

AGENDA

Meeting: **Cabinet**
Place: **Alamein Suite - City Hall, Malthouse Lane, Salisbury, SP2 7TU**
Date: **Tuesday 22 October 2013**
Time: **10.30 am**

Membership:

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


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

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

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 1 - 14*)

To confirm and sign the minutes of the Cabinet meeting held on 24 September 2013.

3 **Leader's announcements**

4 **Declarations of interest**

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

5 **Public participation**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Thursday 17 October 2013. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Minutes - Cabinet Capital Assets Committee** (*Pages 15 - 18*)

To receive and note the minutes of the Cabinet Capital Assets Committee held on 24 September 2013.

Highways and Transport

7 **Local Sustainable Transport Fund - Trans Wilts Rail Service** (*Pages 19 - 30*)

 Report by Parvis Khansari, Service Director, Highways and Transport

8 **Investing in Highways** (*Pages 31 - 52*)

Report by Parvis Khansari, Service Director, Highways and Transport

Financial Services

9 School Funding Reform: Arrangements for 2014/15 (Pages 53 - 64)

Report by Carolyn Godfrey, Corporate Director and Michael Hudson, Service Director - Finance

Economic Development

10 Business Improvement Districts (Pages 65 - 96)

Report by Alistair Cunningham, Service Director - Economy and Regeneration

11 Enabling the South Wiltshire University Technical College (Pages 97 - 108)

 Report by Dr Carlton Brand, Corporate Director.

Adult Social Care

12 Local Government Association Adult Social Care Peer Challenge (Pages 109 - 114)

Report by James Cawley, Service Director Adult Care and Housing Strategy

13 Urgent Items

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

Part II

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

None

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


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CABINET

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 24 September 2013.

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

Also in Attendance: Cllr Allison Bucknell, Cllr Richard Clewer, Cllr Christine Crisp
Cllr Richard Gamble, Cllr Mike Hewitt, Cllr Jon Hubbard
Cllr David Jenkins, Cllr Simon Killane, Cllr Gordon King and
Cllr Magnus Macdonald

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

68 **Apologies**

No apologies received from Cabinet members.

69 **Minutes of the Previous Meeting**

The minutes of the last meeting of Cabinet held on 23 July 2013 were presented.

Resolved:

That the minutes of Cabinet dated 23 July 2013 be approved as a correct record and signed by the Leader.

70 Declarations of interest

No declarations of interest were made.

71 Public participation

Whilst no requests for public participation had been received, the Leader explained that as usual, she would be happy to hear from any member of the public present on any of the items on this agenda. She extended this to members of the Peer Review group who were in attendance, who were welcomed to the meeting.

72 Leader's announcements

New Cabinet Transformation Committee

The Leader explained that as mentioned at the last meeting, she had now established the Cabinet Transformation Committee.

The Committee would comprise 5 members of Cabinet, namely Cllrs John Thomson, Jonathon Seed, Stuart Wheeler, Dick Tonge and the Leader. To provide flexibility, the Leader would be able to nominate remaining Cabinet members to substitute. The meetings would be open to the public subject to the usual restrictions on the consideration of Part II items. Other Cabinet and non executive members would be able to attend but not be able to vote. All members would receive email notifications of agenda and minutes as they did for Cabinet and other meetings as well as the publication of a Forward Work Plan for the Committee.

Key strategic partners involved in the Transformation programme such as the Police and the Clinical Commissioning Group would be invited to attend in a non-voting capacity.

The main purpose of the Transformation Committee would be to discharge the executive functions of the Council with regards to the implementation of the Transformation Programme. The Cabinet Capital Assets Committee would retain responsibility for decisions concerning the use of the Council's assets in relation to the delivery of that programme. The Transformation Committee would meet every other month alternating with the Capital Assets Committee.

In accordance with the Council's constitution, the Leader would inform Council at its next meeting of the establishment of this Committee and the executive powers she had delegated to it.

73 **Wiltshire Council's Business Plan for 2013-17**

The Leader took the opportunity to present and launch the Council's Business Plan as adopted by Council on 3 September 2013.

This comprised the full version of the Business Plan, a Young People's version of the Plan and a keepsake bookmark which would be circulated with the 'Your Wiltshire' magazine and summarised the Council's vision, priorities and actions for the next four years as well as ways residents could contact and engage with the Council. Copies of these versions were circulated at the meeting.

The Leader confirmed that the Business Plan would be available online, with hard copies available on request and drawn to the attention of various sectors of the community including town, parish and city councils.

Resolved:

To note the launch of the Business Plan in its various forms and arrangements to publicise and distribute it.

Reason for decision

To raise awareness of the communication plan developed to support the publication and distribution of the Business Plan.

74 **Proposed Senior Management Restructure**

The Leader reminded Cabinet that it had at its last meeting on 23 July 2013, received details of proposals to undertake a senior management restructuring exercise to ensure alignment with the new Business Plan. The proposals were then subjected to a period of consultation with those directly affected and the wider workforce.

Corporate Directors presented the revised structure chart and stressed that the restructure was not just about a revised structure; the role of Associate Director was new, requiring a different approach and set of behaviours aligned to the new senior team delivering the Business Plan jointly to secure the vision set by elected members and the needs of Wiltshire's communities and citizens.

The Corporate Directors explained that minor amendments had been made to the structure in light of feedback received as detailed in the report presented. It was also agreed to accept a point made by Cllr Sturgis at the meeting on including 'waste' in the relevant Director job title to reflect this was a major service provided by the Council.

A discussion ensued on the title 'Associate Director' and it was agreed to reconsider this title to reflect the way these post holders would be working

across the organisation in a more corporate way but still recognise the seniority of these positions.

Members noted the placing of Democratic Services which included the Scrutiny team within the Policy, Performance and Procurement service. Cllr Simon Killane, Chairman of the Overview and Scrutiny Management Committee sought an assurance that this would not compromise the independency of the scrutiny function in being able to hold the Executive to account. It was confirmed that this move was concerned with the management of staff delivering scrutiny rather than managing the scrutiny function itself and this was accepted by those present.

Whilst accepting that a hierarchal structure was required to show line management responsibilities, it was agreed to review how the structure was depicted to reflect the corporate and not silo based approach to the structure.

Resolved:

That Cabinet note:

- a) some revisions, outlined in paragraph 11 of the report presented had been made to the proposed senior management structure presented to Cabinet in a report dated 23 July 2013 and that a further change would be made to reflect 'waste' in the title of the relevant Director ;**
- b) taking into account (a) above, the new senior management structure outlined in appendix 1 as presented be now confirmed subject to the title 'Associate Director' being reviewed and**
- c) appointments to this structure would now take place in line with the Appointments Policy and Procedure for Chief and Senior Officers.**

Reason for decision

To advise Cabinet of the senior management structure being put in place to ensure alignment with the Council's recently adopted Business Plan.

75 Transformational Leadership

Cllr Stuart Wheeler presented a report on Transformational Leadership. It was explained that since the formation of Wiltshire Council, a strong emphasis had been placed on the importance of strengthening the leadership capacity. This together with transforming the organisational culture, were prerequisites to being able to deliver the corporate vision of building strong and resilient communities in Wiltshire.

An essential ingredient to achieving this was to deliver the right training and provide clear career paths for high performing staff with potential at all levels.

Cllr Allison Bucknell, Portfolio Holder for staffing equalities, customer care and systems thinking delivered a comprehensive power point presentation which explained how the Transformational Leadership programme would be delivered. The programme was designed to develop authentic and enthusiastic leaders, who demonstrate the right attitude, qualities and behaviours, working together to develop common focus, delivering our strategy whilst motivating and inspiring those around them.

Resolved:

That Cabinet recognise that much had been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council and note the transformational leadership concept proposals moving forward.

Reason for decision

To recognise that much had been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council and note the transformational leadership concept proposals moving forward.

76 Winterbourne View Stock-take

Cllr Keith Humphries presented a report which sought to assure Cabinet of the progress that had been made since the Department of Health (DoH) issued its report '*Transforming Care: a National Response to Winterbourne View Hospital*' in December 2012 and the associated recommendations.

Following the DoH report, a Winterbourne View Joint Improvement Programme was established, led at Ministerial level. The Programme had asked local areas to complete a stock-take of progress against the commitments made nationally that should lead all individuals receiving personalised care and support in appropriate community settings no later than 1 June 2014.

Details of the stock-take undertaken by this Council was presented. This showed that the Council had implemented or was in the process of implementing all of the DoH recommendations. It also identified key areas for improvement and areas where the Council and its partners were still at an early stage of delivery.

Resolved:

That Cabinet note the report and progress made in relation to the Department of Health report '*Transforming Care: a National Response to Winterbourne View Hospital*' and request a follow up progress report in 6 months time.

Reason for decision

To ensure Cabinet was aware of the key issues that need to be progressed with Wiltshire Clinical Commissioning Group around the Department of Health report '*Transforming Care: a National Response to Winterbourne View Hospital.*'

77 Help to Live at Home: Appointment of Contractors

Cllr Keith Humphries presented a report which informed Cabinet of the process and award of three Help to Live at Home contracts previously delivered by Aster Living.

Twelve bids had been received which following evaluation, had been short listed to seven providers who had been invited to the final stage to give a presentation. This resulted in the company Mears Care Ltd of Gloucestershire having been selected. Cllr Humphries gave a brief profile of the company and explained that following a meeting with the company's Chief Executive, he was very confident that the company would be able to successfully deliver on the contract.

The company also impressed with its plans to improve the terms and conditions of its staff, something that Cabinet had previously considered an extremely important issue in order to attract the right staff and make the caring industry an attractive career proposition.

Resolved:

That Cabinet notes the award of the Help to Live at Home contract to Mears Group Ltd.

Reason for decision

In July 2013, a report was presented to Cabinet to inform Cabinet of the decision by Aster Living to terminate their contracts and setting out the steps that would be taken to re-let those contracts.

78 Public Health Annual Report 2012/13

Cllr Keith Humphries explained that the Director of Public Health had a statutory responsibility to produce an annual report on public health.

Accordingly, Maggie Rae, Corporate Director in her capacity as Director of Public Health presented the Public Health Annual Report for 2012/13 to inform Cabinet of public health activity during this period.

Maggie Rae gave a detailed power point presentation highlighting key activities and successes which included various successful campaigns, such as the Healthy Child programme, Safe Drive Stay Alive programme, Wiltshire Stop

Smoking Service, Active Health Scheme, Health Information Support Service and Get Wiltshire Walking and successful screening programmes which identified those affected and provided treatment.

It was noted that this was in addition to managing the transition of the public health service to the Council and integrating public health within the business of the Council.

Maggie Rae responded to questions and thanked the Council for its continued support. She also thanked Laurie Bell and her team for their efforts in producing the Annual Report.

Resolved:

That the Public Health Annual Report 2012/13 be received and noted.

Reason for decision

To comply with statutory responsibility to publish the public health annual report and make Cabinet aware of progress on public health issues in the County.

79 Military Civilian Integration Programme

The Leader presented a report for Cabinet's information and sought Cabinet's continued support for the Military Civilian Integration (MCI) Partnership and its programme of work. The report explained how the programme would continue with existing initiatives to improve the integration of military personnel and their families into the communities of Wiltshire, and how it would respond to the opportunities and challenges brought by the Army Rebasing Programme.

The report also updated Cabinet on the important milestones that had been reached through partnership working and the support of the MCI Partnership since the last update report to Cabinet in May 2011. Key achievements had included Wiltshire's Armed Forces Community Covenant, the progress made on the delivery of a Defence Technical Training College at the former RAF Lyneham site and the official opening of Tedworth House Personnel and Recovery Centre in May 2013. It was noted that military personnel were being kept informed of SEN and educational places.

Since its establishment in 2007 the MCI Partnership and its programme of work had seen the success of a number of initiatives which had significantly benefited not only the military community comprising of military personnel, leavers and their families, but also of the civilian community whose lives are in many ways connected with Wiltshire's strong military heritage. This success was due to the strength of the partnership in working together to develop new initiatives and face the new challenges brought about by the Regular Army Basing Plan. By continuing to support the MCI Partnership, Wiltshire Council would benefit from the cross cutting and co-operative approach the MCI Delivery Group embodied,

so that the opportunity to unlock the economic potential of the military and provide better services to Wiltshire's communities would be enhanced.

Cllr Christine Crisp, Chairman of Council took the opportunity to remind Members that a ceremony would be held on Friday 26 September at County Hall to present the Arctic Convoy medal to 25 veterans of the Arctic Convoys and of Bomber Command.

Resolved:

That Cabinet:

- (a) confirms its support for the MCI Programme, and endorses the approach being taken to delivering the Army Rebasing Workstream and**
- (b) notes the progress of the:**
 - i. Wiltshire's Armed Forces Community Covenant (agreed in August 2011) and our success in drawing down over £585,000 of grant funding to support local integration projects**
 - ii. Personnel Recovery and Assessment Centre at Tedworth House, Tidworth, which officially opened on 20 May and**
 - iii. development of a Defence Technical Training College at the former RAF Lyneham site.**

Reason for decision

The Military has a significant presence in Wiltshire, and the nature of this presence will change dramatically over the coming years. It is important that the Council recognises the impacts that the Regular Army Basing Plan will bring to Wiltshire, both in terms of the opportunities that this will offer in terms of growth and diversity, and the preparations that the Council will need to make to ensure that the needs of everyone in Wiltshire are met. Cabinet is invited to recognise the achievements that have already been made with the support of the MCI Partnership, such as the progress on a Defence Technical Training College at the former RAF Lyneham Site, the opening of Tedworth House, and the Community Covenant, while acknowledging that there will be difficult challenges ahead, whose successful resolution will require the support of the Council working closely with 43 Wessex Brigade and partners.

80 **Report on Treasury Management**

In accordance with the Treasury Management Strategy as adopted by Council in February 2013, Cllr Dick Tonge, Cabinet member presented the treasury management report for the first quarter of 2013/14 ending 30 June 2013.

This report reviewed management actions in relation to:

- a) the PrIs, TrIs originally set for the year and the position at the 30 June 2013;
- b) other treasury management actions during the period and
- c) the approved Annual Investment Strategy.

Cllr Tonge updated Cabinet on funds recovered from the Icelandic banks. The Council had recovered just over £8.4m of the original £12m deposited in 2008. A further repayment from the Administrators of Heritable Bank of £1.510 million, was received on 23 August 2013 which takes the total recovered from Heritable Bank to nearly £8.5 million (representing approximately 94p in the £ of the £9 million invested in 2008).

Based on current information, the Council was expecting to recover up to 95% of its deposits with Heritable. The Landsbanki Winding-up Board had not yet indicated when they would be making the next distribution but it was expected to recover 100% although repayments in full were likely to be completed over several more years.

Resolved:

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

Reason for decision

To give Cabinet 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 2013/14. The report is a requirement of the Council's Treasury Management Strategy.

81 **Revenue Budget Monitoring - Period 5**

Cllr Dick Tonge presented a report which advised Cabinet of the revenue budget monitoring position as at the end of Period 5 (end of August 2013) for the financial year 2013/2014 with suggested actions as appropriate.

The projected year end position for the relevant accounts was reported as set out as follows:

	Revised Budget Period 5 £ m	Profiled Budget to date £ m	Actual and committed to date £ m	Projected Position for Year £ m	Projected (Over)/ Underspend £ m
General Fund Total	340.518	201.264	179.444	342.585	2.067
Housing Revenue Account	(0.631)	(2.932)	(3.236)	(0.631)	0.000

As usual Finance officers and budget managers were monitoring budgets and taking appropriate action as necessary. It was noted that the spend on Children's Social Care was forecast to be £1.9 million above the original allocated budget. However the potential risk of this occurring had been included in the risk assessment of the General Fund Reserves presented to Council in February 2013 and £1.4 million was therefore set aside within the General Fund Reserve to meet this requirement. It was proposed that this element of the Reserve is released.

Resolved:

That Cabinet note the outcome of the period 5 (end of August) budget monitoring, and approve the transfer of £1.4 million from General Fund Reserves to Children's Social Care.

Reason for decision

To inform effective decision making and ensure a sound financial control environment.

82 Supply of Energy, Electricity and Gas

Cllr Stuart Wheeler presented a report which sought to explain the Council's current energy supply arrangements which would end 31 March 2014, the work undertaken to establish the options and identify the best value procurement solution. Cabinet's views were sought on proposals to support the award of contracts to secure supply for a period of up to three years until 31 March 2017.

The report concluded that the Council and its partners were best served by procuring energy supplies from 1 April 2014 through entering into a contract with a Public Buying Organisation by 1 October 2013, implementing a locked pricing strategy and specifying further service levels in support of best value. It was noted that details of the electricity and gas opportunity assessments were recommended to be considered in private as they included exempt information.

The report detailed the various options open to the Council.

Cllr Stuart Wheeler thanked officers in particular Greg Lewis for a thorough and detailed piece of work on what was a very complex area.

Public participation

Mr Michael Sprules suggested that it might be cheaper to keep street lights on continuously as he had been given the impression that the energy used to switch them on and off was greater and therefore more expensive than leaving them on. It was however explained that with modern technology this was no longer the case.

Resolved:

- (a) That Cabinet agree to procure its energy requirements for council operated buildings and some schools, using a locked pricing strategy, through a Public Buying Organisation pre-approved framework for a maximum of a three year period from 1 April 2014 through to 31 March 2017.**
- (b) That Cabinet give delegated authority to the Service Director, Business Services, in consultation with the relevant Cabinet Member to have executed all necessary documents required for the Council to join an appropriate energy supply framework.**
- (c) That Cabinet acknowledge the complexity of the energy market and resolve that in advance of the end of the new agreement, the council seek independent professional advice to develop an assessment of our energy requirements and associated options and recommendation for future procurement.**

Reason for decision

To secure the council's energy supplies from 1 April 2014 and deliver best value for the council and any partners that opt-in.

83 Urgent Items

There were no urgent items.

84 Exclusion of the Press and Public

Having complied with paragraphs 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in respect of the intention to take the following items in private,

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 be disclosure to them of exempt information as defined in paragraphs 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 items in private:

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

No representations had been received as to why the items should not be held in private.

85 Supply of Energy, Electricity and Gas

Cllr Stuart Wheeler presented the electricity and gas opportunity assessments as referred to in minute no.82 above.

On consideration of this information, it was

Resolved:

That Cabinet confirms its decisions as detailed under minute no. 82 above.

86  Proposed Extension to Waste and Recycling Collection Contract

Cllr Toby Sturgis presented a confidential report which sought Cabinet approval to extend the contract with FCC Environment for waste and recycling collection in west Wiltshire until 31 July 2016.

The options open to the Council were to either terminate the FCC Environment Contract on 31 March 2014 or extend the contract to 31 July 2016.

Cllr Jon Hubbard mentioned that a member of his constituency had praised a member of the waste team for the exceptional way they had handled her concerns and provided her with information and advice.

Resolved:

That Cabinet agrees to extend the contract with FCC Environment for waste and recycling collection in west Wiltshire until 31 July 2016.

Reason for decision

To enable the Council to maintain service delivery for residents in west Wiltshire and to comply with its statutory duty to collect waste.

(Duration of meeting: 10.30am - 1.10 pm)

These decisions were published on the 1 October 2013 and will come into force on 9 October 2013

The Officer who has produced these minutes is Yamina Rhouati, of Democratic Services, direct line 01225 718024 or e-mail yamina.rhouati@wiltshire.gov.uk
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CABINET CAPITAL ASSETS COMMITTEE

MINUTES of a MEETING held in COUNCIL CHAMBER - COUNCIL OFFICES,
MONKTON PARK, CHIPPENHAM, SN15 1ER on Tuesday, 24 September 2013.

Cllr Fleur de Rhé-Philippe	Cabinet Member for Economy, Skills and Transport
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Strategic Planning, Development Management, Strategic Housing, Property, Waste
Cllr John Thomson	Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform

Also in Attendance: Cllr Laura Mayes
Cllr Richard Gamble

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

92 Apologies and Substitutions

There were no apologies or substitutions.

93 Minutes of the previous meeting

Resolved:

**To approve as a correct record and sign the minutes of the meeting held
on 23 July 2013.**

94 Leader's Announcements

There were no Leader's announcements.

95 Declarations of interest

There were no declarations of interest.

96 **Capital Monitoring Month 4 2013/14**

Cllr Tonge, Cabinet Member for Finance, Performance, Risk, Procurement and Welfare Reform introduced the report which detailed changes to the budget made since the 2013/2014 budget was set in February 2013 and reflected the position of the 2013/2014 spend against budget as at period 4 (as at 31 July 2013).

Resolved:

That the Committee

- 1. Notes the general budget additions for grants and revenue contributions of £4.922 million as per Appendix B of the report presented and notes the period 4 position of the Capital Programme in appendix A of the report presented**
- 2. Notes the reprogramming of £23.006 million between 2013/2014 and 2014/2015**

Reason for decision

To inform Cabinet of the position of the 2013/2014 capital programme as at period 4 (31 July 2013), including highlighting of budget changes

97 **A350 Chippenham Pinch Point Scheme**

Cllr Fleur de Rhé-Philippe, Cabinet member for Economy, Skills and Transport introduced the report which noted the Department of Transport's award of 'pinch point' funding towards the dualling of the A350 north of Chippenham.

The Committee heard that the award had to be spent by December 2014. A question on where the council's contributions were coming from confirmed that the funds were already in place and had been secured through Section 106 agreements.

Further updates would be provided to the Committee as the scheme progressed.

Resolved:

That the Committee notes the Department of Transport's award of 'pinch point' funding towards the dualling of the A350 north of Chippenham.

