

# AGENDA

---

**Meeting:** Cabinet  
**Place:** Kennet Room - County Hall, Trowbridge BA14 8JN  
**Date:** Tuesday 17 January 2017  
**Time:** 9.30 am

---

## **Membership:**

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

---

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)

# 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**

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

To confirm and sign the minutes of the Cabinet meeting held on 13 December 2016, previously circulated.

3 **Declarations of Interest**

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

4 **Leader's announcements**

5 **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 12 January 2017. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Housing Repairs Contract Extension** (*Pages 17 - 22*)

 Report by Carolyn Godfrey, Corporate Director.

7 **Army Basing LGA Peer Review** (*Pages 23 - 44*)

Report by Dr Carlton Brand, Corporate Director.

8 **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

#### 9 **Exclusion of the Press and Public**

This is to give further notice in accordance with paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item in private.

To consider passing the following resolution:

To 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 10 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).

#### 10 **Housing Repairs Contract Extension** (*Pages 45 - 54*)

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

This page is intentionally left blank

## **CABINET**

---

### **DRAFT MINUTES OF THE CABINET MEETING HELD ON 13 DECEMBER 2016 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

#### **Present:**

Cllr Baroness Scott of Bybrook OBE, Cllr John Thomson, Cllr Fleur de Rhé-Philippe, Cllr Toby Sturgis, Cllr Dick Tonge, Cllr Jerry Wickham, Cllr Stuart Wheeler and Cllr Philip Whitehead

#### **Also Present:**

Cllr Anna Cuthbert, Cllr Jon Hubbard, Cllr Richard Gamble, Cllr Allison Bucknell, Cllr Jerry Kunkler, Cllr Glenis Ansell, Cllr Chuck Berry, Cllr Alan Hill, Cllr David Jenkins, Cllr Bob Jones MBE, Cllr Simon Killane, Cllr Gordon King, Cllr Magnus Macdonald and Cllr Horace Prickett

---

#### **136 Apologies**

Apologies were received from Councillor Laura Mayes and Councillor Jonathon Seed.

#### **137 Minutes of the previous meeting**

The minutes of the meeting held on 15 November 2016 were presented.

#### **Resolved**

**To approve as a correct record and sign the minutes of the meeting held on 15 November 2016.**

#### **138 Minutes - Capital Assets Committee**

The minutes of the meeting held on 15 November 2016 were presented.

#### **Resolved**

**To note the minutes of the meeting held on 15 November 2016.**

#### **139 Declarations of Interest**

There were no declarations of interest.

#### **140 Leader's announcements**

The Leader thanked those officers and councillors who had sent messages and given their support recently.

## 141 **Public participation and Questions from Councillors**

Councillor Fleur de Rhé-Philippe stated, in response to a question raised by Councillor Jon Hubbard, that she was also disappointed with the outcome of the Ofsted inspection into the Adult and Community Learning Service. It was acknowledged that the officers in the service had worked hard, but that given the limited resources available, consideration should be given as to how best to deliver the service in the future.

## 142 **Performance Management and Risk Outturn Report: Q2 2016/17**

Councillor Dick Tonge presented the report which provided an update on second quarter outturns against the measures and activities compiled and reported through the council's website via the [Citizens' Dashboard](#) and other key measures, as well as the latest outturns on the council's strategic risk register. Councillor Tonge invited other Cabinet Members to highlight areas within their respective portfolios.

Issues highlighted in the course of the presentation and discussion included: that the claimant rate is below and the employment rate is above the national average; that incubation centres have proved a success; that the ultrafast broadband tender is being published and further funding had been secured to help reach hard to reach areas, and that it is hoped to see a range of potential providers bidding for the contract; that the Council is also lobbying the Government to help provide 100% coverage for broadband.

Also that use of libraries in Wiltshire is going up, in a large part due to colocation of services; the rate of policy change nationally has made life difficult for planning officers; that the amount of waste diverted from landfill target had been met despite some disruption; that a successful prosecution had been made for a flytipper; that there had been a 50% increase in registration to use the MyWiltshire App, with a reduction in costs attributed to its use, and that it can be used for a range of other services; that GCSE results would be published soon.

With regard to Health & Social Care: that the Council were inviting people for 40 plus health checks; that with regard to homecare that the national picture was of an average cost per hour of over £16, but that Wiltshire was third highest payer with £19.10 per hour on average; the increase in the use of leisure services; that the recruitment and retention of social workers showed continued good progress and vacancy rate is reducing; and how volunteers can be used to support a range of services.

