

Wiltshire Council Army Basing LGA Peer Review

(i.e. Scope of Review)

Terms of Reference (Version 11.2: dated 13 September 2016)

Reference: LGA Army Basing Peer Review Sep 2016 - Briefing for Review Team Members

Introduction

Wiltshire Council has been managing a major programme arising from the British Army's Rebasing Programme announced in March 2013¹. Wiltshire will receive the largest net addition of troops to be relocated under the MOD programme, which is due to run until 2019, when the MOD development will complete and all the relocations have occurred. The initial Wiltshire Council involvement has focussed on the "place-shaping" aspects, but that phase reached conclusion on the granting of planning permission in early August 2016 - the final application being development at Upavon. It is now followed by a period of monitoring delivery of the infrastructure and welcoming the families to aid their integration into the local community, and subsequently by a phase to deliver services to the additional military population and their families, as troop numbers grow rapidly. A series of engagements need to be worked up when appropriate to facilitate this initiative. It is therefore a timely point to take stock of the programme to date and to establish how well it is being managed and to confirm the council and its partners are well placed to continue to the next phases of the project. Lessons from this review can be applied to the subsequent phases and equally to other programmes in Wiltshire Council and other local authorities. The LGA was requested to assist in undertaking the review, by providing a central oversight and to suggest what other LAs should be approached to provide a review team member. The LGA accepted this request and the review is planned from 26th to 29th September 2016.

Background

Wiltshire Council established an MCI Partnership in 2006 to optimise the economic and social benefits of the military presence in the county. One of its stated aims is to enable the realignment of service provision by the council and its partners to meet the changing needs of the military, their families and veterans. Accordingly it is important to consider how the significant increase in military personnel and their families will receive appropriate educational, social, health and other related services.

The Wiltshire Council Business Plan (2013 to 2017) states: *"In the next four years we will focus on 12 key actions To deliver council priorities, Action 7 states that the council will build on the work of the Military Civilian Integration Partnership and maximise the benefits of the Army Rebasing Plan."* It acknowledges: *"By 2020 there will be more Army personnel based in Wiltshire than any other county in the UK"* and *"The growing military footprint and changing nature of the Army as it becomes more static and UK based will present opportunities for economic growth and increase demand for education, employment, healthcare and housing. The council, MoD and Army*

¹ Sec of State for Defence Announcement on Regular Army Basing Plan dated 5 March 2013 (Hansard)

will need to work together to make sure areas with high levels of military growth continue to have balanced, communities with opportunities for veterans, military personnel and their families.”

Army Basing Implications for Wiltshire Council

Of the £1.8 billion budget originally allocated by MOD for its Army Basing programme, some £1 billion is being invested in the MOD estate in the Salisbury Plain Training Area. The net addition is for 4,000 personnel plus their families, creating a total increase in population of 7,200. In excess of 20% of the Regular British Army will be accommodated in Wiltshire by 2020. Wiltshire Council needs to respond to this major change programme by ensuring that it can meet the needs of the additional population and to integrate them with the civilian communities. Schools, early years, transport and other facilities are required in addition to the delivery of extra services. All of the MOD planning applications submitted by the MOD have been considered by Wiltshire Council as the local planning authority. This marks an end to this particular phase of the programme.

Wiltshire Council Governance

MCI Board

The engagement with the military is led by the MCI Partnership Board. Terms of reference for this can be found at [Appendix 1](#). As will be noted it is chaired at the most senior level in Wiltshire Council and meets quarterly, engaging not only with military authorities but a range of public and voluntary sector partners. It looks ahead at significant military developments which could have an impact on the economy and social landscape of the county, and sets workstreams to manage such implications. These are delivered through the MCI Delivery Group.