Reason for decision

To inform Cabinet of the current position relating to the bid, and give an update on risk and programme.

98 **Urgent items**

The Leader noted that a late information report had been circulated, which she had agreed to accept due to the need for a decision to be made before the next meeting. Due to the confidential information contained in the report it would be heard under Part II.

99 **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 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 the item in private:

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

No representations had been received as to why these items should not be held in private.

100 **Porton Science Park update**

Cllr Fleur de Rhé-Philippe, Cabinet member for Economy, Skills and Transport introduced the report which provided an update on the Porton Science Park project.

Resolved:

That the Committee

- 1. Confirms its support for the Porton Science Park project, and endorses the approach being taken in delivering the scheme**
- 2. Delegates to the Director for Economy and Regeneration, in consultation with the Cabinet member for Economy, Skills and Transport, the decision to proceed with procurement**

Reason for decision

Developments since the announcement of government funding in October 2012 now warrant an update to Committee.

101 **Urgent item - The development of post-16 facilities at St. Nicholas school, Chippenham**

Cllr Richard Gamble, Portfolio Holder for Schools, Skills and Youth, on behalf of Cllr Laura Mayes, Cabinet member for Children's Services, introduced the report which proposed the purchase of a building as identified in the report presented for the development of post-16 facilities at St Nicholas school, Chippenham.

He confirmed receipt of a £414k grant from the Demographic Growth Capital Fund, noting the time limitations it came with.

Resolved:

That the Committee approve the purchase of the building utilising identified funds to deliver post-16 provision.

Reason for decision

St Nicholas School is full and requires additional space to meet the needs of learners.

(Duration of meeting: 2.03 - 2.35 pm)

These decisions were published on the 30 September 2013 and will come into force on 9 October 2013
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The Officer who has produced these minutes is Kirsty Butcher, of Democratic Services, direct line 01225 713948 or e-mail kirsty.butcher@wiltshire.gov.uk
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Wiltshire Council

Cabinet

22 October 2013

Subject: Local Sustainable Transport Fund – Trans Wilts Rail Service

Cabinet Member: Councillor John Thomson – Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband

Key Decision: Yes

Executive Summary

An improved Trans Wilts rail service between Westbury and Swindon forms part of the Council's Local Sustainable Transport Fund (LSTF) project. However, given uncertainties and risks at the time, Cabinet was not able to approve the procurement of the service at its meeting on 10 September 2012.

The subsequent pausing and eventual termination of the rail franchising process by the Government, including the Great Western franchise, meant that no progress could be made with the incumbent franchisee, First Great Western (FGW), on the Trans Wilts service during late 2012 and early 2013.

In January 2013, the Department for Transport (DfT) extended FGW's existing franchise to 12 October 2013 and started negotiating with FGW to run the franchise initially for a further two years to September 2015 (a subsequent franchise agreement with FGW will take this to July 2016). FGW submitted its proposal for this new franchise (which includes the Trans Wilts service as a 'priced option') on 4 July 2013. The DfT and FGW eventually signed the franchise agreement for the period October 2013 to September 2015 on 2 October 2013.

In anticipation of agreeing the new franchise with the DfT, and in line with its obligations as the incumbent franchisee, FGW has been progressing the necessary preparatory work for the Trans Wilts rail service.

Recently, FGW issued the Council with a draft contract agreement which details an improved Trans Wilts rail service commencing on 8 December 2013 (subject to FGW satisfactorily completing all the necessary preparatory tasks) and running to December 2016 or three years from the service commencement date (whichever is later).

The compensation (subsidy) payment to be made by the Council to FGW to support the improved service for three years operation is to be £595,000 in 2013/14 and £628,000 in 2014/15 (subject to indexation). This payment is included within the LSTF project funding profile and is therefore covered by the DfT's grant payment.

Proposals

That Cabinet:

- (i) Approves the procurement of the improved Trans Wilts rail service from First Great Western Limited and delegates the finalisation and signing of the contract agreement to the Service Director for Highways and Transport in consultation with the Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband.**
- (ii) Delegates detailed operational matters relating to the improved Trans Wilts rail service to the Service Director for Highways and Transport in consultation with the Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband.**

Reason for Proposals

To enable the improved Trans Wilts service to commence and be locally supported for the Department for Transport's minimum three year period prior to being considered for inclusion in the franchise.

Parvis Khansari
Service Director, Highways and Transport

Wiltshire Council

Cabinet

22 October 2013

Subject: Local Sustainable Transport Fund – Trans Wilts Rail Service

Cabinet Member: Councillor John Thomson – Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband

Key Decision: Yes

Purpose of Report

1. To enable the improved Trans Wilts service to commence and be locally supported for the Department for Transport's (DfT's) minimum three year period prior to being considered for inclusion in the franchise.

Relevance to the Council's Business Plan

2. Procuring the enhanced Trans Wilts Rail service will help achieve the Business Plan goal of working with our partners to support Wiltshire's communities. It will also contribute to the achievement of the long-term vision outlined in the Wiltshire Community Plan (2011-2026); that is: creating an economy that is fit for the future, reducing disadvantage and inequalities, and tackling the causes and effects of climate change.

Background

3. The Council submitted its bid to the DfT's Local Sustainable Transport Fund (LSTF) on 24 February 2012. As set out in the bid application, the project has three main elements:
 - (i) Support for improved rail services on the Westbury to Swindon line (the Trans Wilts service).
 - (ii) Interchange improvements at Wiltshire's railway stations.
 - (iii) Supporting smarter choices measures.
4. The Council was awarded a £4.25 million grant by the DfT on 27 June 2012. At its meeting on 10 September 2012, Cabinet approved the commencement and delivery of the package of complementary sustainable transport measures but given the uncertainties and risks associated with the implementation of the train service at the time, requested that officers liaise with the DfT, the Great Western franchise bidders and other relevant parties regarding the improved Westbury to Swindon train service, and submit a further report to a future Cabinet meeting.

Great Western refranchising

5. In May 2011, First Great Western (FGW) announced that it would not take up the option to extend its franchise beyond the end of March 2013 (subject to an extension of seven four-week rail periods at the Secretary of State's discretion). As a result of this decision, the DfT commenced a franchise replacement process on 27 July 2012 where an improved Trans Wilts train service was included as a 'priced option'¹. As part of this process, officers met each of the four bidders to discuss their proposed approach to the improved Trans Wilts service.
6. Regrettably, on 3 October 2012, the Secretary of State for Transport announced the pausing of the live franchise competitions, including the one for the Greater Western area. The uncertainty caused by this decision meant that during this period, no progress could be made with the incumbent franchisee, FGW, on the Trans Wilts service.
7. Following a further period of uncertainty as the Laidlaw and Brown reviews were completed, the refranchising process was eventually terminated by the Secretary of State on 31 January 2013. At the same time, the DfT extended FGW's existing franchise to 12 October 2013 and started negotiating with FGW to run the franchise for a further two years to 20 September 2015. FGW submitted its proposal for this new franchise (which again included the Trans Wilts service as a 'priced option') on 4 July 2013. The DfT and FGW eventually signed the franchise agreement on 2 October 2013.
8. As the initial franchise could be for no longer than two years due to procurement rules, the Secretary of State announced in March 2013 that a further franchise would in time be agreed with FGW to cover the period September 2015 to July 2016.

Main Considerations for the Council

9. In anticipation of agreeing the new franchise with the DfT, and in line with its obligations as the incumbent franchisee, FGW has been progressing the necessary preparatory work for the Trans Wilts train service (i.e. securing rolling stock provision, negotiating timetable and track access arrangements, and undertaking train crew recruitment and training). Indeed, a draft timetable for the service for 8 December 2013 onwards is now available in the public domain.
10. Recently, FGW issued the Council with a draft contract agreement for the improved Trans Wilts service. While it is proposed that Cabinet delegates the finalisation and signing of this contract to the Service Director for Highways and Transport, the main principles of the draft contract are as follows:
 - (i) The service commencement date is scheduled to be 8 December 2013 (subject to FGW satisfactorily completing all the necessary preparatory tasks).

¹ Priced options enable bidders to submit delivery plans for specified options over and above the base franchise specification. The incremental price of each option is separately identified by each bidder with a proportion of that price (100% in the case of the TransWilts option) being added to the overall price of the base franchise specification.

- (ii) The service expiry date is scheduled to be December 2016 or three years from the service commencement date (whichever is later)².
 - (iii) FGW will liaise with the Council and the DfT prior to the termination of its franchise with a view to securing the transfer of the contract agreement to the relevant successor operator.
 - (iv) The compensation payment to be made by the Council to FGW to support the improved service for three years operation is to be £595,000 in 2013/14 and £628,000 in 2014/15 (subject to indexation).
 - (v) A compensation excess (i.e. the value of the compensation payment to FGW for the period after the expiry of its franchise in July 2016) will be calculated on a pro rata basis and paid to the successor operator for the period to December 2016.
11. The compensation payment for the improved Trans Wilts service in 2013/14 and 2014/15 is included within the LSTF project funding profile and is therefore covered by the DfT's grant payment. The previous report to Cabinet outlined a further estimated compensation payment of £159,000 in 2015/16; however, the proposed contract offered by FGW has no subsidy requirement in the post-LSTF period (i.e. March 2015 onwards).
 12. As highlighted in the previous report to Cabinet, GO-OP, a potential open access train operator, has been working towards running a two-hourly service between Westbury and Birmingham (Moor Street). While this would provide a satisfactory train service improvement, it is now unlikely to be implemented as originally specified given the Trans Wilts proposal and the capacity constraints on the line through Melksham. On 12 September 2013, GO-OP submitted a formal objection with Network Rail to FGW's track access application for the enhanced Trans Wilts service; FGW is currently liaising with Network Rail to respond to this objection.

Safeguarding Considerations

13. There are no safeguarding implications as a direct result of this proposal. The Office of Rail Regulation (ORR) is the national health and safety authority for Britain's railways (<http://www.rail-reg.gov.uk/server/show/nav.1210>).

Public Health Implications

14. The LSTF project, which includes the improved Trans Wilts rail service, should increase the opportunity for people to travel by more sustainable modes such as walking and cycling. **Appendix 1** provides further details on the outcomes of the LSTF project.

² The funding for an improved train service needs to be locally sourced for three years before the DfT would consider incorporating it within the franchise (as detailed in the DfT's 'Conditions Relating to the Funding of New or Enhanced Services Promoted by Local Bodies').

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Environmental and Climate Change Considerations

15. The LSTF project, which includes the improved Trans Wilts rail service, should help reduce carbon and air pollution emissions. **Appendix 1** provides further details on the outcomes of the LSTF project.

Equalities Impact of the Proposal

16. The LSTF project, which includes the improved Trans Wilts rail service, should increase the opportunity for those people without access to a car to travel to jobs and key services and facilities. **Appendix 1** provides further details on the outcomes of the LSTF project.

Risk Assessment

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

1.	Improved Trans Wilts rail service would not commence and the opportunity of having it considered by the DfT for inclusion in the franchise after three years operation would be lost.
2.	Negative reputational impact both at a national and local level.
3.	Inability to reallocate and spend all the rail service grant funding in a timely manner within the LSTF period to the end of March 2015. Any unspent grant funding would be lost.

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

	Risk	Action to mitigate the risk
1.	Detailed matters in the contract agreement cannot be agreed on both sides.	<ul style="list-style-type: none"> • Liaise with the DfT.
2.	FGW is unable to complete all the necessary rail service preparatory tasks by 8 December 2013.	<ul style="list-style-type: none"> • The contract agreement stipulates that FGW will aim to complete the preparatory tasks by 8 December 2013 and in any event before 1 March 2014. • Liaise with DfT to seek to address any significant issues.
3.	Operation, engineering and other factors significantly impact on the running of the Trans Wilts rail service.	<ul style="list-style-type: none"> • Regular meetings to be held with FGW to discuss these and other relevant matters. • Contract agreement includes clauses entitling the Council to an adjustment to the compensation payment.

	Risk	Action to mitigate the risk
4.	Termination of the contract agreement.	<ul style="list-style-type: none"> • Contract agreement stipulates that a termination notice can only be served following a review meeting to discuss potential alternatives. • Contract agreement includes clauses entitling the Council to an adjustment to the compensation payment.
5.	Failure to secure the transfer of the contract agreement to the relevant successor operator.	<ul style="list-style-type: none"> • FGW is making the Trans Wilts contract agreement a 'key contract' to ensure succession to next franchise period.
6.	Successor operator requiring an additional compensation payment for the period July 2016 to December 2016.	<ul style="list-style-type: none"> • The LSTF bid application specified a cap on the Council's contribution to the train service post-March 2015 of £0.250 million.
7.	Adverse reputational impact of not implementing all the enhancements at Melksham Station by December 2013.	<ul style="list-style-type: none"> • Scheme plan to be drawn up showing those enhancements that can be implemented by December 2013. • Project plan to be drawn up showing other enhancements that can be delivered in the remainder of the LSTF period to March 2015.
8.	Delay to service start as a result of GO-OP's formal objection to Network Rail regarding FGW's track access application.	<ul style="list-style-type: none"> • The contract agreement stipulates that FWG will aim to complete the preparatory tasks by 8 December 2013 and in any event by 1 March 2014. • Representation supporting FWG's application sent to Network Rail on 4 October 2013. • FGW liaising with Network Rail to respond to GO-OP's objection. • Seek advice from FGW, Network Rail, the DfT and the Office of Rail Regulation.
9.	Approval of any track access application submitted by GO-OP.	<ul style="list-style-type: none"> • Seek advice from the DfT and the Office of Rail Regulation. • Maintain good communications with GO-OP. • Acknowledge that the GO-OP proposal would provide an initial satisfactory train service improvement.

Financial Implications

17. As set out in paragraph 9 (v), the compensation payment to be made by the Council to FGW to support the improved service is to be £595,000 in 2013/14 and £628,000 in 2014/15 (subject to indexation). These payments are included within the LSTF project funding profile and are therefore covered by the DfT's grant payment. The previous report to Cabinet outlined a further estimated compensation payment of £159,000 in 2015/16; however, the proposed contract offered by FGW has no subsidy requirement in the post-LSTF period (i.e. March 2015 onwards).
18. As outlined in the risk assessment, however, there is a risk that the successor franchise operator to FGW may require an additional compensation payment for the period July 2016 to December 2016 (or later period depending on the service commencement date). To restrict the Council's liability in such circumstances, the LSTF bid application specified a cap on the Council's contribution to the rail service post-March 2015 of £0.250 million.
19. Due to the uncertainty surrounding the refranchising process it is unclear at the time of writing this report whether there will be a requirement for further subsidy of the rail service post March 2015. Should it become apparent that a successor operator requires further subsidy post March 2015 then there is currently no grant funding or Council budgets earmarked to fund the subsidy. If this situation occurs, officers will prepare a report for Cabinet to detail the funding requirement and work to identify potential budgets for funding this. A decision will need to be made at this point as to whether the contribution requirement placed on the Council is acceptable.

Legal Implications

20. With this type of proposed contract, there is no requirement for it to be tendered. However, notification of it has to be given in the Official Journal of the EU. That would give an opportunity for another economic operator to challenge the contract, if they considered that the required procedures had not been followed. Given the nature of the proposed contract, it is considered that the risk of such a challenge is minimal in this case. It is also considered unlikely that there would be any issues regarding the state aid rules, because of the franchising and funding arrangements involved.

Options Considered

21. To:
 - (i) Not approve the procurement of the improved Trans Wilts rail service from First Great Western Limited. While GO-OP may eventually be in a position to commence its rail service from Westbury to Birmingham (Moor Street), the immediate economic, community and environmental benefits of an improved Trans Wilts service would not be realised. Moreover, the opportunity of having the Trans Wilts service considered by the DfT for full inclusion in the franchise after three years operation would also be lost. Furthermore, in addition to the likely negative reputational impact, it will be difficult to reallocate and spend all the rail service grant funding within the LSTF period to the end of March 2015. Ultimately, any unspent grant funding would be lost.

- (ii) Approve the procurement of the improved Trans Wilts rail service from First Great Western Limited. While there are some risks associated with this option, it is considered that the impact of these risks can be significantly mitigated, either through clauses in the contract agreement or through engagement with the DfT.

Conclusions

- 22. Procurement of an improved Trans Wilts rail service would provide local areas with a number of economic, community and environmental benefits. It also offers the opportunity of the service being considered by the DfT for full inclusion in the franchise after three years successful operation.

Parvis Khansari
Service Director, Highways and Transport

Report Author:
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Date of Report: 4 October 2013

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

None

Appendices:

Appendix 1 – Summary of LSTF outcomes.

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Summary of LSTF Outcomes

Outcome	Main mechanism	How will it be delivered?	Package element
1. Supporting the local economy and facilitating economic growth	Reduced car trips and traffic congestion	<ul style="list-style-type: none"> - More people using rail trips instead of car trips; - Journey time savings for people accessing areas of employment; - Transferring car trips to sustainable modes when accessing the train stations – including walking, cycling and buses; 	Rail improvements and Complementary measures
2. Reducing carbon emissions	Reduced car trips and traffic congestion	<ul style="list-style-type: none"> - Green tourism; - Marketing, promotion and branding – getting more people to travel by sustainable modes. 	
3. Improving sustainable access and social inclusion	More sustainable journey options	<ul style="list-style-type: none"> - Opening up of new station entrances at Salisbury and Melksham; - Improved walking and cycling routes to/from the stations; - Creation of a transport interchange at Salisbury; - Improved walking and cycling routes and signage; - Bike hire and electric vehicle charging points; - Marketing, promotion and branding – making people aware of travel options/improvements; - Station travel plans; - Travel information portal and maps. 	Complementary measures
4. Promoting physical activity and health	More sustainable journey options	<ul style="list-style-type: none"> - Improved walking and cycling routes to/from the stations; - Personalised travel planning; - Marketing and promotion; - Station travel plans; - Travel information portal, maps and signage; - Bike storage and bike hire facilities. 	Complementary measures
5. Improvements to air quality	Reduced car trips	<ul style="list-style-type: none"> - More people using rail trips instead of car trips; - Transferring car trips to sustainable modes when accessing the train stations – including walking, cycling and buses; - Personalised travel planning; - Station travel plans. 	Rail improvements and Complementary measures

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Wiltshire Council

Cabinet

22 October 2013

Subject: Investing in Highways

Cabinet Member: John Thomson - Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband

Key Decision: No

Executive Summary

The Council is responsible for the maintenance of roads in Wiltshire, with the exception of motorways, trunk roads and those in private ownership. The highway network represents the Council's biggest asset, and possibly its most significant potential liability.

Public satisfaction with the condition of the roads in Wiltshire is low, and there is a backlog of maintenance required on the network. In order to improve the condition of the county's roads, various options have been considered.

Option 1 would be an annual expenditure of £12.575 million, excluding inflation, which would maintain the highway network in its existing condition for the next 15 years by treating about 131 kilometres annually. Spending less than this would result in road conditions deteriorating and public satisfaction reducing.

Option 2 would be to increase expenditure to £17.000 million for six years, which would enable approximately 185 kilometres of the roads in worst condition to be surfaced annually, and would improve 408 kilometres (9.2%) of the network by 2020. There would be the opportunity to involve the Area Boards in setting local priorities on the minor roads. This option would result in a moderate improvement to the condition of the roads.

Option 3 would be to increase expenditure to £21.021 million for six years, which would enable approximately 238 kilometres of road to be surfaced annually, and would improve 664 kilometres (15%) of the network by 2020. There would be the opportunity to involve the Area Boards in setting local priorities on the road network. This option would result in a significant improvement to the condition of the roads.

Treating all roads on the network which are in poor or fair condition would improve road conditions considerably and was considered as Option 4, but this would be enormously expensive, costing over £100 million annually for a number of years, and it was concluded that this would not be a realistic option.

Proposals

It is recommended that:

1. To achieve the objective set out in the Council's Business Plan a project for improving Wiltshire's roads should be undertaken by increasing annual expenditure on road maintenance to £21.000 million for six years from 2014/15.
2. The level of future funding from the Local Transport Plan Maintenance Block Capital Grant is a major risk in the proposed highways road maintenance investment. Not until future year allocations are published will the true financial implications of investments be known. It would be prudent to reassess the financial implications once these are known and during the annual budget setting process.
3. The Area Boards should be involved in helping to set local priorities for roads to be treated, with the details of the process to be agreed by the appropriate Service Director in consultation with Cllr Thomson, the Cabinet Member for Highways and Streetscene and Broadband.

Reason for Proposal

The county's roads are important to the public, as demonstrated by the results of the Council's People's Voice and the National Highways and Transportation (NHT) surveys, which indicate low levels of public satisfaction with road conditions. In the Council's consultations on budget setting, expenditure on road maintenance is a service where the public consistently wish to see more spent.

The experience of other Authorities who have made substantial investments in highways maintenance recently is that improvements in the condition of the network are apparent, and public satisfaction is increased.

The proposed additional investment in the county's roads would improve those roads in worst condition, especially the minor roads, and would improve road safety.

The project would provide the opportunity for the involvement of the Area Boards in identifying local priorities, which has not been possible previously because of the need to focus expenditure to treat identified safety issues.

A programme of publicity and branding of the project would make it clear to the travelling public, businesses and residents that Wiltshire is improving the condition of its roads.

Parvis Khansari
Service Director – Highways and Transport

Wiltshire Council

Cabinet

22 October 2013

Subject: Investing in Highways

Cabinet Member: John Thomson - Deputy Leader and Cabinet Member for Highways and Streetscene and Broadband

Key Decision: No

Purpose of Report

1. To approve a programme of investment in road maintenance to improve the condition of the highway network in Wiltshire.