In response to a question from Councillor Simon Killane, Councillor Richard Gamble stated that whilst there was a risk regarding school infrastructure, Wiltshire had a good track record and working relationship with the academies in Wiltshire.

In response to a question from Councillor Simon Killane, Councillor Jerry Wickham stated that Wiltshire Council pays travel time for home carers in part in recognition of the rural nature of the county.

Councillor Dick Tonge went on to outline the Risk Register including: how risk is defined and the approach to measuring risk; the major changes in the register, including the number of looked after children that had increased due to the recent number unaccompanied asylum seekers presenting at the County; the increased risk on Information Governance, and the fines have increased for failures.

Councillor Glenis Ansell, Chair of the Scrutiny Task Group, stated that they had reviewed the Risk Register and were content with it. In response to a specific issue to Calne, Councillor Jerry Wickham stated that he had been aware of a maintenance issue, now addressed, with an air quality measurement device in Devizes but would investigate the issue in Calne.

In response to an issue raised by Councillor Chuck Berry, the Leader stated that no announcement had been made about any extra money for social care, and the final settlement for Wiltshire Council had not been made yet in any event.

## **Resolved**

### **To note the updates and outturns:**

- 1. Against the measures and activities ascribed against the council's key Outcomes; and**
- 2. The strategic risk register.**

#### *Reason for Decision:*

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

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

## **143 Public Health Annual Report 2015/16**

Councillor Jerry Wickham presented the report which informed the Cabinet members of Public Health activity in Wiltshire during 2015/2016.

Issues highlighted in the course of the presentation and discussion included: the impact of the proportionately older population; the focus on preventative work; that life expectancy, especially for men, had improved; the decrease in teen pregnancies; the participation in the Big Pledge; the increase in the participation in the Dementia Friendly scheme; the adoption of the Purple Flag scheme; how incidents, such as anthrax, were dealt with; the information and training made available with Parishes as part of emergency planning; and how Areas Boards may be able to provide links across community groups.

In response to an issue raised by Councillor Simon Killane, that whilst there was a role for the Adult Safeguarding Board in holding NHS partners to account over the issues raised in the CQC report into the way NHS trusts, nationally, review and investigate the deaths of patients in England, but that it was not a direct responsibility for the Council.


### **Resolved**

#### **To note the Public Health Annual Report 2015/2016**

*Reason for Decision:*

*To formally present the Annual Report to Cabinet and provide an opportunity to express any views.*

#### 144 **Commissioning of Carers Services**

 Councillor Jerry Wickham presented the report which set out a recommissioning plan for those services and sought approval for that plan. The report proposed a plan for the future commissioning of carers' support in Wiltshire.

Issues highlighted in the course of the presentation and discussion included: that services for carers over 18 and under were contracted separately, and that the Council wanted to be able to have one contact that can be commissioned; the joint funding provided from CCG and Wiltshire Council for services provided; and how mergers between some carers centres have reduced costs.

### **Resolved**

**To approve the recommissioning plan for carers' services set out below:**

- a) Approve the exemption of the extension to the current partnership arrangement to March 2018**
- b) Approve the commencement of a competitive tender process for a new carers' support service during 2016-17, ready for implementation 1st April 2018**



- c) **Delegate authority to award a new contract commencing 1st April 2018 to the Corporate Director for Children's Services and Adults Social Services following consultation with the Cabinet Member for Health (including Public Health) and Adult Social Care, the Associate Director, Finance, the Associate Director, Legal and Governance and the Associate Director Corporate Function, Procurement and Programme Office.**


*Reason for Decision:*

*The Partnership arrangement with Carers Support Wiltshire has existed since 2010 and has never been tendered. This paper outlines a plan to allow for the recommissioning of the service within two stages.*

*Stage 1: Continuing with the partnership as it currently stands will enable CSW to continue in their role as an influential partner for carers at a time when we will be embarking on a number of key commissioning initiatives that will directly impact on carer service provision. The partnership arrangement will permit the flexibility required in order to pilot new approaches and embed new service processes prior to embarking upon a full tender activity.*

*Stage 2: To approve the commissioning of carers support services ready for commencement on 1 April 2018.*

#### 145 **Direct Payment Support Service**

 Councillor Jerry Wickham presented the report which detailed the procurement exercise that had commenced in October 2016 to recommission the Direct Payment Support Service to allow for a seamless transition; and recommended that delegated authority be agreed by Cabinet to award the contract.