MCI Delivery Group

Terms of reference for the Delivery Group can be found at [Appendix 2](#). It is largely attended by Wiltshire Council officers, but MOD and other parties are included. At present it is charged at delivering a number of workstreams, of which the Army Basing Workstream is by far the most significant. Other workstreams include the Armed Forces Covenant, military Employment and Skills, The new Defence College of technical Training, Self-employment opportunities for the military community and Best Practice.

Army Basing Steering Group

As discussed above, the most significant workstream is Army Basing. MOD shared its plans with Wiltshire Council as soon as the Army 2020 Review was announced. A Steering Group was established to plan the future management of the MOD's development programmes and consider how Wiltshire Council could respond appropriately to the changes that would arise from basing an additional 7,200 people in the Salisbury Plain area. Terms of reference for the group can be found at [Appendix 3](#). It involves all the council teams who will need to plan additional facilities and services for the additional population as well as corporate teams (such as Communications), the MOD (both the Army Basing Team who implement the programme and Defence Infrastructure Organisation who will deliver the additional accommodation etc.) as well as

partners from the Homes & community Agency (HCA), health and the emergency services. The SG manages a number of sub-groups which undertake the detailed planning.

There is also a Councillor Reference Group to ensure that the views of the local councillors are taken into account and the local community can be briefed. However, it should be noted that a comprehensive series of engagements occur outside this forum as described in the MCI Communications Plan.

A suite of project documentation is maintained to help govern the programme. These include:

<u>Internal Programme Team Documents</u>
Scope of Review / Terms of Reference - this document
Scoping Document - LGA Army Basing Peer Review Sep 2016 - Briefing for Review Team Members
Project Initiation Document
Programme(s)
Communications Plan
Risk / Opportunities Register
Highlight Reports (recent which reported SFA Planning Permission and some previous)
Partner briefing Version
<u>Documentation Produced by Others</u>
(Rapid) Health Impact Assessment Report (rHIA) - commissioned by Wiltshire Council's Consultant in Public Health
DIO's Salisbury Plain Masterplan Army Basing Programme -Planning Context Report FINAL Date: 23 June 2014 V2.2
DIO's Salisbury Plain Army Basing Programme Masterplan V2 (Jun 2014)
DIO's Overall Travel Plan and Framework Travel Plan Report
DIO's Infrastructure Delivery Plan (March 2015)
Section 106 Agreement for the 3 SFA Planning Applications

Description and Scope of the Review

The review is to be based upon the former OGC Gateway™ Process, which reports confidentially to a Senior Responsible Officer (who would be the Wiltshire Council Leader). This involves independent reviewers (typically three or four, one of who leads the review), who are provided with documentation to study prior to interviewing those involved in managing, or as stakeholders of, the programme against a set of performance criteria.

Interest has been expressed by Wiltshire Council partners - principally the local (HQ South West) brigade and the DIO that they have a role to play in the review. However, both these organisation plan to undertake their own Project Evaluations / Lessons Learnt exercise and therefore wish to be consultees rather than their own performance in managing the programme be subject to review. Accordingly the scope of the review should cover the following Wiltshire Council's activity:

- Properly managing the council's response to MOD planning to ensure that not only the development would be sustainable, but helped to integrate the new soldiers and families relocating to Wiltshire into local communities and ensuring existing ones were not disadvantaged
- Negotiation of the MOD (or other government departments') contributions towards new infrastructure etc. that the development would necessitate
- Planning for new schools etc. for which the council will be directly responsible
- Planning the delivery of additional services to an increased population
- Engagement of the wider community in the programme.

Further details of the issues to be examined within the review which are those typically examined under the OGC Gateway™ Strategic Programme (Level 0) are set out in [Appendix 4](#) for further consideration.

Review Team members will be drawn from Local Authority, involved in the Army Basing Programme in another part of the UK, to staff it. The following Review Team composition has been agreed:

- **Ian Parker**, Head of County Development Taskforce, Chief Executive's Office, Hampshire County Council
- **Councillor Ann Hartley**, Deputy Leader and Lead Member for Children's Services, Shropshire Council
- **Callum McKeon**, Corporate Director (Strategy and Governance), Richmondshire District Council
- **Anna Hook**, Head of Commissioning: Growing Essex Communities, Essex County Council
- **Andrew Winfield**, Peer Challenge Manager, LGA.