Relevance to the Council's Business Plan

2. The Council's Business Plan sets out the vision to create stronger and more resilient communities. It includes three key priorities and twelve actions that the Council will deliver over the next four years. One of the twelve actions is to 'invest additional money between 2014-17 to reduce the historic backlog in highways maintenance'. The recommendations of this report will facilitate the delivery of this action, which is an important part of the Business Plan.

Background

3. The Council, as highway authority, is responsible for the maintenance of roads in Wiltshire, with the exception of motorways, trunk roads and those in private ownership. The highway network represents the Council's biggest asset, and possibly its most significant potential liability. Maintaining a fit for purpose highway network is crucial to support economic recovery and to ease the movement of goods and people.
4. The highway network in Wiltshire comprises 4,400 kilometres of road, 3.9 million square metres of footway, 981 bridges and over 40,000 street lights. The replacement value of the roads alone is £4.5 billion, and it would cost over £330 million to resurface all of the roads, with additional costs to repair structural damage.
5. Expenditure on highways maintenance has varied enormously over the years. During the 1990s funding for road maintenance reduced nationally, and consequently a backlog of maintenance developed on the nation's highway network. Investment since 2000/01 has improved overall road conditions, but this has still not been sufficient to keep all of the roads and footways in good condition.

6. The condition of the county's roads is important to the public. This is demonstrated by the results of the Council's People's Voice and the National Highways and Transportation (NHT) surveys, which indicate low levels of public satisfaction with road conditions. In the Council's consultations on budget setting, expenditure on roads is the service where the public consistently wish to see more spent.
7. The Council applies the principles of asset management to the maintenance of the highway network. This involves developing lifecycle plans to demonstrate how funding and performance requirements are achieved through appropriate intervention and investment strategies, with the objective of minimising expenditure while providing the required performance. This report considers the options for future highway maintenance investment.

Main Considerations for the Council

8. The Council carries out regular technical surveys on the condition of its road network, which are used to inform maintenance decisions (see **Appendix A**). Road safety is the priority, and having adequate skid resistance on high speed roads has been a focus for investment. The condition of the network has been improving in recent years and the Council has continued to appropriately invest in highway maintenance, despite the difficult financial situation.
9. Members of the public, Town and Parish Councils, the Area Boards and others often make suggestions regarding roads in need of surfacing. In some cases these requests arise as a result of uneven or bumpy road surfaces causing poor ride quality or an unsightly appearance. Sites with serious skid resistance deficiencies, or with serious structural failure, may not be as obvious to road users, but are of greater concern to the Council, as highway authority responsible for the safety of the network.
10. The recent severe winters and flooding have had a serious impact on the highway network, with road conditions in a number of locations deteriorating sooner than originally anticipated. As a result, the schemes and priorities have had to be reassessed and adjusted annually to take account of the changing conditions. At existing funding levels it has not been possible to resurface all of those roads which may be unsightly or have a poor ride condition, and the priority has been to address those sites where there are serious road safety concerns.
11. The overall trend in Wiltshire over the past decade has been to see a gradual overall improvement in carriageway conditions year on year. However, at current rates of expenditure it is going to take many years before the current maintenance backlog is completely removed. This means that public satisfaction is likely to remain low because it is only possible to carry out a proportion of the work considered desirable each year, and this is likely to remain the case for the foreseeable future at current funding levels.
12. The road maintenance programme this year will improve the road conditions, but it is still anticipated that in 2014 about 664 kilometres of the highway network will still be in poor condition. This represents 15% of the network. The majority of roads in poor condition are unclassified roads, especially the minor urban roads where generally the safety issues have not been as great as on the high speed main roads and, consequently, they have been a lower priority for investment.

Public Support for Increased Investment

13. The Peoples Voice surveys carried out by the Council have shown consistently over the years that road maintenance is a service area where the public think the Council should be spending more, and this view is reflected across each of the Community Areas. In the 2012 Peoples Voice survey 67.6% of respondents wanted to see more spent on road maintenance. This was the Council service which the majority of the public wanted to see more spent on.
14. The Council's Peoples Voice and the NHT surveys have indicated low levels of public satisfaction with road conditions nationally. The latest NHT survey indicated that in Wiltshire 31% were very dissatisfied and 31% fairly dissatisfied with road conditions, which was very close to the national average.
15. The satisfaction levels in Wiltshire have shown little variation since the NHT survey started in 2008, but overall the national satisfaction levels with road conditions have been declining. Consequently, the sustained investment in road maintenance in Wiltshire has significantly improved the county's ranking in the public satisfaction tables from near the bottom to being close to the middle.

Experience from Other Authorities

16. A few highway authorities have already started making significant investment in highways maintenance, and have reported benefits in terms of better road conditions and improved public satisfaction. Officers have reviewed these schemes, including visiting some of the authorities involved in order to understand the potential benefits and problems in connection with increased investment in highway maintenance.
17. Hampshire County Council has a larger road network than Wiltshire of 8,500 kilometres, compared to 4,400 kilometres, but otherwise has a fairly similar highway network. An investment of an additional £10 million annually for seven years through prudential borrowing is now in its third year in Hampshire, and officers and members have already seen an improvement in road conditions and public satisfaction. The NHT survey indicates that 35% of residents in Hampshire are very or fairly satisfied with conditions, compared to the national average 26% in county councils, and 25% in Wiltshire.
18. Private Finance Investment (PFI) schemes have been a means of providing large investment in road maintenance, but only a small number of schemes have been accepted for funding. Portsmouth City Council has benefited from a PFI scheme to address road conditions, and the improvements are reflected in the NHT survey results which show 53% very or fairly satisfied with road conditions, which is a very high satisfaction level compared to other authorities.
19. Cheshire West and Chester Councils have a 'Highway Recovery Plan' which resulted in a commitment of £100 million additional capital investment over a ten year period. Although only two years into the investment period, these councils are already able to report improvements in network condition, reduced levels of complaints and claims, and more importantly improved levels of customer satisfaction.

20. The experience of other authorities who have made substantial investments in highways maintenance recently is that improvements in the condition of the network are apparent, and public satisfaction is increased.

Options

21. The technical surveys of the conditions of Wiltshire's roads provide good verifiable information on identifying carriageways in poor condition, and the information enables maintenance programmes to be prepared. In order to predict the longer term carriageway maintenance requirements and expenditure levels it has been necessary to model the deterioration of the network, taking into account its existing condition and anticipated rates of deterioration.
22. Assessment work has been carried out by the Council in conjunction with Atkins, the Council's Highway Consultant, and WDM, the specialist company which carries out the technical surveys of carriageway conditions for Wiltshire and a number of other south west highway authorities. The options considered have included continuing funding at close to existing levels, and increasing investment to reduce the maintenance backlog.
23. The modelling work carried out by WDM made use of costs and prices from the Council's new Highways and Streetscene contract, and used deterioration rates derived from detailed work that WDM have undertaken on carriageway deterioration recently with other highway authorities. The assessment has been confirmed by work carried out by Atkins using the Highways Maintenance Efficiency Programme toolkit which includes a spreadsheet that allows investment options to be considered. At this stage no allowance has been made for inflation or cost changes in future years because of the uncertainty associated with such predictions.
24. The assessments have been carried out for a period of 15 years from 2014, and take into account the maintenance being carried out on the network this year. There is some uncertainty about maintenance requirements beyond 2029. Initial indications are that the lengths of road deteriorating into poor condition will increase slightly with a need for higher levels of expenditure to maintain conditions after 2029. It was considered that because of this uncertainty an assessment period of 15 years would be appropriate to compare the options.
25. There is a large range of options possible for increasing investment, but in order to simplify the assessment process four possibilities have been considered, and three of these compared in more detail. Other options, or variations of these funding profiles, could be considered in the next stage of development. These could include the investment taking place over a shorter or longer period than has been assumed with these options.

Option 1 – Maintain existing conditions

26. It is estimated that an average annual expenditure of £12.575 million, excluding inflation, would be required to maintain existing carriageway conditions for the next 15 years. This would treat about 131 kilometres of the network annually, and keep the lengths of road in poor condition on the network at 664 kilometres. This level of expenditure would ensure that future deterioration is dealt with at a rate sufficient to ensure that there is no overall increase in the amount of road in poor condition.

27. It is unlikely that with this level of funding any significant improvement could be achieved to the condition of the unclassified roads without having an adverse effect on the condition of the classified roads. With this option the majority of the investment would need to remain focussed on the classified roads in order to keep them in safe condition. Investment decisions would be driven by the technical information, with little scope for the Area Boards or public to be involved.
28. At the end of the 15 year assessment period in 2029 the overall condition of the network would be very similar to its present condition. Some of the roads currently in poor condition would have been improved, but equivalent lengths of the network would have deteriorated into poor condition.

Option 2 – Increase Investment to £17 million for six years

29. The backlog of carriageway in poor condition could be reduced by increasing annual expenditure on road maintenance to £17.000 million excluding inflation, for six years. In subsequent years the expenditure to keep the roads in the improved condition is uncertain because it will depend on the rate of deterioration, but is likely to be in the region of £12.000 million, excluding inflation. The length of road in poor condition is predicted to be reduced by 440 kilometres by 2020, and then maintained in that condition until the end of the assessment period.
30. This option would address the very worst sections of road on the network. The majority of the additional investment would be on the unclassified urban road network, with some on the 'A' road network to address developing structural issues. This option would improve about 10% of the network by 2020, by resurfacing about 185 kilometres of road annually during the six years. There would remain some areas of carriageway where there is deterioration, but which has not yet reached the 'red' condition.
31. There would be scope for the involvement of the Area Boards in identifying priorities with this option, especially on the unclassified minor roads, enabling the Council to deal with some of the roads which are considered by the public to be in worst condition in their area.

Option 3 – Increase Investment to £21 million for six years

32. The condition of the highway network could be improved significantly by increasing annual expenditure on road maintenance to £21.021 million, excluding inflation, for six years. In subsequent years an expenditure in the region of £12.000 million, excluding inflation, would be required to keep the network in the improved condition until 2029, but this would depend on the rate of deterioration experienced during this period.
33. The length of road in poor condition would be reduced by 664 kilometres by 2020, and the network would be kept in this overall condition until 2029. This would be achieved by resurfacing approximately 238 kilometres of road annually during the six years. There would be an improvement in the condition of the unclassified roads where almost 400 kilometres of road would be improved. The investment would include an improvement in the structural condition of 16 kilometres of 'A' class roads so that they can take the heavy traffic loads, and improved skid resistance on 220 kilometres of classified roads.

34. There would be a substantial opportunity for involving the Area Boards in prioritising sites for treatment in their local area. The increased funding would provide flexibility in the order in which schemes can be carried out. It would be sufficient to carry out the necessary safety schemes, and provide scope to deal with those sites where ride quality or appearance are important to the public.

Option 4 – Increase Investment so that all roads are in Good Condition

35. Consideration has been given to bringing all of the county’s roads up to a good or very good condition by removing all areas of deterioration on the network. This could be achieved by treating the roads in fair condition as well as those in poor condition. This would mean treating the roads in ‘red’ condition and a large proportion of those currently in ‘amber’ condition.
36. The initial modelling of this option shows that enormous expenditure of over £100 million annually would need to be spent for a number of years to get all of Wiltshire’s roads into a good or very good condition.
37. In view of the current financial affordability it is considered that this level of investment would be unrealistic, and this option has not been investigated further.

Comparison of Options

38. Expenditure annually of less than £12.575 million over the 15 year assessment period would result in deteriorating road conditions, with a consequent reduction in public satisfaction. In order to improve the road conditions and public satisfaction the funding would need to be above this level.
39. The three options identified have been compared (see **Appendix B**), and the main differences are summarised below:

	Funding	Average length of road treated annually	Change in Road conditions between 2014 and 2020. Length in better condition.
Option 1	15 years at £12.575m	131 kilometres	0 kilometres
Option 2	6 years at £17.000m and 9 years at approx £12.000m	185 kilometres	408 kilometres
Option 3	6 years at £21.000m and 9 years at approx £12.000m	238 kilometres	664 kilometres

40. Option 3 would require £44.769 million more of expenditure over the 15 year assessment period than Option 1, which would effectively remove the current maintenance backlog. Option 2 would require an additional £19.071 million compared to Option 1. These estimates are at present day prices and do not include inflation.
41. The three investment strategies were modelled to determine the lengths of different road types likely to benefit from treatment during the initial six year investment period using the estimated deterioration model. The three options would treat significantly different lengths of road during the six year period as shown on the summary table. The actual benefits achieved may vary compared to those currently estimated because of the possibility of severe weather, especially during the winter or because of flood damage. The assessments have been undertaken based on the typical average expected deterioration in road conditions.
42. Option 1 would only treat sufficient roads to ensure the overall condition remained unchanged between 2014 and 2020. There would be little change from the existing carriageway conditions, no significant increases skid resistance on the roads and no anticipated improvement in public satisfaction levels.
43. Option 2 would improve a large proportion of the roads on the network currently in poor condition by 2020 by improving the worst areas during the first six years. It would provide a significant improvement to the condition of the unclassified roads, which is a part of the network where there has been under investment in recent years compared to the classified network.
44. Option 2 would only make a small improvement to the structural condition of the 'A' roads, and there would be little overall improvement in the skid resistance of the classified roads. There would be a large improvement in the condition of the unclassified roads, but the initial modelling shows there may be a slight reduction in the condition of the 'C' roads. If this option is adopted the strategy could be adjusted to maintain the 'C' road conditions by reducing the length of unclassified roads improved.
45. Option 3 would improve nearly all of the roads on the network currently in poor condition by 2020 by improving about 15% of the network during the first six years. It would provide a significant improvement to the condition of the unclassified roads. It would also address structural issues on the 'A' roads by strengthening vulnerable sections, and would increase skid resistance at key safety locations by resurfacing significant proportions of the classified roads.
46. Option 3 would be likely to improve public satisfaction the most by treating a larger extent of the highway network than the other options, and by providing more scope for the involvement of the Area Boards and the public in setting local priorities. However, it is more expensive than the other options.
47. Options to increase investment in highways maintenance above the £21 million suggested in Option 3 would be beneficial and would enable more of the network to be treated, but they would be treating mainly the roads classed as being in 'amber' condition rather than 'red'. It would be expected that this additional expenditure would have less additional effect on public satisfaction as the public appear to be particularly concerned about those roads in poor condition, rather than those in fair condition.

48. Option 3 would provide the greatest potential improvement to road safety by improving the skid resistance on the classified network. Both Options 2 and 3 would improve the condition of the unclassified urban roads, but these roads generally do not have poor accident records.
49. Options 2 and 3 would have benefits for residents, especially in the urban areas, as they would improve running surfaces, potentially resulting in less noise and disturbance associated with damaged and uneven road surfaces.
50. With Options 2 and 3 the lengths of road in poor condition would be treated, although it would be expected that there would still be some small isolated areas where weather, ground conditions, public utilities or other damage may be apparent, but these would generally be small and easier to deal with than at present. The roads would not be in perfect condition, but they would be in significantly better condition than they are at the moment.
51. The lengths of road to be treated with each option are based on estimates using the assumed deterioration rates. In reality the actual lengths treated each year may vary as the deterioration rates may vary and the priorities may need to be changed during the implementation of the project. The uncertainty over deterioration rates in carriageway conditions, especially on an improved network, make future funding levels beyond 2020 difficult to predict with certainty, and these will need to be reviewed as the project develops.

Next Stages

52. In order to progress the project it will be necessary to carry out more assessment work on the road conditions and skid resistance of the network based on the surveys currently underway. This will enable sites for treatment to be identified, taking into account not only the Council's skid resistance policy and safety considerations, but also the opportunity for improving the overall condition of the network.
53. If additional investment is made in road maintenance it would be possible to consult the Area Boards to identify the sites that in their view are the local priorities. It would be necessary to be realistic about what could be achieved each year, but there is the possibility of some form of local consultation, which has been difficult previously because of the need to use the available funding to meet the overriding safety considerations on the network.
54. The Council obtained up-to-date prices for this type of work when the Wiltshire Highways and Streetscene contract was tendered last year. This large contract has the benefit of obtaining efficiencies and price savings through the large workload, shared overheads, and long term commitment of the supply chain. The situation will be kept under review, and if it is considered beneficial it would be possible to retender elements of the highways resurfacing work. However, with rising expenditure on highways nationally, rising costs, and the potential inefficiencies of smaller contracts it would need careful consideration.

55. In order to ensure that there is a clear understanding by the public about what the Council is seeking to achieve, and to publicise the works, it would be desirable to brand the road resurfacing under a common banner, which would make it clear that the aim of the project is to improve road conditions. The publicity and communications strategy would be developed in detail as part of the scheme.

Safeguarding Considerations

56. There are no applicable safeguarding considerations.

Public Health Implications

57. Increased investment in road maintenance will have benefits for public health. The improved road surfaces, better skid resistance and associated safety improvements would help reduce the numbers killed and injured on the road network. These improvements would complement the other measures to improve road safety, such as traffic calming and speed limits, being introduced through the Local Transport Plan funding and the Community Area Traffic Groups.
58. The improved road surfaces, particularly on the minor urban roads, would be of benefit to cyclists and pedestrians, and with suitable publicity campaigns could be used to encourage these healthier means of transport. At present, the condition of some of the urban roads may discourage cycling as cyclists are adversely affected by poor road conditions and uneven or damaged surfaces. The proposed investment would support the strategy to encourage cycling as set out in the Local Transport Plan.
59. Roads in poor condition in urban areas can result in disturbance and noise for residents, especially on busier routes carrying heavy goods vehicles at night. Better road surfaces could result in reduced background noise in residential areas, with potential mental and physical health benefits.
60. The Council monitors road collision data in order to focus safety improvements at those sites with the worst accident records. With the additional funding this process will continue, and where appropriate other alterations to signing, drainage, street lighting or road markings could be incorporated into resurfacing work to improve safety.

Environmental and Climate Change Considerations

61. The road network is particularly vulnerable to the effects of climate change. In recent years we have seen the effects of a series of severe winters which have resulted in damage to the roads and an increase in the number of potholes. Last year was the second wettest on record and flooding damaged a number of roads in Wiltshire. In long periods of hot weather the surfaces can be damaged by melting, resulting in roads becoming slippery or deforming under traffic loads.
62. Roads in good condition are less vulnerable to the effects of extreme weather. Frost and flood damage is most severe where there is already a weakness in the road surface and structure, which can then be aggravated by the effects of the weather. By increasing expenditure on road maintenance, the county's road network would be made more resilient to climate change.

63. Increased investment in road maintenance would initially increase the energy consumption of the highways service, and would increase the carbon footprint because of the nature of the materials used, which are predominantly oil based and involve considerable transport elements.
64. In the longer term a more robust highway network, with roads in better condition, would require less reactive maintenance and reduced travelling to respond to potholes and localised defects. A planned maintenance regime would enable the traffic disruption to be kept to a minimum. With unplanned maintenance the delays to traffic and associated fuel consumption could be considerable.
65. The use of recycling in road construction has increased in recent years. However, the existing road materials are often not suitable for use on the top surface of the road because of the need to provide adequate skid resistance and this can often only be achieved with the use of specially quarried materials. It is anticipated that there will be limited scope for large scale recycling in the road surfacing with this project, which is predominantly involved in resurfacing the roads.
66. For many years the Council has re-used suitable road planings on rights of way to bring them up to a safe condition, and this would continue with the current proposals. Previous trials have been carried out to use processes to treat road planings so that they were suitable for use in footways as base materials or to repair verge damage. With the quantities likely to be available, it is anticipated that this will be progressed with the current proposals.

Equalities Impact of the Proposal

67. The improvements in road safety anticipated with increased investment in road maintenance would be expected to benefit all road users, but especially the more vulnerable, including pedestrians, cyclists and other non vehicle users.
68. The involvement of the public through the Area Boards in the setting of local priorities has the possibility of greater community involvement in this important area of the Council's services, and will help promote the role of the Area Boards, helping to build cohesive communities.
69. The highway network is important to local businesses, and to public transport operators. The delays due to un-programmed maintenance and road repairs have been identified as concerns by local businesses. The high profile programme of works to address road conditions will help send the message that transport is important in Wiltshire and could help to promote inward investment and job creation.

Risk Assessment

70. There are serious risks in connection with road maintenance. These include the safety and reputational aspects of those killed and seriously injured on the highway network. In order to reduce these risks the Council has approved highway inspection and skid resistance procedures in place, but in order to keep the network in safe condition it is important that the highway network has adequate investment.

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

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

72. If additional investment is not made in road maintenance, or if funding levels are allowed to decline, which has been the case with many local authorities recently, it is likely that road conditions will deteriorate, accidents will increase, and public satisfaction will decline further.
73. The risks to the Council from lack of road maintenance are in terms of claims against the Council as the result of accidents, or in extreme cases prosecution as a result of particular incidents. As well as the safety and cost aspects, there are also significant reputational implications of such events.
74. Public satisfaction with road conditions is generally low nationally, except in those authorities where there has already been substantial investment. In Wiltshire the surveys indicate a public wish for greater investment in highway maintenance. If this investment is not made it could give the impression that the community's views are not important to this Council.
75. Not investing in highway maintenance is likely to lead to declining public satisfaction in the future as road conditions remain the same and no progress is made on improving them.