Issues highlighted in the course of the presentation and discussion included: the legislative requirements to provide direct payments; and how payments are used to support people who need care, to allow them to take ownership of their own care plans.

#### **Resolved**

**To approve delegated authority to award a contract to the preferred provider/s identified as a result of the tender process to Associate Director for Adult Care Commissioning and Housing, following consultation with Councillor Jerry Wickham, Cabinet Member for Health (including Public Health) and Adult Social Care; the Associate Director, Finance; and the Associate Director, Legal and Governance.**

*Reason for Decision:*

*Direct payments give customers the ability to take control of social care services and commission the support they want to meet their identified eligible needs. The re procurement of a direct payment support service will provide a cost effective means to meet some of the Council's statutory responsibilities under the Care Act 2014. Giving delegated authority will ensure the timely procurement of this service.*

#### 146 **Council Tax Base 2017/2018**

Councillor Dick Tonge presented the report which asked Cabinet to consider and approve the Council Tax Base 2017/2018. In moving his recommendation, Councillor Tonge proposed to amend the second recommendation as outlined in the report.

Issues highlighted in the course of the presentation and discussion included: how exempt properties are classified and identified; how the MOD estate pay council tax separately; how the collection rate is calculated; and how bad debts are provided for.

In response to a question raised by Councillor Gordon King, the Leader stated that Wiltshire politicians had lobbied hard to express their concern regarding the proposed cap to Parish and Town Council's precept, and that no announcement had yet been made.

#### **Resolved**

- 1. To consider and approve the Council Tax Base 2017/2018.**
- 2. To note that the recommended collection rate adjustments are set at the same level as 2016/2017, that is 99.75% and 82.50% where local council tax support reductions (discounts) in respect to working age claimants was applied.**

*Reason for Decision:*

*Before the Council Tax can be set by the Council in February 2017 a calculation has to be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Finance Act 1992.*

#### 147 **Proposal to change the Council Tax Reduction Scheme 2017**

Councillor Dick Tonge presented the report which asked Cabinet's to recommend to the meeting of Council that it agree proposals to make changes to the Council Tax Reduction Scheme (CTR) with effect from April 2017.

Issues highlighted in the course of the presentation and discussion included: the suggestion to bring the process more in line with other regulations for other

benefits; the responses to the consultation; the number of households who receive support; that the changes would not affect pensioners, but just working age people; the principles applied for the review; that there is a scheme that can be accessed to assist people who may get into financial difficulties.

In response to concerns raised by Councillor Glenis Ansell, Councillor Tonge stated that they had considered how the changes may affect those individuals and families already in debt, and that the Council does work carefully with vulnerable families in particular.

### **Resolved**

**To recommend to Council to agree changes to the council tax reduction scheme as set out at section 18 of this report, with effect from April 2017.**

*Reason for Decision:*

*It is an annual requirement for the council to review its local Council Tax Reduction (CTR) scheme and make recommendations for change as required.*

*Since its introduction in April 2013 the scheme has been 'refreshed' annually to take account of minor data changes, but the core elements have been retained.*

*However in the last 18 months there have been some changes to the national housing benefit scheme and it was felt that without timely intervention the schemes would drift apart causing both administrative difficulties and confusion for the customer. With further reductions in funding it was felt that the scheme should also be reviewed, in comparison with other local authorities.*

### 148 **Report on Treasury Management Strategy 2016-17 – Third Quarter ended 30 September 2016**

Councillor Dick Tonge presented the report which summarised the quarterly performance against the agreed Treasury Management Strategy. In giving his presentation, Councillor Tonge highlighted: that the Strategy had been adhered to, and that the Strategy itself would be reviewed and considered by Cabinet in the New Year.

### **Resolved**

**To note that the contents of this report are in line with the Treasury Management Strategy.**

*Reason for Decision:*

*To give members an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2016-17.*

149 **Revenue and Capital Budget - Budget Monitoring Reports Period 7 2016/2017**

The meeting considered the following reports:

**149 Revenue Budget Report**

Councillor Dick Tonge presented the report which advised members of the revenue budget monitoring position as at the end of period 7 (end of October 2016) for the financial year 2016/2017 with suggested actions as appropriate.

Issues highlighted in the course of the presentation and discussion included: the impact of the revaluation of NNDR, and how it was managed; that a briefing note would be published to make the financial position clearer; the proposals to increase some charging which will increase income; the costs for transporting children for education, and the options that seek to address this.

Councillor Glenis Ansell, Chair of the Task Group, stated that efforts to address projected overspends were being made, but that concerns remained over the use of reserves to address a proportion of this.