The review should be ready to commence once the majority of the planning applications for the Army Basing Programme have been determined. These cover "Priority Works" applications, the additional Service Family Accommodation (SFA) and the redevelopment within the five "camps" at Bulford, Larkhill, Perham Down, Tidworth and Upavon. It is the SFA applications which will

have the greatest impact on the population of Wiltshire. All of these applications have been determined, the last being that at Upavon on 5 August 2016. It is therefore proposed that the review commences in September 2016, which as stated earlier, marks the end of a particular phase of the programme. The following milestones have been completed or are in preparation:

- Agree scope of review through meeting *with LGA (6 October 2015)*
- Receive guidance documents from LGA on conduct of review *(mid-March 2016)*
- LGA assemble team (AW as lead / O&S Councillor / Other LA officer / Wiltshire Council officer or AN Other *(end March 2016)*)
- Issue pre-reading material *(early September 2016)*
- Conduct interviews c. 3.5 days at CH and possibly Tidworth / Andover *(w/c 26th - September 2016)*
- Draft report within 4 days of review
- Final report agreed *by mid-October 2016*
- Dissemination of lessons learned *late-November 2016*

Conclusion

It is considered that now is a timely point to plan for the review, in view of the advancement to the next phase of the project in the summer of 2016. It would provide a unique opportunity to address the lessons learned from the management of the programme to date, as well as confirming whether Wiltshire Council has the right resources, skills and experience to commence the next phase of the programme.

Wiltshire Military Civilian Integration Board Terms of Reference

Wiltshire Military Civilian Integration Partnership Board Terms of Reference

Purpose of Board:

1. The main purposes of the MCI Board is to:
 - foster good relationships between the military and civilian communities throughout Wiltshire enabling the two communities to integrate in a positive manner
 - seek to maximise the social and economic benefits of the Armed Forces presence within Wiltshire and
 - to ensure that Wiltshire Council responds in a timely and appropriate manner to the impact of the MOD change programmes that have implications for the population of Wiltshire.
2. In particular it will:
 - a. Consider the MOD Change Programmes that may have implications for the population of Wiltshire and set up “informal” workstreams to implement current MCI activity. This will enable the realignment of service provision, if required, by the council and its partners to meet the changing needs of the military, their families and veterans. The Board will appoint a workstream leader to ensure that the activity of the workstream is executed satisfactorily and reported to the Board.
 - b. Ensure that the workstream leads produce a summary workstream report to the MCI Board at least five working days prior to the Board meeting, which will be routed through the Secretary.
 - c. Seek to uphold the Armed Forces (AF) Community Covenant, by striving to ensure that members of the AF (past and present) and their families are not disadvantaged by the policies or processes of Wiltshire Council. To assist this, it will produce and keep under review a Wiltshire-wide AF Community Covenant which is endorsed by representatives of local military and civilian stakeholders.
 - d. Foster good relationships between Wiltshire Council teams, the MOD (both local military commands and organisations within the wider MOD, such as the Defence Infrastructure Organisation, Director General Information Services & Systems) and partners of Wiltshire Council (such as the Local Enterprise Partnership, the NHS, Emergency Services, the Voluntary Sector, and the Chambers of Commerce).
 - e. Quantify and maximise the economic contribution of the military to the county and capitalise on opportunities for regeneration and building sustainable communities in areas with a military presence.
 - f. Ensure the county continues to remain an attractive location for our Armed Forces and long-term investment by the MOD. In this regard it will assist Service leavers and redundees in particular, in career transition and employment in Wiltshire reintegrating Service Personnel into civilian life.