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

76. There is a risk that the proposed investment will not deliver the improvements in road condition anticipated. This risk will be managed by using the technical data to focus the necessary investment on those sections of road where work is required to meet safety requirements, and on those places where it would improve road conditions the most. Effective asset management will reduce this risk and make sure the investment is effective.
77. There is a risk that the investment will not increase public satisfaction with the service. In view of the initial results from those authorities which have made a substantial investment it would appear that satisfaction levels will improve with the investment. However, a programme of publicity, branding and public involvement through the Area Boards will help raise awareness of the project, and will help to reduce this risk.
78. Future rates of deterioration of the network are uncertain and depend on weather conditions, and may not be as anticipated. In order to reduce the risk of damage caused by weather the sites to be treated will be reviewed annually, and where necessary adjustments will be made to the scheme lists in order to ensure that the maintenance is effective to meet safety requirements. The programmes will be reported through the Community Area Highway Information documents which are available on the Council's website for each Area Board.

79. The costs associated with the programme have been based on present day prices because of the uncertainty over future inflation levels in the longer term. In the event of high inflation, or specific price increases in road maintenance, it may be necessary to review the project to determine whether it will still be realistic to achieve the targeted improvements, or whether expectations should be changed. It is proposed that the management will review the project regularly through the Service Delivery Team process to report any significant changes.

Financial Implications

80. The majority of funding for road maintenance is provided through the Maintenance Block Capital Grant from the Department for Transport (DfT). The allocations for the grant have been confirmed up until the financial year 2014/15, in which the Council will receive £12.262 million. Beyond this financial year there is uncertainty about the level of grant that Wiltshire Council will receive; although in the latest Comprehensive Spending Review (Spending Review 2013) the Government announced that the DfT Capital budget will rise to £9.5 billion, indicating potential for allocations to increase. As there is uncertainty around the DfT grant, the financial appraisal of the options has been calculated on a number of different grant funding levels from the DfT. The different grant levels are:

- (i) Remains at £12.262 million
- (ii) Increases to £14.000 million
- (iii) Increase to £16.000 million

81. An element of the Maintenance Block capital grant is allocated to bridge enhancement works. As part of the financial appraisal it has been assumed (by officer recommendation) that this allocation will remain at £3.000 million per year, in line with the current bridge works programme. This is sufficient to maintain the bridges in their current good condition, so no further sums above this are required.
82. A financial summary of the three options highlighted within the report is detailed in the table below:

Table 1: Additional revenue Investment required to fund investment options

Option	LTP Allocation £ million	Additional revenue budget to fund borrowing requirements					Total Budget Increase £ million
		2014/15 £ million	2015/16 £ million	2016/17 £ million	2017/18 £ million	2018/29 £ million	
1	12.262	0.024	0.160	0.160	0.208	4.494	5.046
	14.000	0.024	0.122	0.000	0.000	2.177	2.323
	16.000	0.024	0.079	0.000	0.000	0.000	0.103
2	12.262	0.121	0.795	0.795	0.843	3.579	6.133
	14.000	0.121	0.757	0.546	0.594	1.393	3.411
	16.000	0.121	0.714	0.259	0.307	0.000	1.401
3	12.262	0.208	1.372	1.372	1.420	3.870	8.242
	14.000	0.208	1.334	1.123	1.170	1.648	5.483
	16.000	0.208	1.291	0.836	0.883	0.000	3.218

*All figures in the table above are calculated on the basis that £3.000 million of the Maintenance Block Capital Grant is allocated to Bridge works.

83. The above financial modelling has been undertaken using the highway maintenance budgets contained within the approved 2013/14 to 2016/17 Capital Programme. This allows for some additional Council funded highway maintenance budgets above and beyond the Maintenance Capital Block Funding allocation. The additional borrowing has been approved in the 2013/14 capital programme and so the financing of the borrowing is included within the Council's financial plans. This is a known commitment and separate from any additional funding proposed in this report.
84. It has been assumed that any borrowing required to fund highway capital expenditure will be paid back over a ten year period. The interest payable on the required borrowing has been calculated using a 4.35% interest rate.
85. Option 1

With the funding requirement being the lowest of all the three options this incurs the least additional revenue funding in future years. If the Maintenance Capital Block Funding allocation remained at the same level this option would require a total of £5.046 million investment over the 15 year appraisal period with relatively small growth required in the next three financial years. The total growth required reduces to £2.323 million if the grant funding allocation increases to £14.000 million. If the grant allocation was to rise to £16.000 million there would only be a borrowing requirement in the 2014/15 financial year and hence additional revenue funding required only in the financial years of 2014/15 and 2015/16. Under this scenario, there would be surplus grant in the years from 2015/16 onwards which could be allocated to further highway works (at no further revenue cost) or used to offset borrowing elsewhere in the capital programme and reduce the revenue funding requirement for borrowing of the Council in future years.

Option 2

All three funding scenarios require additional revenue funding in future years. The DfT grant at current levels would require an investment of £6.133 million over the 15 years compared to an investment of £1.401 million should the grant allocation rise to £16.000 million.

Option 3

This option requires the highest level of future investment; not only over the 15 year period but also within the first 3 financial years. If the grant was to remain at £12.262 million a £8.242 million investment would be required. If the grant allocation was to rise to £16.000 million there would be an investment requirement of £3.218 million. This option places considerable financial pressure on the revenue budgets in future years.

86. The importance of highways investment has been recognised within the Wiltshire Council Draft Business Plan 2013/17 and, as a result, an intention to invest additional Capital budget was factored into the financial plan. This is included as a proposal to increase revenue budgets to fund the increased capital expenditure as follows;

Table 2: Revenue Highways investment included within Wiltshire Council Draft Business Plan 2013/17

Financial Year	2014/15	2015/16	2016/17	2017/18
In Year Investment (£ million)	2.100	2.000	1.400	0.900

The worst case scenario: Option 3 - £21.000 million investment with £12.262 million Maintenance Capital Block Funding would require the following investment:

Table 3: Worst case scenario funding requirement (Option 3 with £12.262 million Maintenance Capital Block Funding)

Financial Year	2014/15	2015/16	2016/17	2017/18
In Year Investment (£ million)	0.208	1.372	1.372	1.420

This highlights that the worst case scenario (subject to adjustment in 2017/18) would be less than that suggested under the proposed Highways investment within the current Financial Plan that supports the current Business Plan 2013/17.

87. The Highways revenue investment within the Wiltshire Council Business Plan 2013/17 and each financial year budget setting process would need to be adjusted to reflect the revenue investment implications in Table 1 of the chosen option, and re-profiled, but the level of investment assumed is consistent with Options 2 and 3.
88. The major risk associated with the Highways capital investment is the level of the Maintenance Capital Block Funding in future years. The announcement of future Maintenance Capital Block Funding is expected in the winter of 2013/2014 and at this point the financial implications of highway investment could be understood with greater certainty.
89. If the highway investment is made with an assumption of future Maintenance Capital Block Funding and the actual settlement is different, the financial implications of differing grant levels will need to be assessed and a judgement made as to whether the original investment plan is still to be followed.

90. The focus of Highways investment within this report is aimed at Capital works which will result in large scale Highway improvements to the road network. If the highway investment is approved, it is not anticipated that there will be significant savings in the ongoing revenue cost of maintaining the network, i.e. repairing potholes. The provision of the revenue element of highways works has been included within the recently awarded Highways and Amenities Contract. The contract has seen a system thinking approach adopted within highway maintenance works. The highway maintenance element of the Community Team work is less than 3% of the scheduled work. As large scale highway improvements are commenced, it is likely that highway maintenance workload will reduce; however, there are no significant anticipated savings.
91. It is possible that savings will be achieved in the materials used to complete the revenue highway maintenance works as described above. The current spend on highways materials is c. £0.200 million and therefore any revenue savings are going to be below this amount.

Legal Implications

92. The Council has a duty under the Highways Act to maintain the county's roads, and the Council's highway inspection procedures, policies and improvement plans ensure that this duty is fulfilled and enables the Council to defend any claims made in the courts. The increased investment and improved road conditions will help the Council to continue to meet its responsibilities with regard to road maintenance.
93. Increased investment in highways maintenance will enhance the Council's reputation, and the proposed involvement of the Area Boards in the project will build trust and confidence with the local communities.

Options Considered

94. Options for increasing investment in highways have been considered. An annual expenditure of £12.575 million, excluding inflation, would be required to maintain the highway network in its existing condition for the next 15 years. Spending less than this would result in road conditions deteriorating and public satisfaction reducing.
95. Increasing expenditure to £17.000 million for six years would enable approximately 185 kilometres of the roads in worst condition to be surfaced annually, and would improve 408 kilometres (9.2%) of the network by 2020. There would be an opportunity to involve the Area Boards, particularly in setting local priorities on the minor roads. This option would result in a moderate improvement to the condition of the roads.
96. Increasing expenditure to £21.021 million for six years would enable approximately 238 kilometres of network to be surfaced annually, and would improve 664 kilometres (15%) of the network by 2020. There would be the opportunity to involve the Area Boards in setting local priorities on the road network. This option would result in a significant improvement to the condition of the roads.

97. Treating all roads in poor or fair condition would improve road conditions, but would be enormously expensive, costing over £100 million annually for a number of years, and is not considered to be a realistic option.

Conclusions

98. The conditions of the road network are important to the public, and this is reflected through the People's Voice and NHT surveys. In order to improve carriageway conditions in Wiltshire, expenditure above anticipated LTP funding levels would be required for a number of years.
99. Funding of £17 million for six years would enable the safety of the network to be maintained, and enable a moderate improvement to be made in the condition of the unclassified roads, which have not had significant investment in recent years because of safety issues elsewhere on the classified roads.
100. Increasing the funding to £21 million for six years would provide a significant improvement to the condition of the network, including improving the condition of the unclassified roads, and improving safety on the classified roads by improving 664 kilometres of road. There would be the opportunity to involve the Area Boards to help identify local priorities for treatment.

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

None

Appendices

Appendix A – Carriageway Condition Surveys

Appendix B – Comparison of Options

Carriageway Condition Surveys

1. The Council carries out regular surveys of the condition of the county's road network. The surveys help monitor conditions and inform treatment decisions to keep the network safe. The surveys are carried out to standards set by the Highways Agency and by the relevant Codes of Practice.

2. Surveys using vehicle mounted laser equipment (known as Scanner surveys) are carried out to assess road conditions on the classified road network (A, B and C class roads). The frequencies of the Scanner surveys on the network are:

Principal Roads – 50% in both directions per annum

B Roads – 100% in one direction per annum alternating direction

C Roads – 50% in one direction per annum alternating direction

3. The survey information divides the network into sections and grades their condition into three categories:

Red - Lengths of road in poor overall condition which are likely to require planned maintenance soon.

Amber - Lengths of road where some deterioration is apparent, which should be investigated to determine the optimum time for planned maintenance treatment.

Green - Lengths of road where the carriageway is generally in a good state of repair.

This information helps to identify those areas of road where treatment is required, and where it is likely to be needed in the future.

4. On unclassified minor roads which are generally unsuitable for scanner surveys the road is visually inspected by a Coarse Visual Inspection (CVI), which grades the condition of the roads. These are carried out on 25% of the network annually.

5. On Principal Roads there are Deflectograph surveys carried out to test the structural strength of the carriageway. These are carried out on 20% of the Principal Road network per annum. Specific surveys can be carried on sections of road identified to require maintenance to provide data for maintenance design purposes.

6. A major factor in improving road safety is to ensure the highway network has adequate skid resistance, and a programme of specialist testing is carried out annually on the main routes in order to identify potential problem sites. These sites are then prioritised according to risk and road safety considerations in accordance with the county's Skid Resistance Policy. The surveys are carried out annually on the Group 1 roads in both directions.

7. This information, together with accident data and local knowledge, is used to inform the selection of roads to be treated in the annual works programme. The surveys enable the maintenance requirements to be identified, and the costs of the necessary work to be estimated.
8. There are various processes and treatments used to maintain the network, including surface dressing, surfacing with various materials, major schemes to reconstruct carriageways, drainage improvements, renewed road markings and other works to address safety issues. The type of treatment applied, and its cost, depends on the local circumstances and carriageway conditions, and takes into account the rates of deterioration which depend on factors such as traffic, drainage, weather and ground conditions.
9. With the backlog of maintenance required on the highway network, it has been necessary to prioritise work according to need, with road safety being the top priority. Addressing safety concerns has had to take precedence over other factors, such as visual appearance of the road surface and ride quality.

Comparison of Options

Option	Annual Investment in first six years	Investment to maintain existing condition until 2029	Total Investment 2014 to 2029	Length of road treated annually 2014 - 2020	Length of road improved by 2020	Scope for public involvement	Road Safety	Public Satisfaction	Other road users
Option 1	£12,575,014	£12,575,014	£185,625,360	131 km	0	Limited. Investment decisions dictated by safety considerations.	No change likely from existing situation.	No change likely from existing situation.	No change likely from existing situation.
Option 2	£17,000,000	£11,744,064	£207,696,576	185 km	408 km	Good. Involvement of Area Boards in site selection for unclassified roads of roads would be possible.	Fair. Improvement, especially in unclassified road conditions	Fair. Improved satisfaction likely, especially with unclassified roads.	Good. Improved urban road surfaces could encourage cycling and would be safer for pedestrians.
Option 3	£21,021,432	£11,918,473	£233,394,849	238 km	664 km	Very Good. Involvement of Area Boards in site selection for all types of roads would be possible.	Good. Improvement in skid resistance on classified roads and in condition of unclassified roads.	Good. Improved satisfaction likely with improved road conditions.	Good. Improved urban road surfaces could encourage cycling and would be safer for pedestrians.

Note: Expenditure required beyond 2020 is approximate and will depend on future deterioration rates which are difficult to predict at this stage.

Totals of roads anticipated to be improved 2014 to 2020

	A Urban	A Rural	B Urban	B Rural	C Urban	C Rural	Unclassified Urban	Unclassified Rural	Total
Option 1	0	0	0	0	0	0	0	0	0
Option 2	12.25	27.47	18.04	24.00	-5.17	-21.65	252.48	100.91	408.33
Option 3	23.52	96.59	20.23	41.94	4.37	84.09	276.84	116.27	663.86

Note: Actual lengths treated with each option may vary according to circumstances, including weather, frost and flood damage, etc.

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Wiltshire Council

Cabinet

22 October 2013

Subject: **Schools Funding Reform: Arrangements for 2014-15**

Cabinet member: **Councillor Laura Mayes – Children’s Services**
Councillor Dick Tonge – Finance, Performance, Risk, Procurement and Welfare Reform

Key Decision: **No**

Executive Summary

Under the funding reform proposals implemented by the DfE for 2013-14 a full review of the Wiltshire funding formula for schools was undertaken during the last financial year. All schools within Wiltshire are now funded according to the new funding formula implemented for the 2013-14 financial year. The current formula was agreed by Cabinet in October 2012.

The government agreed to review the changes implemented for 2013-14 and consulted with schools and local authorities in March of this year. In June 2013 the DfE issued proposals for school funding in 2014-15. These proposals build on the changes to the funding formula implemented in 2013-14 and have been introduced following the review of the impact of the changes implemented in this year. The proposals are not intended to bring about large scale changes but are made in order to address any unintended consequences of the new funding model.

As a result, the main elements of the funding formula are left unchanged however there are 3 changes that local authorities could now incorporate within their local funding formulae for 2014-15. These are:

1. **Lump sum** – it is now possible to set differential lump sums for primary and secondary schools, with a maximum allowable lump sum of £175,000
2. **Pupil mobility** – a threshold has now been introduced to enable funding to be more targeted
3. **Sparsity** – a new factor can now be used to target funding at necessary small rural schools

The new proposals for 2014-15 are aimed at supporting schools in rural authorities and Wiltshire Schools Forum has considered the implications of the new proposals to establish whether they should be incorporated in to the Wiltshire local funding formula. Following consideration of the potential financial impact of the proposals the recommendation from Schools Forum is that differential lump sums should be implemented for primary and secondary schools but that the formula should not be amended to include Mobility or

Sparsity factors. This is because the reversal of the national decision on the single lump sum gives the flexibility needed to take account of local needs and the complexity and constraints of the new mobility and sparsity factors have negative consequences locally.

The DfE issued its proposals in June, Schools Forum considered those proposals on 27th June and finalised proposals for consultation with schools in July. Schools were consulted in September and the outcomes of those proposals were considered by Schools Forum on 3rd October. It is important that these recommendations are considered at the October Cabinet meeting in order that the changes to the formula can be agreed prior to the Education Funding Agency's deadline of 31st October.

Proposals

Schools have been consulted on proposed changes to the lump sum element of the local funding formula and the

recommendation from Schools Forum is as follows:

- 1. That the lump sum for Primary schools be set at £85,000**
- 2. That the lump sum for Secondary schools be set at £175,000**

Maintained schools were also consulted on the delegation or de-delegation of budgets for central services and the

recommendation of Schools Forum is that budgets for central services continue be held centrally with the exception of the elements of the budgets for the Ethnic Minority Achievement Service and the Traveller Education Service which have been delegated to secondary schools in 2013-14.

Reason for Proposal

The changes to the lump sum element of the schools funding formula introduced by DfE in 2013-14 had the single biggest impact on school budgets in Wiltshire. The ability to set differential lump sums and therefore recognise the different fixed costs in primary and secondary school will mean that the funding formula can more appropriately reflect the costs of running schools.

The reasons why Schools Forum has not proposed the implementation of a mobility factor or a sparsity factor are detailed within the report.

Carolyn Godfrey
Corporate Director

Michael Hudson
Service Director, Finance

Wiltshire Council

Cabinet

22 October 2013

Subject: **School Funding Reform: Arrangements for 2014-15**

Cabinet member: **Councillor Laura Mayes – Children’s Services**
Councillor Dick Tonge – Finance, Performance, Risk, Procurement and Welfare Reform

Key Decision: **No**

Purpose of Report

1. The purpose of this report is to update Cabinet on the outcome of consultation with Wiltshire schools on proposed changes to the Wiltshire local funding formula for schools and to agree the changes to the formula as recommended by Schools Forum.
2. The report will also outline why proposals from the Department for Education (DfE) to allow the inclusion of formula factors for mobility and sparsity are not recommended for inclusion in the Wiltshire formula.

Relevance to the Council’s Business Plan

3. The report makes recommendations in relation to the allocation of funding across schools in Wiltshire. Effective allocation of the funding available can support the Council and Wiltshire’s schools in improving the attainment, skills and achievement of all children and young people.

Background

4. Under the funding reform proposals implemented by the DfE for 2013-14 a full review of the Wiltshire funding formula for schools was undertaken during the last financial year. The new formula was approved by Cabinet in October 2012 and all schools within Wiltshire, including academies, are now funded according to the new funding formula implemented for the 2013-14 financial year.
5. The government agreed to review the changes implemented for 2013-14 and consulted with schools and local authorities in March of this year. In June 2013 the DfE issued proposals for school funding in 2014-15. These proposals build on the changes to the funding formula implemented in 2013-14 and have been introduced following the review of the impact of the changes implemented in this year. The proposals are not intended to

bring about large scale changes but are made in order to address any unintended consequences of the new funding model. It is important to note that the changes proposed by the DfE are part of the journey towards the development of a national funding formula for schools from 2015-16.

6. The main elements of the funding formula are left unchanged however there are 3 changes that local authorities (LAs) could now incorporate within their local funding formulae for 2014-15. These are:
 - a. **Lump sum** – it is now possible to set differential lump sums for primary and secondary schools, with a maximum allowable lump sum of £175,000
 - b. **Pupil mobility** – a threshold has now been introduced to enable funding to be more targeted
 - c. **Sparsity** – a new factor can now be used to target funding at necessary small rural schools
7. The new proposals from DfE for 2014-15 are aimed at supporting schools in rural authorities and so Wiltshire Schools Forum has considered the implications of the new proposals to establish whether they should be incorporated in to the Wiltshire local funding formula. Following consideration of the potential financial impact of the proposals the recommendation from Schools Forum is that differential lump sums should be implemented for primary and secondary schools but that the formula should not be amended to include Mobility or Sparsity factors. Schools were consulted on the proposed changes to the lump sum during September and the outcomes of that consultation were considered by Schools Forum on 3rd October 2013.
8. Maintained schools were also consulted on the potential delegation of budgets for a number of centrally provided services. Budgets for these services must be delegated to academies but maintained primary and secondary schools can opt for the budgets to be de-delegated so that they continue to be provided centrally.

Main Considerations for the Council

Lump sum

9. LAs are allowed to include a lump sum for each school within the funding formula. The purpose of the lump sum is to recognise the fixed costs within a school. Under the funding reform proposals implemented in 2013-14 any lump sum had to have the same value across both primary and secondary schools meaning that it was not possible to reflect the differing nature of costs between the two phases of schools. As a result, the change to the application of the lump sum in 2013-14 had the biggest single impact on schools in Wiltshire in the revised funding formula, particularly for secondary schools. A lump sum of £100,000 was agreed within the 2013-14 Wiltshire funding formula and this represented an increase from £85,000 for primary schools and a decrease from over £300,000 for secondary schools.

10. Within the new funding framework it is now possible to apply differential lump sums to primary and secondary schools. The maximum allowable lump sum has been set at £175,000, reduced from £200,000 in 2013-14 by the DfE. This reduction has been applied because no authorities used the maximum in 2013-14. Schools Forum agreed that schools should be consulted on changes to the lump sum to enable different values to be applied across primary and secondary schools.

11. The options consulted on were:

- a. To set the lump sum for Primary schools at £85,000 in line with the previous Wiltshire funding formula
- b. To set the lump sum for Secondary schools at £175,000, the maximum allowable under the new rules.