In response to an issue raised by Councillor Jon Hubbard, it was noted that with regard to the budget for agency costs in relation to Children's services, that the financial predictions had been realistic but that there had been an unexpected rise in numbers of looked after children.

The Leader stated, in general terms, that it was worth noting that the Council's budgets were large and complex; that it was therefore hard to predict and plan budgets; that it would be very unusual if there were no movements; and that the Council would always have to take actions to monitor them throughout the year.

**Resolved**

- 1. To note the outcome of the period 7 (end of October) budget monitoring and to approve all budget virements outlined in the report.**
- 2. To approve the increase in leisure fees and charges, as set out at Appendix E in the report presented, from 1 February 2017.**

*Reason for Decision:*

*To inform effective decision making and ensure a sound financial control*

*environment.*

#### **149) Capital Budget Monitoring**

Councillor Dick Tonge presented the report which informed Cabinet on the position of the 2016/2017 Capital Programme, as at Period 7 (31 October 2016), including highlighting budget changes. In presenting his report, Councillor Tonge highlighted: how additional budgets had been added to the programmes; and how some budgets had been reduced or reprogrammed to take place in the following year.


#### **Resolved**

- 1. To note the budget movements undertaken to the capital programme shown in appendices A and B; including reprogramming of £43.635 million between 2016/2017 and 2017/2018.**
- 2. To note the position of the capital programme in Appendix A.**

*Reason for Decision:*

*To inform Cabinet of the position of the 2016/2017 capital programme as at Period 7 (31 October 2016), including highlighting any budget changes.*

#### **150 Procurement of a new temporary agency supplier**

 Councillor Dick Tonge presented the report sought approval to award the contract to the supplier as detailed in Appendix 1 of this report.

Issues highlighted in the course of the presentation and discussion included: how the contract tender process has been run; the specialist skills available from outside providers; that three tenders had been submitted for the three year period; and the movement in agency costs and the desire to reduce costs further.

#### **Resolved**

**To delegate to the Associate Director for People and Business Services following consultation with the Cabinet member for Finance and the Associate Director for Legal and Governance, the authority to approve:**


- 1. The extension of the current contract with Comensura until 31 August; and**

2. **The award of contract for an initial three year period and the authority to exercise the option to extend the contract for one year subject to satisfactory performance.**

*Reason for Decision:*

*The council has an ongoing requirement for agency staff to deliver its business and a contract to deliver temporary agency services meets this need.*

151 **Castle Works, Castle Road Salisbury**

 Councillor Fleur de Rhé Phillipe presented the report sought approval to enter a joint sale agreement with Five Rivers Eco Homes Limited in respect of the Castle Works site, Castle Road, Salisbury (“Castle Works”).

Issues highlighted in the course of the presentation and discussion included: the relative complexity of the project; the benefits to the council from a capital receipts, the provision of new houses, and employment.

**Resolved**

**To enter into a joint sale agreement with 5 Rivers Ecohomes for the disposal of Castle Works Salisbury on terms to be agreed by the Associate Director People and Business following consultation with the Cabinet Member for Economic Development, Skills, Strategic Transport and Strategic Property and the Associate Directors for Legal and Governance and Finance.**

*Reason for Decision:*

*A disposal will generate a capital receipt, safeguard employment in Wiltshire, and deliver affordable housing provision in line with policy.*

152 **Urgent Items**

There were no urgent items.

153 **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 outweighed 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 had been received as to why this item should not be held in private*

**154 Procurement of a new temporary agency supplier (part ii)**

The Cabinet considered the information contained in the exempt report.

**Resolved**

**That, in addition to the resolution at minute no. 150 above, to award the contract to the supplier as detailed in Appendix 1 of the report presented.**

**155 Castle Works, Castle Road Salisbury (part ii)**

The Cabinet considered the information contained in the exempt report.

**Resolved**

**That the report be received and noted.**

(Duration of meeting: 9.30 - 11.48 am)

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

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

This page is intentionally left blank



**Wiltshire Council**

**Cabinet**

**17 January 2017**

---

**Subject: Housing Repairs Contract Extension**

**Cabinet Member: Councillor Jonathon Seed - Housing, Leisure, Libraries and Flooding**

**Key Decision: Yes**

---

## **Executive Summary**

Approval is required to extend the current contract for the delivery of responsive repairs and voids services to the council's housing stock.