Membership

3. The standing members shall be
Baroness Scott Bybrook (JS) Chairman/Leader, Wiltshire Council

Cllr Fleur de Rhe-Philipe (FdRP)	Cabinet Member for Economy, Skills & Transport
Col Toby Bridge (TB)	Commander Regional Brigade (SW)
Col Mike Pendlington (MP)	CO Lyneham
Maj Ivan Gen Hooper (IH)	MOD ISS- Dir Development & Dir Operations
Sqn Ldr Alison Morton (AM)	RAF Boscombe Down
Carolyn Godfrey (GC)	Corporate Director, Wiltshire Council
Alistair Cunningham (ACu)	Associate Dir Economic Development & Planning
<i>To be confirmed</i>	SO1 Regional Bde (SW)
Peter Jones (PJ)	Homes & Communities Agency
Alan Truscott (AT)	Community First/Plain Action
Tim Ashley-Smith (TAS)	Defence Infrastructure Organisation
Victoria Moloney (VM)	Wiltshire Council Leader's Assistant
Kevin Ladner (KL)	Secretary /Wiltshire Council MCI Prog Manager

NB: The Swindon & Wiltshire Local Enterprise Partnership is represented through FdRP, TB and ACu.

Reporting

4. The Board is a non-statutory body and thus is under no obligation to report to a higher authority.

Meeting Frequency and Location

5. The meetings shall normally be held quarterly in County Hall, Trowbridge, BA14 8JN.

Review of Terms of Reference

6. These Terms of Reference shall be reviewed annually and this will be next reviewed at the first MCI Board meeting to be held after February 2017.

Date

7. These Terms of Reference were agreed at the MCI Board held on 10 March 2016.

Military Civilian Integration Delivery Group (MCI DG) Terms of Reference

Purpose of Delivery Group:

1. The Wiltshire MCI (Military Civilian Integration) programme was initiated in 2006 to foster good relationships between the military and civilian communities, seek to maximise the social and economic benefits of the Armed Forces presence and ensure that Wiltshire Council works in close cooperation with the MOD to respond in a timely and appropriate manner to the impact of MOD change programmes that have implications for the population of Wiltshire.

2. The Delivery Group (DG) was set up to implement the agreed actions arising from the MCI Board to meet the aims of the MCI programme, which are managed through “workstreams”. These aims are set out in more detail in the Terms of Reference for the MCI Board, which is the most strategic of the MCI hierarchy of meetings and is one of Wiltshire’s thematic partnership boards.

3. In particular, the MCI DG will:

a. Oversee and monitor the work of “informal” workstreams that have been agreed by the MCI Board. The workstreams are “virtual” working forums that have been set up to implement one strand of current MCI activity. Each workstream has a leader appointed by the Board. The current workstreams are detailed in the Governance Structure attached at Appendix 1.

b. “Horizon-scan” emerging activities, that needs to be brought to the attention of the MCI Board. This will be achieved through a standing agenda item being included at each meeting.

c. Foster good relationships between Wiltshire Council teams, the MOD (both local military commands and organisations within the wider MOD, (such as the Defence Infrastructure Organisation, Director General Information Services & Systems) and partners of Wiltshire Council (such as the Local Enterprise Partnership, the NHS, Emergency Services, the Voluntary Sector, and the Chambers of Commerce).

d. Ensure that the workstream leads produce a summary workstream report to the MCI Board at least five working days prior to the Board meeting, which will be routed through the Secretary.

e. Ensure workstream leaders produce an annual tasking plan, setting out the key activities required, their timescales and owners to enable 3a. above to be effected. These will be referred to the MCI Board for endorsement.

f. Ensure that key messages are communicated in a manner to reach all relevant stakeholders. In this regard it will oversee the contents of Wiltshire Council’s MCI webpages.

g. Receive a MCI Programme summary report from the Secretary at each meeting, to assist in the delivery of tasks.