Mobility Factor

12. Local Authorities (LAs) are allowed to include an element within the funding formula to reflect pupil mobility within the school year. If a mobility factor is used, funding is now to be targeted at schools with greater than 10% pupil mobility. Mobility is measured by the average number of in year starters over the previous 3 years and therefore looks at inward mobility rather than net mobility.

13. Following the implementation of the 2013-14 funding changes Wiltshire Council and Wiltshire Schools Forum had expressed concerns to the DfE that the initial mobility factor incorporated in to the school funding formula did not allow funding to be targeted at schools with the most need because there was no threshold incorporated within the calculation. It has also consistently been a concern within Wiltshire that the factor reflects only inward mobility rather than net mobility and the associated turbulence that creates.

14. The new proposals from the DfE do incorporate a threshold to enable funding to be targeted to higher levels of mobility and so financial modelling work was undertaken in Wiltshire to consider the impact of the new factor and whether it would support Wiltshire schools. Using data provided by DfE it was established that 63 out of 199 primary schools, and 2 out of 29 secondary schools, could be eligible for the mobility factor if it were applied. Eligible schools tend to be those with higher populations of service pupils but not exclusively so.

15. In considering whether a mobility factor should be applied Schools Forum took in to account the following issues:

- a) Funding/Affordability – funding for a mobility factor would need to be drawn from other elements of the delegated budget, most likely Age Weighted Pupil Units (AWPUs) therefore inclusion of a mobility factor would result in a decrease in AWPUs funding across all schools.

Of the schools eligible for mobility funding, 11 would lose more funding through the AWPU reduction than they would gain through the mobility factor. All primary schools not eligible for mobility funding would experience a reduction in funding.

For secondary schools only 17.5 pupils would attract funding across the whole sector. Unless the rate is set very high it is not possible to use the mobility factor to significantly target funding.

- b) The data to be used in the mobility factor is based on historical movement of pupils. There is a concern that the data to be used in the proposed mobility factor reflects past patterns of pupil movement but that the future pattern for military schools in Wiltshire would be one of growth, as families move back to the County, but of more stability in terms of in year turbulence. As a result it is felt that the existing growth fund, held centrally within the schools budget, is a more flexible way of reflecting that position.
- c) The mobility factor does not recognise net mobility, only inward movement of pupils, and therefore has the potential to duplicate funding allocated from the Growth Fund for additional pupils.

16. As a result of these issues Schools Forum agreed not to recommend the inclusion of a Mobility factor in the Wiltshire formula.

Sparsity Factor

17. The sparsity factor is designed to support “necessary small rural schools”, ie., schools, that because of their remote location, are necessary as children cannot access education from an alternative nearby school.

18. If it is to be included in the formula, the sparsity factor is to be driven by size of school and by the average distance pupils would need to travel (as the crow flies) to their second nearest school. DfE has set the parameters as follows:

- Primary Schools – size threshold of 150 pupils and minimum distance threshold to the second nearest school of 2 miles.
- Secondary schools – size threshold of 600 pupils and minimum distance to the second nearest school of 3 miles.

19. LAs are allowed to vary the criteria by reducing the size threshold and/or increasing the distance threshold, the impact of this would be to reduce the numbers of schools eligible for the sparsity factor. Funding would be applied as a lump sum, with maximum value of £100,000, and can be tapered to reflect different sizes of school with smaller schools receiving higher amounts.

20. Wiltshire Council and Schools Forum lobbied strongly to the DfE that the new funding model implemented in 2013-14 did not support rural schools.

In Wiltshire the need to support smaller schools has previously been addressed through the lump sum element of the formula and through support for federations, split site schools etc. In responding to the DfE consultation in March this year Schools Forum expressed concern that the proposed sparsity factor was too complex and that differential lump sums would be a more appropriate way to support schools in rural authorities.

21. Because the proposals from the DfE are designed to support necessary small schools in rural authorities, financial modelling work was undertaken to understand the impact of a sparsity factor in Wiltshire.
22. If DfE recommended thresholds are applied the maximum number of schools eligible for sparsity funding in Wiltshire would be 31 Primary and 3 Secondary schools. Because of the need to consider the combination of distance travelled and pupil numbers, neither the smallest primary school in Wiltshire nor the most “remote” under this definition would qualify for funding. Whilst the smallest and most remote secondary school in Wiltshire would be eligible for funding under the model, other small secondary schools are not eligible because the distance criteria are not met.
23. In considering whether a sparsity factor should be implemented in Wiltshire Schools Forum took the following issues in to account:
 - a) Funding/Affordability - If a tapered lump sum with a maximum of £100,000 is used (as recommended by DfE) the total cost of implementation of a sparsity factor in Wiltshire would be £1.193 million. This would need to be funded from reduction in other elements of the funding formula. Because the sparsity factor is allocated to schools as a lump sum the most appropriate way to fund it would be a reduction in the universal lump sum allocated to all schools. For Primary schools this would mean a reduction of £5,595 from the lump sum for all primary schools in order to meet the cost of the sparsity factor. For secondary schools the lump sum would be reduced by £2,851.
 - b) Impact on per pupil funding in individual schools – the mechanics of the sparsity factor mean that higher amounts of funding are targeted at smaller schools which meet the size and distance criteria. This increases the amount of per pupil funding in those schools over and above similar size schools that, through the formula, are less remote but that may still be considered rural. The figures indicate, for example, that for very small primary schools the resulting difference in funding between a school that qualifies for sparsity funding and one that does not could be more than £1,300 per pupil. Schools Forum therefore needed to consider whether, in the Wiltshire context, any single school would be considered so much more remote than other similar schools as to justify additional per pupil funding to that level.
 - c) Existing support for smaller schools – now that the formula is allowed to contain differential lump sums for primary and secondary schools it was felt that the lump sum, operating alongside the new rules which enable schools which federate to keep 85% of the combined lump sums from the previous schools for at least one year, gave sufficient

flexibility to enable small rural schools to be supported within Wiltshire without the implementation of a sparsity factor.

24. Because of these factors Schools Forum agreed not to recommend the inclusion of a sparsity factor in the Wiltshire funding formula.

Delegation of Central Budgets

25. In order to give schools greater choice over how to spend their budgets LAs are required to work on the basis that services within the Dedicated Schools Grant (DSG) Schools Block, and the funding for them, should be delegated to schools in the first instance. This means that a number of DSG funded budgets that have previously been retained centrally should now be delegated to schools. There are a number of exceptions to this, for example the Admissions Service budget, and there are also a number of budgets that maintained primary and/or secondary schools can agree to de-delegate so that they continue to be provided centrally. De-delegation cannot be applied to amounts delegated to academies or to special schools.

26. Maintained schools have therefore been consulted on the potential delegation of budgets for the following services:

- Schools Contingency
- Free School Meals Eligibility
- Licences – including copyright and software licences
- Maternity costs
- Trade Union Facilities Costs
- Ethnic Minority Achievement Service
- Traveller's Education Service
- Primary Behaviour Support Service

27. Schools must be consulted on an annual basis. In 2013-14 maintained schools opted for all of these services to be retained centrally on behalf of primary schools but a proportion of the budget for the Ethnic Minority Achievement Service and Travellers Education Service was delegated to maintained secondary schools.

Consultation Outcomes and Recommendations

28. The recommendations of Schools Forum for 2014-15, based on the outcomes of the consultation with all schools, are outlined below.

29. That the lump sum to be included in the Wiltshire funding formula is set at the following values for 2014-15:

- Primary Schools: £85,000
- Secondary Schools: £175,000

30. That the recommendation in relation to the delegation of central services is as follows:

DfE Heading	Wiltshire Budget	Maintained Primary Schools	Maintained Secondary Schools
Contingencies	Schools Contingency	De-delegate	De-delegate
Free school meals eligibility	Free School Meals Eligibility Service	De-delegate	De-delegate
Licences/subscriptions	IT Licences (specifically for SIMS and HCSS software packages)	De-delegate	De-delegate
	Copyright Licences	De-delegate	De-delegate
Staff costs – supply cover	Trade Union Duties	De-delegate	De-delegate
	Maternity Costs	De-delegate	De-delegate
Support for minority ethnic pupils and underachieving groups	Ethnic Minority Achievement Service (EMAS)	De-delegate	Delegate
	Traveller Education Service	De-delegate	Delegate
Behaviour support services	Primary Behaviour Support Service	De-delegate	Not delivered to secondary schools

31. This position is unchanged from 2013-14

Safeguarding Considerations

32. This report makes proposals in relation to the allocation of funding across schools in Wiltshire. There are no direct safeguarding issues arising from this report.

Public Health Implications

33. This report makes proposals in relation to the allocation of funding across schools in Wiltshire. There are no direct public health issues arising from this report.

Environmental and Climate Change Considerations

34. This report makes proposals in relation to the allocation of funding across schools in Wiltshire. There are no direct climate change issues arising from this report.

Equalities Impact of the Proposal

35. Following implementation of the new funding formula all state funded schools in Wiltshire, maintained schools and academies, are now funded according to the same funding formula meaning consistency of funding for all state funded schools in the county. The options presented in the paper have given due consideration to possible inequities in the distribution of funding.

Risk Assessment

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

1. The implementation of the current single lump sum of £100,000 across both primary and secondary schools has caused significant reductions in budgets for small secondary schools in Wiltshire. There is a risk that without the protection of the minimum funding guarantee small secondary schools in Wiltshire would not be financially viable. The proposed change to implement a higher lump sum will help to mitigate this risk.
2. The proposals in the report are recommendations from Schools Forum following detailed consideration of the DfE's proposals and consultation with all Wiltshire schools to arrive at the most appropriate formula for Wiltshire within the current rules. There is a risk that if the changes are not made then Wiltshire will not be able to influence the inclusion of differential lump sums within the national formula when implemented in future years.

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

	Risk	Action to mitigate the risk
1.	Turbulence caused to school budgets as a result of the proposed change	A minimum funding guarantee is in place to restrict losses in funding to -1.5% per pupil
2.	There are risks associated with the delegation of central services – the LA may not be able to continue to provide services without a high level of buyback from schools	Following consultation with maintained schools, Schools Forum has recommended that central services continue to be provided centrally on the same basis as in 2013-14.

Financial Implications

38. This report outlines proposed changes to the funding formula for Wiltshire schools following a review of the funding reform changes implemented in April 2013. All financial modelling to date has been based on 2013-14 funding levels, Dedicated Schools Grant levels will vary with pupil

numbers and so the final values for 2014-15 will need to be confirmed as part of the budget setting process. The cost of the proposed changes will be met from within the overall schools budget with the increase in the lump sum for secondary schools being funded by a reduction in the Age Weighted Pupil Unit (AWPU).

39. The new formula will cause turbulence in schools budgets and a minimum funding guaranteed (MFG) is in place to restrict losses in funding to -1.5% per pupil compared with the current year. It was proposed by Schools Forum, and agreed by Cabinet, in October 2012 that the cost of this would be met through limiting gains to schools who would otherwise receive increases in funding through the new formula. The minimum funding guarantee is confirmed at -1.5% per pupil for the next year however there is no confirmation of the level of transitional protection after that date.
40. Because of the application of the MFG and capping mechanism many schools may see little difference in their actual funding arising from the proposals within this report however it is important that the “right” formula is agreed for Wiltshire schools, within the constraints of the funding reform rules. Any changes made to the funding formula in Wiltshire will inform the DfE’s thinking in the development of a national funding formula for 2015-16.
41. As outlined in the Risks section above there is a risk that if budgets for central services are delegated the LA would need to consider the viability of those services moving forward on a traded basis. At this stage it is not recommended that services are delegated to maintained schools, with the exception of a small level of delegation to secondary schools. If budgets are to be delegated in the future a risk assessment would be carried out to establish whether a level of service could still be delivered on a traded basis therefore minimising any staff reductions as far as possible.

Legal Implications

42. The Department for Education has recently consulted on a draft of The School and Early Years Finance (England) Regulations 2013. The new funding formula for Wiltshire schools will need to be compliant with these regulations and it would appear that the proposed changes as set out within this report would meet the requirements contained within those draft regulations. The regulations require the local authority to consult both the schools forum and maintained schools about any proposed changes to the funding formula. These consultations have been carried out.

Options Considered

43. The options considered by Schools Forum in proposing changes to the funding formula for 2014-15 are outlined in the report, as are the reasons for not including mobility and sparsity factors within the formula.

Conclusions

44. The current Wiltshire funding formula is compliant with DfE requirements however the proposed changes will enable the formula to better reflect the differing requirements of primary and secondary schools.

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13th September 2013

Background Papers

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

School Funding Reform: Findings from the Review of 2013-14 Arrangements and Changes for 2014-15 (DfE – June 2013)

School Funding Reform 2014-15 – Consultation with Wiltshire Schools

Wiltshire Council

Cabinet

22 October 2013

Subject: Business Improvement Districts

**Cabinet Member: Councillor Fleur de Rhé-Philippe
Cabinet Member for Economy, Skills and Transport**

Key Decision: No

Executive Summary

Cabinet is invited to consider the development of Business Improvement Districts (BIDs) in Wiltshire and respond to the proposals below.

Proposals

That Cabinet:

- (i) Notes and approves Wiltshire Council's participation in the establishment of BIDs in Wiltshire.
- (ii) Delegates authority to the Service Director for Finance, in consultation with the Cabinet Member for Economy, Skills and Transport, to cast any votes to which Wiltshire Council is entitled in the event of a BID ballot.

Reason for Proposals

BIDs provide a recognised mechanism via which both public sector bodies and the business community can invest in their town centres following agreement of a business plan which must be approved by postal ballot of all eligible businesses and public sector bodies operating within the proposed district boundary. If the ballot results in a 'yes' vote then these organisations must pay a small additional levy on their business rates. The funding that is raised is then ring fenced and used to deliver additional projects and services to those currently provided by Wiltshire Council and other public bodies, directly benefiting the business community within the BID area and boosting the economy of the town centre.

It is now timely to inform Cabinet about BIDs in view of the development and forthcoming ballot of a BID in Salisbury. The Salisbury BID has been in development and its postal ballot commenced on 13 October and the count is scheduled to take place on 13 November 2013.

**Alistair Cunningham
Service Director - Economy and Regeneration**

Wiltshire Council

Cabinet

22 October 2013

Subject: Business Improvement Districts

**Cabinet Member: Councillor Fleur de Rhé-Philippe
Cabinet Member for Economy, Skills and Transport**

Key Decision: No

Purpose of Report

1. Cabinet is invited to consider the development of Business Improvement Districts (BIDs) in Wiltshire.
2. Cabinet is asked to note and approve Wiltshire Council's participation in the establishment of BIDs in Wiltshire.
3. It is recommended that Cabinet delegates authority to the Service Director for Finance, in consultation with the Cabinet Member for Economy, Skills and Transport, to cast any votes to which Wiltshire Council is entitled in the event of a BID ballot.
4. It is now timely to inform Cabinet on the development of BIDs in Wiltshire, and update Cabinet on the development of the Salisbury BID as the postal ballot is now in progress and the ballot count approaches on 13 November 2013.

Relevance to the Council's Business Plan

5. BIDs will contribute to Wiltshire Council's Business Plan 2011 - 2015 by helping to safeguard and create new jobs as a result of additional investment and marketing of our town centres which will help to promote Wiltshire as a business location of choice for retail and leisure businesses. They will contribute to the emerging Business Plan 2013 – 2017 by boosting the local economy.

Background

6. A BID is a clearly defined commercial area within which extra improvement and management is funded by contributions made by the businesses and public bodies operating within it.
7. A BID is proposed in consultation with stakeholders within the district, and ultimately voted for by businesses within the defined area for a specific term, which is usually five years. At the end of the term, the BID may either disband, or propose a ballot for a new, subsequent BID. Nationally, the majority of BIDs that have reached re-ballot have continued to a further term.
8. All businesses, large and small, are represented fairly in the ballot. This is because a majority vote, both in the number of businesses, and the proportion of their rateable value, is necessary for the ballot to result in a 'yes' vote.

9. If the ballot results in a 'yes' vote and the BID is established, all eligible businesses and public sector bodies operating within the district must pay the agreed levy to fund the improvements. This is a small percentage of their existing rates, so smaller businesses pay proportionately less than their larger neighbours. The smallest businesses and non-retail charities are exempt from paying the levy. Only businesses that will actually pay the levy are eligible to cast votes in the ballot. For eligible businesses and public sector bodies, the levy is treated in the same way as business rates, becoming a statutory debt.
10. The funding raised by the levy is held by the local authority in a ring fenced account called the BID Revenue Account. This funding is used to implement the projects identified by the business community working with their local authority and other public bodies in the BID business plan. Potential projects might include initiatives like masterplanning; marketing, promotion and events; town centre management; physical improvements to the town centre; and services additional to those provided by the local authority e.g. additional street cleaning, waste collection and recycling.
11. There are over 180 BIDs established in the UK. 50 BIDs have come to the end of their five year term, of which 47 have been successfully voted in for a second term. Over 100,000 businesses have been involved in BIDs nationally.

Main Considerations for the Council

BID Foundation, Development and Campaign process

12. Officers in the Economy and Regeneration service are able to provide information, advice and support about BIDs, sharing best practice and experience between towns through the Market Towns Regeneration Programme and conference events. While the Council does not fund the feasibility ('Foundation') stage of a BID it can, however, provide information, advice, and support (e.g. Business Rates information, details of current service provision, etc.).
13. Should a town council or local business partnership fund a feasibility assessment which indicates that a BID is viable then Wiltshire Council will consider contributing towards the development and campaign stages and work with them to support the selection and recruitment of consultants.
14. In Salisbury, subsequent to a study commissioned by Salisbury City Centre Management which clearly demonstrated the viability of a BID in the city, it was agreed in February 2012 at a forum meeting of the city's business community, chaired by the Leader of the Council, that the BID should be pursued further in partnership with the Salisbury Vision and Salisbury business community. Following confirmation of available resource, the Council procured, through a competitive process, advisors to deliver the work for the Development and Campaign stages.
15. Cherish Chippenham also raised funds to commission a study to assess the feasibility of developing a BID for the town in January 2013. The conclusion of the feasibility study was that a BID would be viable in Chippenham Town Centre. Wiltshire Council, in partnership with the Chippenham Vision, Chippenham Town Council and Cherish Chippenham, has agreed to proceed to the Development and Campaign stages of a BID. All of these organisations are expected to play a key role in the development of the BID through the forthcoming phases.

16. The appointed consultant is responsible for bringing together and advising a task group of local town centre business representatives to take the BID through to the ballot stage. Wiltshire Council, the town council and representatives of any local business partnerships must be amongst the members of this task group.
17. The task group for the Salisbury BID began work in November 2012 and has been supported throughout the development process by officers in the Economy and Regeneration Service, with a senior officer sitting on the task group.
18. During the BID development and campaign stages the BID task group holds extensive consultation with potential levy payers, using methods including but not limited to open business meetings, surveys, one-to-one discussions and presentations. Wiltshire Council and other public bodies should support this process by submitting baseline information which sets out the current level of services provided, to ensure that projects or services offered by the eventual BID will be additional and neither duplicate nor replace these.
19. In Salisbury, over the past several months, extensive consultation has been undertaken with the business community and baseline information has been provided by Wiltshire Council and other applicable public bodies offering services within the city.
20. The process culminates in the development of a business plan which sets out how the business community would like to see additional improvements to the town implemented using the funding available from the levy. A full copy of the BID Business Plan must be sent to all potential levy payers before the ballot takes place.
21. Potential levy payers in Salisbury have now received a full copy of the BID Business Plan. The business plan is attached to this report for Cabinet's consideration (see **Appendix 1**).

The ballot

22. The Returning Officer is responsible for instructing the ballot holder to hold a BID ballot. All costs associated with the ballot will be paid for by the BID. The ballot is a postal ballot and all potential levy payers are invited to cast a vote.
23. Ballot papers for the Salisbury BID were sent out on 13 October. The ballot count for the Salisbury BID is scheduled for 13 November. The ballot has been outsourced to Electoral Reform Services Ltd.
24. If a BID ballot results in a 'yes' vote then the costs of establishing a management company or similar mechanism to manage the BID should be met from the BID levy itself.

Operating agreement

25. If the ballot results in a 'yes' vote the BID Regulations require that the Council collects the BID levy into a ring-fenced account called the BID Revenue Account. The operating agreement relates to the arrangements for the setting, collection, enforcement and monitoring of the levy, the accounting for it and reimbursement of costs relating to collection.

The Council as a levy payer

26. If the ballot results in a 'yes' vote, Wiltshire Council will become a levy payer for the properties it operates within the BID area. The financial implications are discussed in paragraphs 33 - 37 below.

Safeguarding Considerations

27. There are no safeguarding considerations relating to these proposals.

Public Health Implications

28. BIDs tend to promote a safe and enjoyable experience in the town centre in which they operate, and subject to their individual business plan may choose to focus on helping to ensure that performance standards are maintained with regards to cleanliness and maintenance, safety, and security.

Environmental and Climate Change Considerations

29. BID proposals generally incur no significant impact on current energy consumption or carbon emissions, although it is feasible that for certain BIDs these could include proposals to implement energy efficiency measures.
30. BIDs tend to improve the general environment of the town centre within which they operate, benefiting businesses and customers operating within the district boundary.

Equalities Impact of the Proposals

31. BIDs allow businesses to manage their local place and prioritise their own projects. BID funding will be raised and controlled by business owners within the BID area, who will have formally voted on the business plan which includes local business ideas gathered through the consultation period.