The current contract was awarded in May 2013 for an initial 3 year period, with an option for up to 6 x 1 year additional extensions. E.g. max duration of 9 years in total or up to April 2022. When awarded in May 2013 there was an aspiration to reduce spend through the contract and increase delivery of repairs services internally but to date this has been limited.

The contract was extended until 30<sup>th</sup> September 2017 following an 'extension to time' certificate being issued on 5<sup>th</sup> February 2016

There are also three contracts for planned and cyclical maintenance works which were awarded on a 5 year term and are due to end in March 2018. As all of the current contracts are under review and options appraisals are being carried out to ascertain the most effective way to commission repairs and improvements to council housing stock, it is requested that the repairs and maintenance contract is extended to 31<sup>st</sup> March 2018 so that it is in line with the other contracts relating to stock maintenance.

This will allow for the options for future delivery to be fully explored and preparations made for procurement for new services to commence in April 2018.

The cost of this contract is currently included within the provisions made for providing all associated repairs and maintenance to Wiltshire Council owned Housing Stock from the Housing Revenue Account (HRA) and fully accounted for within the HRA Business Plan. The value of the contract for MD Building Services Ltd is currently set at a guaranteed minimum value of works of £1,000,000 per annum.

## **Proposals**

That Cabinet approve the extension of the current contract with MD Building Services Ltd to 31<sup>st</sup> March 2018.

**Reason for Proposals**

To enable the Housing Service to have sufficient time to analyse and explore future service delivery options and procure a new service with limited impact to service performance and to bring the housing repairs and voids contract in line with the other contracts relating to maintenance of the housing stock.

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

## **Wiltshire Council**

### **Cabinet**

**17 January 2017**

---

**Subject: Housing Repairs Contract Extension**

**Cabinet Member: Councillor Jonathon Seed – Housing, Leisure, Libraries and Flooding**

**Key Decision: Yes**

---

#### **Purpose of Report**

1. To approve an extension to the responsive repairs and voids contract with Emmdee (MD) Building Services Ltd to 31<sup>st</sup> March 2018.

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

2. The continued provision of property repairs and maintenance to council owned housing supports Outcomes 3 and 5 of the councils Business Plan 2013-2017 - Everyone in Wiltshire lives in a high quality environment specifically 'Everyone should be able to live in a decent, safe home' and People in Wiltshire have healthy, active and high-quality lives.

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

3. The current responsive repairs and voids contract is due to terminate in September 2017.
4. The housing service is reviewing all the responsive and planned maintenance and improvements services and appraising the supply options for a new service to meet the needs of customers.
5. The contracts for planned and cyclical maintenance are not due to terminate until 31<sup>st</sup> March 2018.
6. Bringing the responsive repairs contract in line with the other contracts related to maintenance of the housing stock will enable all contracts to be considered together and ensure a wide range of supply options are available to be considered.
7. Extending this contract will enable the housing service to have sufficient time to analyse and explore future service delivery options and procure a new service with limited impact on service performance.
8. A further report will be brought to Cabinet in March 2017 which will outline the supply options considered, seek approval to proceed with the recommended delivery option and set out the applicable procurement process and timescales for this.

## **Background**

The current contract was awarded in May 2013 for an initial 3 year period, with up to 6 x 1 year additional extensions. E.g. maximum duration of 9 years in total or up to April 2022.

9. The contract was extended until 30<sup>th</sup> September 2017 following an 'extension to time' certificate being issued on 5<sup>th</sup> February 2016
10. The funding for this contract is currently included within the assumptions within the 30 year Housing Revenue Account (HRA) Business Plan.
11. The current contract guarantees a minimum value of works of £1,000,000 per year. The current value of repairs works to housing stock is in excess of £4,000,000 per year of which around £1,600,000 is through the contract with MD Building Services Ltd.

## **Overview and Scrutiny Engagement**

12. The extension of the current contract has not been considered by Scrutiny. However, the Housing Board and Housing Assurance Panel are involved in the development of new models of delivery that require the continued provision of the current service until the new model is operational.
13. Environment Select Committee has agreed to carry out a rapid scrutiny exercise of the models for delivery which will inform the further Cabinet report in March 2017.

## **Safeguarding Implications**

14. There are no safeguarding implications arising from this report

## **Public Health Implications**

15. There are no public health implications arising from this report.

## **Procurement Implications**

16. The recommended contract extension is within the scope of the original contract awarded in May 2013 and therefore compliant with the requirements of EU Procurement Regulations.
17. The strategic procurement hub and housing service will engage with the market during the period of the extension. This will support the ongoing options appraisal about the future delivery model and develop a procurement sourcing plan which will set out the recommended procurement route.
18. The intention is to be in a position to develop a delivery model and procure a new service to commence on 1<sup>st</sup> April 2018. In order to meet this programme, the procurement process will need to be commenced early in 2017.