Membership

4. The standing members are detailed in Appendix 1. The DG meetings will be chaired by a Corporate Director, with Associate Director for Economic Development & Planning deputising when necessary. The MCI Programme Manager, or someone appointed by him, will undertake secretarial duties.

Reporting

5. The MCI DG reports to the MCI Board. Paragraph 4d. above details the formal reporting requirements.

Meeting Frequency and Location

6. The meetings shall normally be held quarterly in County Hall, Trowbridge, BA14 8JN. Ideally these will be arranged between scheduled MCI Board meetings.

Review of Terms of Reference

7. These Terms of Reference shall be reviewed annually and this will be next reviewed in the meeting held on or after July 2017.

Date

8. These Terms of Reference were agreed at the MCI DG held on 21 July 2016.

Military Civilian Integration Partnership (Incorporating Wiltshire's Community Covenant Partnership)

MCI PARTNERSHIP BOARD

Role: Strategic direction and guidance of all military matters in Wiltshire

Chairman: Leader Wiltshire Council
 Commander: Southwest Army Region
 Cabinet Member Economic Development, Skills & Strategic Transport
 Corporate Director (Carolyn Godfrey)
 Associate Director Economic Development & Planning
 Officer Support: Kevin Ladner, MCI Manager; SO1 MCI; and project leads, as required.

Defence Infrastructure Organisation
 Representation from DGISS (Corsham), MOD Boscombe Down & Lyneham
 Homes and Communities Agency
 Swindon and Wiltshire Local Enterprise Partnership Representative
 Voluntary Sector (Community First)

WORK STREAMS (Purpose: to manage the implementation of the programmes identified by the Board)

<p>ARMY BASING</p> <p>Purpose: Army Basing Plan implementation (c. £1,2Bn). Integration required for health, education, housing, leisure, planning, & social care.</p> <p>Lead: Alistair Cunningham</p> <p>Output: To manage the process of putting local infrastructure & services in place for Army Basing.</p>	<p>MOD LYNEHAM Development</p> <p>Purpose: To manage MOD/DIO/Wiltshire Council relationship for redevelopment of MOD Lyneham.</p> <p>Lead: Simon Smith</p> <p>Output: Establishment of DCTT (initially 2000 students & staff) at Lyneham by 2015, completing 2019.</p>	<p>ARMED FORCES COVENANT</p> <p>Purpose: Oversee AF Community Covenant, Veterans Action Plan, Grant Scheme applications, & community integration Initiatives.</p> <p>Lead: Liz Creedy (previous Mark Gwynne)</p> <p>Output: Community Covenant and grant applications.</p>	<p>ENTERPRISE</p> <p>Purpose: To support the enterprise aspirations of Service leavers & military spouses, working with the Wiltshire Business Support Service, the Enterprise Network, ESIF programmes, & MOD's Careers Transition Partnership (CTP).</p> <p>Lead: Angela Hayes</p> <p>Output: Military leavers or spouses assisted into employment or enterprise (bus. growth / creation). ESIF military aspects.</p>	<p>EMPLOYMENT & SKILLS</p> <p>Purpose: to equip military personnel and their families with the skills that will assist in civilian employment. Overview of the military aspects of the UTC, City Deal & ESIF programmes. Support to CTP.</p> <p>Lead: Mandy Timbrell</p> <p>Output: Successful delivery of UTC, City Deal & ESIF military aspects.</p>	<p>BEST PRACTICE</p> <p>Purpose: to lead on best practice with other garrisons with MCI issues (nationally & regionally)</p> <p>Lead: Alistair Cunningham</p> <p>Output: To ensure MCI groups across the UK can learn lessons from each other to improve integration.</p>	<p>LEADER</p> <p>Purpose: Consider the community projects that assist military aims that could be eligible for grant funding</p> <p>Lead: Alan Truscott</p> <p>Output: To obtain grant funding</p>	<p>HERITAGE</p> <p>Purpose: To manage events relating to culture and heritage (e.g. WWI commemorations)</p> <p>Lead: Alistair Cunningham to nominate</p> <p>Output: To promote military contribution to society</p>
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MCI Delivery Group Role: Horizon scanning for Board, joining things up, leading on communications and effective delivery