Risk Assessment

32. Risks that may arise if the proposed decision and related work is not taken:
 - (i) By not supporting the development of BIDs the Council would risk causing an opportunity cost in terms of the potential advantages that BIDs could bring to Wiltshire's town centres.
 - (ii) Should authority to cast the Council's ballots not be delegated there is a possible risk that the Council would miss an opportunity to ensure its participation in the ballot.

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

	Risk	Action to mitigate the risk
(i)	While a BID ballot may be successful, there is a risk that an established BID may not successfully deliver the business plan, or disband before the end of the five year term.	It is very rare for BIDs to fail subsequent to ballot. The council can help mitigate this risk by continuing to work closely with the eventual BID company to help deliver the priorities of the business community.
(ii)	There may be too much demand for BID development in Wiltshire compared with the resource available to the Council.	The Council is requiring that town councils and/or local business partnerships fund the foundation stage of BID development themselves before it will consider supporting further development. In the unlikely event that a large number of foundation studies come forward at once the Council will manage available revenue resource appropriately over time.

Financial Implications

34. The costs of developing BIDs will be met within the Economy and Regeneration Service budget. These costs will be capped at £80,000 per BID that the Council agrees to support, but officers will seek to achieve best value for money through competitive procurement and in most cases the costs are anticipated to be significantly lower. Where available, officers in Economy and Regeneration will bid for, or support third party organisations in bidding for, alternative sources of funding, e.g. the BIS proposal for a Government lending scheme to support BIDs.¹
35. During the development phase the Council is in a position to save on costs by offering appointed consultants the use of council facilities.
36. If a BID ballot results in a 'yes' vote, then like other applicable businesses and public bodies operating within the relevant BID boundaries, Wiltshire Council would be committed to paying an additional annual levy on its business rates. These will vary subject to the percentage of the levy set in the relevant business plan and the rateable value of properties owned by the Council within the relevant district.
37. In the event of a 'yes' vote for the Salisbury BID, the Council would pay an additional £18,060 per annum into the ring fenced BID fund, amounting to an approximate total of £90,300 over the five year BID period 2013-2018. Together with the levy paid by the business community and other public bodies this will go

¹ 'Cutting red tape for business improvement districts that help small shops and local traders', BIS, <<https://www.gov.uk/government/news/cutting-red-tape-for-business-improvement-districts-that-help-small-shops-and-local-traders>>, 1 October 2013, retrieved 9 October 2013.

towards raising £2 million which will be invested in projects led by the business community which will benefit the economy of the city centre over the next five years.

38. In addition to this there will be administrative costs in maintaining BID accounts and reporting; however, it is felt these can be absorbed within the current Finance staffing resources.

Legal Implications

39. There are no further legal considerations which have not been considered in earlier sections of this report.

Options Considered

40. The Council could choose not to support the development of BIDs in Wiltshire, allowing town councils or local business partnerships to take this work forward alone. However, in so doing it would risk a significant potential opportunity cost in terms of the economic benefit that a BID can bring in a way that is funded equitably between both the private and public sectors.
41. The Director of Finance, in consultation with the Cabinet Member for Economy, Skills and Transport, will carefully consider the Business Case of each BID when deciding on which way to cast the votes to which the Council is entitled.

Conclusions

42. The BID mechanism provides a way for both public bodies and the business community to invest together in their town centres following an agreed business plan. BIDs can deliver a better environment for Wiltshire's town centres and can boost their economies by supporting and providing additional services to their business communities.

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22 October 2013

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

None

Appendices:

Appendix 1 – Salisbury Business Improvement District Business Plan

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SALISBURY
BUSINESS IMPROVEMENT DISTRICT



SALISBURY
BUSINESS IMPROVEMENT DISTRICT
BUSINESS PLAN
2014-2019

SEE SALISBURY REALISE ITS POTENTIAL THROUGH A
BUSINESS IMPROVEMENT DISTRICT (BID)

WITH AN INVESTMENT OF OVER

£2 MILLION

**TO SHAPE THE FUTURE
OF THE CITY.**

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INTRODUCTION

Over the last few months, city businesses have shown a great deal of enthusiasm for a Business Improvement District (BID) in Salisbury. BIDs invest sustainable resources into an area, allowing for more proactive management of a city with all its complex challenges. Since 2005 over 180 BIDs have been established in the UK, including several in nearby and competing towns and cities such as Winchester, Bath, Bournemouth and Dorchester.

This business plan sets out what a BID could do for Salisbury. The projects and services set out here have been chosen by you through a detailed consultation process that started in January 2013. This plan has been developed by a BID Task Group made up of businesses from throughout the city.

Here is what you've told us you want to achieve with a BID for Salisbury:

- Increase the footfall in the city to enable Salisbury to succeed.
- Promote Salisbury's offer to encourage people to visit and spend.
- Reinvigorate the events calendar, initiating additional events that would be beneficial to Salisbury businesses.
- Develop initiatives to support easy and attractive access in and around the city.
- Create a welcoming and safe place to welcome visitors to Salisbury and all those who live and work in the city.
- Reduce duplication, decrease business costs, and help support and promote Salisbury's independent businesses.

Salisbury is a rural Cathedral city that is home to a wide range of businesses – including a diverse independent retail offer, a charter market, and a growing café culture, as well as quality events that draw locals and visitors alike. Tourism is one of the key drivers of Salisbury's economy, with its magnificent Cathedral, Stonehenge nearby and a host of cultural offerings.

Competition, however, is continually increasing, with other towns and cities looking to take and retain business. Several of our nearby competitor locations already have BIDs in place and are making use of their additional resources to challenge Salisbury.

This is where a BID comes in. It will mean:

- We will be able to carry out exciting projects and events to drive footfall and spend in the city, raise its profile and maintain its position as a vibrant local destination.
- We will give businesses the support they need to flourish by driving down business costs whilst being a powerful voice.
- We make Salisbury a better place for you to do business in and for your customers to enjoy.

This is your opportunity to see Salisbury realise its potential through a Business Improvement District. This is your opportunity to shape the future of Salisbury City.

Winchester BID has been instrumental in developing and maintaining the relationships within both the public and private sectors that have worked together to help the city of Winchester thrive during a very difficult economic climate. Without the BID, Winchester would not have been as successful during this time. Every city should have a BID!

KEN MACARTNEY
MANAGING DIRECTOR, PAVILION CLOTHING LTD.

YOUR BID

YOUR OPPORTUNITY

This is your opportunity to invest over £2 million in Salisbury over the next five years. Through the BID, you can take control of and improve your trading environment with additional investment into the five key areas that you have identified:

1. Events
2. Access and Car Parking
3. Welcoming, Safe and Clean
4. Marketing & Promotion
5. Business Support

YOUR COMPANY

The BID will be managed by the Salisbury BID Company. This will be an independent not-for-profit company and will be answerable to a board of directors elected by you. The board will oversee the delivery of projects outlined in this business plan, and work in the best interests of you and Salisbury. Please see page 14 for the proposed BID Board representation.

YOUR FUNDING

The BID will be funded by a 1.5% levy on each business in the defined area with a rateable value exceeding £10,000. Collectively the total fund will exceed more than £400,000 each year to be spent exclusively in the city. The BID will also generate additional funding through voluntary contributions, grants and sponsorships. Please see page 19 for examples of how much this might cost your business.

YOUR DECISION

You will decide whether Salisbury will become a Business Improvement District by voting in the BID ballot. If you want to promote Salisbury and see all the projects outlined in the business plan become a reality you should make sure you vote YES on the ballot paper.

YOUR VOTE

Ballot papers will be sent to all eligible voters by 16th October 2013 and you will have until 13th November 2013 to vote. Electoral Reform Services (ERS) will carry out the independent ballot via post.

For the ballot to be successful, it must meet the following conditions:

1. More than 50% of businesses that vote must vote YES.
2. Of the businesses who vote, the YES votes must represent more than 50% of the total rateable value of all votes cast.

If the BID ballot is successful, the BID levy will be mandatory for each business located in the BID area with a rateable value of over £10,000.

NOTE FROM THE SALISBURY CITY MANAGEMENT CHAIRMAN

When the whole concept of Business Improvement Districts was introduced, Salisbury City Centre Management (SCCM) knew that this was what was needed in our city. For any place to compete in today's constantly changing market place it requires a business community which seizes new initiatives to help it to continue to be a vital vibrant centre in which business can adapt and flourish. The inward investment which a BID provides will and has been shown to be a deciding factor, the difference between decline or advancement, particularly in the face of strong challenges from our competitor towns and cities around us.

It was SCCM who campaigned the old Salisbury District Council to fund the research as to whether or not a BID could be successful in Salisbury. Having achieved this it was SCCM who then persuaded Wiltshire Council to fund the second and current phase in the creation of a BID. We were on the panel to choose the BID delivery partner, choosing the Mosaic Partnership and then Robin as our BID Manager. Consequently we at SCCM have realized that the BID will provide Salisbury with all that SCCM has longed for, for the business community.

It is for this reason that the SCCM Board has seen that the end of the road has come for SCCM and that the future lies with a BID company. We are convinced that the businesses will see all that the BID will bring, and so we are positive that the BID will be voted in, and that it should rightly take the place of SCCM to move the development of Salisbury's business life to the next phase. As we hand the baton on we do so fully supporting the concept of a BID, and happy in the knowledge that it was SCCM who brought the BID idea to Salisbury. Please vote yes for an even brighter future for Salisbury Business.



IAN NEWMAN
CHAIRMAN OF SALISBURY CITY CENTRE MANAGEMENT



NOTE FROM THE SALISBURY BID TASK GROUP CHAIR

At the end of a busy six months chairing the BID Task Group, I come away with an even stronger sense that Salisbury is at a pivotal point. Whether we are discussing parking or transportation issues, street cleaning or footfall numbers, there is a feeling that our environment is on the change.

The last few difficult years have focussed the minds of business owners that the time has come to help themselves and there is no point in waiting for somebody to come and do it for them. In addition, there seems to be a real political will to stand behind business and let them take the lead. Now is the time for positive action and I believe the BID will pull Salisbury businesses together, armed with a healthy budget and empower them to lead the changes.

Many businesses have already pledged their support for the BID and especially would like to see reduced duplication in Salisbury. The BID is in talks with VisitWiltshire, Salisbury Chamber of Commerce and the Federation of Small Businesses to ensure that we offer a joined up approach to business membership organisations in Salisbury that will benefit businesses in Salisbury.

Finally, a BID in Salisbury would create sustainable funding and actively involve all businesses in the City. We have an opportunity to raise over £2 million over the next five years which will be ploughed back into Salisbury to make it an even better place to visit and shop.

This is our opportunity to shape how our city moves forward and to make a real difference. I hope that you will read this business plan and vote yes to a BID in Salisbury.



AMANDA NEWBERY
MANAGING DIRECTOR KNIGHTWOOD LEISURE
AND CHAIR OF BID TASK GROUP



1

EVENTS
£200,000

2

ACCESS AND CAR PARKING
£500,000

THE PROJECTS

After months of stakeholder consultation, these are the projects you want to see delivered. To make these projects a reality, vote **YES** to a Business Improvement District that will generate **£2 MILLION** over five years to fund these exciting initiatives for Salisbury City.

3

**WELCOMING,
SAFE AND CLEAN**
£300,000

5

BUSINESS SUPPORT
£100,000

4

**MARKETING
& PROMOTION**
£740,000

1

EVENTS

OVER 5 YEARS: £200,000

YOU SAID...

Events raise the profile of the city – good events raise its reputation.

Page 79

Salisbury already has some very good events such as the Salisbury International Arts Festival, the Food & Drink Festival, the Christmas lights switch on and the Christmas Market. Many of you agree these bring an increased footfall into the city every year and that more events throughout the year will encourage visitors.

THE SOLUTION...

The BID will enhance the existing offering by reviewing the current events calendar and targeting resources at reinvigorating existing events and identifying additional events that would be considered beneficial to Salisbury businesses. This will include looking at who best to deliver projects as well as how best to deliver them. The BID would also make sure that benefits from events are felt city-wide, especially in those streets that offer specialist individual retailers in the BID area.

The BID will also collate an inclusive events guide to serve as the definitive promotional tool for Salisbury events. The existing events programme will benefit from more targeted support and promotion.

In Winchester, Worthing and Bedford where Beales of Bournemouth has stores, BIDs have given businesses a say in how the town centre is run, and has resulted in visible, tangible improvements.

TONY BROWN
BEALES OF BOURNEMOUTH



2

ACCESS & CAR-PARKING

OVER 5 YEARS: £500,000

YOU SAID...

Easy access and well-managed parking are important to creating a competitive environment which both locals and visitors want to visit.

Page 80

Many businesses would like to see car parking incentives introduced to make the city more accessible and affordable to visitors, employees and shoppers. Businesses also stated that there needs to be improved signage and maps for visitors to find shops.



THE SOLUTION...

HELPING EMPLOYEES

The BID will work with the local authority to develop improved transport promotions for employees and commuters working in Salisbury.

HELPING VISITORS

The BID will explore car parking options to support incentives and deals to reduce parking costs and improve people's experience. Initiatives such as free car parking after 4 PM will be investigated in order to help boost the late afternoon and early evening economy. We will also explore other car parking initiatives that will encourage customers old and new to come back to Salisbury to shop and experience what our city has to offer. The BID will also look at how it can improve the cashless parking experience offered through the current provider MiPermit.

The BID will also work with public transport providers to ensure better service provision especially around special events, peak seasonal periods and business operating hours.

FINDING YOUR WAY

The BID will work with partner organisations to develop improved on-street signage and a single map that links up the whole city, making it easier for people to find their way around Salisbury and discover its unique independent offer.



As an independent retailer in a secondary location in the City I felt it was important to represent businesses such as mine within the BID discussions so that our voice is heard. I feel really strongly that working together we can make improvements actually happen rather than just endless discussions with very little outcome.

DEBORAH FOX
FISHERTON MILL

3

WELCOMING, SAFE AND CLEAN

OVER 5 YEARS: £300,000

YOU SAID...

The general appearance of Salisbury can be enhanced for both the local users and tourists. We need a cleaner, safer and friendlier environment and an improved evening economy to make Salisbury a place people not only visit, but stay.

Page 81

These issues are not helping businesses in the city and don't give people a good first impression or the desire to return to Salisbury when there are inviting towns and cities nearby.



THE SOLUTION...

WELCOMING

The BID will work with existing partnerships – including Visit Wiltshire – to look at additional tourism support to welcome people to our city. Together we will explore how we can help tourists arriving by coach or rail to fully appreciate and explore all that Salisbury has to offer, and improve their visitor experience while they are here.

SAFE

The BID will look to promote a safe and enjoyable experience in Salisbury in the evening and would introduce an Evening Economy Manager who would work with a number of partnerships including Wiltshire Council, Purple Flag, Salisbury Pubwatch scheme, retail radio schemes, and CCTV among others. This role will link up with the daytime economy and proposed City Ranger around safety, security and street cleansing issues to provide a seamless transition from the daytime into the early evening to encourage customers to stay in the city.

CLEAN

The BID will look to employ a City Ranger to work closely with the businesses in the BID area and the local authority contractors to ensure performance standards are maintained with regards to cleanliness and maintenance. The ranger would also be a quick response facility to businesses and customers and would be able to welcome and provide information to visitors in Salisbury.



Salisbury City Centre Management is supporting a BID for Salisbury as an effective and tested method of managing our city to meet the needs of the business community as agreed by the business community.

LINDSEY BROWN
SALISBURY CITY CENTRE MANAGEMENT

4

MARKETING & PROMOTION

OVER 5 YEARS: £740,000

YOU SAID...

Salisbury is a well-kept secret – but why?"

Page 82

Salisbury is facing huge competition as a retail and leisure destination. Neighbouring cities are investing in marketing to promote themselves; therefore Salisbury must do more self-promotion and actively tell people where we are, and what we have to offer.

Without a comprehensive targeted marketing strategy focused on promoting the mix of retail, commercial and leisure in Salisbury, we stand to lose impetus and visitor numbers. Doing nothing is not an option.



Peartree Apartments support the BID because we feel Salisbury has so much more to offer visitors and residents alike. The BID allows us to raise money for "in-house" projects that – as a community – we decide, directing our resources towards what we want, how we want to achieve it, and when.

MARY WEBB
PEARTREE APARTMENTS

THE SOLUTION...

ENHANCED MARKETING AND PROMOTION OF SALISBURY

The BID will create a joined-up destination strategy for Salisbury that will reduce existing duplication, align marketing campaigns with consistent branding and improve Salisbury's competitive position. The BID will work for Salisbury to become one of the top destinations in the south for day visitors and staying visitors.

The BID will fund and promote new marketing and public relations campaigns that recapture market share from the local, regional and national area through increased footfall and spend in Salisbury. The BID will ensure that Salisbury is effectively marketed through these campaigns with a particular emphasis on the unique richness that Salisbury offers. A sustained marketing and communications campaign will be developed which will raise awareness of Salisbury and encourage people to visit us, making it easier for them to do so as well as providing practical reasons to spend time and money in Salisbury.

INTERNET AND SOCIAL MEDIA

We will develop a single comprehensive website to market Salisbury that complements existing destination marketing websites without creating duplication. We will ensure that our online marketing will be professional, customer focused, lively and engaging, and will be enhanced with interactive social media in order to target the people who should be choosing Salisbury, whether this be to shop, spend time in our cafés, pubs and restaurants or enjoy our varied cultural offer. Most importantly of all, we want these people to continually use the wide range of local services Salisbury offers.

Promotions will include campaigns and special offers and we will utilise Facebook and Twitter to directly target the people we want to talk to, including visitors and workers. Information on transport, shop opening hours, car park locations and easy to read FAQ's on the city will also be included with the aim to make this a central hub for information on what's going on in Salisbury.

5

BUSINESS SUPPORT

OVER 5 YEARS: £100,000

YOU SAID...

We want the BID to save us money and support our businesses.

Page 83

Businesses want to see a return on investment in the BID and want to ensure that this approach is targeted at efforts that help each business survive and thrive.



THE SOLUTION...

CENTRALISED PROCUREMENT

The BID will look at various cost saving initiatives for businesses, including streamlining waste collection services for businesses to offer a daily collection where required which in turn will offer a cleaner, greener and tidier city. This will also minimise the number of waste collection vehicles on streets and ultimately give cost savings for businesses.

REDUCE DUPLICATION

The BID will work to reduce duplication of work done by business organisations in Salisbury as well as improving the overall business support offering by looking at more effective partnerships with existing organisations. The BID is in discussions with VisitWiltshire, Federation of Small Businesses and Salisbury Chamber to consider more efficient ways to work together for BID members.

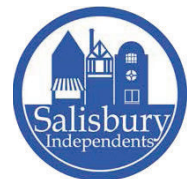
The BID will look at coordinating the business events calendar and promoting business-to-business networking to support existing businesses and to encourage new businesses into Salisbury.

INDEPENDENT BUSINESSES

The BID will support and promote Salisbury's independent businesses by supporting existing initiatives such as 'The Salisbury Independents Group' and 'Independents Day'. The BID will also provide assistance to smaller businesses with support and advice on running a business in Salisbury and inform businesses on what other support may be available. It will also look to offer discounts for business services such as marketing, promotion, advertising, utilities etc through partnerships with local providers.

WORKING FOR YOU

The BID will act as a powerful lobbying group, working on behalf of the city businesses to ensure that your views are heard and represented at the highest level before all relevant agencies. This will be your BID, and it will work in your best interest where you need it. With over 500 members the BID will always try and use local suppliers wherever possible.



THE BID AREA

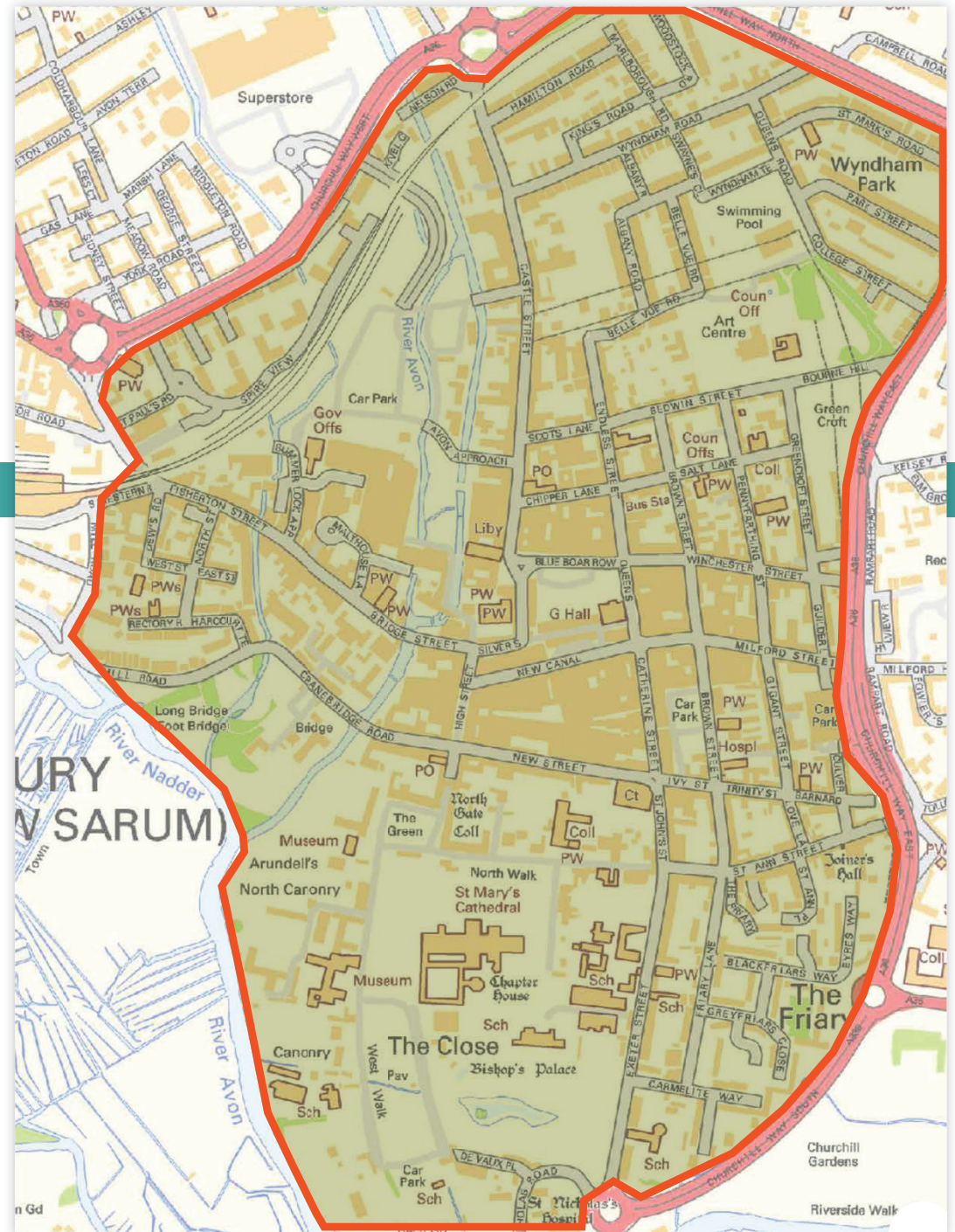
The BID area has been carefully defined and shaped through the months of consultation carried out by the BID team. The projects that you told us you wanted have been outlined to benefit these businesses.