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

19. There are no equalities impacts arising from the proposal

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

20. There are no Environmental and Climate Change impacts arising from the proposal

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

21. The current in house delivery team (Direct Labour Organisation) will not have the capacity to pick up the work of the contractor when the contract terminates in September 2017. This will create a significant risk to reputation and the potential for resultant damage to council owned assets due to the delays in responsive works.
22. The repairs service would have to carry out ad hoc procurement which would impact on budget and performance targets

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

23. That the time to define and agree a suitable delivery model and procure that service cannot be completed in good time prior to the contract ceasing in March 2018. This project is strategically important and so every effort will be made to prioritise this work, however, achieving a successful outcome is the key objective so if a further extension is required to enable the delivery of the preferred model this will be identified and reflected in the decision report seeking approval of the preferred delivery in March 2017.
24. There is a risk that the procurement hub will not have sufficient resource to support the options appraisal and procurement of the preferred future delivery which could impact on delivering the preferred model within the extension period. However, discussions are ongoing to ensure sufficient resources are in place.

### **Financial Implications**

25. This report recommends that the current contract with MD Building Services Ltd is extended until the 31<sup>st</sup> March 2018 so that it is aligned with other Housing Repairs contract termination dates. This recommendation is supported providing a fee reduction is negotiated as part of the extension. The costs of this contract will be funded from the Housing Revenue Account.

### **Legal Implications**

26. In the event that the contract were to come to an end and the Council's Direct Labour Organisation were to deliver, or seek to deliver, the service as was delivered by the Contactor then there could be TUPE implications for

the Council. The Contractor's workforce that delivered the service may well then have (by operation of the TUPE legislation) a right of employment with the Council. The intention of the Council to put in place an alternative contract in advance of the current contract lapsing mitigates this risk.

### **Options Considered**

27. There is an option to allow the current contract to terminate on 30<sup>th</sup> September 2017. However, as detailed above, the in house Direct Labour Organisation (DLO) does not have the capacity to pick up all of the work of the contractor. Therefore service performance would drop resulting in both reputational damage and potential damage to the council's housing stock.

---

Report Author: Janet O'Brien, Head of Housing Strategy & Assets  
Tel. 01249 706550 Email. Janet.obrien@wiltshire.gov.uk

20th December 2016

### **Appendices**

None

### **Background Papers**

None

**Wiltshire Council**

**Cabinet**

**17 January 2017**

---

**Subject: Army Basing LGA Peer Review**

**Cabinet Member: Cllr Baroness Scott of Bybrook, OBE  
Leader of the Council**

**Key Decision: N**

---

## **Executive Summary**

The LGA Peer Review of the Army Basing Programme was conducted in September 2016 at Wiltshire Council's suggestion. It recognised the strengths of the council's role in the Army Basing Programme, and confirmed the council's ability to take forward further phases. The review is recognised as best practice to be applied to other major programmes across the Defence estate.

## **Proposal(s)**

1. To note the Peer Review of the council's role in the Army Basing Programme and its recommendations
2. To endorse that officers continue their work in supporting the Army Basing Programme, and that the Peer Review be publicised as an example of best practice nationally at an LGA seminar in May 2017

## **Reason for Proposal(s)**

Supporting the Army Basing Plan is fundamental to key action 7 of the council's Business Plan. The council, MOD and Army have been working together to make sure that military growth is accommodated while continuing to maintain balanced communities with opportunities for veterans, military personnel, and their families, and the right services such as skills, education, and health. The LGA has recommended to the council that it publicise the findings of the review and use it as an exemplar programme which will help ensure that optimal solutions can be delivered across MOD sites both in Wiltshire and nationally.

**Dr Carlton Brand  
Corporate Director**

## **Wiltshire Council**

### **Cabinet**

**17 January 2017**

---

**Subject: Army Basing LGA Peer Review**

**Cabinet Member: Cllr Baroness Scott of Bybrook, OBE  
Leader of the Council**

**Key Decision: N**

---

### **Purpose of Report**

1. To provide members with a report on the LGA Peer Review of Army Basing and recommended way forward.

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

2. Key action 7 to build on the work of the Military Civilian Integration Partnership and maximise the benefits of the Army Basing Plan. The council, MOD and Army are working 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. This includes the provision of the right services and infrastructure such as employment, skills, education, health and housing.

