make learning more accessible to those with particular learning needs. The LMPS reporting mechanisms will enable the identification of areas of disadvantage or under-representation so that positive action may be considered for this.
18. Provides a consistent process for performance management through appraisals and allows us to report on and identify areas for development at both individual, team and service level.

### **Risk Assessment**

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

19. Inability to link our organisational development and performance frameworks, resulting in a lack of progress in ability to deliver the outcomes of the business plan.
20. Inability to deliver key actions under the people strategy – including succession planning, workforce development and links with development and implementation of a job family approach.
21. Continued use of SAP appraisal solution which has limited functionality which hinders its use and acceptability across the organisation.
22. A continued use of current resource intensive procedures within L&D and performance processes with the associated costs.
23. Current infrastructure does not support integration with external partners using current systems.

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

24. That anticipated benefits will not be achieved because insufficient resource is applied to implementing and supporting the system – this will

be mitigated through re-prioritising budgets within the OD and Learning service which will support the delivery of learning and development through the system and by developing knowledge and skills of the existing staff.

25. That the system is unable to support future strategies – mitigated by a thorough scoping process which has focused on future people strategy aims and considered potential suppliers ability to make updates and changes to the system.
26. Ability to manage compatibility with existing IT systems – mitigated by involvement of IT throughout all stages of the procurement and implementation.

### **Financial Implications**

27. Capital funding is requested to cover year one licenses and implementation costs; these are likely to be between £160,000 and £200,000<sup>2</sup> depending on the particular solution that is procured. This would have to be funded from borrowing.
28. Ongoing revenue costs, such as support and maintenance, are estimated to be between £30,000 and £90,000<sup>2</sup> per annum. In addition, the annual costs of servicing the borrowing which equates to 10% of the borrowing of the capital (up to £20,000) will need to be repaid.
29. Across the entire People and Business Service the implementation of an LMPS will enable efficiencies and a reallocation of the services budget of £110,000 within twelve months of the implementation which will enable the ongoing revenue costs (including the cost of borrowing) to be absorbed by existing People & Business Service budget without requiring any budgetary growth. This will be managed by the Associate Director for People & Business Services. This Capital bid covers all year 1 costs and therefore the service will not incur any significant costs until year 2.
30. The LMPS will be entirely funded by Wiltshire Council, however it is anticipated that additional income from partners may help towards the reallocation within service budgets but no single partner will make a specific contribution to the cost of the system.
31. The primary objective of the LMPS is to support the development of an effective workforce and therefore to increase the capacity of the organisation. This can provide opportunities for the realisation of tangible savings across all services in the future.

---

<sup>2</sup> Estimated costs taken from figures provided from soft market testing with a number of possible solution providers. Some providers quoted costs below or significantly above this but these figures represent the most likely costs for a solution that meets all of the requirements in full.

## **Legal Implications**

32. If funds are granted then legal will be consulted along with procurement for advice on the tender process and contractual agreements.

## **Options Considered**

33. A number of options were considered from in-house custom build through to off the shelf third party solutions, including SAP and SharePoint options. The recommended approach is to procure a third party hosted solution because this is the simplest and most economical way to provide the functionality the council requires in the timescales given. The approach fits strategically with hosting cloud solutions where appropriate as outlined in the Information Services Strategy.

## **Conclusions**

34. It is requested that the Capital Assets Committee commit to funding the procurement and implementation of an LMPS system for the council.

**Barry Pirie**

**Associate Director – People and Business Services**

---

Report Author: Helen Mehring, Head of Organisation Development and Jo Pitt, Head of Strategy and Policy

December 2013

## **Background Papers**

None

## **Appendices**

None