The BID area is small enough so that it will have a significant impact on the businesses within it, but large enough to make it worthwhile for all those involved. The £2 million generated by the BID over the next five years will be spent only on projects and programmes to benefit the businesses within the area, as guided by BID regulations. The businesses within the boundary will fund and control the BID.

Streets in the BID area include:

Avon Approach	Greencroft Street	Priory Square
Redwin Street	Guilder Lane	Queen Street
Blue Boar Row	High Street	Rollestone Street
Bridge Street	Ivy Street	Salt Lane
Town Street	Malthouse Lane	Scots Lane
Butcher Row	Market Place	Silver Street
Castle Street	Milford Street	South Western Road
Catherine Street	Mill Road	St Anns Street
Chipper Lane	Mill Stream Approach	St Edmunds Church Street
Crane Street	Minster Street	St Johns Street
Crane Bridge Road	Nelson Road	St Thomas' Square
Culver Street	New Canal	Summerlock Approach
Endless Street	New Street	The Close
Exeter Street	Oatmeal Row	The Maltings
Fish Row	Old George Mall	Trinity Street
Fisherton Street	Ox Row	Water Lane
Gigant Street	Pennyfarthing Street	Winchester Street

If you are an unsure whether your business falls within the BID boundary please get in touch with a member of the BID team.



SALISBURY BID BUDGET 2014-2019

This five-year BID budget shows just how far your contribution to the BID will go in making a real difference. The BID offers a unique funding opportunity that will provide additional services beyond the capacity of any single business. The BID task group anticipates securing additional voluntary contributions over and above the levy contributions boosting the project spend even further.

	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	TOTALS
INCOME						
Bid Levy	£404,139	£404,139	£404,139	£404,139	£404,139	£2,020,695
Additional Income*	£32,780	£32,780	£32,780	£32,780	£32,780	£163,900
TOTAL INCOME	£436,919	£436,919	£436,919	£436,919	£436,919	£2,184,595
EXPENDITURE						
Projects:						
Marketing & Promotion	£140,569	£150,569	£150,569	£150,569	£150,569	£742,845
Events	£40,000	£40,000	£40,000	£40,000	£40,000	£200,000
Access & Car Parking	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
Welcoming, Safe & Clean	£60,000	£60,000	£60,000	£60,000	£60,000	£300,000
Business Support	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Staff	£42,000	£42,000	£42,000	£42,000	£42,000	£210,000
Training	£500	£500	£500	£500	£500	£2,500
Office costs	£6,000	£6,000	£6,000	£6,000	£6,000	£30,000
Insurance	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000
Legal/Professional	£1,150	£1,150	£1,150	£1,150	£1,150	£5,750
Levy Collection Fees	£6,500	£6,500	£6,500	£6,500	£6,500	£32,500
Collection Software**	£12,500	£2,500	£2,500	£2,500	£2,500	£22,500
Bank Charges	£200	£200	£200	£200	£200	£1,000
Contingency/Reserve	£6,500	£6,500	£6,500	£6,500	£6,500	£32,500
TOTAL EXPENDITURE	£436,919	£436,919	£436,919	£436,919	£436,919	£2,184,595
Net Surplus	0	0	0	0	0	

* SCC Contribution for Years 4 & 5 subject to further agreement.

**Figure for Collection Software is high in Year 1 because of the need to purchase the system. Subsequent annual costs are lower because they are purely for maintenance.

SALISBURY CHRISTMAS MARKET

With regards to additional income Salisbury BID is negotiating to take over the running of the Christmas Market. This will have a turnover of approximately £200,000 this year with a net surplus of £40,000 to be reinvested back into the City Centre. (These figures are expected to increase each year and generate around £300,000 surplus over the next 5 years.)

THE BID COMPANY

The BID Task Group, which has worked to hard to develop this plan, will form the interim board of directors in year one. At the end of year one, a formal board election will be held in which any levy paying business or eligible financial contributor can stand.

The board makeup will be representative of the city mix and will be as follows:

PROPOSED SALISBURY BID BOARD (17 MEMBERS)

TYPE OF REPRESENTATIVE	NUMBER
National Retail/Landlord	3 places
Independent Retail	3 places
Office Sector	2 places
Food and Drink	2 places
Insurance	1 place
Sports Representative	1 place
Accommodation Provider	1 place
Cathedral Close Representative	1 place
Business Under £10k Representative	1 place
Salisbury City Council Representative	1 place
Wiltshire Council Representative	1 place

An independent not-for-profit Company Limited by Guarantee will manage the BID. The BID will also employ its own staff to ensure the projects outlined in the business plan are delivered effectively and efficiently.

As a levy payer, you will have a stake in the BID Company and you will have the ability to hold the BID Company accountable throughout the duration of the five years. The BID company will not be able to make a profit – any surplus must be spent on projects and services agreed by you and the Board of Directors.



THE BID CONSULTATION PROCESS

Over the last year the Salisbury BID Task Group have sought your views on what issues you have and what projects you would like the BID to deliver. The consultation has included:

FEASIBILITY STUDY

This has included research on the impact of BIDs in other comparable towns and cities, engagement with Salisbury business owners and stakeholders to better understand the main problems they are facing and how a BID could help, and the development of a conceptual approach to creating a BID in Salisbury.

BUSINESS SURVEY

A short survey was sent out to all businesses within the proposed BID area to build upon the foundations of the feasibility study. The survey generated a high-level response rate of 27% with an excellent response from the retail sector to help us understand what they think of Salisbury and what they'd like to see done differently.

FACE-TO-FACE MEETINGS

The BID Task Group and the BID Project Manager met with numerous business owners and business organisations throughout the year to inform them of the BID, share emerging ideas, and receive feedback. This allowed us to understand which projects are important to businesses and should be included for consideration in the BID business plan.

BUSINESS MEETINGS

Open meetings were held in May 2013 for different business sectors to give them an opportunity to provide input into the proposed BID plan, along with an understanding of how much businesses were willing to pay for improvements. An additional open meeting was also held at the Guildhall in June 2013, which all businesses were invited to. These meetings were well attended and enthusiasm for a BID grew and the business plan started to take shape.

SUMMARY BUSINESS PLAN

A summary version of this business plan was distributed to organisations to allow them to feedback any suggestions prior to creation of this full plan. This also included two days of drop in meetings in September to allow for further feedback which all businesses were invited to.

NEWSLETTERS

Throughout the BID consultation and planning process, newsletters have been distributed via post, delivered in person, and made available online.

We have also engaged with (and attended meetings with) many other organisations in Salisbury, including City Centre Management, Chamber of Commerce, Federation of Small Businesses, VisitWiltshire, Purple Flag group, Pubwatch and various arts groups, to ensure that they are aware of the proposals and that they can keep their members updated on the Salisbury BID.

IN ADDITION:

- Representatives from the three shopping centres in Salisbury sit on the task group and have liaised with their tenants about the BID.
- We have written and spoken to the business leaders at the headquarters of the national businesses in Salisbury.
- We have been talking with and visiting successful BIDs around the country to see what projects work well and how they are set up. These include site visits to Bath, Bournemouth, Guildford, Winchester and Lincoln as well as attending local group BID meetings of other nearby established BIDs.
- The Salisbury Journal and Spire FM have published details of the BID and promoted the various consultation meetings.
- Other means of informing people about the BID have included BID newsletters sent to all business in the BID area, circulation of emails and the salisburybid.co.uk website.

All of the information we've collected has been made available online at salisburybid.co.uk throughout the consultation.

"I am fully supportive of a BID in Salisbury. The process should really identify what businesses in Salisbury need and it is an opportunity for us to work together and help each other to achieve just that. In the meantime, I am really enjoying working with other businesses and doing my best to ensure that we get everyone's input into the process."

AMANDA NEWBERY
THE CHAPEL NIGHTCLUB



BUSINESS IMPROVEMENT DISTRICTS EXPLAINED

A Business Improvement District (BID) is where businesses come together and decide what additional improvements they would like to make to their town or city. They determine what it will cost them, and how these improvements will be managed and delivered. BIDs are funded by the businesses that benefit from them, and the money is ring-fenced so that it can only be spent within the BID area on projects that they have agreed to in a formal business plan.

A BID is a legal body that can only come into being following a successful ballot in which all eligible businesses have a vote on whether proposals, as contained in this document, should go ahead.

For a BID ballot to be successful, it must be won on two counts:

1. A straight majority by the number of those voting; and
2. By a majority in the Rateable Value of those voting

BIDs were first introduced in the UK as part of a pilot scheme in 2005. Since then, more than 180 BIDs have successfully been established, pumping £300 million of funding back into their respective towns and cities. BIDs can last a maximum of five years, after which time another ballot must be held to see if the businesses wish the BID to continue. Of the 73 BIDs that have thus far gone to re-ballot, 94% have done so successfully, demonstrating their value and success.

BIDs can carry out any projects or improvements that are additional to those already provided by the local authority. This means the funding cannot be pulled from services that are already provided in your business rates. Every penny of BID funding is allocated and accounted for, and all current services provided by the local authority have been outlined in baseline statements collected by the BID team. These baseline statements are available to be viewed on the salisburybid.co.uk website.

FOR A BID BALLOT TO BE SUCCESSFUL,
IT MUST BE WON ON TWO COUNTS:

1

A STRAIGHT MAJORITY BY THE
NUMBER OF THOSE VOTING

2

BY A MAJORITY IN THE RATEABLE
VALUE OF THOSE VOTING



YOUR QUESTIONS ANSWERED

Q: AM I ELIGIBLE TO VOTE?

A: All eligible businesses within the BID boundary with a rateable value exceeding £10,000 will be able to vote. Remember the BID can only happen if you vote YES.

Q: ISN'T THIS WHAT I PAY MY BUSINESS RATES FOR?

A: No. Business rates are collected by Wiltshire Council and then redistributed at a national level. The council spends the allocated funding on services that are both statutory and discretionary, and businesses have very little say on what these services are. BIDs differ from this as the money is collected locally, ring-fenced and controlled and managed by you. It can then only be spent on projects detailed in this business plan that you have agreed to. The BID levy does not pay for anything covered by your business rates.

Q: DOES THIS MEAN THAT THE LOCAL AUTHORITY WILL STOP PROVIDING SERVICES?

A: No. We have established a baseline service provision from the local authority. Baseline statements have been procured for the following areas and can be viewed on the BID website:

- Policing
- Highway Maintenance
- Street Lighting
- Events
- Markets
- Street Cleansing
- Public Conveniences
- Planting and Grounds Maintenance
- Car Parking
- Tourism
- Street Furniture

BIDs can only carry out services or improvements that are additional to that which is already provided. The local authority will also contribute to the BID, as they own property in the BID area and will therefore be treated as any other levy payer.

Q: HOW MUCH WILL THIS COST ME?

A: The levy is based upon 1.5% of the rateable value of each eligible property for businesses with a rateable value exceeding £10,000. This will be collected once a year for each of the five years of the BID and will contribute to the £2 million in funding to be spent on the projects agreed by you. Below is a table that provides a guide of what individual businesses will pay. Most businesses in Salisbury will be paying no more than £1 per day.

RATEABLE VALUE	MAXIMUM ANNUAL LEVY	MAXIMUM DAILY EQUIVALENT COST
£10,000	£150	41p
£25,000	£375	£1.02
£50,000	£750	£2.05
£100,000	£1,500	£4.10
£200,000	£3,000	£8.21

Q: HOW LONG WILL THE BID LAST AND HOW WILL I KNOW IF IT'S WORKING?

A: The BID will last for five years. This means that there will be guaranteed funding for city projects and improvements until 2019. Each year the BID will produce an annual performance report detailing what the BID is delivering.

Q. WHERE ELSE ARE BIDS IN PLACE?

A. Since the BID pilot scheme in 2005, over 180 BIDs have been established in the UK. The closest BIDs to Salisbury are in Winchester, Bath, Dorchester, Bournemouth and Newbury, and new BIDs are continually being established across the country as the benefits are seen by businesses.

Q: WHY SHOULD I VOTE YES?

A: Voting YES to a BID in Salisbury means that you will be contributing to the £2 million BID Company that will work to improve Salisbury over the next five years. You can expect a better marketed, maintained and managed city. The BID will only go ahead if it receives more YES votes than no votes, by number and by rateable value. If the ballot fails to meet these requirements then you will not be asked to pay and the BID will not go ahead. If the ballot passes, the BID levy will become mandatory for all businesses which are able to vote in the BID ballot.

Q: WHAT HAPPENS IF I VOTE NO?

A. If you vote no to a BID in Salisbury you are saying no to additional sustainable funding to support the city. Without this investment we will be unable to offer a quality programme of projects, services and events, and you will lose your opportunity to make a difference to the city.

BIDs are becoming more prominent in towns and cities across the UK. The competition is tough; doing nothing is no longer an option. We need to harness this opportunity to take control and invest in the future of our city.



Salisbury is facing ever increasing completion from neighbouring towns and cities. Great efforts are made by Salisbury businesses and others such as the Wiltshire Council and City Centre Management to enhance what Salisbury has to offer to both local people and tourists. The BID process will allow all the city centre businesses to go further, to shape the future of the city, to evaluate and put into practise their aspirations and ideas, and to make sure we are ready to face the challenges ahead with optimism and renewed vigour.

JON OSGOOD
OLD GEORGE MALL SHOPPING CENTRE

WHY DO WE NEED A BID AND WHAT BENEFITS CAN I EXPECT TO SEE?

In recent years footfall figures in Salisbury have seen a decline due to competition. In the first quarter of 2013 visitor numbers were down 12% on the same period in 2012. Challenges from competing areas and offers are part of the challenge... creating a more strategic approach to managing our city can help. In other areas, BIDs have had a great track record of increasing footfall, and retail sales within an area, making the place better to visit. The time has come to take control of our trading environment and offer our customers something really special in order to secure our future.

Page 92

- Invigorated events calendar, with programming developed to support everyone throughout the BID area
- Funding to grow existing events and support the development of additional events

1
EVENTS
£200,000

2
ACCESS AND CAR PARKING
£500,000

- Parking offers
- Better customer experience
- Improved signage throughout the city
- Transport promotions for employees

- Targeted business support
- Reduced business costs
- Central procurement opportunities
- Promotion of independent businesses

5
BUSINESS SUPPORT
£100,000

4
MARKETING AND PROMOTION
£740,000

- Targeted advertising
- Increased footfall
- Enhanced marketing and promotion
- Cohesive tourism strategy
- Integrated website and social media presence

3
WELCOMING, SAFE AND CLEAN
£300,000

- Introduction of a City Ranger
- Improved monitoring of current contracts
- Stronger trading environment
- Introduction of an Evening Economy Manager
- A more welcome environment for tourists

BID RULES EXPLAINED

The BID legislation of 2004 sets out the rules and regulation under which the BID ballot must be carried out, and the framework under which the BID must operate. Key points are:

BID CREATION AND THE BID BALLOT

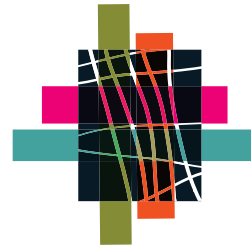
- Each eligible business ratepayer within the defined area will have one vote, provided they are listed on the National Non-Domestic Rates list as provided by Wiltshire Council on 3rd September 2013.
- None of the costs incurred through the development of the BID, before the formal ballot, will be recovered through the BID levy.

THE BID LEVY AND WHO CONTRIBUTES

- The BID levy rate will be fixed for the full term of the BID (five years) and will not be subject to inflation or alterations.
- The BID levy will be applied to all businesses within the defined area with a rateable value exceeding £10,000, provided they are listed on the National Non-Domestic rates list as provided by Wiltshire Council.
- Non-retail charities with no trading income, arm or facilities, not-for-profit subscription and volunteer-based organisations will be exempt from paying the BID levy.
- New businesses will be charged from the point of occupation based upon the rateable value at the time they enter the rating list.
- If a business ratepayer occupies the premises for less than one year, the levy paid will be on a daily basis.
- Vacant properties, or those undergoing refurbishment or being demolished will be liable to pay the BID levy by the property owner or registered business ratepayer.
- The BID levy will not be affected by the small business rate relief scheme, service charges paid to landlords, exemption relief or discount periods in the non-domestic rate regulations 1989 made under the Local Government Finance Act 1988.
- VAT will not be charged on the BID levy.

BID OPERATIONS AND MANAGEMENT

- Wiltshire Council is the only authorised body able to collect the BID levy on behalf of the BID Company.
- Collection and enforcement regulations will be in line with those applied to non-domestic business rates, with the BID Board of Directors responsible for any debt write-off.
- The BID funding will be kept in a separate BID account and transferred to the BID Company.
- BID projects, costs and timescales may be altered by the BID Board of Directors, provided they remain in line with the overall BID objectives.
- The BID Board of Directors will meet at least six times a year. Every levy paying business will be eligible to be a member of the BID Company and to vote at general annual general meetings.
- The BID Company will produce a set of annual accounts made available to all company members.
- BID staff will be appointed and work with the appropriate agencies to deliver the programme of projects.
- The BID will last five years. At the end of the five years, a ballot must be held if businesses wish to continue with the BID.



SALISBURY
BUSINESS IMPROVEMENT DISTRICT

FINAL THOUGHTS

Throughout the last few months, each business has had the opportunity to tell us what really matters to them and how they would like to see Salisbury improved. We have listened, and have developed a business plan that will achieve these things, whilst offering you value for money.

BIDs have a fantastic track record of improving cities and putting control into the hands of businesses. This is a unique opportunity to put funding directly back into the city, to be spent exclusively on projects that matter to you.

We cannot afford to let this opportunity pass us by.

Salisbury is a great place to live, shop and relax, and by investing a small amount individually, we can stand together and create something really special for years to come.

THE BALLOT

The BID ballot will take place from 16th October 2013 and you will have until 5 PM on 13th November 2013 to vote. Electoral Reform Services will carry out the ballot independently of the BID team. The ballot will be carried out via post, and voting by proxy is available. Full details will be sent out with the ballot notice.

To request a visit from a member of the BID team,
please contact **Robin McGowan, BID Project Manager**
on **07879 778376** or via email at **robin@salisburybid.co.uk**.

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Salisbury & South Wiltshire
Museum
www.salisburymuseum.org.uk

REX WHISTLER
A TALENT CUT SHORT
EXHIBITION
21 MAY UNTIL
29 SEPTEMBER

W
Warehouse's

BTP
Boston Tea Party

CAFE
ROUGE

Peace
Britten Heart
Foundation

DPD

SALISBURYBID.CO.UK

Wiltshire Council

Cabinet

22 October 2013

Subject: Enabling the South Wiltshire University Technical College

Cabinet member: Cllr Toby Sturgis, Strategic Planning, Development Management, Strategic Housing, Property and Waste.

Key Decision: Yes

Executive Summary

The purpose of this report is to provide Cabinet with the opportunity to consider three specific aspects of Wiltshire Councils' commitment to the development of a South Wiltshire University Technical College (UTC) in Salisbury.

The first aspect is consideration of the proposed Memorandum of Understanding (MoU) between Wiltshire Council, Wiltshire Police, the Wiltshire and Swindon Police and Crime Commissioner (PCC) and the UTC. This memorandum is attached as Appendix A and outlines the proposed framework that all parties will work within to enable the UTC to be developed on part of the existing Wilton Road Police Station site. Like all Police estate within Wiltshire this site is owned by the Police and Crime Commissioner, but the proposal is also supported by the Chief Constable, thus the multi-partner basis of the MoU.