### **Background**

3. The Army Basing Programme (ABP) is owned by the Ministry of Defence. It followed a major review of the structure and optimum location of every unit. The Regular Army Basing Plan was announced on 5 March 2013 by the Defence Secretary.
4. It involves the relocation of units throughout the UK, completing with the final moves of units from Germany to Wiltshire (mainly to Larkhill, Bulford, Ludgershall and Tidworth). This accounts for approximately 4,000 service personnel and their families, a further 3,200 people.
5. Wiltshire Council led the steering group that oversaw the Army Basing Programme in Wiltshire. A master-planning approach in accordance with the Wiltshire Core Strategy was initiated. Through widespread public and statutory consultation, the Master Plan set out the whole extent of the MOD's development plans, which enabled the Strategic Planning Committee to initially support the Master Plan, and subsequently approve the individual applications for Service Family Accommodation. This was the first phase of the Wiltshire based Army Basing Plan. The second phase will involve monitoring the build programme, including providing an additional 1,175 school places, and preparing to welcome the units and their families to Wiltshire.



6. The end of phase 1 was achieved on 26 July 2016. It was therefore a timely point to review how Wiltshire Council had managed its commitments under this programme. Thus the LGA was requested to undertake a Peer Review of the Programme in advance of phase 1's completion, which it agreed to and conducted in late September 2016.
7. ToRs for the review (provided at **Appendix 1**) were drawn up and agreed. The LGA appointed four reviewers from various local authorities (officers and members) and an LGA chair. In brief, it looked at the following:
  - 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 responsible
  - Planning the delivery of additional services to an increased population
  - Engagement of the wider community in the programme. Wide-ranging stakeholders were consulted, including the MOD, (Army and the Defence Infrastructure Organisation), local councillors, schools, the council, the emergency services and the HCA.

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

8. The review was very positive. Its report was accepted with minor observations and its recommendations are being taken forward presently. The recommendations were:
9. In light of the importance of dedicated staff to coordinate the Army Basing Plan, to enter into discussions with the DIO on the future funding of these posts. DIO has recognised the value of these posts and a contribution towards costs would acknowledge their importance in delivering the Army Basing Plan.
10. To discuss with DIO alternative models for the development of service family accommodation and the advantages of such models. This could involve MoD transfer of land on a long lease to Registered Providers (RPs), with the latter procuring home construction and then holding responsibility for maintaining and managing the properties on behalf of and to a specification agreed with the DIO/MOD.
11. To review the relocation experience of 5 RIFLES to Bulford to ensure that any lessons – from partners and families affected – can be identified for the larger scale relocations planned for 2019.

12. To conduct further analysis of the economic impact of the Army Basing Plan to quantify the overall benefits to the economy and the implications for the Council's Medium Term Financial Strategy (MTFS)
13. To ensure that the MOD surplus land review links to wider Council aims of land use, for example economic development, community use, employment sites and housing
14. To communicate with parents the rationale for the schools expansion programme that required the Council to make decisions on where new build occurs and those other schools which have undergone substantial investment.
15. That the Council should continue in its efforts to obtain Government support, in current and future school funding rounds, to address any shortfall in educational provision as a result of the Army Basing Plan
16. That the next phase of the Army Basing Plan will require the Council and the DIO/Army to manage the expectations of families arriving from Germany.
17. That the Army Basing Plan presents a potential opportunity to test new service delivery models for the communities of the Salisbury Plain Training Area.
18. To continue to monitor the MOD development of the New Employment Model for armed forces that may offer more flexible employment arrangements.
19. That it would be useful to assess and record the community benefits that have arisen from the Army Basing Plan.
20. To develop with the DIO/MoD a joint Community and Engagement Strategy for phase 2 of the ABP.
21. In feeding back to Wiltshire Council, the Review Team was very complimentary on Wiltshire Council's management in areas such as supporting the DIO through the Masterplanning process, extensively engaging stakeholders, initiating the Steering Group which was regarded as a source of continuity and good information sharing, the level of resourcing the council had allocated to the programme, the leadership skills of the council's leadership and senior management, and the innovation shown in the housing proposals.
22. It recommended that the council maintain its commitment and governance arrangements to take forward later phases of the programme.
23. In addition to implementing the recommendations set out above, the LGA suggested that Wiltshire Council publicise the findings of the review and use it as an exemplar programme in a national seminar that the LGA hosts. Wiltshire Council is currently liaising with the LGA to set up this seminar in