Carolyn Godfrey	Alistair Cunningham	Kevin Ladner	Tim Martienssen	David Clarke	John Goodall	Chris Williams & Jill Whittington	Tim Edmonds	Liz Creedy	Janet O'Brien	Alan Truscott	Simon Smith	Mandy Timbrell	Michael Hudson	"Alfie" Hitchcock & Emma Thompson
Corporate Director	Director Economic Development & Planning	MCI Prog Manager	Economy & Enterprise Projects	Head of School Effectiveness	Public Health Cnsit	CCG / NHS England	Comms Team	Head of Corporate Support Pol/Part/Dem, Policy,	Hd of New Housing	Commtty First/ Plain Action	Development Control	Employment & SkillsMgr	Assoc Director Finance	Southwest Army Region / AWS HIVE
Chair		Secretary												

Army Basing Steering Group (ABSG) Terms of Reference

Purpose of Steering Group:

1. The main purpose of the Group is to ensure that Wiltshire Council and partners continue to respond to the impact of the British Army's Basing plans announced in March 2013, to enable effective military integration with civilian communities throughout Wiltshire. It aims to ensure plans developed are implemented successfully. Business will be limited to strategic matters, with more detailed issues being discussed at its subordinate sub-groups (See Note 1).
2. In particular it will:
 - a. Enable Wiltshire Council and partner agencies to plan and implement its response to the (Army Basing) Programme.
 - b. Ensure that infrastructure as well as health, education, leisure and social services, local policing meets the needs of additional military personnel, their dependents and existing Wiltshire communities.
 - c. Ensure that the implementation of the Programme complies with the principles underpinning Wiltshire's Armed Forces Community Covenant.
 - d. Realise the benefits that the Programme may deliver in terms of:
 - drawing upon the MOD service personnel and their families' skills for Wiltshire's economic enhancement;
 - ensuring local communities benefit from the Corporate Social Responsibility policies of contractors appointed to build the necessary infrastructure under the Programme.
 - e. Assist the implementation of MOD's development.
 - f. Ensure communication with identified audiences (primarily local communities, both civilian and Armed Forces, and other key stakeholders) is appropriate and timely.
 - g. Liaise with other workstream leaders and cooperate with neighbouring local authorities to manage the impact of Army Basing, identifying holistic responses and approaches.
 - h. Continue to review key project documentation (PID / Project Plan / Risk Management Plan) so that it assist Programme delivery.
 - i. Harness the contribution of partnering organisations, health authorities and other stakeholders to aid successful workstream outcomes.
 - j. Review progress against project milestone plans.
 - k. Review, manage and mitigate risks and draw upon the opportunities of the Programme (from a Wiltshire Council perspective, noting DIO maintains its own risk process).
 - l. Task and monitor sub-groups activity required to undertake more detailed activities.
 - m. Escalate contentious or significant matters to the MCI Programme Board as appropriate.

Membership

3. The standing members of the group will include the following:

1.	Alistair Cunningham	ACu	Wiltshire Council - Dir Economic Development & Planning
2.	John Goodall	JG	Wiltshire Council - Consultant Public Health (CVD)
3.	Clare Medland OR Tom Lindsay	CM TL	Wiltshire Council - Education Planning Team
4.	Simon Smith	SS	Wiltshire Council - Army Rebasing Planning Manager
5.	Sue Ellison	SE	Wiltshire Council - Communications
6.	Kevin Ladner	KL	Wiltshire Council - MCI Programme Manager
7.	Netty Lee	NL	Wiltshire Council - Children's Services
8.	Sarah Hiscocks	SH	Wiltshire Council - Programme Office

9. Phil Eley	PE	MOD - DIO - Deputy Hd of AB Team
10. Michael Russell	MR	MOD - DIO - Senior Estate Advisor - PAC
11. Capt Alison Bunce	AB	1 Artillery Brigade - SO3 Rebasing
12. Lt Col Laurence Quinn	LQ	MOD - Army Basing Team
13. Jill Whittington	JW	NHS Clinical Commissioning Group
14. Supt Sue Austin	SA	Wiltshire Police Sector Commander (Amesbury & Tidworth)
15. Gus Cuthbert	GC	Dorset & Wiltshire Fire & Rescue Service
16. Phil Evans	PE	Homes & Communities Agency
17. Janet O'Brien	JB	Wiltshire Council - Hd New Housing
18. Karen Wheller	KW	Wiltshire Council - Programme Office (Secretary)

4. Additional members will be co-opted for specific matters, should they arise. They will be issued with agendas and notes to enable this and may include:

19. Georgina Clampitt-dix	GCD	Wiltshire Council - Hd Spatial Planning EDP
20. Angela Brennan	AB	Wiltshire Council - Coordinator for Childcare
21. Allan Creedy	ACr	Wiltshire Council - Hd Strategic Transport
22. Mark George	MGe	Aspire (by invitation)
23. Ian Parker	IP	Hampshire County Council - Chief Exec Office
24. Graham Smith	GS	Test Valley Borough Council

Reporting

5. The group will report to the MCI Delivery Group, and will assist the programme manager in providing regular highlight reports to the workstream owner (Corporate Director Carolyn Godfrey).

Frequency of Meetings

6. The group shall normally meet every two months.

Review of Terms of Reference

7. These terms reference will be reviewed every six months.

Date

8. These terms of reference were updated by the MCI Programme Manager following direction at the Steering Group held on 22 June 2016. They will be reviewed again in December 2016.

Note 1 - Sub-groups

The following sub-groups have been formed which will report to the ABSG:

Planning Sub-group Chaired by the DIO. He may discharge this role through a series of targeted meetings to manage any detailed planning issues requiring specialist advisers.

Defence Health Care Commissioners Group - Chaired by Defence Primary Health Care Service – Includes as members: NHS Wiltshire CCG, Wiltshire Council in Public Health, NHS England, Army Basing Team: to coordinate action required in the delivery of healthcare to Wiltshire residents resulting from Army Basing.

Army Basing Communications Group - Jointly chaired by Wiltshire Council and MOD (Army Basing Team) Communications. It will meet quarterly to consider public communications matters arising from the Army Basing programme.

Potential Areas to be Addressed by the Peer Review Team

OGC Programme Review 0 Guide - Ongoing Strategic Assessment

Investigates direction and planned outcomes, progress of constituent projects/ repeated throughout programme duration

1. Why is programme necessary?
2. Is there a strategic fit (e.g. with other programmes, wider organisational and public sector strategies)
3. Who are main stakeholders / are they supportive?
4. Is the programme scope understood / recognised by key stakeholders
5. What constitutes success?
6. Are realistic plans in place?
7. Are the main programme risks managed?
8. Are the right skills, leadership and capability to achieve success in place?
9. Are the resources allocated to the programme of the right level?
10. Are adequate management controls in place?
11. Is adequate finance / resources in place?

Other Areas to Address

11. Documentation to Review such as:
 - a. Project Initiation Document (PID)
 - b. Communications Plan
 - c. Stakeholder Engagement Plans
 - d. Programme
 - e. Risk Register
 - f. Opportunities Register.
12. To review the adequacy of planning for the subsequent stages of the programme (i.e. delivery of services and integration of the new service personnel and their families into the communities around Salisbury Plain. The latter aspect includes prior engagement with schools, employers and commerce.
13. Readiness to Proceed.
14. Potential extended role of the O&S Management Committee.