The second aspect is to ask Cabinet to confirm that, in order to enable the delivery of the UTC on this site (and thus drawing down a £7.5million investment by the Education Funding Agency), it wishes officers of Wiltshire Council to undertake all required work to develop the most cost effective financial package to enable the purchase of the required element of the Wilton Road Police Station site by Wiltshire Council. An independent valuation of this element of the site, jointly commissioned by Wiltshire Council and the PCC, confirmed a suitable purchase price would be in the region of £2 million.

The final aspect of the report is to ask Cabinet to note that Wiltshire Council officers are working with officers of both the PCC and Wiltshire Police to identify, secure and provide a modern and sustainable Custody Suite to serve Salisbury and the south of the county. Officers will also support Wiltshire Police in the development and delivery of a long term estate plan for the county.

Proposal:**That Cabinet:**

- 1. approve the proposed Memorandum of Understanding between Wiltshire Council, Wiltshire Police, the PCC and UT;**
- 2. request officers to develop the most cost effective funding package to enable the delivery of the UTC on the Wilton Road Police Station site, delegating this to Dr Carlton Brand, in consultation with the Solicitor to the Council, the Section 151 Officer and Councillor Sturgis and Councillor Tonge and**
- 3. note and support the work being undertaken by officers to support the development and delivery of the PCC's and Wiltshire Police's long term estates strategy.**

Reason for Proposal

To approve the proposed MoU, confirm the council's position in relation to the proposed purchase of an element of the Wilton Road Police Station site and note the work regarding the police estate that is being undertaken by Wiltshire Council officers. This work and proposal will enable the delivery of the UTC in Salisbury with new educational places for 600 young people, working with the Army and local business, securing a September 2015 opening and secure an investment of the £7.5million by the Education Funding Agency to deliver this.

Dr Carlton Brand
Corporate Director

22 October 2013

Subject: Enabling the South Wiltshire University Technical College

Cabinet member: Cllr Toby Sturgis, Strategic Planning, Development Management, Strategic Housing, Property and Waste.

Key Decision: Yes

Purpose of Report

1. To enable Cabinet to consider the proposed MoU, confirm its position in relation to the proposed purchase of an element of the Wilton Road Police Station site and note the work regarding the police estate that is being undertaken by Wiltshire Council officers.

Relevance to the Council's Business Plan

2. The business plan is focused on enhancing the economy of Wiltshire and of supporting this via the enhancement and delivery of the skills and opportunities that our economy will require in the future. The business plan commits the council to work with partners across the public and private sector to enhance opportunity and improve delivery.

Main Considerations for the Council

3. South Wiltshire UTC is an independent charitable trust that will govern and deliver a UTC based within the City of Salisbury. A UTC is a new type of technical college specifically for 14 – 18 year olds offering a first class academic and practical education where employer identified skills will be developed.

4. South Wiltshire UTC will be open from 8.45am to 5.10pm for 40 weeks a year. This gives much more teaching time than most schools and ensures the development of practical employment focused skills as well as GCSEs and A Levels. The UTC is backed by the University of Southampton, 43 (Wessex) Brigade, Wiltshire College and by many of the area's world class employers.

5. National Government, via the Education Funding Agency (DfE), has already contributed £300,000 to the project development costs of the UTC's pre-opening phase and will make a further contribution of around £7.5m to the refurbishment, extension and equipping of the Wilton Road site in order to prepare it for

opening. However, in order to secure this additional national funding and the opening of the UTC by September 2015 it is now essential to identify confirmed site availability for the UTC.

6. After considering a range of sites and their deliverability the UTC Board identified that the Wilton Road Police Station site was their preferred option for delivery. The PCC and Chief Constable have identified that this site can be made available, subject to the meeting of their duties to achieve full value for money from property disposals in order that they may invest in more suitable long term accommodation for Wiltshire Police within Salisbury including delivery of a modern, sustainable custody suite to service the City and wider area.

7. Nationally, the development of UTCs has focused on surplus or under-utilised public estate and indeed the initial funding agreement with Central Government requires local partners to do all they can to explore local public sector estate options. The UTC has some specific requirements primarily around funding availability, transport links, deliverability of an opening date of September 2015 that mean that the council's own land holdings within the City are unsuitable for the UTC. The proposed site of Wilton Road Police Station will particularly support the UTC's green transport plans and its intention to offer a sub-regional educational resource, reducing its potential to impact on any one local secondary school in particular.

8. In order to bring forward the UTC, the council needs to consider whether or not it believes that an initial investment by it of approximately £2 million represents good value for money in relation to its business plan aims and the securing of £7.5 million of central government funds to deliver an operational UTC by September 2015.

9. This investment would not only secure the UTC, but would be the first step in the delivery of the PCC's commitment within his Police and Crime plan to ensure the delivery of a modernised and sustainable estates platform for Wiltshire Police and the much publicised commitment by him and the Chief Constable to ensure the delivery of a modern, sustainable and cost effective custody provision with the City. This investment will also ensure that the UTC is delivered from an iconic public building within the City of Salisbury, which has excellent transport links and would remove the possibility that as and when Wiltshire Police vacate the site, it remains vacant and unused for a period of time.

10. Considerable work is required by officers to determine the most cost effective way of funding the required £2 million outlay by the Council. It is likely to be via a mixture of sources that could include Section 106 payments towards educational provision, Community Infrastructure Levy contributions towards the custody suite or reduced cost access to council estate by the Police. Whilst officers have undertaken some initial work, further work is only sensible if Cabinet are committed to the delivery of the UTC on the Wilton Road Police Station site and the MoU attached to this paper as Appendix A.

Background

11. Wiltshire Council, Wiltshire Police and the PCC have been strong supporters of the UTC proposal for Salisbury City.

12. The UTC offers the opportunity to secure a new format of educational approach for Wiltshire and the City of Salisbury, it is not only supported by Southampton University, but also many of the County's most well known employers and agencies, such as dstl, QinetiQ, Public Health England) and the leadership and teamworking skills of the students that attend the UTC will be developed by the 43 (Wessex) Brigade. Although not a military focused school, UTC has been welcomed by military personnel due to the nature of the curriculum as well as specialist teaching or employment opportunities.

13. As can be seen from the proposed MoU, the Chief Constable and PCC are clear that the relocation of Police delivery from the Wilton Road Police Station is something they support and are working collectively with the Council to deliver. The required decant dates of Police staff to secure the opening of the UTC by September 2015 have been identified, and agreed, within the MoU.

14. Wiltshire Council officers have been supporting the delivery of the UTC since its inception and are represented on the UTC Board, and the Council has publically identified its commitment to working with partners to ensure delivery of the UTC by 2015.

15. Should members commit to the initial funding of £2 million to secure the Wilton Road site for the UTC, then an agreed work programme and timeline already exists for delivery of the UTC by September 2015. The EFA have developed a standard contracting model for UTC delivery; whereby whilst the contract will be nominally 'held' by Wiltshire Council, delivery will be by contractors appointed via a competitive process by the Education Funding Agency and it is suggested that day to day project delivery should rest with them and the UTC Project Manager.

Safeguarding Implications

16. The UTC will provide school places in a safe environment for children in the immediate locality whilst securing academic and vocational opportunities that are currently not available to them. The location of the UTC on the Wilton Road site provides opportunities for safe travel using public routes with the train station in close proximity along with main bus routes. The development plans for the UTC also show clear and safe points for car users to access the site.

Public Health Implications

17. Educational attainment is linked to improved health and wellbeing outcomes in later life making the provision of sufficient school places for the growing population key to improving outcomes for our young people. The proposal will allow children and young people to access specialist education in the Salisbury area supporting the potential for use of active travel to and from school. This development provides the opportunity for young people in the community to participate in vocational and skills based activities and thereby promote healthy behaviours and practices to ensure the population stay healthy and ensure health resilience.

Environmental and Climate Change Considerations

18. Both the refurbished UTC and modernised police estate platform envisaged within the PCC Police and Crime Plan will offer increased sustainability and reduced environmental impacts.

Equalities Impact of the Proposal

19. None at this time. Additionally, any development or relocation required as a consequence of these proposals will have an individual equality impact assessments undertaken

Risk Assessment

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

20. Should Cabinet not wish to proceed with the proposals within this report, it is unlikely that the UTC will be delivered by September 2015 and both the educational opportunity and the approximate central government funding of £7.5 million are likely to be lost to Wiltshire and the City of Salisbury. If the UTC is not delivered in Salisbury, the nearest UTC to Wiltshire will be Swindon. If Hampshire or Southampton then deliver a UTC in the future, it will draw young people from Wiltshire and impact on employment and skills in the county.

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

21. There is only one major financial risk to the council at this time, as delivery of the UTC will be underwritten by the EFA funding package. The risk is that officers may fail to identify suitable funding sources to repay to the council the entire sum (or aggregate package) made available to the PCC in recompense for the required element of the Wilton Road Police Station site. This would leave the council in a position where it needed to utilise capital borrowing to offset a cost of up to £2 million. Officers are working to reduce this maximum exposure at this time.

22. Officers from the Council's education and skills team and economy and enterprise teams have been involved both in the inception of the UTC and this report as have a range of other council officers. Deliver failure of the UTC would therefore have reputational impacts for the council.

Financial Implications

23. There is a maximum financial expose to the council of £2 million within these proposals. Finance staff will be involved in the build up of the required funding package and the proposed delegation is such that the advice of the Section 151 Officer will be sought prior to its conclusion.

24. Once the purchase of the site has been completed, ownership will remain with Wiltshire Council but a long term, full repairing lease will be granted to the

UTC on a peppercorn basis similar to the approach taken to leases for academies.

Legal Implications

24. Legal staff will be involved in the process of any purchase, most notably in completing the standard due diligence checks undertaken by the council for any asset purchase.

25. Planning permission for the refurbishment will be sought directly by the UTC and delivery of the build requirements will be undertaken by a contractor directly appointed by the EFA. The council will be the 'nominal' contract holder for this, and will offer any support required to the UTC Project Manager.

26. The proposals within this report fall within the council's legal powers to deliver.

Options Considered

27. Extensive work has been undertaken by officers across the council in relation to the UTC. Alternative sites have been considered but they do not meet the deliverability timescales nor offer the certainty required to ensure opening of the UTC by September 2015, which is a requirement if the funding of approximately £7.5million is to be secured.

28. Not supporting the UTC development was considered by officers, but this would clearly not meet long term educational need in the south of the county, nor assist and enable the councils' business plan aspirations.

Conclusions

15. Cabinet are asked to consider this reports recommendations.

Dr Carlton Brand
Corporate Director

Report Author:

Mark Stone, Service Director, Transformation

14 October 2013

Background Papers

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

None

Appendices



South Wiltshire University Technical College (UTC) Memorandum of Understanding

1. Purpose and Scope

This memorandum of understanding is a clear statement of intent by four public bodies serving the residents and employers of South Wiltshire. The memorandum sets out formally the parties' commitment to working together to facilitate the opening of South Wiltshire UTC in fully refurbished premises at the current Salisbury Police Station Wilton Road site at the start of September 2015. The memorandum defines and formalises the relationship between the parties and sets out their roles and responsibilities within the partnership.

This memorandum of understanding is a voluntary arrangement and is not to be legally binding. The memorandum is independent of any legally binding agreements that will be signed by any one or more of the organisations in order to deliver their part of the overall project.

2. Governance

The deliverance of the actions necessary to deliver the parties' commitments will be overseen by nominated senior representatives from:

- Wiltshire Police
- The Police and Crime Commissioner for Wiltshire and Swindon
- Wiltshire Council
- South Wiltshire UTC Ltd.

3. Key Elements in the Process

The partners understand and agree that delivery of a fully-operational UTC on the Wilton Road site by the beginning of September 2015 will require the following key elements.

1. Transfer of ownership of an identified section of the Wilton Road site from Wiltshire Police to Wiltshire Council.
2. Identification of suitable replacement locations for all policing services and operations.
3. The granting of leases to the Police and Crime Commissioner of the properties Wiltshire Police will occupy to provide policing services in Salisbury to replace the Wilton Road site.
4. The relocation of policing services and operations from the Wilton Road site by the beginning of August 2014 (with the specific exception of the custody suite).
5. Vacation of the custody suite as an operational facility by the beginning of January 2015.
6. The issuing of a leasing agreement by Wiltshire Council to the UTC enabling it to operate on the site for a period of 125 years on terms agreed with representatives of the Education Funding Agency.



4. Specific Commitments and Responsibilities

Wiltshire Council is committed to:

- concluding an agreement in a timely manner¹ for the purchase of the relevant section of the site at a price to be agreed with the Police & Crime Commissioner;
- supporting Wiltshire Police in the timely identification of appropriate temporary and long-term locations for policing services and operations;
- timely agreement of heads of terms for a lease on the Wilton Road site with representatives of the Education Funding Agency;
- agreeing with Wiltshire Police the precise dates necessary to achieve the landmark dates set out in Section 3 and consulting with the UTC on the implications of those;
- concluding, in a timely manner, agreements with the Police & Crime Commissioner for the granting of leases to the PCC for Council properties Wiltshire Police will occupy in place of the Wilton Road site; and
- concluding in a timely manner the agreement of a lease for the use of the site by the UTC from 2015.

Wiltshire Police is committed to:

- timely identification of appropriate temporary and long-term locations for policing services and operations, in conjunction with Wiltshire Council;
- providing, on request, necessary and reasonable access for the UTC's nominated contractors and Wiltshire Council representatives to all areas of the site in advance of the transfer of ownership; and
- agreeing with the UTC a phased timescale for the vacation of the site that enables completion of all necessary refurbishment and construction work before the UTC opens in September 2015.

The Police and Crime Commissioner for Wiltshire and Swindon is committed to

- agreeing with Wiltshire Council and the UTC the boundaries of the section of the Wilton Road site to be released for transfer of ownership;
- approving in a timely manner an agreement for the purchase by Wiltshire Council of the relevant section of the site at an agreed price;
- co-ordinating clear and agreed communications that maximise public understanding of and support for the change of use of the Wilton Road site;
- providing clarity in response to public questions relating to the section of the Wilton Road site that will not be transferred; and
- concluding, in a timely manner, agreements with Wiltshire Council for the granting of leases to the PCC for Council properties Wiltshire Police will occupy in place of the Wilton Road site.

¹ In this document, the definition of "a timely manner" is within a timeframe that supports and ensures that the landmark dates set out in Section 3 are achieved.



South Wiltshire UTC is committed to:

- providing access to all survey and investigation work undertaken on its behalf to help facilitate the transfer of ownership of the relevant section of the site; and
- working closely with Wiltshire Police's operational officers to minimise any disruption to the delivery of policing services in advance of the transfer of ownership.

5. Partnership Values

The partnership envisaged by this memorandum of understanding will be based on:

- mutual respect and trust;
- mutual understanding of each other's responsibilities and statutory duties;
- a shared understanding of the strategic importance of the UTC to young people and employers;
- a shared commitment to providing excellent services to the community;
- a desire to make the best use of public resources; and
- a commitment to openness and transparency.

6. Communications

The parties agree to share appropriate information and maintain effective joint communications in order to inform, and improve understanding of the proposals among, the public, the wider set of stakeholders and interested parties.

7. Key Organisation Contacts

The key contacts for ensuring the implementation of the proposals are as follows:

- Wiltshire Council: Mark Stone, Transformation Director.
- Wiltshire Police: Mike Veale, Deputy Chief Constable.
- Office of the Police and Crime Commissioner for Wiltshire and Swindon: Kieran Kilgallen, Chief Executive.
- South Wiltshire UTC: Gordon Aitken, Project Manager.

8. Acceptance

We the undersigned, as authorised signatories of the parties, have read and accept the terms of the memorandum of understanding.

Jane Scott, Leader, Wiltshire Council

Patrick Geenty, Chief Constable, Wiltshire Police

Angus Macpherson, Police and Crime Commissioner for Wiltshire and Swindon

Di Dale, Chair, South Wiltshire UTC Limited

Date:

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Wiltshire Council

Cabinet

22 October 2013

Subject: **Local Government Association Adult Social Care Peer Challenge**

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

Key Decision: **No**

Executive Summary

The purpose of this report is to provide Cabinet with an update on the Council's forthcoming Local Government Association Adult Social Care Peer Challenge due to take place between 25 & 28 November 2013.

Proposal

That Cabinet note the information contained in this report and that the results of the Peer Challenge will be reported to Cabinet on completion.

Reason for Proposal

To keep Cabinet informed of the forthcoming Peer Review

James Cawley
Service Director Adult Care and Housing Strategy

Wiltshire Council

Cabinet

22 October 2013

Subject: **Local Government Association Adult Social Care Peer Challenge**

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

Key Decision: **No**

Purpose of Report

1. The purpose of this report is to provide Cabinet with an update on the Council's forthcoming Local Government Association Adult Social Care Peer Challenge due to take place between 25 & 28 November 2013.

Relevance to the Council's Business Plan

2. Help to Live at Home is an innovative approach to traditional care services and aligns itself with one of the twelve key actions identified to deliver the Council's three key priorities. The approach taken to deliver Help to Live at Home aligns with the action to ensure we do things differently to enable us to realign £120 million over the next four years to deliver our priorities. A Peer Challenge to ensure that we are delivering Help to Live at Home as planned will provide the Council with confidence that this transformational approach to care service delivery is working.

Background

3. Following the removal of national targets and assessments, local councils are recognising the opportunities and challenges of self-regulation, improvement and innovation in adult social care. In the South West region, the Local Government Association (LGA) is working with the Association of Directors of Adult Social Services (ADASS) to develop a programme of sector-led support in adult services. 'Towards excellence in adult social care' will focus on promoting excellence and harnessing the skills of local authorities. The core elements are regional working, robust data, annual self reporting and peer challenge. These are consistent with the sector's wider approach to improvement.

The peer challenge process aims to help local government to help itself to respond to the changing agenda for adult social care. The team undertaking the peer challenge will take the viewpoint of a 'critical friend', who understands the pressures of running a local authority and will review

the council practice in a challenging but supportive way. The process includes:

- an assessment of current achievements
- provides recommendation of how further improvements can be made

The peer review is a constructive, collaborative and supportive process which has the central aim of helping councils improve. It is not an inspection, nor does it award any form of rating category.

The peer challenge will include the following stages:

- Self-assessment (the local account)
- Document review
- Onsite investigative interviews
- Key findings and practical suggestions for improvement
- A written summary report and recommendations
- Optional follow up support or workshop activities

The peer challenge team is typically made up of the following key members:

- Lead Peer – Director of Adult Social Care services
- Senior Officer Peer – Assistant Director of Adult Social Care services
- Member Peer – A Lead Councillor with experience of Adult Social Care services
- Health Peer – A Senior Manager from the Health Service
- LGA Challenge Manager who will manage and guide the challenge team

Main Considerations for the Council

4. Wiltshire Council has asked the Local Government Association to review one area of its Adult Social Care business in the Peer Challenge, this is the Help to Live at Home: improving care at home by commissioning for outcomes:-
5. In April 2012, Wiltshire Council replaced its domiciliary care services with a system of integrated care and support called Help to Live at Home (H2LAH). Help to Live at Home began with the idea that the notorious problems of quality in social care, and especially in care at home, originated in the employment conditions of care workers.
6. H2LAH introduced a system of payment by results that directly link providers' revenues to the outcomes in each customer's support plan. The outcomes we use are measurable. They allow customers clearly to express what they want from their care and our social workers to specify how providers should maintain and, whenever possible improve, customers' ability to do things for themselves. Our outcome-based support plans transfer some of the financial risk of poor outcomes from the council to providers. Our system of payment by results is an incentive to improve the standard care and through that the conditions of care-workers.

7. We took a new approach to personal budgets and direct payments. Direct payments allow customers to choose care providers outside the H2LAH system, at comparable prices, whenever they wish. This is a second incentive to deliver good care because providers lose customers, and the revenues they bring, if their work is unsatisfactory.
8. We want the peer challenge to consider the following two questions:
 - Does commissioning for outcomes in H2LAH improve care by improving conditions of employment for front-line care-workers?
 - Do H2LAH's person-centred assessments and outcome-based support plans give customers control of their day-to-day care?

Safeguarding Considerations

9. There are no safeguarding issues in relation to this cabinet paper on Peer Challenge.

Public Health Implications

10. There are no direct public health implications in relation to this cabinet paper on Peer Challenge.

Environmental and Climate Change Considerations

11. There are no environmental or climate change considerations in relation to this cabinet paper on Peer Challenge.

Equalities Impact of the Proposal

12. The Peer Challenge Reviewing Team will consider the equality for those receiving the service, Council, and Provider staff.

Risk Assessment

13. The Peer Challenge will require careful planning and resourcing otherwise there is a substantial risk that in the time available, the Reviewing Team will not be able to consider the issue in sufficient depth to provide the Council with an appropriate outcome. A small team consisting of a cross section of Council staff from Communications, Programme Office and Adult Care, will be responsible for ensuring that this risk is mitigated.

Financial Implications

14. There are no financial issues in relation to the Peer Challenge.

Legal Implications

15. There are no legal issues in relation to the Peer Challenge.

Options Considered

16. As the approach taken to HTL@H is innovative and different from how other authorities have approached the topic of care quality and the social care employment market it was considered to be the most appropriate for the Peer Challenge.

Conclusions

17. The Adult Social Care Service will be the subject of a peer challenge in November 2013. The service has identified an area where it would welcome the peer challenge to investigate further and produce recommendations. The council recognise and value the constructive, collaborative and supportive process that is the peer challenge and which is designed in such a way to help us improve.
18. Cabinet is asked to note the information contained in this paper and the results of the Peer Challenge will be reported to Cabinet on completion.

James Cawley
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04th October 2013

Background Papers

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

None

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