spring 2017 and to highlight how a masterplanning approach can deliver complex programmes to the satisfaction of the MOD, the council and local communities. This is particularly relevant now that the MOD has announced its Better Defence Estate Strategy (on 7 Nov 2016). This suggests a number of major sites which will require planning for both disposal and development to increase the operational activities in some sites across the UK. It is about to embark upon the subsequent Defence Estate Optimisation Programme, and the findings of the LGA Peer Review may be followed to help bring about comprehensive development proposals at each site, possibly with funding through the Government One Public Estate Programme, which will deliver optimal solutions in terms of meeting the MOD's operational needs, boosting economic growth, gaining support from communities and value for public investment.

### **Overview and Scrutiny Engagement**

- 24 The Military-Civilian Integration Task Group of Overview and Scrutiny Management Committee reported to the Committee on 1 November 2016 the independent peer review of the Army Basing programme and Wiltshire Council's involvement. It noted that the review included an interview with the chairman of the task group and Head of Scrutiny to understand its origins and the role scrutiny has played in Army Basing. The task group plans to meet again to review the findings of the Peer Review.

### **Safeguarding Implications**

- 25 The Peer Review report recognises the role of the Multi Area Service Hub (MASH) involving the Council's senior social care officers working with the Police, health services, mental health and so on, in promoting partnership working on safeguarding issues.

### **Public Health Implications**

- 26 Activity in the first phase of the Army Basing Plan involved: making provision for additional health and other facilities and services as required.
- 27 Wiltshire is the second most popular location for soldiers leaving the service. This could present a number of issues in the future when responding to the needs of veterans who may be suffering ill health, trauma, or mental health issues. The Council recognises many of these issues as part of its responsibility and its partners.

### **Procurement Implications**

- 28 There are no procurement implications relating to this report.

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

29. An equalities impact analysis has not been specifically undertaken for the peer review as the risk score was assessed as low. Where appropriate in

Army Basing Programme activities, equalities impacts are assessed in line with equalities policy.

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

- 29 The Peer Review report recognises that environmental and climate change considerations were taken into account through the masterplanning process.

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

- 30 The Peer Review report makes a number of recommendations for taking forward the ongoing Army Basing Programme as well as recommending that the council publicise its findings and use it as an exemplar programme at an LGA national seminar. If this work is not undertaken, the Army Basing Programme may not proceed as beneficially as it might, and the commitment and success of the council in its role in the programme may not be as well recognised as it merits, and may not inform the delivery of other parts of the MOD estate thereby failing to deliver optimal solutions.

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

31. This paper does not seek an executive decision from cabinet but does seek cabinet's endorsement of continual improvement of the council's role, and management of its role, in the Army Basing Programme by implementing LGA's recommendations, and publicising the findings of the peer review nationally as an exemplar of good practice. No new significant risks have been identified as it is not anticipated that the council will need to increase its current resource commitment to the programme to achieve these things, and the findings of the Peer Review were very positive overall.

### **Financial Implications**

32. As indicated in paragraph 9, should the DIO agree to contribute to dedicated officers for the Basing Plan's coordination, this may help to offset the council's resource commitment.
33. As indicated in paragraph 12, further analysis of the implications for the council's MTFs may be undertaken to understand the potential impacts of both new income generated and any additional costs in terms of service provision. As indicated in paragraph 17, by using technology and managing service demand new models of service delivery could help manage costs.

### **Legal Implications**

34. There are no legal implications relating to this report.

### **Options Considered**

35. Not applicable to this report.

## **Conclusions**

36. THE LGA Peer Review was conducted in September 2016 at Wiltshire Council's suggestion. It was a thorough Peer Review which recognised the strengths of the council's role in the Army Basing Programme, and confirmed the council's ability to take forward further phases. The review is recognised as best practice to be applied to other major programmes across the Defence estate.

### **Alistair Cunningham (Associate Director, Economy and Planning)**

---

Report Author: Kevin Ladner, MCI Programme Manager,  
[kevin.ladner@wiltshire.gov.uk](mailto:kevin.ladner@wiltshire.gov.uk), 01225 713220

21 December 2016

## **Appendices**

**Appendix 1 – LGA Peer Review Term of Reference**

### **Background Papers**

None

This page is intentionally left blank

## 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 2013<sup>1</sup>. 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 26<sup>th</sup> to 29<sup>th</sup> 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*

---

<sup>1</sup> 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:

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

## 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 ( <b>by invitation</b> )
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.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank