

AGENDA

Meeting: Cabinet
Place: Council Chamber - Council Offices, Browfort, Devizes
Date: Tuesday 19 October 2010
Time: 10.30 am

Membership:

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


Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email yaminarhouati@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 - 10*)

To confirm and sign the minutes of the Cabinet meeting held on 14 September 2010, previously circulated.

3 **Chairman's announcements**

4 **Declarations of Interest**

To receive any declarations of personal or prejudicial 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 15 October. Anyone wishing to ask a question or make a statement should contact the officer named above.

'Work together to support Wiltshire's Communities*'

6 **Non-Domestic Rate Discretionary Relief Policy** (*Pages 11 - 24*)

A report by the Interim Chief Finance Officer is circulated

7  **Wiltshire's Housing Requirement** (*Pages 25 - 34*)

A report by the Corporate Director, Department of Neighbourhood & Planning is circulated

8  **Air Quality Strategy for Wiltshire.** (*Pages 35 - 82*)

A report by the Corporate Director, Department of Health & Wellbeing is circulated

9 **Delegation of Services to Town and Parish Councils - Funding Delegated Services** (*Pages 83 - 88*)

A report by the Corporate Director, Department of Neighbourhood & Planning is circulated.

'Deliver high quality, low cost, customer focused services'**

- 10 **The Wiltshire Council Member and Parish, Town & City Council Review of the Development Control Service of Wiltshire Council following nine months of operation** (*Pages 89 - 190*)

A report by the Corporate Director, Department of Neighbourhood & Planning is circulated

- 11 **Review of Constitution**

A report by the Service Director, Legal and Democratic Services to follow

- 12 **🔑 Visit Wiltshire - Business Plan 2010-14** (*Pages 191 - 226*)

A report by the Corporate Director, Department of Neighbourhood & Planning is circulated

- 13 **🔑 Transformation of Waste and Recycling Collections** (*Pages 227 - 318*)

A report by the Corporate Director, Department of Neighbourhood & Planning is attached.

- 14 **Workplace Transformation Programme - Update** (*Pages 319 - 324*)

A report by the Transformation Programme Director is circulated

'Ensure local, open, honest decision making'**

- 15 **Budget Monitoring**

Reports of the Interim Chief Finance Officer are circulated

- a **Revenue Budget Monitoring 2010-11 (as at the end of Period 5)**
(*Pages 325 - 342*)

- b **Capital Budget Monitoring 2010-11** (*Pages 343 - 352*)

- 16 **Urgent Items**

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

Part II

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

None


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CABINET

MINUTES of a MEETING held at ALAMEIN SUITE, CITY HALL, MALTHOUSE LANE, SALISBURY SP2 7TU on Tuesday, 14 September 2010.

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philipe	Cabinet Member for Finance, Performance and Risk
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Also in Attendance:	Cllr Richard Beattie
	Cllr Trevor Carbin
	Cllr Christopher Cochrane
	Cllr Peter Colmer
	Cllr Richard Gamble
	Cllr Jon Hubbard
	Cllr David Jenkins
	Cllr Julian Johnson
	Cllr Jerry Kunkler
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Bill Moss
	Cllr Jeff Osborn
	Cllr Ian West

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

Councillor John Thomson in the Chair

Salisbury Cathedral: Faith in our Future - Presentation by the Dean of Salisbury

Cabinet received a presentation from The Very Reverend June Osborne, Dean of Salisbury.

The Dean explained the long term plans for the Cathedral and Close and how they relate to the County.

124. **Apologies**

Apologies were received from Councillor Jane Scott, Leader of the Council.

125. **Minutes of the previous meeting**

The minutes of the meeting held on 27 July 2010 were presented. It was requested that attendance details be updated to reflect the attendance of Councillors Jerry Kunkler and Trevor Carbin.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 27 July 2010, subject to the amendments noted above.

126. **Deputy Leader's announcements**

The Deputy Leader drew attention to a tragic incident that had taken place on Saturday 11 September following the discovery of the body of a 15 year old girl from the John of Gaunt School in Trowbridge.

127. **Declarations of Interest**

Councillor Jon Hubbard declared a personal interest in item 7 'Annual Report to Tenants' as he is a Director of Selwood Housing Association, as referred to in minute 130.

128. **Public participation**

The Deputy Leader explained that following the usual convention, he would be happy to allow members of the public to speak at the start of each item if they wished to do so.

129. **The Paddocks Redevelopment, Trowbridge**

The Deputy Leader as Cabinet member for Adult Care, Communities and Libraries presented a report which sought approval to develop a 66 bed facility

on the existing Paddocks site, following a consultation period with the residents and their families. The new facility would provide purpose-built accommodation for older people with dementia.

The Deputy Leader explained that although the Paddocks provided excellent care it could no longer be considered fit for purpose and would need to be modernised to conform to modern standards, which was not possible due to the constraints of the existing building.

Resolved:

That Cabinet:-

- 1. agrees the redevelopment of The Paddocks to provide dementia care, following a consultation period with the residents;**
- 2. approves the financial implications of delivering this proposal:**
 - I. Short term increase in care costs for those who relocate into extra care, to be offset by longer term reduction in costs.**
 - II. Fit out costs for the building for relocated residents, to a maximum of £70,000;**
 - III. Land swap: to note negotiations were ongoing and the final sum has not yet been agreed.**
- 3. delegates authority to the Director of Community Services and the Director of Resources to agree the final sum for the land swap between The Paddocks and Old Sarum if required. In the event that a part cash payment is necessary, it would be funded from within the Adult Care Capital Programme and the land swap would not be completed until it had been demonstrated that funding was available.**

Reason for Decision

Demographic projections indicate there will be significant growth in the 65+ age group in Trowbridge from 7,210 in 2007 to 12,580 in 2026 (74.5% increase). Additionally, the number of people aged 50+ with dementia in Trowbridge will increase by 85% by 2026. It was identified in the Accommodation Strategy for Older People that there is an adequate supply of residential care but an identified shortage of dementia and nursing home provision in Wiltshire.

The Paddocks is a 30 bedded home which was built in the 1970s. The bedrooms do not have en-suite facilities and communal space is very limited. Due to its current condition and design, this building is no longer considered 'fit for purpose' as the space standards preclude the provision of care to people with high level needs.

The focus of national policies (*Putting People First; National Housing Strategy for an Aging Society; Our Health Our Care Our Say*) support older people to remain independent, healthy and active. This proposal offers opportunities for greater independence, choice and control for the current residents of The Paddocks, with one option being to move into their own apartment within the Trowbridge Extra Care Scheme. People will continue receiving appropriate levels of care, but with the focus on reablement, people will be supported to become more independent. The redeveloped facility will deliver a purpose built environment that encourages people who require specialist support to maximise their potential.

Orders of St John Care Trust are prepared to fund this development through private borrowing, provided that the Council agree to purchase services as part of our existing long term block contract agreement. This is permissible within the terms of our existing arrangements.

130. **Annual Report to Tenants**

Councillor Jon Hubbard declared a personal interest in this item by virtue of him being a Director of Selwood Housing Association.

Councillor John Brady, Portfolio Holder for Economic Development, Planning and Housing presented the Annual report to Tenants to comply with the statutory requirement of the regulatory authority for social landlords, the Tenant Services Authority.

Councillor Brady explained that following a poor Audit Commission report an improvement action plan had been put into place and the report showed that good progress had already been made.

In response to a request Councillor Brady agreed to ensure that an up to date copy of the improvement action plan would be made available on the Council's website.

Resolved:

That the Annual Report be approved for publication.

Reason for Decision

To enable the Council to meet the statutory TSA requirement of publication of the Annual Report by the deadline of 1 October 2010.

131. **Property Sales**

Councillor Toby Sturgis, Cabinet member for Waste, Property and Environment presented a report which invited Cabinet to review the governance and processes in respect of disposal of property assets. He explained that the present system was no longer fit for purpose and suggested that the Workplace Transformation Board was best placed to become the forum for operational approval of strategic sales and the monitoring of all property disposals.

Resolved:

That Cabinet

- 1. agrees for the Workplace Transformation Board to become the forum for operational approval of strategic sales and the monitoring of all property disposals recognising that non strategic disposals will be approved by the Area Boards where these do not conflict with the Council's Constitution.**
- 2. approves the processes and principles outlined in the report presented.**

Reason for Decision

To provide a governance structure compatible with the delivery of the objectives of the new Council.

132. **Annual Governance Statement 2009-10**

Councillor Fleur de Rhé-Philippe Cabinet member for Finance, Performance and Risk presented the draft Annual Governance Statement for the period 2009-10. It was noted that it was a statutory requirement to produce such a statement. The document had already been considered by Audit Committee and Standards Committee who had made various amendments. This was now the final version which sought cabinet's comments before final approval was sought from the Audit Committee at its meeting on 30 September 2010.

Resolved:

That Cabinet:

That Cabinet notes the draft Annual Governance Statement for 2009/10 and notes that the document would be revised to take account of the ongoing work by the Assurance Group. It would

then be presented to the Audit Committee for final approval for publication by 30 September 2010.

Reason for Decision

To prepare the AGS 2009/10 for publication in accordance with the requirements of the Audit and Accounts Regulations.

133. **Update on Performance**

Councillor Fleur de Rhe Philippe Cabinet member for Finance, Performance and Risk presented the report and highlighted the key issues. She explained that this was the first performance report for the Council set against the new Corporate Plan. It also provided top line summary information on the Council's work with partners in the Local Agreement for Wiltshire.

Resolved:

That Cabinet notes progress for the first quarter of 2010/11.

Reason for Decision

To keep Cabinet informed about progress and to provide an update on the PRG Scheme for Area Boards.

134. **Annual Report on Treasury Management 2009/10**

Councillor Fleur de Rhe Philippe Cabinet member for Finance, Performance and Risk presented the report which reviewed the actual cash position at the end of 2009-10 against the original forecast for the year. Prises and other treasury management strategies set for 2009-10 against actual positions resulting from actions within the year and investments during the year in the context of the Annual Investment Strategy.

Councillor Fleur de Rhe Philippe commented that the Council was in a good position. She also added that it was hoped that the Council would get the majority of its money back from the Icelandic banks.

Resolved:

That Cabinet note

a the actual cash position at the end of 2009-10 against the original forecast for the year;

b Prls and other treasury management strategies set for 2009-10 against actual positions resulting from actions within the year as detailed in Appendix A of the report presented; and

c investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B of the report presented.

Reason for Decision

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the last approved Treasury Management Strategy.

This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

135. **Free Swimming Initiative**

Councillor Stuart Wheeler Cabinet member for Leisure, Sport and Culture presented a report which asked Cabinet to consider how to proceed with regard to providing free swimming sessions for those aged 16 and under and those aged 60 and over now that the Government had ceased its commitment to fund the scheme.

A number of options were presented for cabinet's consideration.

Resolved:

That the swimming initiative be discontinued once Government funding ceases on 30 September 2010.

Reason for Decision

Continuation of the scheme after the withdrawal of funding is unaffordable.

136. **Budget Monitoring**

137. **Revenue Budget**

Councillor Fleur de Rhe Philipe Cabinet member for Finance, Performance and Risk presented a report which sought to advise the Cabinet of the revenue budget monitoring position as at 31 July 2010 for the financial year 2010-11

Resolved:

That Cabinet note the report pending future monitoring reports that would highlight actions being taken to reduce the overspend back to a balanced budget.

Reason for Decision

So that Members can approve a corporate approach to managing the financial pressures and government reductions.

138. **Capital Budget**

Councillor Fleur de Rhe Philippe Cabinet member for Finance, Performance and Risk presented a report which reflected the position of the 2010-11 capital programme as at 31 July 2010.

Cabinet was asked to decide on how the reduction in education funding from central Government was dealt with in the 2010-11 capital programme through the 3 options identified in paragraph 14 of the report presented. After a debate it was agreed that option 14.1 was the preferred option, this is to reduce the affected projects in the capital programme by the corresponding reduction in funding from central government. This would reduce the overall spending on education schemes in 2010-11.

Resolved:

That Cabinet:

a) That the current position of the 2010/2011 capital programme be noted.

b) That the budget changes in section 1 of Appendix B of the report presented be noted

c) That the cut in education funding from central Government be dealt with in the 2010-11 capital programme through option 1 in paragraph 14 of the report as detailed above.

d) That the addition to the capital programme of schemes at Monument Hill Reed Bed and Marlborough Household Recycling Centre under the conditions set out in the report be approved.

Reason for Decision

To inform cabinet of the current position of the 2010-11 capital programme and identify issues which need to be resolved as a result of cuts in funding from Central Government.

139. **Urgent Items**

There were no urgent items

(Duration of meeting: 10.30 – 12.05)

<p>These decisions were published on the 21 September 2010 and will come into force on 29 September 2010</p>
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The Officer who has produced these minutes is Pam Denton, of Democratic & Members' Services, direct line 01225 718024 or e-mail pam.denton@wiltshire.gov.uk
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Wiltshire Council

Cabinet

19th October 2010

Subject: Non-Domestic Rate Discretionary Relief Policy

**Cabinet members: Councillor John Brady
Economic Development, Planning and Housing**

**Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

Executive summary

Following the creation of a unitary council for Wiltshire, there is a need for a harmonisation of the practices employed by the pre-existing four councils in respect of applications for discretionary rate relief, to ensure consistency, affordability, and fairness of approach across Wiltshire.

There are a variety of discretionary reliefs that the Council may award, but by their very nature, any discretionary reliefs awarded will have cost implications as only mandatory relief and small business rate relief are funded from the national non-domestic rate pool.

This paper deals specifically with setting out the discretionary rate relief policy and protocols.

Work was undertaken separately to review the policies for hardship rate relief and this sister policy was submitted and agreed by Cabinet as a separate agenda item, in June 2010.

Proposals

That Cabinet adopt the proposed recommendations and processes to manage applications for discretionary rate relief to ensure that any award meets the Council's objectives and brings benefit to the community the business serves. Specifically that:

- a) Cabinet approves and adopts the proposed application and assessment process for discretionary rate relief (Appendix 1).
- b) That discretionary rate relief is awarded in accordance with the recommendations set out in the policy framework, below.

- c) The decision on applications requesting rate relief of up to Rateable Value (RV) £18,000 in total be delegated to the Head of Revenues.
- d) That the Head of Finance determines discretionary rate relief applications in excess of RV £18,000 rate relief.
- e) Applications from kindred organisation (and 'other organisations' set out in Para 4d) will be considered and a decision taken by the Head of Finance where rateable values exceed £18,000. Representations from the Head of Strategy, Community and Voluntary Sector Support, will be taken into account in reaching a decision.
- f) That in cases where an application is refused, an Appeals Panel of the Appeals Committee, consisting of cabinet members, determines cases where an application has been rejected and an appeal by the ratepayer is lodged.
- g) £470,000 (or an agreed sum set by Cabinet) is identified and allocated on an annual basis to specifically fund discretionary rate relief applications.
- h) Members of Appeals Committee receive training on discretionary rate relief.

Reason for proposal

The need to agree policy and process relating to discretionary rate relief to provide a framework for managing applications and ensure that any award meets the Council's objectives and brings benefit to the community the business serves.

Michael Hudson, Service Director Finance

Subject: Non-Domestic Rate Discretionary Relief Policy

**Cabinet members: Councillor John Brady
Economic Development, Planning and Housing**

**Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

1. Purpose of report

To seek approval for the adoption of policy and process relating to applications for discretionary rate relief.

2. Background

Prior to the creation of Wiltshire Council, each district council had its own set of policies and guidance on the application of rate relief. In December 2008, local businesses were informed that discretionary rate relief would stay the same for 2009-2010 but that it would be reviewed during that period along with hardship relief. In fact the review has taken longer than expected and hardship rate relief forms the first part of the review of all discretionary relief awarded by Wiltshire Council. This report focuses solely on discretionary rate relief.

3. Main considerations for the council

- 3a. The main provision conferring the current discretionary power on billing authorities to grant rate relief is Section 47 of the Local Government Finance Act 1988. Under this provision billing authorities have discretion to grant rate relief to certain ratepayers from all or part of the non-domestic rates payable.

It must be noted that non-domestic rating regulations, which cover rate relief, are subject to change on a frequent basis. Non-domestic property is also re-valued every five years which may result in subsequent amendments to the policy. The latest revaluation became effective from 1st April 2010 when legislative changes were also announced affecting small business rate relief.

- 3b. Billing authorities are obliged to award mandatory relief to charities and other philanthropic or educational establishments, amounting to a maximum of 80% of the rates due in accordance with criteria set down in

case law. Authorities also have the discretion to grant relief of up to 100% to ratepayers who qualify for mandatory relief. In cases where only discretionary rate relief is awarded, 75% of the cost of the discretionary relief is met by Central Government, with the billing authority meeting the remaining 25%. Where a charitable or philanthropic organisation receives mandatory rate relief the Billing authority may award a further discretionary top-up. The Billing Authority will meet 75% of any top-up award.

- 3c. Guidance on the 1988 Local Government Finance Act states that although authorities may adopt rules for the consideration of discretionary cases, they should not adopt a blanket policy either to give or not to give relief: Each case should be considered on its own merits and the application process kept as simple and streamlined as possible to enable decisions to be made quickly, but also in relation to other grants and funding made available by the council, requiring consultation on awards with the Head of Strategy, Community and Voluntary Sector Support.

4. Policy Framework

Outlined below are the various levels of reliefs that the Council may consider, together with recommendations in respect of the specific policy framework that should now be adopted and applied.

4a. Relief for charities, “kindred organisations”, Community Amateur Sports Clubs (CASCs) and Leisure Trusts (including Hybrid Trusts)

Kindred organisations are non-profit or voluntary organisations, and they are entitled to receive mandatory relief equating to 80% of the business rates that would otherwise apply. (The full cost of Mandatory Relief is met by Government)

Leisure Trusts and Hybrid Trusts are not-for-profit making distributing organisations (NPDO), which may or may not have charitable status.

At the discretion of the Council they may receive up to 100% discretionary relief.

Recommendation 1

It is **recommended** that those organisations not in receipt of mandatory relief should be considered for discretionary relief and that all such requests should then be considered in accordance with the following guidelines.

4b. Sports Clubs etc with Bars

The Council has discretion over the award of rate relief to such premises, but it should be recognised that an award of relief on a sports club, including the bar, could potentially disadvantage other licensed premises.

Recommendation 2

It is **recommended** that any club that has an RV in excess of the limit for small business rate relief (18,000) does not qualify for discretionary rate relief, on the grounds that the bar facilitates income generation and should be run to support the financial well being of the club. Where the RV is less than 18,000 and the club has a bar then the relief will be limited to 50% of the rates payable. The Council will encourage all sports clubs to attain Community Amateur Sports Club (CASC) status and thereby secure themselves 80% mandatory relief.

4c. Charity Shops

Charity shops qualify for 80% mandatory relief provided that they:

- Are only occupied by a registered charity.
- The charity utilises the profits from sales for the purpose of that charity.
- The charity sells primarily donated goods.

Recommendation 3

It is **recommended** that qualifying Charity shops be granted 80% mandatory relief.

4d. Other Charities and Kindred Organisations

As a result of the merger to one council there are a wide range of “other organisations” who have been awarded varying percentages of relief. These include village halls, youth organisations, museums, local social welfare and cultural organisations and nursery schools.

Recommendation 4

It is **recommended** that all existing cases receiving both mandatory relief and or discretionary relief must reapply for a discretionary relief and 20% top up. Top-up relief attracts a 25% government subsidy.

Cases that receive less than 100% relief in total should be dealt with as follows:-

4d(i) Where there are instances of similar organisations currently being granted different levels of relief, then all such organisations should be reconsidered as a whole to ensure a consistency in approach.

4d(ii) All such cases should be considered on their merits by the authorised officer(s) to ensure that a fair and consistent approach is applied. Representations made by the Head of Strategy, Community and Voluntary Sector Support, will be taken into account in the decision making process.

4d(iii) That the introduction of this new scheme coincides with a review of all current recipients through their re-application for relief before January 2011

4e. Rural Rate Relief

The Council may award rural rate relief to qualifying businesses in designated rural settlements (settlements identified with a population of less than 3000). Qualifying businesses include post offices and food shops with a rateable value of less than £8,500 or the only public house, or the only petrol filling station in the designated rural settlements with a rateable value of less than £12,500, In all three scenarios 50% mandatory rural rate relief should be applied in the first instance.

Recommendation 5

It is **recommended** that qualifying businesses operating within designated rural settlements who receive mandatory rural rate relief should also be considered for the award of discretionary rural rate relief.

It is further **recommended** that a regular review is undertaken of qualifying rural settlements every five years and in line with revaluation to ensure that they do not exceed the population threshold.

4f. Post Offices

Post Offices are an important component of many local communities, and particularly so in rural areas.

Qualifying Post Offices, in designated rural areas with an RV of less than 8,500 are eligible for 50% mandatory rural rate relief. However the Council can also apply an additional 50% discretionary relief if it considers such an award appropriate.

Recommendation 6

It is **recommended** that qualifying Post Offices should be considered for 50% discretionary relief in all cases.

Some larger rural Post Offices do not qualify for mandatory rural rate relief consideration because their rateable value exceeds the current limit of £8,500, and it is further **recommended** that in these cases they should be considered for discretionary rate relief.

4g. Village Stores, Filling Stations and Public Houses

Village Stores with a rateable value of less than £8,500, and filling stations and pubs with a rateable value of less than £12,500, are eligible for 50 % mandatory rate which is borne by the business rate pool.

However, the Council can also apply an additional 50% discretionary relief if it considers such an award appropriate.

Recommendation 7

It is **recommended** that qualifying Village Stores and Filling Stations and pubs should also be granted 50% discretionary rate relief.

4h. Other Rural businesses with rateable values under £16,500

Such businesses can also be considered for rural rate relief and each is treated on its merits by reference to the contribution and importance of the business to the local community.

Recommendation 8

It is **recommended** that qualifying businesses should be considered for discretionary relief based on a judgement of their contribution to the local community by the authorised officer (Head of Service). Representations made by the Head of Strategy, Community and Voluntary Sector Support will be taken into account.

5. Other Types of Business Rate Relief

Other types of business rate relief such as Small Business Rate, and Partial Occupation reliefs only require a decision as to whether a relief applies or not. Every application will trigger a review of the applicants options to other more cost effective reductions before discretionary relief.

Recommendation 9

It is recommended that all existing reliefs be monitored and reviewed on a regular basis and that any relief awarded is reviewed after a maximum of 24 months.

6. Backdating

The rule of backdating in discretionary cases is that an application received by 30th September in any year can be backdated to 1st April in the year the application was received.

The Council could therefore receive applications in the first half of 2010/11 which could go back to 1st April 2010.

Recommendation 10

It is **recommended** that the above ruling is applied to any request for backdating.

7. Protection arrangements

Every recipient of discretionary rate relief has had two years notice (or protection), that the scheme will be subject to amendment and harmonisation as a result of the unification of Wiltshire Councils. It is intended that any change in policy will be effective from 1st April 2011 however there is a risk that any change in the Council's policy framework could potentially disadvantage local businesses or organisations.

Recommendation 11

If a review is conducted during 2010/11 and it is decided to withdraw or reduce relief, then notices have already been served before 31st March 2010 for such a withdrawal or reduction to have effect from 1st April 2011.

8. Environmental impact of the proposal

The provision of discretionary rate relief has the potential to help safeguard services within rural communities. This should reduce the need for residents to travel outside their village or town to avail of services like post offices, petrol stations etc. If rate relief is not recommended emissions per head of population within the County (NI 186) could increase, as residents might need to travel further to use services

9 Equalities impact of the proposal

A pilot equality impact assessment has been carried out and this policy has been determined of medium relevance. An impact assessment will therefore be carried out within the next six months.

10. Risk assessment

I. Risk	Impact
<p>II. The assessment protocol is not approved and adopted</p>	<p>There will be no formal approach to assessing rate relief applications for partner organisations to sign up leading to potentially haphazard and inconsistent delivery and potential inequalities.</p> <p>The commitment by Wiltshire Council to review and set business rate relief policies will continue to slip.</p> <p>The reputation of Wiltshire Council will be damaged amongst the business community</p>
<p>III. The delegated limit to the Head of Revenues or Head of Finance is not agreed</p>	<p>Many hundreds of smaller discretionary rate relief applications will take longer to approve as they will all need to go to a committee of the Cabinet.</p> <p>The committee of the Cabinet could become clogged with small applications</p>
<p>IV. Cabinet does not agree to engage in the decision making process</p>	<p>Cabinet members will not be aware of strategically significant discretionary business issues.</p> <p>The reputation of Wiltshire Council will be damaged amongst the business community.</p>
<p>V. Resources are not identified and allocated to pay for discretionary Rate Relief</p>	<p>No discretionary rate relief can be awarded as no service has a budget allocated for awards. The impact is that the fabric of the local economy and communities will be damaged.</p> <p>Unemployment will rise and businesses and kindred organisations, so vital to create</p>

	resilient communities, will close. The reputation of Wiltshire Council will be damaged amongst the business and voluntary community.
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11. Financial implications

The policy framework recommended in paragraphs 4a to 4h above will ensure an equality and consistency of award for discretionary rate relief across Wiltshire.

There is a possibility that in the future a variety of kindred organisations may be formed to deliver services in partnership with the council, for example the devolvement of leisure centres. Should this happen then the estimated cost of the scheme, amounting to £470,000 per annum may be exceeded. However the savings achieved elsewhere should outweigh the additional costs of this scheme which will be met by the council. Should this happen then it is anticipated that funds will be transferred to meet the additional costs of this scheme which generates £3.00 for every £1.00 spent by the Council.

The new policy should also be made available in a wide range of appropriate formats so that any potential beneficiaries are aware of the scheme, and that also all new applications are considered in a fair and consistent manner. Current levels of expenditure based upon the pre-existing scheme are set out below:

Type of award	Amount of relief awarded £000	Cost to NNDR Pool £000	Cost to General Fund £000
Mandatory Relief to Charitable Organisations	6516	6516	0
Mandatory Rural Settlement Relief	238	238	0
Total Mandatory	6754	6754	0
Top up Discretionary Relief to Charitable Organisations	227	57	170
Discretionary Relief – Non profit making orgs etc	683	512	171

Discretionary Rural Relief	121	91	30
Hardship	400	300	100
Total Discretionary	1,431	960	471

The full implications of the new policy framework cannot be easily estimated at this time, but the ambition is to deliver a cost neutral policy which resolves issues of inequality yet supports the ambitions of the council.

12. Legal implications

The protocol at Appendix 1 ensures that the consideration and decision-making processes, which will be applied to all applications, are transparent and fair and accord with Government guidance. The process also provides unsuccessful applicants with an appeal mechanism. Any challenge to the decision of the Appeals Panel would be by way of judicial review in the High Court.

13. Conclusions

Taking all of the above into consideration, it is imperative that Wiltshire Council adopts a considered policy and mechanism by which it awards discretionary rate relief in order to support the development of resilient communities and a sustainable economic base. The Cabinet is therefore recommended to approve the proposals set out in this paper and its appendices.

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Date of report: 1st October 2010

Background papers

The following unpublished documents have been relied on in the preparation of this report: None

Appendices

Appendix 1: Discretionary Rate Relief Application and Assessment Protocol

Appendix 1: Discretionary Rate Relief Application and Assessment Protocol

Pre Application

1. As a pre-requisite to applying for relief, every applicant must complete an application form.
2. The Revenues and Benefits (R&B) team will issue and collate all new and reapplications for discretionary rate relief. The protocol will ensure that all applications can be tracked and ensures that all relevant information is gathered. The application form will state the obligations on the applicant to make available relevant information e.g. applicants will be required to provide a minimum of 2 years accounts and details of charitable status.
3. Should an inspection be needed this will be carried out by a the local rating expert from the R&B team (if required) to guide the applicant through technical aspects of discretionary relief or other and more appropriate reliefs, like Small Business Rate Relief.
4. In the unlikely cases where the local rating expert does not consider the application to be appropriate, that the business is actually in hardship, or it cannot meet the obligations for application (e.g. no accounts information), then the business will be referred to Business Link for advice and support and consideration given to hardship relief rather than discretionary relief.

Application and Assessment Stage

5. The rate payer will submit their application to the R&B team.
6. The Local Rating expert will provide an assessment report to the R&B Management Team to assist with the decision making process.
7. In order to process applications, whether that be bulk renewals or new or rolling renewals, quickly and in a consistent and fair manner Assessment

Panel will meet on a monthly basis. The Discretionary Rate Relief Assessment Panel will comprise representatives from R&B and the Wiltshire COMPACT. In the case of large or contentious applications, a representative from the Spatial Planning Team will also be included. The R&B team will circulate the completed applications and assessment reports to panel members a week before the meeting.

8. The panel will meet and review each application and make recommendations for its approval or rejection based on the impact that supporting or not supporting the application will have on the benefits to local rate payers. This will include:
 - The impact of the loss of the business or organisation on the least resilient and most vulnerable communities;
 - The impact on local supply chains;
 - Whether the business or organisation has been responsible for contributing to the development of value added skills;
 - The contribution to local distinctiveness; and
 - Whether rate relief would lead to displacement of production or employment or loss of key service or community facility

Award Stage

9. For applications for rate relief of less than RV £18,000, the Head of Revenues at Wiltshire Council, in consultation with the Head of Revenues and Benefits, will determine the application.
10. For applications for rate relief in excess of £18,000, the decision whether to make an award will rest with a Chief Finance Officer.
11. In all cases, discretionary rate relief would be granted for a maximum of 24 months.

Appeal

12. In cases where applications for rate relief have been rejected and the rate payer appeals, an Appeals Panel will consider the appeal. The Appeals Panel will comprise 3 members drawn from the existing Appeals Committee. The decision of the Appeals Panel will be final.

Time Frame

13. For applications which are under the delegated limit of RV£18,000, the target for notification of award/rejection to be received within a maximum of 5 weeks of the application being received by Wiltshire Council.
14. For applications referred to The Head of Finance, the target for notification of award/rejection to be received within a maximum of 6 weeks of the date of the first Hardship Rate Relief Assessment Panel meeting.
15. For appeals, the target for notification of award/rejection to be received within 6 weeks of the appeal being received by Wiltshire Council.

Monitoring

16. On a yearly basis, the Revenues Service will report on the number and progression of discretionary rate relief applications and awards in conjunction with any hardship issues being raised in their economic strategy development and review programme for Wiltshire and through Wiltshire COMPACT.

Wiltshire Council

**Cabinet
19 October 2010**

Subject: Wiltshire Housing Requirement

**Cabinet Member: Councillor John Brady
Economic Development, Planning & Housing**

Key Decision: Yes

Executive Summary

Following the revocation of Regional Spatial Strategies (RSSs) and associated guidance, Wiltshire Council as the local planning authority is responsible for establishing the right level of housing provision for the county. In line with the guidance issued by the Secretary of State, the Council needs to clarify how it will determine what the long-term housing requirement for Wiltshire should be. It is considered that a comprehensive review is necessary to ensure that transparent and robust evidence can be used that should be able to withstand scrutiny at examination. Integrating the review into the Core Strategy process will ensure that the Core Strategy meets legal requirements and tests of soundness.

In the short-term, the Wiltshire and Swindon Structure Plan 2016, as part of the adopted development plan for the area, sets out the housing requirement for Wiltshire (Policy DP4).

Proposals

That Cabinet:

- (i) In light of the revocation of the Regional Spatial Strategies, agrees that Wiltshire's long-term strategic housing requirement should be determined through a comprehensive review as part of the development plan process.
- (ii) Reaffirms that saved Policy DP4 of the Wiltshire and Swindon Structure Plan 2016 sets out the housing requirements for Wiltshire in the short-term, prior to sufficient weight being given to revised figures through the development plan process.

Reason for Proposals

In line with guidance issued by the Secretary of State in light of the revocation of RSSs, Wiltshire Council needs to signal its intention to carry out a comprehensive review to determine an appropriate long-term housing requirement for Wiltshire.

MARK BODEN

Corporate Director

Department of Neighbourhood & Planning

Subject: Wiltshire Housing Requirement

Cabinet Member: Councillor John Brady
Economic Development, Planning & Housing

Key Decision: Yes

Purpose of Report

1. To seek approval for Wiltshire Council's approach to determining long-term housing requirements for the Wiltshire Core Strategy in light of the revocation of the Regional Spatial Strategy for the South West (RSS).

Background

2. On 6 July 2010, the Secretary of State announced the revocation of RSSs with immediate effect. In a letter from the Department for Communities and Local Government (CLG) containing guidance to all local planning authorities it was confirmed that:

“Local planning authorities will be responsible for establishing the right level of local housing provision in their area, and identifying a long-term supply of housing land without the burden of regional housing targets.”

3. This guidance goes on to confirm that some authorities may decide to retain their existing housing targets, as set out in the revoked RSS, while others may decide to review. It also suggests that some authorities may wish to base their revised targets on the original figures they submitted to inform the original draft RSS, supplemented by more recent information. However, the guidance does warn that any target selected may be tested during the examination process and authorities will need to be ready to defend them with robust and transparent evidence.
4. The guidance also explicitly sets out the expectation that those authorities intending to review should signal their intention as soon as possible so that communities and landowners know where they stand.

Main Considerations for the Council

5. Wiltshire Council, as local planning authority, is required to ensure that there is a continuous five year supply of deliverable housing land in their area. The level of housing included within the adopted development plan is normally used to determine what the five year land supply is, although weight can be given to new assessments that are being developed once an emerging plan has reached an advanced stage of preparation.
6. Within Wiltshire, the adopted development plan comprises the saved policies within the Wiltshire and Swindon Structure Plan 2016 (Structure Plan) and Local Plans prepared by the former district councils. As a result of the last round of planning reforms that introduced Local Development Frameworks (LDF) many policies in these documents, including housing requirements in the Structure Plan, were saved to avoid a policy vacuum in the period prior to new policies being prepared.
7. Prior to the abolition of the RSS, Government Inspectors were giving increasing weight to the housing figures within the then Secretary of State's Proposed Changes to the Draft RSS in determining appeals for housing proposals in Wiltshire. However, cases elsewhere since the revocation of RSSs indicate that the situation has now changed. For example, in a recent appeal decision relating to Cornwall recovered for the Secretary of State's determination (Ref: APP/D0840/A/09/2115945), no weight was attached to the housing requirement figures in the Proposed Changes version of the Draft RSS. Instead, weight was given to those in the saved Structure Plan and local plan policies, which form part of the adopted development plan for the area as well as the original draft RSS figures. Accordingly, in the absence of the RSS, the existing development plan and other available evidence was considered. Like Cornwall, Wiltshire adopted its Structure Plan relatively recently (2006) with housing requirements identified for the period to 2016. Wiltshire therefore has a reasonably up-to-date development plan that can be used in the short-term prior to new locally determined figures being prepared.
8. CLG guidance advises that any decision on future housing requirements within plans to replace RSS targets must be based on robust and transparent evidence which will be able to withstand scrutiny through the LDF examination process. As mentioned above, the expectation is that local planning authorities will be responsible for establishing the right level of housing provision in their area.
9. Officers, working with the Cabinet Member, have reviewed the background of the housing requirements for Wiltshire derived during the preparation of the RSS and consider that a comprehensive review is required in order to ensure robust up-to-date housing targets. It was recognised that at the time the housing numbers for the draft RSS were being prepared, the former Wiltshire County Council was critical of the approach followed by the former South West Regional Assembly as it did not properly take into account economic prospects for the area. Furthermore, now that more recent household projections are available these should be taken into account, as well as the economic circumstances that now exist. The options considered are set out in paragraph 18 below.

10. A comprehensive review will enable housing requirements to be generated based on up-to-date evidence, including population and household growth, economic prospects, deliverability, affordability and sustainability factors. It is proposed to integrate this review into the Wiltshire Core Strategy preparation process to enable local communities to be involved in the determination of appropriate levels of housing growth for Wiltshire. Public consultation can be undertaken on the draft housing requirements as part of the Wiltshire Core Strategy preparation planned for spring 2011 and subsequently progressed as part of this development plan process.
11. It is envisaged that the initial findings of the review be reported to Full Council on 9 November 2010, alongside the report on the housing numbers within the draft South Wiltshire Core Strategy (**Appendix 1** clarifies the current position with the South Wiltshire Core Strategy.) These findings will be used to inform the response to the Inspector about the appropriateness of the housing numbers for the south Wiltshire area.

Environmental Impact of the Proposal

12. Housing growth, by its very nature, will have environmental impacts. A comprehensive review to determine an appropriate long-term housing requirement for Wiltshire will enable the environmental impact to be fully considered. It will be important to ensure that housing growth takes into account economic prospects so that Wiltshire is able to grow in a balanced and planned way, in particular to promote self containment and address the environmental impacts associated with out commuting.

Equalities Impact of the Proposal

13. Undertaking a comprehensive review of the housing requirement for Wiltshire, including formal public consultation, will provide the opportunity for all sectors of the local community to be involved.

Risk Assessment

14. While some may consider that the Wiltshire and Swindon Structure Plan 2016 is dated and seek to argue that there is more recent evidence (for example, that presented during preparation of the RSS) to justify that higher numbers are appropriate for Wiltshire, it does nevertheless form part of the adopted development plan for Wiltshire. The commitment to undertake a comprehensive review of the housing requirement for Wiltshire as a priority will ensure that this position is reviewed in the short-term and can be consulted on as part of the Core Strategy process.

Financial Implications

15. Work will be undertaken within existing agreed budgets. Combining this review with development of the Core Strategy will be more cost effective than undertaking any consultation separately.

Legal Implications

16. In order to form part of a sound development plan for Wiltshire, Wiltshire's housing requirements will need to have been properly consulted on and based on robust evidence. By taking forward the development of new housing requirements through the Core Strategy process, Regulatory requirements can be met.

Options Considered

17. The CLG guidance indicates that there are a number of potential options available to authorities in determining what the long-term housing requirement should be. For Wiltshire, this would be as follows:
 - (i) To retain the targets within the revoked RSSs (Secretary of State's Proposed Modifications to the Draft RSS).
 - (ii) To base revised housing targets on the advice prepared by the former Wiltshire County Council to inform the draft Regional Spatial Strategy.
 - (iii) To update (ii) based on more recent projections.
 - (iv) To undertake comprehensive review.

Option (i) was only briefly considered due to the widespread concerns, including those of Officers, regarding the soundness of the approach expressed across the South West. With regard to options (ii) to (iv), options (ii) and (iii) have been dismissed as they cannot fully take into account the economic prospects for the area and to ensure that new requirements are robust and defensible.

Conclusions

18. Following the revocation of RSSs and Government guidance, Wiltshire Council is responsible for establishing the right level of housing provision for the county. The housing figures derived through the RSS process are not considered robust enough to carry forward into an LDF examination. It is therefore considered that the long-term housing requirement for Wiltshire should be determined through a comprehensive review as part of the development plan process. A full review will allow up to date evidence to be used and public consultation to be undertaken. This will place the authority in a strong position to defend its proposals during the examination process if figures are tested. In the absence of the RSS, undertaking a review is a logical and necessary part of ensuring a sound plan can be developed.

19. In the short-term, the Wiltshire and Swindon Structure Plan 2016, as part of the adopted development plan for the area, sets out the housing requirement for Wiltshire (Policy DP4) prior to sufficient weight being given to revised figures through the development plan process.

MARK BODEN

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September 2010

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

None

Appendices:

Appendix 1 – Extract from Letter from Programme Officer, ‘South Wiltshire Core Strategy Examination – RSS Revocation’ (10 August 2010)

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**EXTRACT FROM LETTER TO WILTSHIRE COUNCIL FROM PROGRAMME OFFICER,
SOUTH WILTSHIRE CORE STRATEGY EXAMINATION 10 AUGUST 2010**

The Inspector notes that in response to the recent revocation of the Regional Spatial Strategy it is the intention of the Council to carry out a review of the housing and employment figures contained in the submitted South Wiltshire Core Strategy and present the results of this review to its Full Council Meeting on 9 November 2010.

In the light of this, the Inspector considers that the Examination into the soundness of the South Wiltshire Core Strategy should be suspended, initially, until that time. When the Council has made its decision on this matter it will be necessary to establish how much further time, if any, the Council needs to carry out any consultations and Sustainability Appraisal and whether the Hearing sessions of the Examination need to be re-opened.

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Wiltshire Council

Cabinet

19 October 2010

Subject: Air Quality Strategy for Wiltshire.

Cabinet member: Councillor Keith Humphries – Health and Well Being

Key Decision: Yes

Executive Summary

District Councils and Unitary Authorities have a duty to monitor air quality within their areas having regard to national air quality objectives and standards and report this information to Department of for Environment Farming and Rural Affairs (DEFRA) annually. There are seven pollutants which we are required to consider under European and UK law, these include lead, benzene and sulphur dioxide.

Air quality in Wiltshire easily meets these standards with the exception of the annual averages for nitrogen dioxide and fine particulates (PM10). Both these parameters have proved problematic across the county in historic cities and towns with narrow highly trafficked streets. Other pollutants, such as ozone, are monitored at a national level.

Derogations and extensions to these time periods are being negotiated with the EU in respect of the standards for nitrogen dioxide (2015) and fine particulates (PM₁₀) (2012).

Air pollution can have a considerable effect on health of the young, elderly and vulnerable. The smog's of the 1950's were the prime example of this and resulted in the introduction of the Clean Air Acts.

Today air pollution is not visible in the way it was in the 1950's however it still has the potential to have a significant impact on health.

Parliament's Environmental Audit Committee published a report in March of this year stating that poor air quality reduces average life expectancy in the UK by an average of seven to eight months and it could lead to up to 50,000 premature deaths every year. They called for dramatic changes to be made to the UK's transport policy in order to improve the situation.

The Air Quality Strategy for Wiltshire harmonises the previous district councils' individual strategies. It has been developed as a general core document that sets out in broad terms our commitment to reduce levels of air

pollution across the county. It will help shape policy across the council, encouraging a consistent approach to this subject and has been produced in association with transport planning colleagues. It provides a framework which supports more specific work in areas where problems have been found to exist.

The strategy was subject to public consultation during the early summer and individual reports on the state of air quality were produced for those area boards, which requested this information. The Air Quality Strategy is attached as Appendix 2 to this report.

Following feedback from the Environment Scrutiny panel specific objectives were added in the form of a table of Air Quality Programme Objectives through to 2014. Flow diagrams showing where the strategy sits in relation to other air quality policies and publications and of the Review and Assessment process were also added.

Proposal

It is recommended that the Cabinet approves and adopts the attached Air Quality Strategy for Wiltshire Council.

Reason for Proposal

The Environment Act Part IV places a duty on Wiltshire Council to monitor and achieve the Air Quality Objectives contained in the National Air Quality Strategy and regulations. The strategy contributes to discharging this duty and improving air quality in Wiltshire.

Maggie Rae
Corporate Director Health & Wellbeing

Wiltshire Council

Cabinet

19 October 2010

Subject: Air Quality Strategy for Wiltshire.

Cabinet member: Councillor Keith Humphries – Health and Well Being

Key Decision: Yes

Purpose of Report

- 1.0** To inform the Cabinet of the Air Quality Strategy for Wiltshire, which seeks to harmonise Air quality policy across the whole of Wiltshire Council's area and to seek its formal adoption by Cabinet on behalf of the council. The Air Quality Strategy is attached as appendix 2 to this report.

Background

2.0 Legal Requirements to monitor Air Quality

District Councils and Unitary Authorities have a duty to monitor air quality within their areas having regard to national air quality objectives and standards. There are seven pollutants which we are required to consider are detailed in table 1 below.

Air quality in Wiltshire meets these standards with the exception of the annual averages for nitrogen dioxide and fine particulates (PM₁₀). Both these parameters have proved problematic across the county in historic cities and towns with narrow highly trafficked streets, as well as metropolitan locations. Other pollutants, such as ozone, are monitored at a national level.

Derogations and extensions to these time periods are being negotiated with the EU in respect of the standards for nitrogen dioxide (2015) and fine particulates (PM₁₀) (2012).

Pollutant	UK Objectives		Date to be achieved by
	Concentration	Measured as	
Benzene	16.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
	5.00 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2010
1,3-Butadiene	2.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
Carbon monoxide	10.0 mg/m^3	Running 8-hour mean	31.12.2003
Lead	0.5 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
	0.25 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2008
Nitrogen dioxide	200 $\mu\text{g}/\text{m}^3$ not to be exceeded more than 18 times a year	1-hour mean	31.12.2005
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2005
Particles (PM ₁₀) (gravimetric)	50 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	24-hour mean	31.12.2004
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
Sulphur dioxide	350 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 24 times a year	1-hour mean	31.12.2004
	125 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 3 times a year	24-hour mean	31.12.2004
	266 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	15-minute mean	31.12.2005

Table 1

2.1 Why Monitor Air Quality?

The objectives are health related and have been derived by the Government's 'Expert Panel on Air Quality' and based on the epidemiological studies available on the toxicity and effect that each pollutant has on human health.

Air pollution can have a considerable effect on health of the young, elderly and vulnerable. In the 1950's the focus was on smog, which affected

London, and other major cities. The smog had significant impact on people's day to day lives. The Clean Air Acts brought in controls to smoke.

Today air pollution is not visible in the way it was in the 1950's however it still has the potential to have an impact significantly on health.

Parliament's Environmental Audit Committee published a report in March of this year stating that poor air quality reduces average life expectancy in the UK by an average of seven to eight months and it could lead to up to 50,000 premature deaths every year. The MPs said that the UK should be 'ashamed' of its air quality and called for dramatic changes to be made to the UK's transport policy in order to improve the situation.

The report states that failing to act would result in EU imposing fines at national level, which could total as much as £300 million pounds.

2.2 Is Air Quality a problem in Wiltshire?

Generally we enjoy a high quality environment in Wiltshire however there are some specific locations which fail to meet the national objectives due to transport related pollution. These are:

Nitrogen dioxide & Fine Particulates:

- Masons Lane Bradford on Avon

Nitrogen dioxide:

- Warminster Road Westbury
- Shane's Castle Bath Road Devizes
- Salisbury City Centre
- Part of Wilton Road Salisbury (A36)
- Part of London Road Salisbury (A30)

2.3 The Review & Assessment.

The Environment Act 1995 introduced the Air Quality Review and Assessment process. This is a cyclic annual reporting scheme for local air quality. Each round of review and assessment commences with a broad brush *Updating and Screening Assessment*. In the two subsequent years if potential problems are identified a *Detailed Assessment* is produced focusing on the locality where the problem is and if concerns remain then a *Further Assessment* is carried out. If the conclusion of these reports is that an Air Quality Objective will not be met, then an *Air Quality Management Area* must be declared and an *Air Quality Action Plan* must be developed detailing measures that will be taken to reduce levels of pollution. The Review and Assessment process has currently reached its third iteration. Authorities are now also required to produce an Annual Progress Report on Air Quality

The reports are published on Public Protection Services Air Quality webpage, the link for which is below:

<http://www.wiltshire.gov.uk/environmentandplanning/publicprotection/pollutionandnoise/airandwaterpollution/airquality.htm>

And the attached diagrams give an over view of the process and current reports.

The pollutant that is of most concern in Wiltshire is nitrogen dioxide which is contained in exhaust fumes from vehicles. We monitor nitrogen dioxide using a network of small diffusion tubes which are attached to buildings and lamp posts in locations where people are exposed to higher concentrations of exhaust fumes. We also have 4 locations where we use more sophisticated real time monitoring equipment to measure nitrogen dioxide and fine particulates.

2.4 Air Quality Strategy for Wiltshire

The Air Quality Strategy for Wiltshire is a general core document that sets out in broad terms our commitment to reduce levels of air pollution across the county. It will help shape policy across the council encouraging a consistent approach to this subject and has been produced in association with transport planning colleagues. It provides a framework which supports more specific work in areas where problems have been found to exist.

2.4.1 Objectives of the Air Quality Strategy.

These include:

- To promote consistency across a range of policy areas and to ensure air quality is addressed in a multi-disciplinary way.
- To provide a framework for developing consistent approach to addressing local air quality in special planning, the Local Development Framework Core Strategy and Local Transport Plan3.
- To provide a link to wider initiatives across the authority (e.g. Local Area Agreement (LAA), Climate Change programmes and energy efficiency programmes).
- Raise the profile of air quality.
- Highlight and educate about the link between air quality and the risks to human health.
- Promote involvement at all levels through the community boards and other community based initiatives.
- Encourage co-operation and collaboration between Wiltshire Council and our neighbouring local authorities.
- Encourage partnership with and between local businesses.
- Provide a first point of contact and source of information relating to local air quality issues.

2.4.2 Strategy commitments

The Strategy defines commitments in the following areas:

- Spatial planning,
- Transport planning,
- Climate change and energy efficiency
- Health Education
- Industrial and domestic sources

2.4.3 Monitoring the strategy

We will monitor the success of the strategy indirectly through the existing mechanisms and performance indicators for example:

- Air Quality monitoring data collected from the council's network of diffusion tubes and real time monitors.
- National Indicator 194 requires nitrogen oxides and primary PM10 emissions of each local authority's estate to be monitored. This also appears as an indicator in the LAW.
- National indicator 186 Per capita Carbon dioxide emissions in a Local Authorities area which also forms part of the LAW.
- Area wide vehicle mileage, cycling trips and travel to school which are reported as a mandatory LTP indicators

These Indicators are likely to be subject to change by the new government; however they will be retained as local indicators and reviewed as required.

In addition DEFRA's review and assessment process requires the council to monitor and review the Strategy.

Main Considerations for the Council

- 3.0** The strategy unifies air quality policy once carried out by the four district councils' across the whole of Wiltshire council and provides a harmonised framework for air quality policy and future work. It recognises that this is a challenge that can only be achieved through a multi-disciplinary/ agency co-operation and the support of local communities.
- 3.1** The council's spatial planning and transport planning services are fundamental to the delivery of any improvements in local air quality as transport related pollution, highway development and traffic management are inextricably linked. The implementation of the strategy is dependent on these services working closely together with the public protection service and taking a joint lead approach.

Environmental Impact of the Proposal

- 4.0** The objective of the legislation is to protect human health and improve the quality of the environment. Approval of the Air Quality Strategy will provide an important tool to help drive improvements in local air quality. However it is recognised that that due to the heavy reliance on private motor vehicles in the county there are significant challenges to deliver these improvements.
- 4.1** To effectively improve air quality throughout Wiltshire, relationships with key council departments need to be maintained and developed. The delivery of sustainable transport measures through the LTP and community initiatives by the Climate Change Team will aim to reduce private car usage by residents, encouraging the use of public transport.

4.2 The implementation of this strategy should see a decrease in carbon emissions per capita if sustainable transport options are adopted and the Council should lead by example to reduce air quality issues and carbon emissions associated with the transport elements of its services.

Equalities Impact of the Proposal

5.0 Regard has been had to Wiltshire Council’s policies on diversity and equality. The strategy is classed as being “low Relevance” within the Corporate Equality Impact Assessment Framework however the strategy will be applied having regard to legislative duties, council policy and other relevant officer codes of Conduct.

Risk Assessment

Analysis of risk relating to the Air Quality Strategy is detailed below.

Strengths	Weaknesses
<p>Adoption:</p> <p>Allow continuance of progressive work initiated by the district councils.</p> <p>Protects the council from civil litigation & Judicial Review.</p> <p>Maintain the council’s reputation for the protection of the environment & communities.</p>	<p>Rejection:</p> <p>Inhibit officers exercising the council’s legal duties under the legislation.</p> <p>Decisions made in the context of Air Quality may be subject to legal challenge & judicial review.</p>
Opportunities	Threats
<p>To further develop the reputation of the council for protection of environment & communities</p>	<p>Failure to comply with legal duty; council will be ultra vires.</p> <p>Council may be open to claims of compensation.</p> <p>Reputation of the council at risk with potential criticism from DEFRA.</p>

Financial Implications

6.0 The council has a duty to monitor and report on the state of Air Quality in order to establish whether Objectives and Standards given in the National Air Quality Strategy and Regulations are met. The council has a small

budget for limited monitoring, however central funding from DEFRA in the form of grants can be bid for each financial year in respect of Action Planning. Funding has also been secured in Salisbury through Section 106 agreements with developers of two retail sites.

Legal Implications

- 7.0** Adoption of the Strategy will contribute to council achieving compliance with its duties under the Environment Act 1995 Part IV.

Conclusions

- 8.0** The strategy unites air quality policy in one consistent document in an area of work previous pursued by the four district councils. It represents an effective way of progressing toward compliance with national air quality standards and objectives

Proposal

- 9.0** It is recommended that the Cabinet approves and adopt the attached Air Quality Strategy for Wiltshire Council.

Reason for Proposal

- 10.0** To promote consistent approach to air quality policy and to assist with the achievement of compliance with national air quality objectives and standards.

Maggie Rae
Corporate Director Health & Wellbeing

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Date of report: 2nd September 2010.

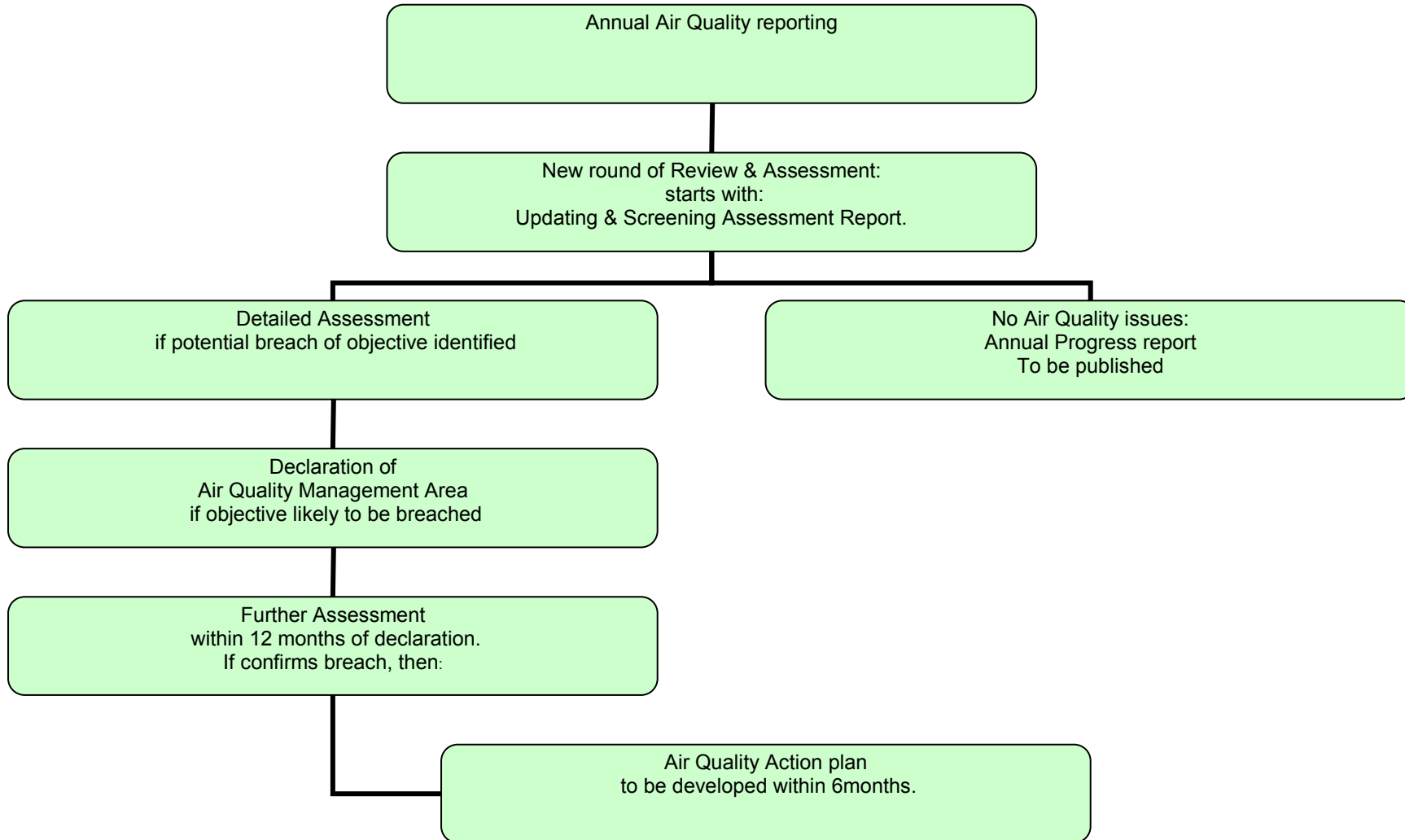
Background Papers

No additional unpublished paper used.

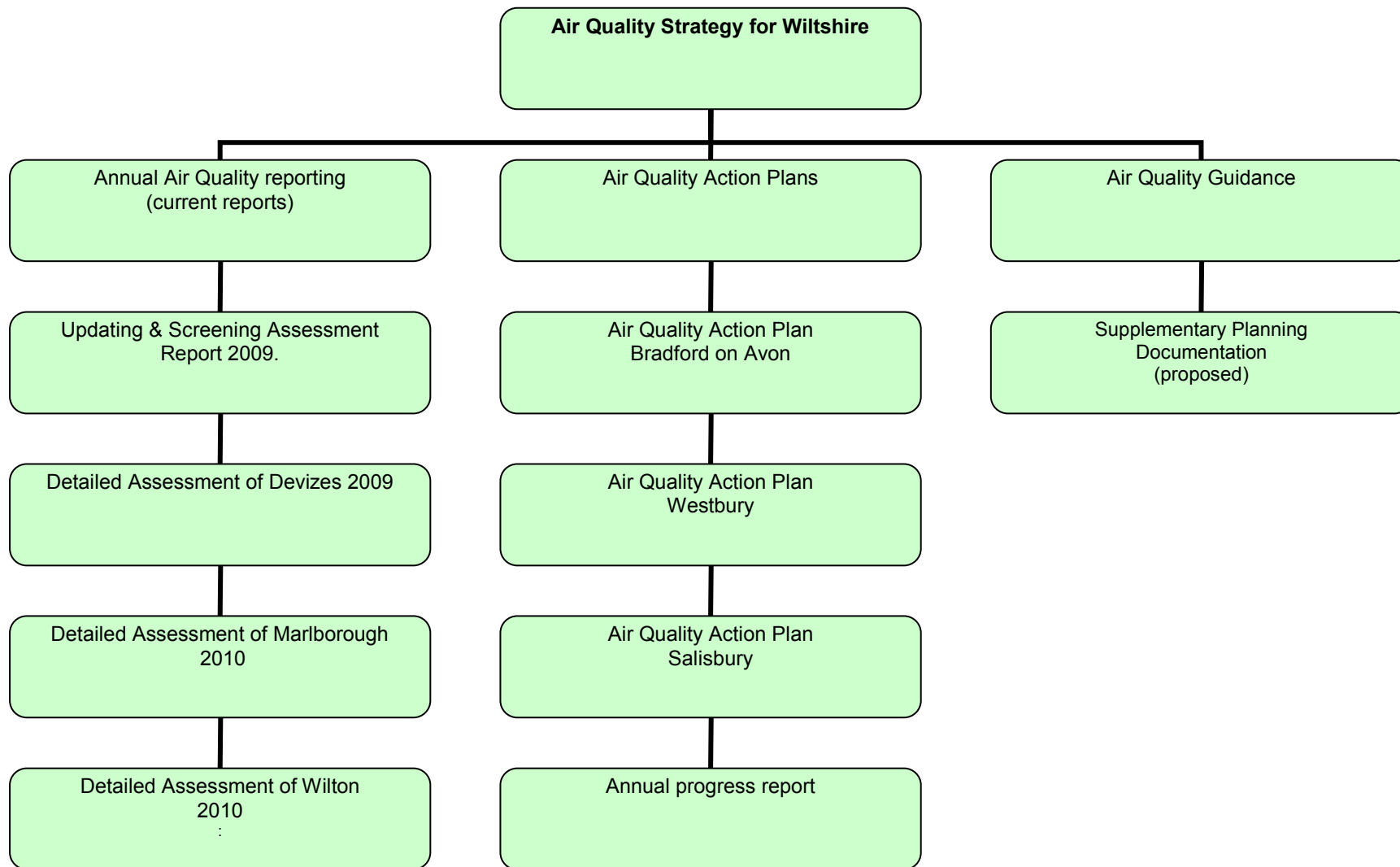
Appendices

- Appendix 1: Flow Diagram of the Review and Assessment Process and Diagram of where the Air Quality Strategy sits in relation to other policies and publications
Appendix 2: Air Quality Strategy for Wiltshire.

Appendix 1: Reporting Process.



Appendix 1: Policies & Publications.



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Air quality strategy for Wiltshire

Draft Document

January 2010

Wiltshire draft Core Air Quality Strategy.

This document has been prepared by Air Quality Consultants Ltd. on behalf of Wiltshire Council in close co-operation with the Specialist Environmental Protection Team of Public Protection Services and The Local Transport Policy Team of Planning & Environment Services.

G Tomsett
Specialist Environmental Protection Team Manager



Document Control

Client	Wiltshire County Council	Principal Contact	Rob Murphy
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Job Number	J850
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Report Prepared By:	Dr Clare Beattie
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Document Status and Review Schedule

Issue No.	Report No.	Date	Status	Reviewed by
1	850/1/D1	6 January 2009	Draft Report	Stephen Moorcroft
2	850/1/D2	17 March 2009	Draft Report	Prof Duncan Laxen
3		February 2010	Reviewed post unitary status	G Tomsett
4		August 2010	Reviewed post Environment Scrutiny Panel feedback July 2010	G Tomsett

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Executive Summary

Local authorities have a duty under the Environment Act 1995 to review and assess local air quality within their areas, against a set of health-based objectives for a number of specific air pollutants. Where exceedences of the objectives are identified, authorities are then required to declare an Air Quality Management Area (AQMA) and to prepare an Air Quality Action Plan (AQAP) setting out measures they intend to introduce in order to reduce concentrations of air pollutants, in pursuit of the objective levels.

Since the publication of the National Air Quality Strategy in 1997, the four former district local councils' of Wiltshire (West Wiltshire DC, North Wiltshire DC, Salisbury DC and Kennet DC) have fulfilled their obligations to identify any areas where there is a likelihood of exceeding the objectives. In addition, the district authorities, working in partnership with the then Wiltshire County Council, have also recognised a need to develop a more holistic and unified approach to managing local air quality. The four district authorities in Wiltshire and Wiltshire County Council, in becoming one authority under the One Council for Wiltshire (OC4W) process, recognised the need for the development of a local Air Quality Strategy (AQS).

Wiltshire Council's Specialist Environmental Protection Team has inherited this legacy of work and has determined that a suite of documents would provide the most appropriate way forward. This document, the 'Core Air Quality Strategy' will be central, and is intended to provide the context for the other documents and to ensure that that air quality is addressed in a multi-disciplinary manner within Wiltshire Council and other relevant organisations.

The purpose of this AQS is to support the achievement of the air quality objectives and to raise air quality as an issue for consideration within a wide range of local government and regional planning frameworks beyond that contained in associated documents such as the Air Quality Action Plans. Whilst working towards achievement of air quality objectives will help reduce the risk of the most serious health effects related to pollution, the establishment of a strategy framework that provides for the inclusion of air quality considerations within Council policies and procedures, helps to ensure that the authority is well placed to maintain good air quality and secure continued improvements in the future.

Air quality across Wiltshire is generally good, although through the Review and Assessment process, locations that do not currently achieve the air quality objectives have been identified in Salisbury, Westbury, Bradford on Avon and Devizes. These specific locations, and the general context of air quality within each of the authorities, are discussed in the Strategy, together with a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the implementation of the Strategy documents over the next 5 years.

Delivering improvements to local air quality requires input from a wide range of planning and other professions. Therefore this Strategy identifies commitments, intended to promote communication and co-operation within the new Wiltshire Council, and between external organisations and the community. These commitments are grouped under a number of relevant policy sectors, including air quality, spatial planning, transport, climate change and energy management, health and education, industry and domestic sources.

It has been recognised that the effectiveness of any strategy should be monitored periodically to ensure the aims and objectives are being met. To this effect, a number of indicators have been included, as well as a commitment

to periodically review the Strategy. The indicators include those relating directly to air quality concentrations, as well as Local Transport Plan indicators and national indicators.

Appendix 3 of this report includes a number of other policy areas which will be crucial to the improvement of air quality across Wiltshire. The gradual integration of air quality into these other policy areas will ensure that air quality is considered at all levels of decision making. As other strategies and policy processes are gradually updated, it is hoped that this Strategy will be used as a key document in the provision of information about air quality. As such, this Strategy will need to be kept updated through regular reviews.

1 Introduction

- 1.1 Local authorities have a duty under the Environment Act 1995 to review and assess local air quality within their areas against a set of health-based objectives for a number of specific air pollutants. Where exceedences are identified, authorities are then required to declare Air Quality Management Areas (AQMAs) and to prepare Air Quality Action Plans (AQAPs) setting out measures to reduce concentrations of air pollutants in pursuit of the objective levels.
- 1.2 Since the publication of the National Air Quality Strategy in 1997, the four former district local authorities of Wiltshire (West Wiltshire DC, North Wiltshire DC, Salisbury DC and Kennet DC) have fulfilled their obligations to identify any areas where there is a likelihood of exceeding the objectives. The district local authorities of Wiltshire, working in partnership with the then Wiltshire County Council, have also recognised a need to develop a more holistic and unified approach to managing local air quality. Initially an 'Air Quality Strategy Framework for Wiltshire' was produced in January 2006 to provide context for the development of a full Wiltshire Air Quality Strategy. Whilst this framework was not formally adopted by the respective local authorities, it was included in the Annex to the Wiltshire Local Transport Plan (LTP2) published in March 2006.
- 1.3 The role of taking forward the Air quality Review and Assessment process has been inherited by the Specialist Environmental Protection Team within Public Protection Services of Wiltshire Council. The development of a full Air Quality Strategy is therefore timely. The team has agreed that a suite of documents would provide a more workable and appropriate way forward. This document, the 'Core Air Quality Strategy' will be the central document, and will provide the context for the other documents, also ensuring that that air quality is addressed in a multi-disciplinary manner within Wiltshire Council and other relevant organisations. Figure 1 illustrates the linkages between the documents which will make up the Wiltshire Air Quality Strategy.



Figure 1: Structure of the Wiltshire Air Quality Strategy showing context of the Core Air Quality Strategy

- 1.4 Figure 1 provides an illustration of the range of documents which will make up the Wiltshire Air Quality Strategy. This document, the Core Air Quality Strategy, provides the context for the remainder of the documents. Other documents within the suite include Review and Assessment reports (Updating and Screening Assessments, Further Assessments, Detailed Assessments, Progress Reports and Air Quality Action Plans), a Supplementary Planning Document (air quality and spatial planning) to be implemented through the Local Development Framework (LDF) process, a Consultation Process for the other documents and the Monitoring Regime for Wiltshire. These documents will provide the framework within which air quality improvements can be made across Wiltshire.
- 1.5 In order to keep the Strategy document as succinct as possible, information on policy processes relevant to air quality, and other background information, is included in the appendices.

2 Aims and Objectives of the Air Quality Strategy

2.1 The aims of an AQS are to support the achievement of the air quality objectives and to raise air quality as an issue for consideration within a wide range of local government and regional planning frameworks. This is important, as whilst working towards achievement of the air quality objectives will help reduce the risk of the most serious health effects related to pollution, there are advantages to be gained from the continual improvement of local air quality conditions. For example, for some pollutants there are currently no known safe levels for exposure (i.e. fine particles and benzene) and therefore further reductions in pollutant concentrations already below the air quality objectives can improve the health of the population. By establishing a strategy framework for the inclusion of air quality considerations within Council policies and procedures, a local authority is then well placed to maintain good air quality and secure future improvements.

2.2 The objectives of developing and implementing an AQS can be summarised as follows:

- To promote greater consistency across a range of policy areas for the achievement of improved local air quality, including local spatial planning, transport planning, health, industry, housing and environmental protection, and to ensure air quality is addressed in a multi-disciplinary way within the different departments of Wiltshire Council;
- To provide the framework for a consistent approach to addressing local air quality considerations in spatial planning development control processes;
- To provide a baseline framework for developing a coherent air quality policy across Wiltshire with particular reference to spatial and transport planning, and the proposed Local Development Framework and third Local Transport Plan;
- To provide a link to wider initiatives across the authority (for example Local Area Agreements, Climate Change programmes, Community Plans and energy efficiency programmes).

In addition to these general objectives the following table provides an overview of the probably programme of work through to 2014. some of these dates and items may be subject to change as air quality data is gathered.

Air Quality Programme Objectives.

All documents are published on Wiltshire Council's Air Quality Web page.

Objective	Date
Commence review of Air Quality Action Plans for Bradford on Avon, Westbury, Salisbury.	30 th September 2010
Detailed Assessment of Queen Street Wilton (A36T). Submission to DEFRA	30 th November 2010
Detailed Assessment for Marlborough presented to Marlborough Area Board for consideration of Air Quality Management Area	19 th October 2010
Detailed Assessment of Herd Street Marlborough Submission to DEFRA	30 th November 2010
Develop SPD Air Quality Guidance for Developers	31 st January 2010.
Further Assessment of Shane's Castle Devizes Submission to DEFRA	31 st March 2011
Progress Report on Air Quality in Wiltshire Submission to DEFRA	31 st April 2011
Draft Air Quality Action Plan for consultation.	30 th September 2011
Detailed Assessment of Curzon Street, Calne If need determined by the Progress Report.	31 st April 2012
Further Assessment of Curzon Street, Calne If need determined by Detailed Assessment	31 st April 2013
AQMA for Curzon Street Calne if Need determined by Further Assessment	31 st April 2014
Declaration of AQMA following consultation with the Area board & DEFRA.	30 th September 2014

2.3 Other objectives of the AQS are to:

- Raise and maintain the profile of air quality and ensure it remains on political agendas;
- Highlight to, and educate stakeholders about the link between air quality and the risks to human health as well as to the local environment and biodiversity;
- Raise the profile of air quality amongst the local communities across Wiltshire through Community Boards and other community based initiatives promoting involvement at all levels;
- Encourage greater co-operation and collaboration between neighbouring local authorities and Wiltshire Council;
- Complement other strategies and policies produced and supported by Wiltshire Council;
- Encourage partnerships with and between local business and industry; and
- Provide the first point of contact and source of information relating to local air quality policy for regional bodies and others (for example, the Regional Development Agency, Highways Agency and Environment Agency).

3 Air Quality Across Wiltshire

- 3.1 The UK Air Quality Strategy provides the policy framework for air quality management and assessment in the UK. It sets out air quality objectives for key air pollutants, which are designed to protect human health and the environment. It also sets out how the different sectors, industry, transport and local government, can contribute to achieving the air quality objectives. Local authorities are seen to play a particularly important role in this context. The UK AQS also sets out the Local Air Quality Management (LAQM) regime that has been established, whereby every authority has to carry out regular reviews and assessments of air quality in its area to identify whether the objectives are, or will be, exceeded at relevant locations, by the applicable date. If this is not the case, the authority must declare an AQMA, and prepare an AQAP which identifies appropriate measures that will be introduced in pursuit of the objectives.
- 3.2 Air quality across Wiltshire is generally good, although through the Review and Assessment process, locations have been identified in Salisbury, Westbury, Bradford on Avon and Devizes that do not currently achieve air quality objectives. These locations and the general context of air quality in each of the former authorities are discussed below.

North Wiltshire

- 3.3 Rounds 1 and 2 of the Review and Assessment process concluded that it was unlikely that any of the air quality objectives were being exceeded. Since the 2003 Updating and Screening Assessment, no Detailed Assessments have been required. Monitoring in the former North Wiltshire area is focussed on locations which are most susceptible to traffic congestion and reflects relevant exposure. Between November 2007 and March 2008, real time monitoring was undertaken in Cricklade Town Centre for both nitrogen dioxide and PM₁₀. No exceedences of relevant objectives were found. The recent Updating & Screening Assessment Report (2009) concludes that air quality objectives are being comfortably met and that the air quality in North Wiltshire area is generally good.

West Wiltshire

- 3.4 Following the first round of Review and Assessment, two AQMAs were declared in November 2001. The Bradford on Avon AQMA was declared for exceedences of the annual mean nitrogen dioxide objective and the 24-hour PM₁₀ objective primarily due to local transport sources. The Westbury AQMA was declared for exceedences of the annual mean nitrogen dioxide objective also due to transport sources. The Council submitted a Further Assessment (Stage 4) to DEFRA in November 2003 which concluded that the AQMAs were justified as declared¹.
- 3.5 In 2005, an AQAP² for both the Bradford on Avon and Westbury Air Quality Management Areas. The AQAP outlines the preferred strategy to improve air quality in the AQMAs. This was the culmination of an extensive study undertaken by consultants working on behalf of the then Wiltshire County Council to develop a range of deliverable options. In Bradford on Avon, the preferred strategy involves introducing

¹ <http://www.westwiltshire.gov.uk/index/env/pollution/airpollution/air-quality/air-quality-reports-summaries/airqual-review-assmt-stg4-03.htm>

² http://www.westwiltshire.gov.uk/complete_doc_action_plan_revised_aug_05.pdf

measures to manage the flow of traffic in and out of the town centre, as well as improvements to signage around the Bradford on Avon area, and 'soft' measures to promote a greater choice of travel in the town for non-car modes. In Bradford on Avon there have been problems in progressing realistic and viable traffic management measures. In Westbury, the Secretary of State for transport refused planning permission for the A350 Westbury Bypass in July 2009, which was the preferred solution for air quality problems. A number of other 'smarter choice' measures were also proposed and are being implemented.

- 3.6 Wiltshire Council's Updating & Screening Assessment (2009) confirmed the continued need for the AQMAs but made no recommendations for further areas to be investigated with a view to declaring an AQMA.

South Wiltshire

- 3.7 The first round of Review and Assessment concluded that the annual mean nitrogen dioxide objective was unlikely to be met at four sites in Salisbury city centre (Fisherton Street, Brown Street, Milford Street and Minster Street), and near the A36 in Wilton. Five AQMAs were subsequently declared in 2003. The A36 Wilton AQMA was revoked one year later, as monitoring data indicated that the AQS objective would be met.
- 3.8 The second round of Review and Assessment led to another Detailed Assessment in Salisbury city centre which was completed in June 2004. It drew upon detailed modelling and monitoring of NO₂ concentrations in Salisbury city centre. The report concluded that all AQMAs in Salisbury city centre should remain, with the Brown Street AQMA being extended to incorporate Winchester Street, and that a further AQMA should be declared in Exeter Street. The report also recommended that NO₂ concentrations on London Road and Wilton Road (at the approach of the Ring Road) remain under close review. The AQMA in Exeter Street was declared in January 2005. The Council produced an AQAP in 2005 that set out the proposed measures to improve air quality in the AQMAs.
- 3.9 In 2007, following a Detailed Assessment of Salisbury city centre, the Council declared two additional AQMAs in London Road and Wilton Road near St Mark's and St Paul's roundabouts, based on exceedences of the annual mean NO₂ objective in these areas. It was also decided to merge the AQMAs in Salisbury and declare the whole city centre as a single AQMA.

East Wiltshire

- 3.10 Rounds 1 and 2 of the Review and Assessment process concluded that it was unlikely that any of the air quality objectives would be exceeded in the east of Wiltshire. However, in Round 3, the Progress Report submitted in 2007 identified a potential exceedence of the annual mean nitrogen dioxide objective at a site in Devizes (Shanes Castle), and concluded that a Detailed Assessment was required. The detailed Assessment has been completed & affirmed the need to declare an AQMA. Work is progressing in parallel with this document's publication.
- 3.11 Since 1994 a full program of diffusion tube monitoring for nitrogen dioxide was maintained at locations sensitive to traffic across the district. The locations of these sites have varied over time, but a significant

change was made during 2007 with the relocation of a number of tubes in September to the area around Shanes Castle in Devizes, as part of the Detailed Assessment. In October 2009 this location was declared an AQMA. There are currently 33 diffusion tube sites, including 7 new sites introduced during 2007, one of which was located at Upper Herd Street, Marlborough. A complaint from a member of the public had been received concerning air quality at Upper Herd Street, where a new signalised pedestrian crossing was causing tailbacks up the hill. A further four monitoring sites were installed and early indications from the monitoring are that concentrations are high, and it is proposed to report back on this site as part of a Detailed Assessment.

3.12 Other than these locations, air quality remains good in the east of Wiltshire.

4 SWOT Analysis

4.1 Table 1 below provides a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the implementation of the AQS over the next 5 years. With the foundation of Wiltshire Council as a unitary authority, it is likely to be easier to work more effectively with partners to address the multi disciplinary nature of air quality issues. In addition, there will be an opportunity for parts of the process (such as monitoring and the writing of Review and Assessment reports) to become more streamlined. On the other hand, air quality will be managed across a wider spatial scale, which may mean that Local Air Quality Management becomes less 'local'.

Table 1: SWOT analysis of the implementation of the Air Quality Strategy over the next 5 years

<p>Strengths</p> <ul style="list-style-type: none"> • Joint working on air quality mainly through the Wiltshire Local Air Quality Management Officers Working Group led by Specialist Environmental Protection Team, but also on an informal basis. • Ongoing development of AQAPs in Salisbury, Westbury, Bradford on Avon & Devizes with the full cooperation of the Council's transport service. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Implemented or proposed AQAP measures unlikely to meet the air quality objectives in Salisbury, Westbury or Bradford on Avon in the timescale of the LTP2. • Difficult to model the impacts of AQAP measures in terms of air quality improvements, especially the 'smarter choices' measures. • Not enough time before the nitrogen dioxide 'Limit Value' becomes live in 2010 within which to implement measures to improve air quality.
<p>Opportunities</p> <ul style="list-style-type: none"> • Wiltshire Council providing an improved framework to work more closely with colleagues in transport and spatial planning. Also, air quality monitoring, and the review and assessment process is likely to become more unified across Wiltshire. • Able to work more closely with climate change colleagues to ensure that climate change and air quality policies are complementary rather than conflicting. • As the LDF process for Wiltshire Council is progressed, this provides an ideal opportunity for ensuring a robust policy on air quality considerations in spatial planning is included in the relevant documents. • A Wiltshire wide Supplementary Planning Document on air quality and spatial planning following amalgamation. This has been started by West Wiltshire DC and Salisbury DC which is hoped can eventually be adopted by Wiltshire Council. 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of non-LTP funding to implement wider AQAP measures. • Potential reduced or lack of future LTP funding from 2011. • Lack of solutions to deal with air quality issues in Westbury following dismissal of bypass. • Future AQMA declarations in other locations (such as Marlborough) requiring AQAPs. • New development causing increased traffic flows in already sensitive areas. • Reductions in NO₂ concentrations are not as large as previous forecasts predicted partly due to an increase in primary NO₂ emissions and also due to the chemistry of NO_x to NO₂ conversion. • Reduction in budget for air quality work in general, and in particular for monitoring and staff costs.

5 Strategy Commitments

5.1 In order to ensure that air quality improvements are brought about, both in locations where exceedences are currently predicted, and more generally on a countywide basis, Wiltshire Council should adopt the following commitments. The commitments reflect the need to achieve national air quality objectives, but at the same time indicate local circumstances, build on the strengths and opportunities identified in Chapter 4, while trying to overcome the weaknesses and threats identified for the implementation of this Strategy.

Overall

5.2 Wiltshire Council will engage in all practicable opportunities for improving air quality through the transport planning and spatial planning processes, and through wider policy initiatives such as climate change, health and energy management.

5.3 Wiltshire Council will work with central government and its agencies to contribute, at a local level, to the delivery of the UK Air Quality Strategy. This will be largely through the process of local air quality management in identifying areas exceeding air quality objectives and implementing AQAPs to improve air quality within these areas. Through this commitment, the Council will work towards achieving the national air quality objectives and will within this commitment:

- Strive to ensure that areas currently achieving air quality objectives continue to do so;
- Continue to monitor local air quality;
- Continue cross-departmental collaboration through the Wiltshire Local Air Quality Management Officers Working Group;
- Participate in local and regional networks in order to pursue improved air quality and the consistent implementation of local air quality management;
- Strive to ensure that Council actions do not have a detrimental effect on air quality;
- Where it appears unlikely that air quality objectives in Salisbury, Westbury or Bradford on Avon are to be met in a realistic timescale, review the relevant action plan with a view to identifying further measures;
- Identify any further exceedences of air quality objectives in Wiltshire at the earliest stage possible, in order to ensure an effective action planning process;

Spatial Planning and Air Quality

- Ensure that air quality is considered as a material planning consideration within the development control planning processes of Wiltshire Council through the implementation of a Supplementary Planning Document. Where deteriorations in air quality due to a development (or developments) are predicted, to ensure measures to mitigate the effects are put in place;

- Require modelling and/or monitoring to be undertaken to accurately assess the impacts of proposed development on local air quality where it is considered that development may have a detrimental impact on air quality;
- Ensure that air quality is properly considered within planning policy processes, in particular within the Wiltshire Council LDF process as it progresses, with the inclusion of a specific air quality policy where applicable;

Transport and Air Quality

- Work to ensure that the AQS is adequately reflected within the Wiltshire Local Transport Plan and that air quality related LTP targets are met;
- Work with the Highways Agency to ensure that air quality does not deteriorate across the trunk road network in Wiltshire;
- Ensure the regular exchange of information between transport planners and air quality professionals relating to both air quality information and traffic information;
- Support work to reduce emissions from each of the Council vehicle fleets, and those of their contractors, in line with National Indicator NI194 'Air Quality';

Climate Change and Energy Management

- Work to support climate change initiatives ongoing in Wiltshire through the Local Agreement for Wiltshire (LAW) and any future climate change strategies implemented by the Council;
- Support the promotion of energy efficiency measures both within Council buildings and with external organisations;

Health and Education

- Keep the public informed of work relating to local air quality management in Wiltshire;
- Encourage the local community to become involved in improving air quality and take actions which reduce personal contributions to local air quality emissions and CO₂ emissions;
- Improve the air quality information available for the public at a Wiltshire level through a variety of media;

Industry and Domestic Sources

- Provide advice on the control of polluting emissions to the air and, where necessary, enforce legislation for the control of emissions from industrial sources;
- Provide advice on the control of polluting emissions to the air and, where necessary, enforce legislation for the control of emissions from domestic sources;

- Work closely with the Environment Agency where any 'Part A' installation is likely to detrimentally affect air quality;

Monitoring the Effectiveness of this Strategy

- Robustly monitor the progress of the Council's actions in implementing this Strategy;
- Review the AQS Core Strategy, as and when required, but at intervals no longer than every 5 years.

6 Monitoring the Success of the Strategy

- 6.1 The effectiveness of this Strategy will be monitored periodically to ensure the aims and objectives are being progressed. Indicators can be used to monitor the effectiveness of a strategy, and these should be easy to use and transparent in their use.
- 6.2 Air quality management and actions to improve air quality need to be implemented by a range of stakeholders. The implementation of any air quality strategy should therefore be dependent on meeting the needs of the community to which it relates. Communication and collaboration is the key to ensuring that measures arising from this Strategy are implemented. Input from the wider stakeholders identified in this report will be required to ensure that implementation of the Strategy remains an active and ongoing process.
- 6.3 There are a number of possible indicators to use in monitoring the effectiveness of the Strategy. Some indicators may provide direct evidence for improving air quality, with others providing an indication of changes in other policy areas which are likely to improve air quality. The following have been chosen as a means to monitor the effectiveness of this strategy over the next 5 years.

Air Quality Monitoring

- 6.4 Wiltshire has a network of monitoring sites which will be used to directly report on trends in air pollutant concentrations. The Council will, monitor:
- concentrations of nitrogen dioxide concentrations within AQMAs in Wiltshire; and
 - the number of days that the 1 hour mean for nitrogen dioxide is exceeded (to be no more than 18 days in one year and the number of days that the 24 hour mean for fine particulates is exceeded (not be more than 35 days per year).

National Indicator on Air Quality in the Comprehensive Area Assessment

- 6.5 National Indicator 194 'Air Quality' enables authorities to lead by example in reducing their own emissions of NO_x and PM₁₀ across the wider area of their authority, and not just at hotspots that have been designated as air quality management areas under Part IV of the Environment Act 1995.
- 6.6 The air quality performance indicator NI 194 requires NO_x and primary PM₁₀ emissions through the authority's estate and operations to be monitored. This is also used as an indicator in the Local Agreement for Wiltshire (LAW) and for this Strategy.

Climate Change Gas Emissions

- 6.7 National Indicator 186 'Per capita CO₂ emissions in the local authority area', is included in the Local Area Agreement (LAA) which forms part of the LAW, and is included in this Strategy. NI185 'CO₂ Reduction for local authority operations' is also relevant for this Strategy.

Other Strategy Indicators

Area Wide Vehicle Mileage

- 6.8 Area wide vehicle mileage is currently reported as LTP mandatory indicator LTP2 'County-wide vehicle-km (excluding trunk roads and motorway).'

Cycling

- 6.9 Cycling trips are currently reported as LTP mandatory indicator LTP3 'Index of cycle trips' .

Travel to School

- 6.10 Travel to school is currently reported as LTP mandatory indicator LTP4 'Travel to school (car mode share)'. This is also covered by National Indicator NI198 'Children travelling to school – mode of travel usually used' which is included in the LAW.

Bus Patronage

- 6.11 Bus patronage is currently included in the LTP as Best Value Performance Indicator BV102 'Bus patronage'.
- 6.12 Current LTP2 indicators will be reviewed and if necessary revised for inclusion in LTP3 which is to be published in March 2011.

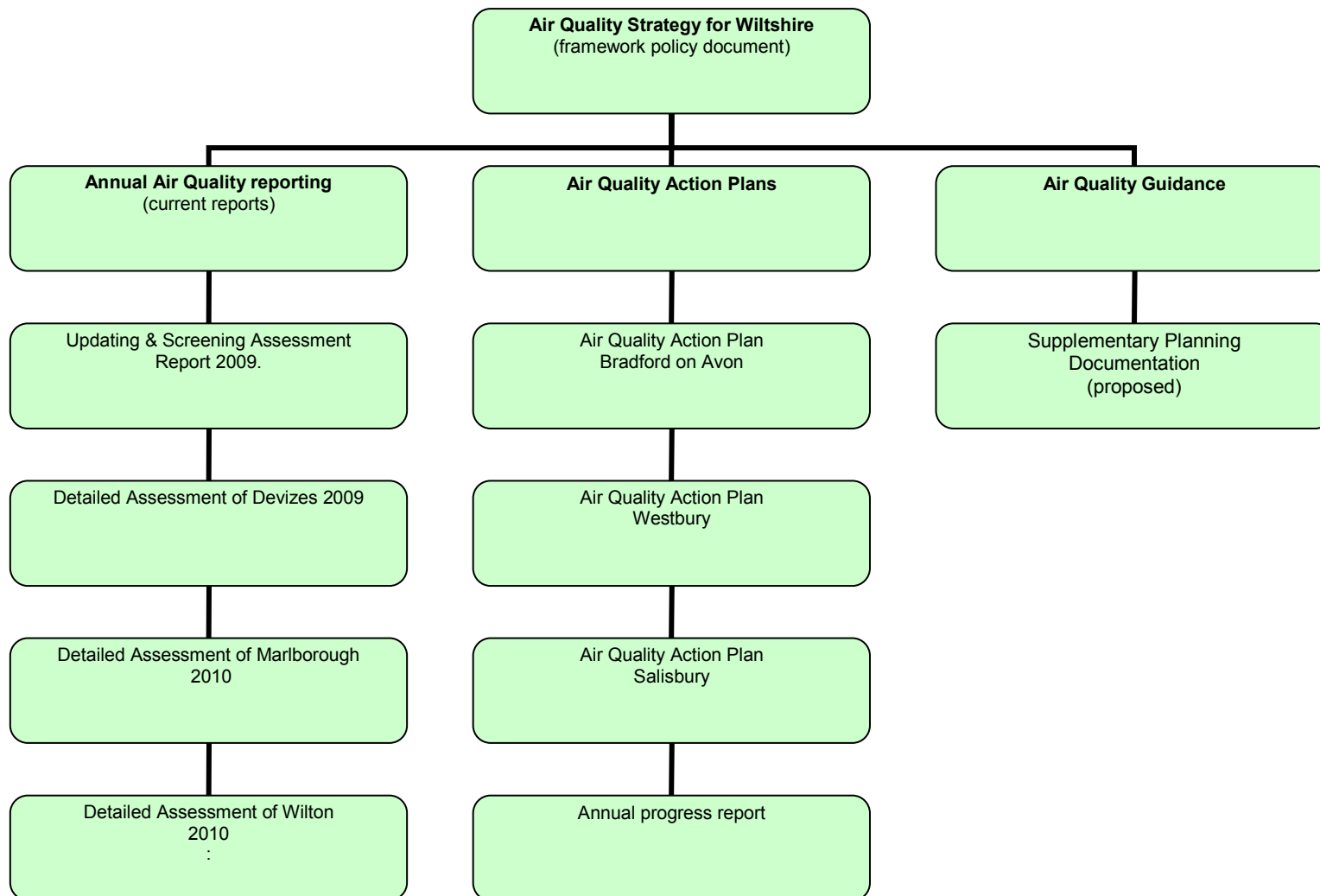
7 Conclusions

- 7.1 The development of this Core Air Quality Strategy for Wiltshire signifies recognition that improving local air quality is the responsibility of a wide range of stakeholders and professions. Although Environmental Health professionals are tasked with the monitoring and assessment of air quality, the actions and measures necessary to reduce pollutant concentrations will remain with a wider range of professionals and bodies.
- 7.2 Now that the new Wiltshire Council has been established, the management of air quality at a wider spatial scale potentially increases the challenge of implementing a process which is designed to identify and remediate local air pollution hotspots. Conversely, the amalgamation of the five Councils into one unitary authority presents the opportunity to improve communication and collaboration between different professions who previously were at different levels of local government.
- 7.3 Although future improvements in local air quality are predicted as a result of technological advances in vehicle engines and improved fuels, there is still a need to reduce the increasing reliance on private motor vehicle use and to provide access to improved public transport services and alternatives to private motor vehicles. Traffic accounts for the main source of emissions across Wiltshire, and accounts for all the AQMAs declared. As such, the successful implementation of the Local Transport Plan is fundamental to the improvement of local air quality, or maintenance of good air quality, across the region.
- 7.4 Appendix 1 to this report includes a number of other policy areas which will be crucial to the improvement in air quality across Wiltshire. The gradual integration of air quality into these other policy areas will ensure that air quality is considered at all levels of decision making. As other strategies and policy processes are gradually updated, it is hoped that this Strategy will be used as a key document in the provision of information about air quality. As such, this Strategy will need to be kept updated through regular reviews. As the policies of Wiltshire Council are drawn up, this is an ideal time to ensure that air quality is adequately addressed within these other policy areas.

Glossary

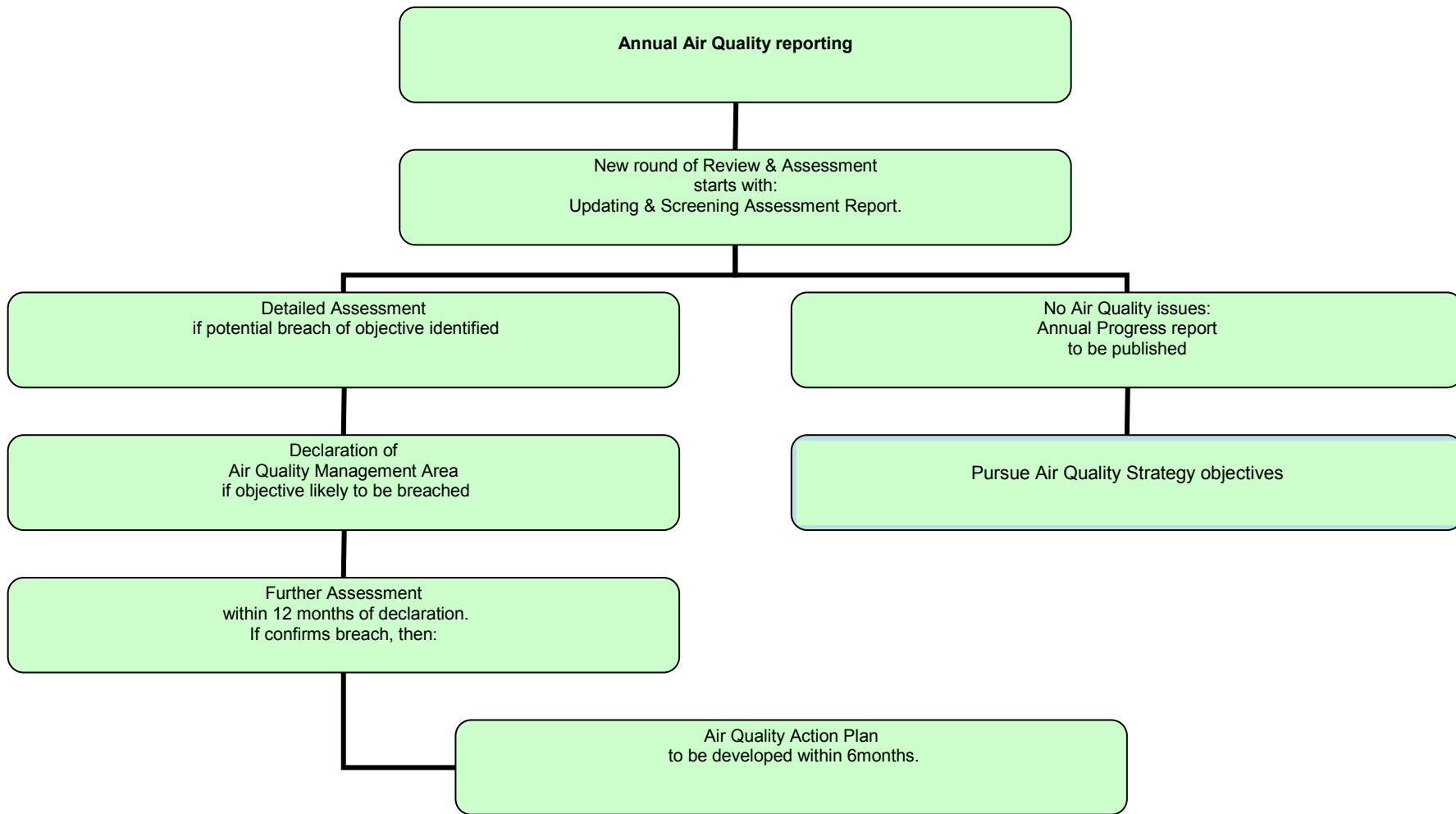
AQAP	Air Quality Action Plan
AQMA	Air Quality Management Area
AQS	Air Quality Strategy
BC	Borough Council
BVPI	Best Value Performance Indicator
CC	City Council
CO ₂	Carbon dioxide
DC	District Council
NI	National Indicator
LDF	Local Development Framework
LTP	Local Transport Plan
NO _x	Nitrogen oxides
PCT	Primary Care Trust
PM ₁₀	Particulate Matter of less than 10 µm in diameter

Appendix 1. Where the Wiltshire Air Quality Strategy sits in relation to other Air quality policies & publications.



Appendix 2

Annual Air Quality and Review Reporting Hierarchy.



Appendix 3 - Air Quality Objectives

Table A1.1 Air Quality Objectives included in Regulations for the purpose of Local Air Quality Management in England

Pollutant	Air Quality Objective		Date to be achieved by
	Concentration	Measured as	
Benzene	16.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
	5.00 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2010
1,3-Butadiene	2.25 $\mu\text{g}/\text{m}^3$	Running annual mean	31.12.2003
Carbon monoxide	10.0 mg/m^3	Running 8-hour mean	31.12.2003
Lead	0.5 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
	0.25 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2008
Nitrogen dioxide	200 $\mu\text{g}/\text{m}^3$ not to be exceeded more than 18 times a year	1-hour mean	31.12.2005
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2005
Particles (PM₁₀) (gravimetric)	50 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	24-hour mean	31.12.2004
	40 $\mu\text{g}/\text{m}^3$	Annual mean	31.12.2004
Sulphur dioxide	350 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 24 times a year	1-hour mean	31.12.2004
	125 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 3 times a year	24-hour mean	31.12.2004
	266 $\mu\text{g}/\text{m}^3$, not to be exceeded more than 35 times a year	15-minute mean	31.12.2005

Appendix 4 - Key Policies

A1.1 Policies and programmes for action at all levels of government, can impact on local efforts to improve air quality at specific localised hot spots or reduce concentrations more generally across an area. This Appendix identifies the key policy frameworks that may have an impact on Wiltshire air quality. Relevant policy frameworks are considered in turn below.

One Council for Wiltshire

A1.2 The bid to become 'One Council' was first submitted by the County Council in response to the Government White Paper entitled 'Strong and Prosperous Communities' (October 2006). Following the 'Local Government and Public Involvement in health Bill' receiving royal assent on 31 October 2007, the Local Government Minister passed the order which means that Wiltshire Council came into being on 1 April 2009. As a consequence, a large number of projects have been undertaken, and are ongoing, to bring together the services and functions of the five former local authorities in Wiltshire. Air quality is just one of these functions, which up until April 2009 had been undertaken by the four District authorities, in partnership with Wiltshire County Council. As of 1 April 2009, air quality has become the responsibility of Wiltshire Council.

A1.3 Air Quality, amongst other functions, is administered by a small specialist team within the Wiltshire Council Public Protection Service. Co-ordination of air quality work was already underway between the former West Wiltshire and Salisbury District Councils as the two authorities that had AQMAs, with joint work on a Supplementary Planning Document on air quality and a joint review of existing Air Quality Action Plans. In addition, all former district council air quality representatives met regularly, together with the then County Council transport planning officers, to progress air quality issues and projects such as this document.

Regional Policy Framework

Regional Spatial Strategy

A1.4 The Regional Spatial Strategy (RSS) for the South West 2006-2026³ forms part of the statutory development plan and will influence how people will live, work and travel in the region for the next 20 years. It also provides a framework for the preparation of LTPs. The Independent Panel, appointed by the Government to examine the draft RSS, published its report on 10th January 2008. The report followed a 10 week Examination in Public held last summer at which the County Council and District Councils participated. The Government's proposed modifications to the draft RSS were issued on 22 July 2008 and were subject to a 12 week consultation period. Once the RSS is approved by the Government it will replace the Regional Planning Guidance for the South West (RPG10). All local planning policy will need to be developed in the context of the RSS, and for this reason it is important that air quality policies also relate to the RSS.

A1.5 The Draft RSS contains policy RE9 on Air Quality which states that 'The impacts of development proposals on air quality must be taken into account and local authorities should ensure, through LDDs, that new development will not exacerbate air quality problems in existing and potential AQMAs.'

³ http://www.southwest-ra.gov.uk/nqcontent.cfm?a_id=836

A1.6 In terms of housing allocations, the Government's proposed modifications set out annual average net dwelling requirements between 2006 and 2026⁴. Annually in Wiltshire 615 new dwellings will be required in West Wiltshire, 685 in North Wiltshire, 620 in Salisbury and 300 in Kennet. Any expansion in areas already experiencing poor air quality will clearly add extra emissions, which should be minimised, particularly in sensitive locations. Housing allocations are expected to be finalised in Spring 2009.

Regional Transport Strategy

A1.7 The RTS, which is incorporated in the RSS, sets the regional context for transportation planning. RPG10's long-term planning framework sets the context for the future revision of the regional strategy for the South West of England Regional Development Agency (SWRDA). In 2004, the South West Regional Assembly (SWRA, or Regional Chamber of the SWRDA) produced the 'Developing the Regional Transport Strategy' document (DRTS)⁵, which updates the RTS in RPG10 adopted in 2001. The DRTS identifies key transport issues of relevance to the South West. Reducing the impact of transport on the environment is one of six key issues identified in the South West, and reference is made in the DRTS to the 13 AQMAs across the region, and the impact of strategic HGV routes across the region on local air quality.

A1.8 The DRTS is to inform decision-making on investment and management in the transport network until it is replaced by the approval of the Regional Spatial Strategy. As well as setting out priorities and objectives, the DRTS provides the context for the investment programmes of the Highways Agency, the relevant Rail Authority (formerly the Strategic Rail Authority and now DfT's Rail Group⁶), other national agencies and Local Transport Plans. All Local Transport Plans developed across the region will be required to take into account the DRTS and the RTS encompassed in the emerging RSS. The final Regional Spatial Strategy was planned to be adopted in 2009 but has been delayed by the GOSW to allow further analysis to be undertaken⁷.

A1.9 The Government Office for the South West (GOSW), although not responsible for the development of the RTS, is to play an important role in the implementation of the RTS. The GOSW is responsible for promoting the government's transport policy across the region, advising Local Transport Authorities on preparing their LTPs. One of GOSW's five key transport objectives for the region is sustainability and the environment⁸.

Integrated Regional Strategy and Regional Economic Strategy

A1.10 In 2002, the Government produced a White Paper 'Your Region, Your Choice – revitalising the English Regions', which gave Regional Assemblies in the UK the role of improving regional policy co-ordination. To achieve this in the South West, the SWRA prepared an Integrated Regional Strategy (IRS) called 'Just Connect' (2004)⁹, covering the period 2004-2026. Two of the five key aims of the IRS are to 'harness the benefits of population growth and manage the implications of population change' and 'to enhance our distinctive environment and the quality and diversity of our cultural life'.

⁴ http://www.southwest-ra.gov.uk/media/SWRA/RSS%20Documents/Proposed_Changes_Dwelling_Numbers_HMAs_and_SSCTs_5.pdf

⁵ http://www.southwest-ra.gov.uk/media/SWRA/RSS%20Documents/The_DRTS_-_Approved_Version_by_Exec_14-09-04_-_For_Website.pdf

⁶ <http://www.dft.gov.uk/pgr/rail/>

⁷ http://www.southwest-ra.gov.uk/nqcontent.cfm?a_id=538

⁸ http://www.gosw.gov.uk/497666/docs/166217/regional_planning_guidance

⁹ http://www.southwest-ra.gov.uk/nqcontent.cfm?a_id=2331

- A1.11 The development of the IRS published in 2007 called 'Now Connecting', has involved an analysis of existing Regional Strategies in the South West, a review of the region's Community Strategies and a sustainability appraisal. It is important that reference is made to the need to enhance or maintain local environmental and air quality in parts of the region within the IRS. Poor environmental quality and increased pressure on the environment generally are recognised impacts from the pressure of population growth in the region, though no specific reference to air quality is made. However, the IRS does provide the context for the need to consider climate change and local air quality impacts in regional level economic decision-making processes.
- A1.12 In 2006, the SWRDA launched the region's 10-year Economic Strategy¹⁰, which aims to raise business productivity, increase economic inclusion and improve communication and partnership across the region. Innovation, skills and the environment are considered to be three key cross-cutting drivers which can influence the delivery of the region's economic priorities, and sustainable development is addressed throughout the Strategy.

Regional Environmental Strategy and Regional Waste Strategy

- A1.13 In 2003, the South West RDA, in partnership with the Regional Environment Network, produced the South West's Regional Environmental Strategy 'Our Environment, Our Future - Towards a Regional Strategy for the South West Environment'¹¹. The Strategy aims to provide a vision for the region's future environment, identify the key pressures threatening the environmental fabric of the region and identify key issues to be tackled. The work has contributed to the development of the Regional Spatial Strategy.
- A1.14 Analysis of key environmental assets and pressures on assets across the region has identified six key environmental issues facing the region. These are spatial planning; transport; food, farming and forestry; tourism and leisure; climate change and the use of natural resources. Policies relating to all six issues identified have the potential to impact on efforts to improve local air quality, and there is some discrepancy between the perceived significance of some issues and their potential impact on local air quality. For example, with respect to the use of natural resources, regional air quality is expected to improve, whereas with respect to tourism, leisure and spatial planning, poor air quality is the predicted result of increasing car use across the region. Air quality is clearly identified as a problem relating to transport and the impact on natural resources and people.
- A1.15 The Strategy recognises that the region's air quality is generally good, although pockets of poor air quality in and around the more urban and industrial areas of the region exist. With respect to the issue on the use of resources, a specific aim of the Strategy is to 'Reduce pollution to air, water and land to deliver a healthier, better quality environment'.
- A1.16 The Regional Waste Strategy (RWS) for the South West "From Rubbish to Resource" was published in 2004¹² which also contributed to the Regional Spatial Strategy. The RWS sets out the vision for the South West to become a 'minimum waste society by 2030, with households and businesses maximising opportunities for reuse and recycling'. The Regional Waste Strategy will establish detailed policies and actions required by individuals, organisations and companies to reduce potential conflict between economic development and waste production. With respect to waste, an objective of the Regional Environment Strategy is to 'minimise waste produced by those living in, working in and visiting the region'.

¹⁰ <http://www.southwestrda.org.uk/what-we-do/policy/res-review2005/draft-res.shtm>

¹¹ <http://www.southwest-ra.gov.uk/media/SWRA/Environment/ENV-strat-main.pdf>

¹² http://www.southwest-ra.gov.uk/nqcontent.cfm?a_id=500&tt=swra

Regional Sustainable Development Framework and Climate Change Partnership

- A1.17 In 2000, Sustainability South West, on behalf of the Government Office for the South West (GOSW), produced the Regional Sustainable Development Framework 'A Sustainable Future for the South West'¹³. The South West's original RSDf was redeveloped as the Sustainability Shaper website (<http://www.shapersw.net/>). Although air quality does not feature as one of the 15 key themes of the Framework, a number of the themes have the potential to impact on local air quality across Wiltshire. These include climate change (with the framework indicator being a minimum of 11-15% of electricity production to be from renewable sources by 2010), transport (the framework indicator being traffic volumes) and tourism (with the indicator being the percentage of tourist trips to the South West by car).
- A1.18 At a regional level, the South West Climate Change Impacts Partnership (SWCCIP)¹⁴ key role is to raise awareness of the impacts of climate change, inform and advise on the challenges and opportunities of climate change in SW England, and develop practical adaptation responses. SWCCIP was established in 2001 to build upon previous climate change initiatives, and the initial task for the partnership has been to oversee the research, production and dissemination of a South West Region Climate Change Impact Scoping Study which was completed in January 2003. A Forum continues to steer the ongoing work of the partnership, and the partnership has Priority Sector Groups, which look at the effects and impacts of climate change in the South West on specific sectors.
- A1.19 Climate change is a cross-cutting issue affecting all of the other themes. The Regional Environment Strategy document 'Our Environment Our Future' (see section 8.13) sets out a range of initiatives which are already under way in the region to address this issue. The Integrated Regional Strategy (see section 8.10) will also provide a mechanism to ensure climate change considerations are incorporated into all relevant strategies and decision-making.

Industrial regulation - Environment Agency

- A1.20 The Environment Agency (EA) is responsible for the enforcement and regulation of the larger and more complex industrial processes operating across Wiltshire. Across Wiltshire, two Environment Agency Regional Teams are responsible for regulation; the South West Region (covering most of Wiltshire) and the Thames Region. The EA works with local government, the Highways Agency and others to help deliver the UK Air Quality Strategy, particularly where industrial processes have been identified as contributing to exceedences of national air quality objectives. In Wiltshire, emissions from industrial processes do not contribute significantly to any of the AQMAs designated. However, the EA is an important partner in any efforts to reduce pollutant concentrations, and as such is an important partner in efforts to maintain and improve air quality across the County.

Local Policy Framework

- A1.21 The development and implementation of local policy frameworks are of major importance to improving local air quality. Of greatest significance are the local transport planning, spatial planning and environmental protection areas of policy, which are all required to give due consideration to their impact on local air quality.

¹³ <http://www.oursouthwest.com/RegiSus/framework/framework.htm>

¹⁴ <http://www.oursouthwest.com/climate/>

Local Spatial Planning

- A1.22 Local authorities are expected to take air quality considerations into account both in the preparation of local development plans and in development control planning decision-making. In 2004 the land-use planning system in England underwent a comprehensive change – it is now termed ‘spatial planning’. The Planning and Compulsory Purchase Act 2004¹⁵, replaced much of the Town and Country Planning Act 1990, with the provisions of the 2004 Act intending to provide a more flexible plan-making system at the regional and local level, with more community involvement and an improved development control process.
- A1.23 The 2004 Act phases out Structure Plans and Local Plans. Local planning authorities now prepare a Local Development Framework (LDF), comprising a folder of documents for delivering the spatial planning strategy for the local authority. LDFs will include a Local Development Scheme (LDS), which sets out a timetable for Local Development Documents (LDDs). These can either be development plan documents or supplementary planning documents, which reflect national and regional policy, taking into account local needs and variations. A local planning authority also has to produce a Statement of Community Involvement, indicating how the authority intends to involve the community it serves.
- A1.24 In Wiltshire, the Local Government (Structural Changes) (Transitional Arrangements) (no 2) Regulations 2008 make all successor Councils responsible for discharging, in advance of the reorganisation date, the functions under Part 2 of the Planning and Compulsory Purchase Act 2004. Regulation 22 specifically requires that a LDS for the new unitary area be submitted to the Secretary of State three months before 1 April 2009. The LDS sets out the LDDs that will be produced by the new council over a three year period and the timetable for their production.
- A1.25 The LDS for Wiltshire Council provides for the continuation of a number of existing LDDs that are at an advanced stage of preparation. These are the Minerals and Waste Development Plan Documents (DPDs) that are being prepared in partnership with Swindon Borough Council. In addition the LDS provides for the continuation of the South Wiltshire Core Strategy that relates to the Salisbury district area. Good progress has already been made on the Core Strategy with submission anticipated by September 2009, compared to the Wiltshire Core Strategy in January 2011. The early adoption of policies for the Salisbury area will ensure a five year supply of land for housing can be maintained, which is important as housing delivery has fallen short in this area.
- A1.26 Alongside the South Wiltshire Core Strategy, the LDS provides for the preparation of a new Core Strategy for the whole of the unitary area. This will, in effect, replace the South Wiltshire Core Strategy when it is adopted, but the content of the South Wiltshire Core Strategy should be taken forward within the wider Wiltshire Core Strategy. The LDS also makes provision for the preparation of one other LDD to be progressed alongside the Core Strategy which relates to the identification of sites for Gypsies and Travellers.
- A1.27 Until the Wiltshire Core Strategy is in place, existing arrangements provide the policy for spatial planning in Wiltshire. The Wiltshire and Swindon Structure Plan, covering the period up to 2016, is an Alteration to the Wiltshire Structure Plan 2011. The modified Structure Plan was adopted in 2006. Wiltshire’s Structure Plan, prepared and developed by the then County Council and Swindon Borough Council, establishes the broad framework for the future of the Wiltshire area, including Swindon, providing a strategic context for individual LDDs, prepared by each former District local authority in Wiltshire and Swindon Borough

¹⁵ <http://www.opsi.gov.uk/acts/acts2004/20040005.htm>

Council. As well as establishing policies for the scale and location of housing development and employment land at a District level, the Structure Plan also establishes strategic policies on transport, the natural, built and historic environment, recreation, leisure and tourism, and renewable energy.

- A1.28 The current spatial planning position in each of the former District Council authority areas is outlined below:
- A1.29 Kennet DC: the Kennet Local Plan, adopted in April 2004¹⁶ provides the policies and proposals to guide the development and use of land within the district up to the year 2011. The Plan was a 'saved plan' until September 2007, but as the Core Strategy was not anticipated to be adopted until 2010, the Secretary of State agreed to save key policies for a further period of time.
- A1.30 The LDS set out the planning policy documents the Council proposed to produce and the timetable for their production. The initial version of the LDS was brought into effect March 2005 and a subsequent revision came into effect in 2006. This was reviewed and revised in consultation with the Government Office for the South West and the Planning Inspectorate. Following confirmation from the Secretary of State, the revised LDS came into effect on 15th March 2007.
- A1.31 The Statement of Community Involvement (SCI) was adopted in September 2005. Other current Development Plan Documents include the Devizes Town Centre Area Action Plan¹⁷.
- A1.32 North Wiltshire DC: A LDS for 2006-2009 was approved by the Secretary of State in May 2006 but has now been replaced by LDS 2007-2010. This was approved by the Secretary of State in March 2007¹⁸.
- A1.33 The District Council consulted on an Issues and Options document in 2006 - this was the first stage in the production of a Core Strategy. The Second Issues and Options document was out for consultation between the 18th May - 13th July 2007.
- A1.34 In June 2006, the District Council adopted its Local Plan 2011¹⁹. The Plan does include a policy relating specifically to pollution, though not specifically to local air quality. Policy NE18 states that 'Development will only be permitted where it would not generate, or itself be subject to, harm upon public health or cause pollution to the environment by the emission of excessive noise, light intrusion, smoke, fumes, other forms of air pollution, heat, radiation, effluent or vibration.'
- A1.35 West Wiltshire DC: The West Wiltshire District Local Plan was adopted in June 2004²⁰. The only reference to local air quality is as follows; "...renewable energy generation will be permitted in appropriate locations having regards to the impact on residential amenity and pollution effects on air quality, noise, vibration, fumes and odour levels, management and disposal of residuals and by-products, aqueous and effluent management..." (Policy C34). Other environmental protection policies relate to light pollution, noise contaminated land and nuisance. The policy on nuisance (Policy C38) states that "...proposals will not be permitted which would detract from the amenities enjoyed by, or cause nuisance to, neighbouring properties and uses. Consideration will be given to such issues as any loss of privacy ... the generation of unpleasant emissions such as odour, fumes, smoke, soot, ash, dust or grit ...". There is no specific policy or reference to local air quality or the local air quality management process.
- A1.36 A LDS was submitted to the Government in March 2005 and a revised LDS came into effect during May 2007²¹. In addition, a Statement of Community Involvement has been produced, as well as a few

¹⁶ <http://www.kennet.gov.uk/planning/forward-planning/kennet-local-plan-2011.htm>

¹⁷ <http://www.kennet.gov.uk/planning/forward-planning/development-plan-documents.htm>

¹⁸ http://www.northwilts.gov.uk/index/env/planning/localplans/ldf/local_development_scheme.htm

¹⁹ <http://www.northwilts.gov.uk/index/env/planning/localplans/localplan2011.htm>

²⁰ <http://maps.westwiltshire.gov.uk/DistrictPlan/written-statement.pdf>

²¹ <http://www.westwiltshire.gov.uk/final-lds-2007-10.pdf>

Development Plan Documents (Leisure and Recreation DPD, Residential Design Guide Supplementary Planning Document and River Biss Public Realm Design Guide).

- A1.37 Salisbury DC: The Salisbury Local Plan, adopted in June 2003²², includes a general principle for development which states that "...new development will be considered against a number of criteria, including avoidance of detriment to public health or pollution to the environment by the emission of excessive noise, light intrusion, smoke, fumes, effluent or vibration; and incorporation of energy efficient design through building design, layout and orientation." There are no policies that relate to air quality management specifically, or reference the AQMA designated within the Council.
- A1.38 As stated earlier, the LDF Core Strategy is currently being developed and a major consultation exercise on the Core Strategy Preferred Options has been undertaken. In addition, a Statement of Community Involvement has been produced and work is underway on Supplementary Planning Documents and development briefs for some larger development sites in the district.

Local Initiatives

Salisbury Vision

- A1.39 The Salisbury Vision²³ provides a framework for coordinating and achieving the sustainable regeneration of five priority areas – the Maltings and central car park, Churchfields Industrial Estate, Salisbury Guildhall, the Market Place, and Southampton Road. This will make a significant contribution to the life and economy of the city by providing much needed additional office, retail, leisure and other employment space. Considerable improvements will also be made to the city's streets and other public areas through the development and implementation of a comprehensive public realm strategy. The city's transport infrastructure will also be overhauled putting the focus on the pedestrian and on public transport. Initiatives implemented under 'Salisbury Vision' should work towards improving air quality in Salisbury by shifting the focus away from the use of private vehicles. Any developments within Salisbury will be assessed in terms of their impacts on air quality through the planning process.

Transforming Trowbridge

- A1.40 The aim of 'Transforming Trowbridge'²⁴ is to enhance the town's prosperity and environment in line with its status as Wiltshire's county town. The Regional Spatial Strategy for the South West has identified Trowbridge as a strategically significant town within the region, where an increased proportion of new development should be located. The aspiration to raise Trowbridge's profile to a level deserving of a county town, coupled with the development potential of significant sites in the town centre, has provided the impetus to move away from piecemeal, uncoordinated development towards a strategic, comprehensive approach to regeneration. Like Salisbury, initiatives implemented under the 'Transforming Trowbridge' banner should work towards improving air quality and other environmental aspects of the town. The planning system can be used to ensure that all large developments in the town are assessed in relation to impacts on air quality and ensuring that the air quality objectives are not compromised.

Sustainable Community Strategy for Wiltshire and the Wiltshire Local Area Agreement

²² <http://www.salisbury.gov.uk/localplan/>

²³ <http://www.salisbury.gov.uk/council/major-projects/vision.htm>

²⁴ <http://www.transformingtrowbridge.org.uk/>

- A1.41 The Local Government Act 2000 made it a statutory duty for councils to produce a community strategy for their area, which is designed to act as a 'strategy of strategies'. The document 'A Sustainable Community Strategy for Wiltshire 2007 – 2016' was endorsed by the Wiltshire Strategic Board in September 2007.
- A1.42 The Wiltshire Local Area Agreement 2007-2010 was an agreement between Wiltshire and central Government on the delivery of partnership arrangements to the benefit of service delivery, overseen by Wiltshire's Strategic Board. As required by Government, the agreement was broken down into blocks, of which Environment was one. Within the Environment block, one of the outcomes was to reduce emissions of carbon dioxide. The County Council has been successful in reducing carbon emissions from its own buildings by 6.7% and from business mileage by 6.1% (2006-7 figures). This has been achieved through low cost measures such as insulation, better energy management procedures, staff awareness raising and IT enabled ways of working.
- A1.43 The LAA for 2007-2010 has now been superseded by the LAW, which was approved by the Wiltshire Strategic Board and endorsed by the then Wiltshire County Council. Under the environment theme, the ambition is to 'tackle climate change and promote a high quality, natural environment that enriches the lives of people'. Some of the actions are also likely to reduce emissions of local air pollutants such as increasing the uptake of energy efficient and renewable energy measures, reducing carbon emissions from public sector business and increased use of sustainable energy measures in new developments (delivered through planning development control decisions). Indicators used for assessing progress include NI185 (CO₂ reduction from Local Authority operations) and NI194 (reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations).

Local Transport Planning

- A1.44 The Local Transport Plan (LTP) provides the principal mechanism for delivering an improvement to air quality across the County. Wiltshire's second LTP (LTP2) identifies air quality as one of the four shared priority areas as required in Government guidance. As well as putting forward local strategies, policies and targets, the LTP also serves as the means of obtaining the three elements of transport funding of major schemes (+£5 million cost), integrated transport block and capital maintenance. In terms of major schemes, the former County Council resolved that it would not incorporate bids for any major scheme proposals in its LTP2 beyond those already submitted at the time of its publication.
- A1.45 The LTP2 recognises the air quality issues identified in Salisbury, Westbury and Bradford-on-Avon. The then County Council worked closely with the former district authorities in relation to setting out measures within their AQAPs and these are summarised within the LTP. Targets for reducing nitrogen dioxide concentrations within the designated AQMAs in Salisbury, Westbury and Bradford-on-Avon have been established, with proxy indicators of levels of traffic flow in each of the locations.
- A1.46 With respect to the Strategic Environmental Assessment (SEA), which accompanied the LTP2 submission, a relevant objective is to reduce any negative impacts of the transportation network on air quality.
- A1.47 The latest LTP Progress Report (published December 2008) updates progress on the various AQAP measures included in LTP2.

Environmental protection & local industrial regulation

- A1.48 Of relevance to LAQM are other areas of environmental policy work, notably the pollution control of industrial premises, contaminated land and noise pollution, for which there are statutory responsibilities. Environmental Health professionals have delegated powers to address certain potentially polluting

activities such as bonfires and the use of authorised fuels. Powers under the Environmental Protection Act 1990²⁵, Clear Air Act of 1993²⁶ and Environment Act 1995²⁷ make clear provision for actions to reduce emissions to air, and so are important tools for LAQM. These functions are now undertaken at the Wiltshire Council level by a small specialist team within the Public Protection Service. Area teams will continue to respond to complaints, particularly those under the Environmental Protection Act.

Local climate change & energy efficiency programmes

- A1.49 Energy efficiency programmes are underway, with partnerships to promote home energy conservation operating in most of the local authorities. Kennet DC has a specific energy policy and strategy²⁸ to help reduce CO2 emissions, and Salisbury DC provides detailed information on the environmental benefits of home energy efficiency²⁹. In North Wiltshire, energy efficiency is addressed by Housing Services³⁰ and not Environmental Health or Protection, and in West Wiltshire DC, energy use is addressed by Environment Services, with information on energy conservation, energy efficiency and renewable energy available from the local authorities' website³¹.
- A1.50 Initiatives to reduce CO2 emissions through improved energy efficiency and energy conservation are underway across the local authorities of Wiltshire. Examples of schemes include the Integer and Warm Hearted Homes projects in North Wiltshire³², links made by the local authorities to national projects such as the Warm Front website³³ and the Energy Trust³⁴. Promotion in the use and uptake of any energy efficiency programme or action is likely to have a positive impact on efforts to reduce atmospheric emissions. The Wiltshire Council has an energy efficiency officer employed within the Private Sector Housing service to continue and build upon the work outlined above.

Local economic development

- A1.51 Key aims of economic development functions are to regenerate stagnating local economies through the regeneration of towns and villages, support other policies and strategies as they promote the economic, social and environmental well-being of their communities served and to monitor the economic well-being of the local economies so as to intervene with new policies and action programmes as appropriate. Various partnerships exist to promote economic development, including the South Wiltshire Economic Partnership³⁵, the Wiltshire and Swindon Rural Regeneration Partnership³⁶, the West Wiltshire Economic Partnership³⁷ and the Wiltshire and Swindon Economic Partnership³⁸.
- A1.52 Any future proposals to implement specific initiatives to improve air quality, through AQAPs or an Air Quality Strategy should make use of the economic development partnerships, either for direct information

²⁵ http://www.opsi.gov.uk/acts/acts1990/Ukpga_19900043_en_1.htm

²⁶ http://www.opsi.gov.uk/acts/acts1993/Ukpga_19930011_en_1.htm

²⁷ http://www.opsi.gov.uk/acts/acts1995/Ukpga_19950025_en_1.htm

²⁸ [http://documents.kennet.gov.uk/Policy/StrategyOnline.nsf/0770fe490dadd7b880256c2b0033adb1/374b5f25f1900a18802573cd0043a572/\\$FILE/KDC%20Energy%20Policy%20&%20Strategy%202002.pdf](http://documents.kennet.gov.uk/Policy/StrategyOnline.nsf/0770fe490dadd7b880256c2b0033adb1/374b5f25f1900a18802573cd0043a572/$FILE/KDC%20Energy%20Policy%20&%20Strategy%202002.pdf)

²⁹ <http://www.salisbury.gov.uk/living/your-home/home-energy-efficiency/environmental-benefits>

³⁰ http://www.northwilts.gov.uk/index/housing/hou_housing_improvement_and_repairs/hou_housing_improvement_repairs-energy_efficiency_advice.htm

³¹ <http://www.westwiltshire.gov.uk/index/env/energy.htm>

³² http://www.northwilts.gov.uk/housing_council_initiatives_145

³³ <http://www.warmfront.co.uk/>

³⁴ <http://www.energysavingtrust.org.uk/>

³⁵ <http://www.salisbury.gov.uk/business/economic-development/swep.htm>

³⁶ <http://www.salisbury.gov.uk/business/economic-development/partners/wsrp.htm>

³⁷ <http://www.westwiltshire.gov.uk/index/business/economic-development/econdev-whatwedo/econdev-wwep.htm>

³⁸ <http://www.wsep.org/>

or sounding boards. Financial constraints and public and business perceptions can be a major hurdle when developing specific measures to improve the local environment, and so any such proposals may stand a greater chance of implementation through the involvement of economic development and planning professionals. Through the development control and review and assessment process, those involved in managing local air quality should keep informed of specific proposals and developments so as to monitor their impact on local air quality across Wiltshire.

Information about Wiltshire Council's services can be made available on request in other languages and formats such as large print and audio. Please contact the council on 0300 456 0100, by textphone on 01225 712500 or by email on customer care@wiltshire.gov.uk



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Wiltshire Council

Cabinet

19 October 2010

**Subject: Delegation of Services to Town and Parish Councils
Funding Delegated Services**

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: No

Executive Summary

The ongoing funding of services post delegation has been a cornerstone of discussions with Local Councils since the inception of this initiative in 2008.

At present there are five Local Councils and a Community Group progressing with applications to receive and deliver delegated services who need to consider the financial impact on their budgets before committing themselves further.

Currently there are no guidelines on funding arrangements to recipient bodies to deliver delegated services.

The proposed arrangements set out in paragraph 14 will provide guidelines for an equitable and sustainable funding mechanism for future service delegations. It should be recognised that these are principles for negotiation which will be used in normal circumstances but will vary in individual cases.

Proposals

That Cabinet:

- (i) Approves the proposed guidelines on funding arrangements to recipient bodies to deliver delegated services set out in paragraph 14 of the attached report.
- (ii) Delegates authority to the Director of Neighbourhood Services to agree payments to recipient bodies and negotiates variations or changes to current contractual arrangements with contractors as required.

Reason for Proposals

To provide Guidelines on funding arrangements to recipient bodies to deliver delegated services.

MARK BODEN

Corporate Director

Department of Neighbourhood & Planning

Wiltshire Council

Cabinet

19 October 2010

**Subject: Delegation of Services to Town and Parish Councils
Funding Delegated Services**

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: No

Purpose of Report

1. For Cabinet to approve guidelines on funding arrangements to recipient bodies to deliver delegated services, recognising that these are principles for negotiation which will be used in normal circumstances but will vary in individual cases.

Background

2. The ongoing funding of services post delegation has been a cornerstone of discussions with Local Councils since the inception of this initiative in 2008.
3. At present there are five Local Councils and a Community Group progressing with applications to receive and deliver delegated services who need to consider the financial impact on their budgets before committing themselves further. The detail of the funding arrangements to these recipient bodies needs to be agreed with them to enable the delegation to progress.
4. In the past, there was a variety of funding arrangements across the predecessor authorities. Kennet District Council delegated public toilets to Town and Parish Councils without payment. North Wiltshire District Council delegated two Leisure Centres with a modest annual grant, but offered a sliding scale of contribution for the delegation of public conveniences starting at 100% of fixed costs in the first year, reducing to zero in year 5.

Main Considerations for the Council

5. The aim of the project is to enable the delegation of appropriate local services to Town and Parish Councils according to local needs. However, Wiltshire Council will need to realise long-term financial benefits to meet the continuing budget pressures. Local Councils and Community Groups do not have limitless resources; therefore, funding arrangements need to be equitable and sustainable to both the recipient bodies and Wiltshire Council.

Environmental and Climate Change Considerations

6. From a financial perspective, when Wiltshire Council delegates services to Town or Parish Councils that involve property, for example public conveniences in a town or lighting within a park, consideration needs to be given as to whether the Authority would retain responsibility for the purchasing of carbon allowances under the Carbon Reduction Commitment Energy Efficiency Scheme. Clarification on this issue is being sought from the Environmental Agency and will be considered on a case by case basis for each application for delegated services.

Equalities Impact of the Proposal

7. The aim of the project is to create, stronger and more resilient communities by enabling the delegation of appropriate, key local services to Town and Parish Councils according to local needs.

Risk Assessment

8. The political risk or risk to the reputation of the Council, should the project conclude that the delegation of some or all of the potential services is not practical or viable, is assessed to be low/medium (6/16). No change.
9. The political risk or risk to the reputation of the Town or Parish Councils, should the project conclude that the delegation of some or all of the potential services is not practical or viable, is assessed to be low/medium (6/16). No change.
10. The political risk or risk to the reputation of the Council, if there is no consistent approach adopted throughout the County in relation to those services to be provided by Wiltshire Council and those to be provided by local councils, is assessed to be medium (9/16). No change.

Financial Implications

11. This report proposes a policy for funding Town and Parish Councils which receive and deliver delegated services on an equitable and sustainable basis.
12. It will be necessary to review each scheme individually to assess the related financial implications. In some cases there may be short-term additional costs required to enable the transfer to take place. These costs will need to be managed; the finance department will assist in ensuring that any changes are reflected in future budgets.

Legal Implications

13. The current report does not raise any legal issues; however, as this project develops there will be significant legal issues that will need to be carefully managed to ensure compliance with the Council's legal obligations and duties.

Recommendations

14. It is recommended that the following guidelines be adopted as the basis of the funding arrangements to recipient bodies to deliver delegated services. It is recognised that these are principles for negotiation which will be used in normal circumstances but will vary in individual cases.

For Services Delegated as a result of the freehold transfer of an asset

(a) **Allotments**

The recipient body retains the income, no further annual payments from Wiltshire Council.

(b) **Public Conveniences.** (Where maintained by Wiltshire Council in-house staff).

The recipient body receives full Wiltshire Council direct costs¹ (excluding overhead) in year one reducing to 50% after four years. In year five and onwards, until the agreement ends, 50% of direct costs will be paid and adjusted annually by the increase/decrease in Wiltshire Council Tax.

(c) **Equipped Play Areas.** (Where maintained by Wiltshire Council in-house staff)

(i) Where there are outstanding commuted funds from Section 106 agreements, these to be transferred to the recipient body. The arrangement at 16 (ii) will apply when the period of the Section 106 expires.

(ii) Where there are no outstanding funds for maintenance from Section 106 agreements the recipient body receives full Wiltshire Council direct costs¹ (excluding overhead) in year one, reducing to 50% after four years. In year five and onwards, until the agreement ends, 50% of direct costs will be paid and adjusted annually by the increase/decrease in Wiltshire Council Tax.

(d) **Parks, other Public Open Space and Amenity Areas - Grounds Only.** (Maintained by Wiltshire Council in-house staff)

The recipient body receive full Wiltshire Council direct costs¹ (excluding overhead) for one year.

(e) **Assets Maintained or Services Provided by Contractor to the Council**

Subject to individual agreement with contractor and recipient body. This may be as a variation within the contract or novation or part of the contract.

¹ Includes as applicable: direct labour and material costs, vehicles and equipment, repair and maintenance, NNDR, power and services.

For Services Delegated without freehold transfer of an asset

(f) **Maintenance of Asset or Provision of Service**

- (i) Subject to individual agreement based on direct costs with recipient body and Service Level Agreement,
or if services currently delivered by a contractor to the Council.
- (ii) Subject to individual agreement with contractor and recipient body.

15. Delegates authority to the Director of Neighbourhood Services to agree payments to recipient bodies and negotiates variations or changes to current contractual arrangements with contractors as required.

MARK BODEN

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

None

Appendices:

None

Wiltshire Council

Cabinet

19 October 2010

Subject: The Wiltshire Council Member and Parish, Town & City Council Review of the Development Control Service of Wiltshire Council following nine months of operation

**Cabinet member: Councillor John Brady
Economic Development, Planning & Housing**

Key Decision: No

Executive summary

In early 2009 it was decided that a review should be undertaken of the way Wiltshire Council's newly created Development Control had operated in its first nine months/year.

This report contains the recommendations generated by that review. Views were sought from all Division Members and Parish, Town and City Councils. Officer views were also sought and the report's appendices set out the feedback received and its analysis. The analysis led to a number of recommendations covering:

- (a) The Scheme of Delegation to Officers; (**Appendix A**)
- (b) The Planning Code of Good Practice; (**Appendix B**)
- (c) Training; (**Appendix C**)
- (d) Communication; (**Appendix D**)
- (e) What is, and is not working well; (**Appendix E**)
- (f) General comments/concerns/suggestions about the service. (**Appendix F**)

These recommendations were then considered by the Cabinet member for Economic Development, Planning and Housing and chairmen and vice chairmen of the Area and Strategic planning committees. As a consequence, a number of amendments were made. The revised recommendations were then considered by the Focus Group on the Review of the Constitution (Focus Group) which recommended that a number of further constructive amendments/clarifications be made. With one exception these have all been taken on board in the recommendations to Cabinet set out in the final version of the report.

Proposals

- (i) That Cabinet endorse the recommendations as detailed at paragraph 22 of this report.
- (ii) That Council be recommended to approve the consequential changes to the constitution.

Reason for proposals

The recommendations result from a careful and reasoned analysis of the consultation responses and subsequent input from Wiltshire Council members and if agreed, should improve the way the Development Control Service operates, its customer focus and its performance.

The Scheme of Delegation and the Planning Code of Good Practice (Protocol) form part of the Constitution and changes to them need Council approval.

MARK BODEN

Corporate Director

Department of Neighbourhood & Planning

Wiltshire Council

Cabinet

19 October 2010

Subject: **The Wiltshire Member and Parish, Town & City Council review of the Development Control Service of Wiltshire Council following nine months of operation**

Cabinet member: **Councillor John Brady**
 Economic Development, Planning & Housing

Key Decision: **No**

Purpose of Report

1. To seek Cabinet's agreement for changes to the manner in which Wiltshire Council's Development Control Service operates following a review of the service.

Background

2. In the lead up to the creation of the new Wiltshire Council a detailed review of the development control service was jointly undertaken by members of the former districts and county council. The objective was to produce a set of working procedures and protocols which could be used by officers and members following the creation of the new council in April 2009.
3. At that time, every effort was made to build on 'best practice' and the final operating guidelines incorporated elements from all of the former councils. Members were very conscious, however, that what they were putting into place was something which would need to be reviewed and then endorsed by the elected members of the new council. It was therefore agreed that it made eminent sense for the way the service operates to be reviewed by members and the parish, town and city councils after eight or nine months.
4. The Members of Wiltshire Council and all parish, town and city councils were canvassed between November 2009 and February 2010 and views sought on:
 - (a) The Scheme of Delegation to Officers; (**Appendix A**)
 - (b) The Planning Code of Good Practice; (**Appendix B**)
 - (c) Training; (**Appendix C**)
 - (d) Communication; (**Appendix D**)
 - (e) What is, and is not working well; (**Appendix E**)
 - (f) General comments/concerns/suggestions about the service. (**Appendix F**)
5. This report captures the feedback received in table form and provides an officer commentary on the merits of the suggestions and a recommendation as to

whether or not the manner in which the service is being operated should be changed in the light of the comments made.

6. Officers from the Legal & Democratic Service have also contributed their thoughts on changes which they consider appropriate in the light of experience and these have also been captured.
7. The purpose of this review has been to establish what Division Members and parish and town councils think of the Development Control Service and the way it has operated since April 2009. While they are not the only stakeholders in the service, they have almost daily contact with the service and are consulted on applications with great regularity. The recommendations set out in this report flow from the feedback from these groups.
8. There is, however, a further and almost certainly larger piece of work to be undertaken in respect of additional stakeholders; internal and statutory consultees, applicants, agents and neighbours, etc. Much of this work is already in hand through the ongoing Lean review of the service which has been examining customer focus from a service **user's** point of view and this has been taking place in parallel with the work on this report. There is also ongoing and continuous consultation work with applicants and agents in hand to augment the Lean review and to help continually improve service delivery. The outcomes of this additional work/consultation will inevitably result in further changes to the way the service evolves. Because of the scale and ongoing nature of this additional work, it is simply impractical to combine the outcomes within a reasonable timeframe with the discreet and focussed piece of work which forms this review. (Members will appreciate the scale of this task once they have read the appendices attached which contain feedback from only members and parish and town councils.)
9. Members should be reassured however, that this work is taking place and the feedback will be actioned. In the event that this necessitates a fundamental change in the manner in which the service operates this will be brought to Members'/Cabinet's attention by way of a further report.
10. An earlier version of this report was considered at a meeting of the Chairmen and Vice Chairmen of the four Area Planning Committees and the Strategic Planning Committee, chaired by Councillor Brady (Cabinet Member). The views expressed by Members at this meeting have been incorporated into the report/recommendations now before Cabinet. The recommendations have also been considered by the Focus Group and their helpful and constructive requests for amendments have also been taken on board with one exception.

Main Considerations for the Council

11. Whether to:
 - (i) Agree with, and support the officer analysis of the feedback and the recommendations contained in this report;
 - (ii) Amend the recommendations for change;
 - (iii) Table additional recommendations.

Environmental Impact of the Proposal

12. Major operational changes in the way the Development Service is delivered could have an environmental impact but the council still has to operate the service under the umbrella of national guidelines and policy which would not be affected by any decisions made on this report.

Equalities Impact of the Proposal

13. There are none stemming from the officer recommendations contained in the report.

Risk Assessment

14. There are no recommendations in the report which expose the council to any risks, over and above those any council is exposed to when operating a regulatory planning service.

Financial Implications

15. In the main, the financial implications of the recommendations in this report stem from the officer time and resources required to implement the variety of proposed procedural changes. The principal changes will be improvements to consultation methods and revising and improving documentation for consultees. The proposed changes to the Scheme of Delegation to Officers allowing additional categories of application to be 'called in' by Members will also have some limited resource implications.
16. Members should note, however, that some of the suggestions for change which have not been recommended have extensive resource implications, in particular allowing 'call in' by parish and town councils and a certain number of letters of objection triggering committee consideration. Wherever possible the impact of any proposal has been set out in the appendices to allow informed decisions to be reached.
17. The resources required to action the recommendations can be provided within existing budgets and there will be no call for additional funding.

Legal Implications

18. None.

The Analysis

19. For ease of reference all of the comments which have been received have been set out in table form in the appendices attached to this report. Most tables comprise the suggestion/comment received, an officer commentary, some brief details on the possible resource impact of any change and a recommendation.

20. The following two sections, a) and b) capture the changes which require Cabinet approval and which officers consider to be practical, appropriate and sustainable, along with a recommendation that they be endorsed. Section c) simply captures the identified training needs.
21. If agreed by Cabinet, and following consultation with the Standards Committee, Full Council will be asked to approve the recommendations to incorporate the changes into the constitution. This procedure is required by Article 16.3 of the constitution.

Recommendation

22. Having considered the suggestions for changes and the impact on service delivery/resources officers recommend that the actions contained under a) and b) below be endorsed by Cabinet. Members should note that to avoid repetition in this report, a recommendation for any given course of action only appears once below, even if it appears in more than one of the appendices. The recommendations arising from d) 'communications', e) 'what is and is not working well' and f), 'general comments', have been captured in **Appendix J**. These recommendations are in the main 'operational' or minor in nature and some of those that are for clarification only are already in the process of being actioned).

a) The Scheme of Delegation to Officers

It is recommended that the following takes place:

1. Amend the Scheme of Delegation specific to planning (Part 3C) to Officers to expand the types of application which can be called in by Members to include Listed Building & Conservation Area Consents and Advertisements.
2. Re-write and simplify guidance on Member call in procedure for planning applications and ensure officers confirm what action they are taking.
3. Retain current practice of Division Member only call in unless the Chairman has discussed the application with Members who may have conflicting views, and then decides to call the application in.

*(The Focus Group wanted clarification on what happens when the Chairman is the Division Member and for this to be set out clearly in the Code of Good Practice – it now has been included in para 9.3 of the revised version of the Code, **Appendix I**)*

4. Amend the Scheme of Delegation specific to planning (Part 3C) to Officers to confirm that the Director of the Service has delegated power to make changes to conditions approved at committee provided this is in line with the principles of the committee's decision. (Examples would be where there are clear errors/typos in conditions, to reflect changes in circumstances between a meeting and issue of a decision or a need to add to a condition or reword a condition to ensure that it complies with policies and legal guidance. Any changes to be reported back to a subsequent meeting for Members to note.)

5. Amend the Scheme of Delegation to include determining the requirements for and amending when necessary the local validation list for planning applications.
6. Remove any ambiguity about what constitutes a 'senior officer' (private applications submitted by them will have to go to Committee if objections are received) by defining this in the scheme as follows:

A 'senior officer' within the Development Service will mean a Team Leader, Area Development Manager or the Service Director. In respect of other council services, a 'senior officer' will mean any Service Director, Corporate Director or the Chief Executive.

*(The Focus Group discussed this proposal and some members considered that if **any** planning officer submitted an application in a private capacity it should automatically be referred to committee. Officers believe that limiting referral to senior officers as originally defined is an appropriate probity safeguard and have not changed the recommendation.)*

7. Revise the Scheme of Delegation to clarify that applications submitted on **behalf** of the council by senior officers will not be treated differently from other applications. (Council applications submitted by senior officers will be treated in exactly the same manner as applications submitted by the public. Objections will not automatically trigger committee consideration.)
8. Amend the Scheme of Delegation to include the 'discharge' of conditions.
9. Amend the Scheme of Delegation to clarify that similar considerations apply to both the council's own Regulation 3 applications and the public's in respect of triggering consideration by the Strategic Planning Committee.
10. Where an appeal has been lodged against a planning decision and Counsel advises that specific refusal reasons are unreasonable and/or likely to undermine or weaken the Council's case or that there is a substantial risk of costs being awarded against the Council, officers be authorised to inform the appellant and the Planning Inspectorate that the Council will not seek to defend such reason(s) at appeal.

*(The Focus Group suggested that the matter be brought back to Committee if time permits and if not, the decision should be taken in consultation with the Chairman. This suggestion has now been incorporated into the revised version of the Scheme of Delegation, **Appendix H**)*

Councillor Bill Douglas has tabled a number of proposed changes to the Scheme of Delegation to Officers in the form of a revised scheme which has been attached as **Appendix G**. Officer comments on the proposals are incorporated into that document.

(For ease of reference all of the changes to the Scheme which are recommended by officers have been incorporated into the revised scheme attached in the form of **Appendix H.**)

b) The Planning Code of Good Practice

It is recommended that the following takes place:

1. Amend the Planning Code of Good Practice so that it states that Division Members can nominate a substitute to undertake their planning duties, including 'call in' when they have a conflict of interest and are absent due to holidays or illness.

*(The Focus Group wanted this ability to nominate captured in the Scheme of Delegation rather than just in the Code of Good Practice. This has been inserted as part b. of the revised Scheme, **Appendix H**)*

2. That the order of events at committee meetings be amended to the following:
 - a) The planning officer will introduce each item and set out any representations, amended plans or material considerations which have been received or come to light in the period between the publication of the agenda and the committee meeting.
 - b) Committee Members will then ask the officer to clarify any points/ask technical questions.
 - c) Members of the public who wish to make representations opposing the application will then be invited to do so.
 - d) Members of the public/applicant/agent (in this order) who wish to make representations in support the application will then be invited to do so.
 - e) Consultees who wish to make representations will be invited to do so.
 - f) The town/city or parish council representative, if present, will then be invited to make representations.
 - g) The division member will be invited to make representations*.
 - h) The planning officer will then have an opportunity to respond to comments or provide clarification of any points raised.
 - i) The chairman will then normally ask if anyone is prepared to move the officer recommendation, or table an alternative or move that the application be discussed. Once a motion has been seconded it will be open to the councillors to discuss the application and ask further questions of officers.
 - j) If necessary the chairman will then again ask if anyone is prepared to move the officer recommendation, or table an alternative.

* Any division member, be they a member of the committee or not is welcome to attend committee meetings and make representations on any application

within their division. Councillors who are part of the committee will have voting rights but those who are not can speak, but are not eligible to vote. Division members who are not on the committee may be invited to participate in any debate on an application in their division at the chairman's discretion.

*(The Focus Group wanted the wording of section i) to be more precise and questioned the need for section j). Following discussions with Legal officers it is now **recommended** that section i) should read as follows and j) should be deleted:*

Revised i) The chairman will then normally ask if anyone is prepared to move the officer recommendation or propose an alternative motion. Once a motion has been seconded it will be open to the councillors to discuss the application and ask further questions of officers.)

3. Cabinet consider introducing mileage payments (or an allowance) for planning committee members who undertake individual pre-meeting site inspections. Any claims to be annotated with the relevant application number(s). (This was discussed at the chairmen's meeting where there was no consensus. The chairmen asked that this matter be considered and decided upon by Cabinet. The Focus Group took a similar approach.)

(Note: The issue whether such site visits should be regarded as an approved duty was specifically considered by the Independent Remuneration Panel (IRP) during the last review of members' allowances. The IRP's conclusion was that they should not be included on the basis that the current scheme already provides for allowances to be claimed for site visits approved by a committee or chief officer. It does not cover ad hoc site visits carried out by an individual member without proper authorisation.

Members' allowances can only be agreed by the Council and then only in conjunction with a report from an IRP. The Cabinet therefore has no power to introduce mileage payments. The only remedy available is to request the Council to call for a review of this matter by an IRP either as a separate piece of commissioned work or as part of the next review of the Members' Allowance Scheme in 2013)

4. Amend the Code to clarify that parish/town/city councils have an individual slot to make representations at committee. Only one representative per council (representing the council's views, rather than their own individual thoughts) will be allowed to speak. Where an application site covers more than one parish, one representative from each of the affected parishes may speak.
5. Add a section to the Code of Good Practice explaining that in certain circumstances, Members could be expected to act as the council's witness. Alternatively, consultants can be engaged to defend the appeal where a Member is unavailable.

(The Focus Group supported the view that Members who overturn

*recommendations should be prepared to support that decision if appeals are lodged. This has been picked up in the final paragraph of section 9.7 of the revised Code, **Appendix I**)*

c) Training

The majority of comments on training were received from parish and town councils and were both extremely positive and supportive, expressing an appetite for more and regular training sessions on the following subjects.

- Planning appeals
- Conservation & listed buildings (including the reasoning behind officer recommendations)
- All aspects of the planning process
- Changes when they occur to policy/regulations
- The role of the Development Service, responsibilities and procedures
- Material planning considerations
- The legal framework of planning legislation
- Enforcement (using actual examples)
- Permitted development (what does, and does not need planning permission)
- Areas of minimum change
- How to respond to planning applications
- A 'general' topic training session
- Training delivered by independent trainers
- Development plans
- The relationship between listed building consent and planning permission
- Planning enforcement.

Officers are now taking steps to deliver a series of training sessions, (open to both Division Members and parish and town councils), at appropriate venues across the county covering as many of these subjects as possible. The sessions will be repeated and updated where necessary.

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

Paper and electronic feedback from Members and parish and town councils on the consultation.

Appendices:

- A. The Scheme of Delegation to Officers;
- B. The Planning Code of Good Practice;
- C. Training;
- D. Communication;
- E. What is, and is not working well;
- F. General comments/concerns/suggestions about the Service;
- G. Proposed amendments to the Scheme of Delegation to Officers from Councillor Bill Douglas;
- H. Revised Scheme of Delegation to Officers incorporating officer recommendations for change;
- I. Revised Planning Code of Good Practice incorporating officer recommendations for change.
- J. Recommendations from the report which do not require Cabinet approval and which are being actioned by officers.

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Appendix A

CURRENT DEVELOPMENT CONTROL SCHEME OF DELEGATION

The Director of Development (and any officers designated by that officer) is authorized to: -

- determine any planning application under delegated powers (including tree/hedge work applications);
- deal with enforcement complaints (including deciding on the expediency of taking/not taking action and issuing enforcement notices and taking any further action, including prosecution, required to secure compliance with a decision of the Council);
- deal with all types of appeal and their format;
- deal with all other decisions and correspondence required under any relevant local government, social, planning, listed building, conservation, building and environmental and any other relevant legislation;
- nominate officers to represent the Council on forums and working parties;
- authorise officers to enter land and buildings in the course of their duties;
- enter into, modify or discharge planning or legal agreements securing controls over development (e.g. Section 106 of the Town & Country Planning Act);
- set charges for copying, planning history searches, high hedge applications and discretionary fees for Local Land Charges;
- refuse applications following a resolution to grant permission or consent if the required legal agreements are not completed by the applicant within the timeframe set out in the officer's report.
- institute judicial reviews in consultation with the head of legal services

Provided that: -

On planning applications, the Wiltshire Council Division Member has not requested in writing that the application proceed to determination by way of the relevant area committee. However: -

- a. Any request must be received within 21 days of the circulation of the weekly list of 'applications received' in which it appears, and set out the material planning consideration(s) which warrant the application going before committee.
- b. Applications for advertisements, listed building consents to alter/extend and conservation area consents, tree work, prior approvals, Certificates of Lawfulness and notifications will not be eligible for call-in and will be dealt with under delegated powers.
- c. Applications made by an elected member or a senior officer of the Council or their close relations, where representations objecting to the application have been received will be determined by committee (delegation will still be permitted if the application is to be refused)

The following applications shall be dealt with by the Strategic Planning Committee:

- Large-scale major developments (defined by CLG as those of 200 houses or more or 10,000 square metres of non-residential floor space) which, by their nature (e.g. scale, location etc.) have wider strategic implications and raise issues of more than local importance;
- Planning applications for mineral extraction or waste disposal, other than small scale works which are ancillary to an existing mineral working or waste disposal facility.
- Significant applications by Wiltshire Council to develop any land of Wiltshire Council, or for development of any land by Wiltshire Council or by Wiltshire Council jointly with any other person (Regulation 3 applications)
- Applications, which if approved, would represent a significant departure from the policies of the statutory development plan, where they are recommended for approval;
- Applications called in by a Division Member that cross the boundary of two area committees
 - Any application that the Director of Development deems raises issues that should be considered by the Strategic Planning Committee

There will be occasions where it would be possible to deal with certain applications under delegated powers but where the Director of Development considers it inappropriate to do so, having considered any public representation and consultee responses. In these cases the applications will be determined by an appropriate planning committee.

Definitions

Planning application means any application submitted to the Council for determination and included within the Governments' PS1 and PS2 returns;

Large scale major development means any application for 200 or more houses; residential development of 4ha or more or other development of more than 10,000 square metres or more than 2 ha, as defined by the Government in the PS1/2 return.

Householder development and the other descriptions of development referred to above shall have the meaning ascribed to them in the Government's PS1/2 return.

Enforcement notices includes all other formal notices under the Planning Acts used to investigate and remedy alleged breaches of planning control or improve the appearance of an area, including Breach of condition notices and Section 215 notices.

A close relation is defined as spouse, partner, sibling, parent or offspring.

A significant Regulation 3 application means any application for new development or an infrastructure project or an alteration of an existing development or infrastructure project where the site area exceeds 0.5 hectares or the net increase in floor area would exceed 500sq m. Development of a temporary nature such as temporary classrooms is specifically excluded.

Appendix B

Working Together

The Current Planning Code of Good Practice for Members of Wiltshire Council

1. Why a Code of Good Practice is Required

- 1.1. As a local councillor you will inevitably be involved in planning matters; as a councillor representing your division's constituents; as a councillor responsible for forming the planning framework for Wiltshire, or as a councillor responsible for deciding planning applications at an area or strategic planning committee. You will have a crucial role to play in both making the planning system work and ensuring the best possible outcomes for the community, both now and in the future.
- 1.2. The key purpose of planning is to manage development in the public interest. However, concerns are sometimes expressed about the compatibility of councillors meeting developers, applicants and interest groups and then taking decisions on an impartial basis. The aim of this code of good practice is to ensure that in the planning process in Wiltshire there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way. Your role as a member of the council is to make planning decisions openly, impartially, with sound judgement and for justifiable reasons. This Code of Good Practice has been prepared to help you in this task.

2. When the Code of Good Practice Applies

- 2.1. This code applies to Members at all times when involving themselves in the planning process. This includes not just the taking part in the planning committee meetings of the Council, but on less formal occasions, such as meetings with officers, the public, parish/town/city councils and pre-application and consultation meetings. It applies equally to planning enforcement matters or site-specific policy issues as it does to planning applications.
- 2.2. If you have any doubts about the application of this Code to your own circumstances you should seek advice early, from the Monitoring Officer or one of his/her staff, and preferably well before any meeting takes place.
- 2.3. This code is based upon the 'Model Members Planning Code' adopted by the Association of Council Secretaries and Solicitors in 2003. The Model Code was produced following consultation with the Standards Board for England, the Local Government Ombudsman and the Audit Commission.

3. Relationship to the Members' Code of Conduct

- 3.1. The Members' Code of Conduct must be complied with at all times. This Planning Code of Good Practice seeks to explain and supplement the Members' Code of Conduct for the purposes of planning. It provides helpful guidance for members. However, you are advised that if you do not abide by this Code of Good Practice, you may put the Council at risk of proceedings on the legality or maladministration of the related decision and yourself at risk of either being named in a report made to the Standards Committee or Council or, if the failure is also likely to be a breach of the Code of Conduct, a complaint being made to the Standards Committee.
- 3.2. In the event of a conflict between this Planning Code of Good Practice and the Members' Code of Conduct the latter will prevail.

4. Development Proposals and Interests under the Members' Code

- 4.1. Members may wish to make their own planning proposals, such as extending their own property. It is a fundamental point of principle that those who have a significant interest in the outcome of a planning decision should not take part in the decision making process. Members should disclose the existence and nature of their interest at any relevant meeting, including informal meetings or discussions with officers and other members. Such interests should be declared at the start of the meeting and they will then be repeated by the appropriate Legal & Democratic Services representative immediately prior to the relevant item being considered by the committee.
- 4.2. Where your interest is personal and prejudicial:
- Notify the Monitoring Officer in writing or by e-mail of your interest, if at all possible no later than the submission of the proposal;
 - Consider employing an agent to act on your behalf in dealing with officers and any public speaking at Committee - at any meeting, you must ensure that you leave the room whilst the meeting considers it;
 - Ask another elected member to represent division views;
 - Do not participate in the processing of the application or the making of any decision on the matter by the Council;
 - Do not seek or accept any preferential treatment, or place yourself in a position that could lead the public to think you are receiving preferential treatment because of your position as a councillor.
 - Your proposal will not be dealt with by officers under delegated powers if any objections to it are received. Where this happens it will be reported to a Committee for a decision.
 - At the meeting of the Committee you may speak on the application, but only to the extent permitted for members of the public in accordance with paragraph 9.5 below. You must then leave the room.

5. Fettering Discretion in the Planning Process

- 5.1. The integrity and public support for the planning process relies on members of planning committees making decisions that are open, transparent and above board. To participate in decision-making on planning matters, it is essential that you do not state how you will vote on planning matters prior to formal consideration of them at the meeting of the planning committee where you will have the officer's report and hear the evidence and arguments on both sides.
- 5.2. If you appear to have made your mind up prior to the meeting by publicly supporting or opposing a proposal, or have announced how you will vote, you will have fettered your discretion. Taking part in the decision in these circumstances will put the Council at risk of a finding of maladministration and of legal proceedings on the grounds of there being a danger of bias or pre-determination, or a failure to take into account all of the factors enabling the proposal to be considered on its merits. Where you have fettered your discretion, do not speak and vote on a proposal and consider whether you should withdraw from the Council meeting for that item. You should ensure that your decision not to speak and vote on these grounds is recorded in the minutes. However, where you are representing the views of your local electors and have fettered your discretion, you may still speak in your capacity as a local member as long as you do not have a personal and prejudicial interest. In these circumstances, you should ensure that your actions are recorded and you must not vote.
- 5.3. *Where I am a member of a parish, town or city council, can I still attend the parish/town/city council meetings where planning matters are discussed and still be a member of a Wiltshire Council planning committee?*

You can still take part in debates on planning proposals at parish/town/city council meetings, provided that:

- The proposal does not substantially affect the well being or financial standing of the city/town/parish council;
- You must make it clear to them that any views you express are based on the limited information before you only and that you will not in any way commit yourself as to how you or others may vote when the proposal comes before the Committee;
- You make it clear that you must reserve judgement and the independence to make up your own mind on each separate proposal, based on your overriding duty to the whole community and not just to the people in that parish, as and when it comes before the Committee and you hear all of the relevant information;
- When the development proposal comes up for consideration at a Wiltshire Council Planning Committee you should disclose the personal interest regarding your membership or role at the Town/City or Parish Council.

6. Contact with Applicants, Developers and Objectors

6.1. As a community leader and local representative you will want to be involved in relevant public meetings, pre-application discussions and policy production. Councillors can involve themselves in discussions with developers and others about planning matters provided you keep to the following guidelines:

- Where developers organise a public exhibition or display of their proposals, it is acceptable to visit to examine the proposals and ask questions of the developers to ensure that you are fully informed of the nature of the proposals. You may feed in your own and your local community's concerns and issues and engage in discussion. However, be aware that you must have and be seen to have an open mind at the point of decision-making and therefore you should not state how you or other Members might vote.
- Pre-application meetings with developers or prospective applicants may be a positive way of engaging the developer to seek to ensure that community needs are met. However, if approached, you should refer any requests for such a meeting to an officer of the Development Service. The officer(s) will then organise the meeting and ensure that those present are advised from the start that the discussions will not bind the authority to any particular course of action and that the meeting is properly recorded.
- Refer those who approach you for planning, procedural or technical advice to officers;
- Advise those looking for policy guidance to examine the policies in adopted local plans and the Local Development Framework;
- Avoid meeting developers alone or putting yourself in a position where you appear to favour a person, company or group.

7. Lobbying and Councillors

7.1. Lobbying is recognised as a normal and proper part of the political process. However, it is important for members to protect their impartiality and integrity in planning matters. You will not breach this code of Good Practice by listening to or receiving viewpoints from residents or other interested parties provided that you make it clear that you are keeping an open mind. Expressing an intention to vote one way or another before a meeting of the Council would prejudice your impartiality. It is advisable if the following procedures are followed:

- Avoid accepting gifts or hospitality from any person involved or affected by a planning proposal. If a degree of hospitality is entirely unavoidable, ensure that its acceptance is declared as soon as possible and enter it into the register of interests where its value exceeds £25 (twenty five pounds);
- Pass a copy of any lobbying correspondence that you receive to the relevant Development Control Area Team Manager or the case officer at the earliest opportunity;

- Do not pressurise or lobby officers for a particular recommendation;
- Promptly refer to the Development Control Area Team Manager any offers made to you of planning gain or constraint of development, through a Section 106 Planning Obligation or otherwise;
- Inform the Monitoring Officer where you feel that you have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality) who will in turn advise the appropriate officers to follow the matter up.
- Political Group Meetings should never dictate how Members should vote on a planning issue and members should not excessively lobby fellow councillors regarding concerns or views, nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.

7.2. Can I remain a member of an amenity society when it makes representations on planning matters?

There are many general interest groups who concentrate on issues beyond particular planning proposals. These include bodies such as the National Trust; CPRE; Wiltshire Archaeology and Natural History Society; Ramblers Association; local civic societies. It is acceptable to be members of these societies, provided that a personal interest is declared when that organisation has made representations on a particular proposal and you make it clear that you have reserved judgement and the independence to make up your own mind on each separate proposal. However, if you become a member of or lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals, you will have fettered your discretion and are likely to have a personal and prejudicial interest.

8. The Role of Officers

8.1. Officers and members work together to deliver the outcomes that seek to deliver the right development at the right place at the right time, whilst protecting the historic and natural beauty of Wiltshire's landscape. It is therefore essential that there is mutual trust and understanding between officers and members. Officers will advise and assist members in their formulation of planning advice and the determination of applications and will provide:

- Impartial and professional advice;
- Committee reports that include a clear and accurate analysis of the issues in the context of the relevant development plan and other material considerations; the substance of the representations and views of those who have been consulted and a clear recommendation of action.

Officers will process and determine applications in accordance with the Council's code of Conduct for Officers and the Royal Town Planning Institute's Code of Professional conduct.

9. Decision Making

- 9.1. Planning decisions are made within the context of a national, regional and local planning framework. By law, the Council has to make decisions in accordance with the Development Plan unless material considerations indicate otherwise.
- 9.2. As a member, you can request that the relevant Planning Committee considers a planning application in your division and not be dealt with under delegated powers (although there are a few exceptions, such as tree applications, set out in the Scheme of Delegation. To call-in an application, you need to do this in writing (an electronic proforma will be available for electronic submission) and send it to the relevant Area Team Manager or Case Officer handling the application. Requests must be received within 21 days of the circulation of the weekly list. The proforma must record planning reasons why the Committee should deal with the application. (It would be helpful if Member would contact the Case Officer prior to call-in to discuss the planning issues involved and whether a call-in is necessary.)
- 9.3. Members should arrive at meeting with an open mind and make a decision only after due consideration of all the information reasonably required to make that decision including any matters reported at the meeting. If you feel that there is insufficient information before you, you should request that further information. If necessary, defer or, if the grounds are adequate, refuse the proposal.
- 9.4 *Site Visits* - Members will be expected to be familiar with the site and the issues surrounding the decision when they arrive at a committee meeting. It is acceptable to visit the site and, if necessary, surrounding properties that may be affected by the proposal, as an individual councillor before the meeting, although Members should not enter onto a site without the consent of the owner. On no account should Members express a view on the merits of the application to anyone, including the applicant, owner or any third party. With regard to the Strategic Committee, for major and controversial applications arrangements will exceptionally be made for organised site visits where these are considered necessary.

The committee reports and officer presentations should provide ample information for members to determine applications. Very exceptionally, members at a committee may feel that a site visit is appropriate to assess the implications of the development. In these cases, reasons for the site visit will be provided and consideration of the application should be deferred pending the visit. (The site visit will be arranged by officers and although the owner's permission will be required, there should be no dialogue with members of the public or applicant/owner during the visit) The application will then be re-listed on the following agenda.

- 9.5 *Public Speaking at Meetings* - The Council has an established procedure in respect of public participation at planning meetings. This should be complied with. In particular, it is not permissible during meetings for members of the public to communicate with councillors debating the proposal either orally or in writing, as this may give the appearance of bias.

Consultees and Members of the public who wish to speak at a planning meeting, either in favour of or against an application will be asked to register in person to speak prior to the start of the meeting.

There will be a maximum of three consultees permitted to speak on an application. Consultees include such bodies as Town/City and Parish Councils, CPRE, English Nature etc.

There will be a maximum of three members of the public permitted to speak in objection to an application and three members of the public permitted to speak in support of an application.

Each speaker will be allotted 3 minutes to address the committee.

In the case of particularly controversial or large applications the Chairman of the committee will have discretion over these timings and will be able to allow more speakers. It is imperative, however, in the interests of natural justice that any increase in time allowance is applied across the board, i.e. not to only one group supporting or objecting.

9.6 Decisions Contrary to Officer Recommendation

There will be occasions when Councillors wish to make a decision that conflicts with the Planning Officer's recommendation. In these circumstances, members proposing, seconding or supporting such a decision must clearly identify and understand the planning reasons leading to this decision and must give the Planning Officer an opportunity to explain the implications of it. The reasons for the decision must be given prior to the vote and be recorded. If an application is to be approved, members should set out any particular conditions they would like imposed which will be in addition to the 'standard' conditions for that type of development which will be added by officers. An opportunity must be given to the Planning Officer to comment on conditions suggested by members and if necessary, the application should be deferred to the next available meeting to enable proper consideration to be given to the wording needed to achieve members' objectives or members may delegate to the officers the imposition of suitable conditions.

Reasons for refusal against officer advice must be planning related, clear and convincing. Be aware that you may have to justify the resulting decision by giving evidence in the event of any challenge or appeal.

10 Training

Planning is a complex area, but one that generates a great deal of interest amongst local residents and is at the heart of much of the activity of the Council. Great care needs to be taken over procedural matters and to ensure that consideration of applications takes place in a clear and open manner and that decisions are based on sound planning principles. For these reasons, it is **mandatory** for all elected members of Wiltshire Council to have training in planning matters prior to sitting on a planning committee. All elected members will be able to attend this training and it will be

arranged immediately after each election. For those elected at by-elections, similar training will be made available.

11 The Order of Events at Committee Meetings

Meetings will commence at 6pm and the applications will be determined in the order in which they appear in the agenda unless the Chairman has valid reasons for changing the order. Officer will try and ensure that applications which are likely to attract large numbers of the public appear early in the agendas. If the order is changed, this will be announced at the start of each meeting. The usual procedure will be:

- a) The planning officer will introduce each item and set out any representations, amended plans or material considerations which have been received or come to light in the period between the publication of the agenda and the committee meeting.
- b) Members of the public who wish to make representations opposing the application will then be invited to do so.
- c) Members of the public/applicant/agent (in this order) who wish to make representations in support the application will then be invited to do so.
- d) Consultees who wish to make representations will be invited to do so.
- e) The Town/City or Parish Council, if present, will then be invited to make representations.
- f) The planning officer will then have an opportunity to respond to comments or provide clarification of any points raised.
- g) The Chairman will then normally ask if anyone is prepared to move the officer recommendation, or table an alternative or move that the application be discussed. Once a motion has been seconded it will be open to the members to discuss the application. It will be usual practice to invite the relevant division Member or failing that a local Member to speak first on each application, following which other members of the committee will be asked for their contributions.
- h) If necessary the Chairman will then again ask if anyone is prepared to move the officer recommendation, or table an alternative.

June 2009

APPENDIX C Training

Name	Submission/suggestion	Name	Submission/suggestion
Atworth	The issue of planning appeals has always been a grey area at least for this parish. Training in this area would be helpful in meeting the concerns of residents.	Berwick St James	A seminar should be held so that planning officers and conservation officers can explain how they make their decisions – particularly when they overrule the decisions of the villages.
Biddestone & Slaughterford	We support this training – could it be run within clusters of parishes (Castle Combe, Yatton Keynell, Grittleton, Biddestone.)	Bishopstone	We support and attend the seminars that have been educating us in Salisbury for a long time now. It is good if the rest of the county are now going to catch up.
Box	As the composition of the town and parish councils obviously changes it is felt that training on all issues should be repeated at regular intervals.	Bradford on Avon	Training on the planning process is always welcome and very valuable for members and officers.
Broughton Gifford	Training is a worthwhile exercise, especially when regulations are changed.	Castle Combe	The training courses previously set up by Sally Canter were excellent. All of the subjects identified should be the subject of annual training courses at locations easily reached by local councillors.
Charlton & Wishford	A brief and succinct two hour seminar on planning department roles and responsibilities and procedures should be made available for all interested parties.	Codford	Training is particularly useful for councillors who are unfamiliar with the planning process. After a decision is made in council it is usually the clerk & chairman who deal with it. This might also help with the issue of councillors unfamiliar with the planning process who repeat comments by previous speakers.
Collingbourne Ducis	All of my members are fully up to speed on the process, but attend training events as they arise.	Corsham	More information on all areas of planning would be useful.
Cricklade	These have been helpful in the past and should be continued.	Dilton Marsh (also Semington, Westwood and Wingfield)	Training on material planning considerations would be very useful.
Grafton	The seminar on enforcement is in Trowbridge and Salisbury, neither particularly close to East Wiltshire.	Ham	Much of the concerns outlined above could be resolved or minimised by periodic training sessions for members of parish councils with particular responsibilities for planning matters.
Heytesbury, Imber and Knook	More planning training would be very welcome, especially if at a more local venue than Trowbridge! All planning subjects are of interest.	Hilperton	Where new strategies are introduced or changes in policy made for any reason, town and parish councils should be updated.

Name	Submission/suggestion	Name	Submission/suggestion
Idmiston	The website for south applications has several times not been available. Given that the move is to abolish hard copy applications & plans, your website must be speedily updated and always available otherwise we parish & town councils cannot respond.	Kingston St Michael	The council would like to have more training, particularly on the legal framework of the Planning Act, and how planning works in conservation areas.
Laverstock and Ford	The last training session on enforcement, using actual examples, was very helpful. It's not always knowing the answers so much as the questions to be asked.	Lea and Cleverton	Greater notice of these types of events and perhaps organised more locally to save on travelling.
Limpley Stoke	Senior planning officers have previously attended the Parish Council Open Forum to advise on what is looked for from the Parish members, and this has been useful. However, more in depth training on policy and what to look for would be considered useful.	Mere	Members are always interested in any training seminars on offer but would prefer them to be held during the evening as all our members work during the day.
Minety	More information on current legislation recently introduced by the Government would be useful, particularly with regard to extensions – is planning permission now technically required or not? <u>Local</u> training sessions would be useful. Trowbridge is <u>not</u> convenient for everyone.	Potterne	Central Government regularly issue variations to planning guidance, which does not normally filter down to parish level. Such advice should be regularly passed on.
Purton	Yes the parish council always welcomes training opportunities. The problem we have now is that the training is being offered in Trowbridge and Salisbury such as the invitation to attend a session on enforcement. These locations are too far to travel for a couple of hours evening training hence we have not taken up the offer. We ask that these training sessions are spread out across the county and from our point of view Chippenham or Devizes are reasonable venues in terms of travelling distances.	Redlynch	We do not necessarily need training but updated info on enforcement and listed building would be good.

Name	Submission/suggestion	Name	Submission/suggestion
Salisbury City	Training at a basic level for elected members could be useful on planning matters.		
Stanton St Bernard	It seems like drumming up work.	Stanton St Quinton	As the composition of the town and parish councils obviously changes it is felt that training on all issues should be repeated at regular intervals.
St Paul Malmesbury Without	Additional training is always useful if nothing else than it helps to strip away the 'black magic' of some of the decisions made by officers - material planning considerations and planning appeals are areas that I would welcome some more background.	Teffont	Find the training seminars useful and constructive. Also a chance to meet development staff. Meeting in October in Salisbury was excellent.
Urchfont	Conservation area/listed buildings. Areas of minimum change.	Warminster	We would like to see in depth seminars on how to respond to planning applications in a way that is acceptable to the planning officers.
Westbury	Could a "general" topic evening rather than specific be arranged – may encourage more to attend?	Winsley	Yes. Training opportunities must be desirable, preferably delivered by independent trainers who acknowledge the value and purpose of the statutory local consultee status. The value of the parish council consultee role is not dependent on parish councillors become experts on planning law.
Woodborough	Training on all aspects of the planning process as it affects parish councils is welcome. These should include development plans, material planning considerations.		
Allison Bucknell	I do think that a bit more info about the relationship between Lbc AND Planning would be useful, also explanation about the way the conservation officers make their decisions.	Richard Gamble	I find that I am often the only member of the committee who has a copy of the current local plan to which I can refer during meetings. All members should have a copy. I often lack easy access to PPSs. Copies could be available to those who want one.
Chris Humphries	Basic planning rules and policies should be explained to the newer members who are rather cavalier in their decision making.	Carole Soden	I have been asked by parish councils whether it is possible to organise training for them on development control matters - particularly for new councillors.
Roy While	As a committee member I welcome training seminars particularly the forthcoming enforcement session.	Enforcement Team	Training for members on the use of conditions would be useful. Some of the conditions imposed in the heat of the moment at committee can cause problems later.

APPENDIX D Communication

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Atworth	It would be very helpful and would speed up the process if the case officer could provide their e-mail address when the application is sent to the parish.	Sensible suggestion but it will have to be a 'generic' address otherwise critical e-mails may go astray if officers are absent on leave or ill etc.	Time taken to amend IT systems.	Agree change.
Berwick St James	The village is asked to comment on planning applications. However, in a recent case, the comments of the village were overruled without any further discussion with the chairman. Therefore a meeting was held with Mr Brad Fleet, who was extremely helpful. Before the formation of the unitary council, the SDC planning department overruled the decisions of the village on at least 3 cases in the past 3-5 years.	The volume of applications received and resources available preclude officers responding to parish and town councils every time their views differ from planning officers. Where there is clearly a distinct problem every effort is made to do so but this is not a practical proposition in most cases. Officers make recommendations based on the council's adopted and national planning policies.	More staff resources would be required if it became obligatory to contact parish and town councils to discuss every recommendation that differed from their consultation response.	No change to current practice.
Berwick St John	Result (hard copy) not sent to parish clerk as it used to be.	The council is increasingly moving to IT based communication and has invested heavily in its web site. All planning application details, plans and decision notices are readily available on line.	Sending paper copies of documents available on line is both expensive and labour intensive.	No change to current practice.
Biddestone & Slaughterford	We feel sidelined – questions not answered, especially at first try. This will be more serious if proposals to exclude listed buildings and conservation area proposals are accepted. Our only hope of being heard is through our elected councillor.	Every effort is made to answer specific queries. A recommendation of this report is to change the scheme of delegation to allow listed building, conservation and advertisement applications to be called in by Division Members. (The Scheme of Delegation seems to have been misinterpreted by	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		<p>some parishes which have interpreted the existing situation whereby Division Members cannot call in these categories of application as meaning they [the parishes] will not be consulted on them which has never been the case. They are and will remain a statutory consultee on these categories.)</p>		
Bishopstone	<p>Allowing us three weeks during which to reply has been a great improvement. We have abandoned the standard form for response because it did not meet our needs. We are mindful that we must give a full response because we would not get a second opportunity if an application went to appeal.</p>	<p>The consultation period for parish and town councils is prescribed by government but the council makes every effort to be as flexible as possible and will discuss individual cases with parishes if they have particular problems meeting a deadline.</p>	N/A	No change to current practice.
	<p>I feel that all town and parish councils should be sent a copy of the weekly application list showing all plans that have been registered.</p> <p>All closing dates for planning applications should be the same i.e. consultation dates, weekly lists, registration dates, neighbour letters and call-in dates for unitary members. Paper and web dates should also match.</p>	<p>The weekly list contains details of all applications registered within a hub area and parishes are normally only interested in applications within their own geographic area. Sending them all this information may not be welcome but it is a simple matter to add interested parishes to the e-mail circulation list.</p> <p>Ideally closing dates should be the same – and officers have some sympathy for this proposal but unfortunately the only way it would work would be if the council went to the latest common denominator, which is precisely the opposite of what the council is seeking to achieve through Lean - to put in place a means whereby the council can deal with applications at the</p>	<p>Minimal admin input to add interested parishes to e-mail circulation list. A 'paper copy' option would be resource intensive and should not be offered.</p> <p>Bringing all of the dates together will add unnecessary delay to a large number of the simplest applications the council processes. The current legacy computer systems will not accommodate such a change in any event. (Without substantial investment at a time when the council is looking to replace</p>	<p>Ask parishes if they would like to be sent an electronic version of the relevant weekly list of applications registered.</p> <p>There is room for improvement in bringing some of the dates together, but it won't be possible to bring them all together as this would mean delaying without due cause applications that customers want determined.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		<p>earliest possible date. This meets the customer requirement for a speedy decision and supports good development by either throwing out poorly thought out developments at an early stage or allowing uncontroversial ones to flow through as quickly as possible.</p> <p>The intention is to bring some of the dates into line, i.e. align the deadline for the neighbour letter with the closing date for the site notice. As these are set for 28 days from when admin produce the site notice and letters, this means that the applications on the weekly list should also fall within the same period. Assuming that admin are registering applications within 3/4 days, it provides the potential for determining non controversial applications within 35 days.</p> <p>Bringing all the dates into line frankly becomes too much for the computer systems to handle very easily, because some applications have to be advertised with press notices, pushing back the earliest date for determination. The council does not want to extend the earliest decision date for non 'press' applications which would delay determination of non-controversial applications. As the weekly list operates as a 'sweeper', picking up all the applications for the previous week, it currently ties in well with the 28 day period for</p>	these very systems)	

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		neighbour/site notice consultation. Extending it to 28 days would mean that an application that may have come in at the beginning of that period can't be determined for over 35 days, an unnecessary delay.		
Bradford on Avon	<p>It would be helpful if the compliments slip with the planning application number was stapled to the planning application because as it is loose it often goes missing. Ideally have a space for the application number on page 1 of the form.</p> <p>You cannot read the comments on the website for some planning applications. For example, W/09/03175/FUL it says 13 comments but you cannot access them.</p>	<p>A valid criticism, the current process is flawed and could be improved.</p> <p>This is probably a technical shortcoming of the existing western hub computer software where the 'related information' tab does not provide the information expected. Users have to go to the 'Associated Documents' tab.</p>	<p>Minor administrative resource input to make changes.</p> <p>Substantial investment would be required to 'fix' this problem and it is not considered appropriate at a time when the council is looking to replace this system.</p>	<p>Parish/town council comment sheets should be reformatted and automatically populate all necessary information, including the application number and consultation response date.</p> <p>No investment be made to fix this problem.</p>
Broughton Gifford	<p>The parish council makes comments on all applications, based on its local knowledge and information known at the time. However, it is unaware of the relevant planning officer views on any application before it submits its comments. The planning officer could have issues/concerns that the parish council could address within its comments if it knew of them beforehand.</p>	<p>Recommendations are only formulated after all consultee responses have been received and taken into account in the decision making process.</p> <p>(Although officers may have a fair idea of which way an application is heading, it would be tantamount to pre-judging an application if this was communicated before responses from all consultees were to hand.)</p> <p>(Parishes are automatically consulted as soon as applications are registered and in some cases, before the application has reached</p>	<p>This suggestion is not practical/possible.</p>	<p>No change to current practice.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Castle Combe	<p>Communication from planning officers very poor. No response to any comment the council makes. In fact no consultation appears to take place.</p> <p>Very difficult to contact officers as most seem to work part time.</p>	<p>Parishes are statutory consultees and are notified of all applications received.</p> <p>The volume of applications received precludes officers responding to parish and town councils every time their views differ from planning officers.</p> <p>Where there is clearly a distinct problem every effort is made to do so but this is not a practical proposition in most cases.</p> <p>Part time working is something the council cannot avoid and has to make every effort to accommodate.</p>	<p>More staff resources would be required if it became obligatory to contact parish and town councils to discuss every recommendation that differed from their consultation response.</p>	<p>No change to current practice.</p>
Charlton & Wishford	<p>There is a lack of communication with parish councils when processing amendments to planning applications. Whilst parish councils receive an initial planning application, any subsequent amendments made by the applicant are not always forwarded to the parish council for consideration. Additionally, all subsequent amendments agreed between the applicant and the planning department must be communicated to parish councils in order that there is total transparency and openness of the whole procedure. It appears that, at present, the planning department takes the arbitrary decision on whether to send the amendment to parish councils. This must not happen and all amendments, regardless of their scale must be sent to parish councils for comment.</p>	<p>Investigation has shown that there are different consultation practices on amended plans in place in different hubs.</p> <p>There needs to be a consistent approach and this is captured in the recommendation.</p> <p>Notifying parishes of every amendment request, especially where there is no impact will place a large burden on officers. Almost all schemes are amended at some point and the changes are often very minor – moving a door half a meter, or transposing a door/window. On larger multi house residential schemes there is an almost constant exchange of</p>	<p>Limited resource implications to harmonise working practices across the four hubs but there are resource implications if officers are required to notify parishes of every change to a plan, irrespective of whether or not it affects anyone.</p>	<p>Only material amendments that have an impact should be notified to parish and town councils: -</p> <p>Amendments submitted pre-decision</p> <p>Non material amendments to a scheme which do not affect anyone – No consultation but the plans to be placed on the web site.</p> <p>Major Change – No consultation if no one affected but plans to be placed on the web site.</p> <p>Major change which affects</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>The planning department appears reluctant to meet parish councillors on site to discuss and view proposed applications, which is not in the spirit of openness as referred in the Planning Enforcement Policy (5.10 "Openness").</p>	<p>correspondence with the developer dealing with non material change requests which can result from ground conditions, price fluctuations, purchaser requests.</p> <p>In order to deal with the volume of applications, officers fit site visits in 'as and when' and simply cannot operate/deal with their workloads if they have to time visits to meet parishes on site.</p> <p>Officers have legal authority to enter sites and often undertake visits when no one is home. Parish representatives do not have authority to enter private land and specific consent for them to do so would have to be sought from the applicant/agent adding further delay.</p> <p>The Government's legislation ensures that parishes are consulted but does not require representatives of the local</p>	<p>Agreeing to meet parishes on site will severely delay the processing of applications.</p>	<p>people – Re-consult the neighbours and parish/town/city councils but giving them 14 days to respond rather than 21.</p> <p>Amendment requests made post decision</p> <p>Non material change (Which do not affect anyone) no notifications but plans placed on file and web site.</p> <p>Major change – Will require submission of a new planning application</p> <p>No change to current practice.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		<p>planning authority to meet with them to discuss cases. If a parish has a particular concern it can telephone or e-mail the case officer to discuss (who may then decide a site meeting is appropriate). In most cases a written representation can quite adequately convey the parish view, as envisaged by the legislation.</p>		
Codford	<p>The PC was informed of a planning application coming to committee on a Friday- the meeting was the following Wednesday- not much time to prepare.</p> <p>There is an ongoing problem when the PC request information from development control- an electronic acknowledgement then nothing for months. If we ask for an update on a situation at present an issue with domestic encroachment into agricultural land that began 3 years ago - put off for planning permission of next site, put off for building on next site to be complete, put off until Wiltshire Council in force. Question as to present status not responded to. Ongoing would be fine but unless we constantly chase the matter up if anything is being done the PC remain in the dark. The supposedly response within a period of time has been a problem for us on other matters- we ask questions then have to chase them up months later.</p>	<p>Again, there appear to be slightly different practices at work in the four hubs.</p> <p>Anyone who makes representations on an application should be given sufficient notice of a committee date.</p> <p>This is an issue about the enforcement process which is the subject of a separate review. These comments have been forwarded and will be taken into account as part of that review process.</p>	<p>People and parishes are already notified so no resource implications to ensure a standardised approach is adopted.</p> <p>N/A</p>	<p>That every effort should be made to ensure that everyone who made representations on a 'committee application', including town/parish/city councils and applicants/agents, should be given five clear working days notice of the date of the meeting.</p> <p>N/A</p>
Corsham	<p>That there is not enough communication. The website is often unavailable. On amended/additional plans it would be extremely</p>	<p>There have been prolonged problems with the web sites for the four planning hubs which have</p>	<p>Changes/improvements already in hand so no resource implications.</p>	<p>Review consultation documentation/process with parishes.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	useful to have the amendment clearly marked on the application so that it is easily identifiable.	<p>caused serious difficulties for both the community and staff. The IT service took steps in December 2009 to address the main issues and reliability has improved drastically.</p> <p>Setting out exactly what amendment/changes have been made when consulting on amended plans has been less than perfect with officers assuming too much knowledge/technical plan reading ability on the part of the recipients.</p>	<p>More time will have to be spent by officers making it explicit in consultations on amended plans what the changes are.</p> <p>E-mail sent.</p>	Officers need to make it clearer in consultations on amended plans what the changes are.
Cricklade	By and large good, however there are examples where our comments appear to have been ignored or not taken into account. Considerable time and effort is made locally to consult and comment on applications as well as dealing with local enquiries from the public on behalf of WC which is not sufficiently recognised.	<p>Parishes' comments are always taken seriously and acted upon wherever possible. The council has to carry out a balancing act and it is inevitably the case that someone, an applicant or objector/supporter is disappointed in the outcome.</p> <p>The council has to act reasonably and is always at risk of 'costs' if it makes an unreasonable decision and an appeal is lodged. It is the decision making body and while it takes account of consultee responses; it cannot simply concur with them on every occasion. It has to take into account wider local and national policy considerations.</p>	N/A	N/A
Dilton Marsh (also Semington, Westwood and Wingfield)	The docket sent with planning applications showing the application number, case officer and 'comments to be received by' information invariably states that 'comments to be received 21 days from' the date (presumably) that the application was sent to the parish council. This	Different hubs use different response forms which need to be harmonised and improved when a single new IT system is forthcoming.	Small level of resource input to review response proformas.	Review consultation documentation/process with parishes. Parish/town council comment sheets should be reformatted and automatically populate all necessary

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>is misleading and the 21 day count has already started well before the PC receives the planning application. The date for comments should be 21 days from the date of the official notification of that planning application in the planning application list. The date from which the 21 days is counted should be the date of the printed list of planning applications that is sent to each PC.</p> <p>The information on the docket should be typed – some handwriting is almost illegible.</p> <p>This docket should be stapled to the planning application. It is too easily lost. Each sheet of the planning application should be stamped with the number of the planning application.</p>	<p>Stapling will probably annoy as many parishes as it pleases and parishes should be encouraged to reply by e-mail in any event. Stamping each sheet of every copy of a planning application is incredibly time consuming and can no longer be justified. The file copy is stamped and copied to the web. It should be possible for the relevant parish to keep the file together.</p>		<p>information, including the application number and consultation response date.</p> <p>They should be printed with no need for handwriting</p>
Enford	We do not have enough experience of the current system (as compared to the old district council) to make a judgement yet.	N/A	N/A	N/A
Grafton	The website for East Wiltshire is often down, making it difficult to view applications etc.	There have been prolonged problems with the web sites for the four planning hubs which have caused serious difficulties for both the community and staff. The IT service took steps in December 2009 to address the main issues and reliability has improved drastically.	Changes/improvements already in hand so no resource implications.	N/A
Grittleton	All applications for Listed Building Consent,	The Scheme of Delegation seems	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	regardless of whether they have an accompanying application for full planning permission, should be distributed to parish councils for their comments.	to have been misinterpreted by some parishes which have interpreted the existing situation whereby Division Members cannot call in these categories of application as meaning they (the parishes) will not be consulted on them which has never been the case. They are and will remain a statutory consultee on these categories.		
Ham	<p>The method of communication between the planning department and parish councils needs to be streamlined. There should be a standardised format for replies (perhaps including a checklist) by parish councils, so that both planning department and parish council have a clear understanding of what information is being sought and what particular areas of concern, e.g. construction traffic access, may arise from approval of a planning application.</p> <p>Overall there is a lack of clarity concerning Wiltshire Council's planning guidance criteria, specifically as they affect the work of the various parish councils. Where planning criteria exist, too often they appear to be overridden by the WC planning department without explanation to the relevant parish council, creating confusion over which criteria parish councils should properly be pursuing.</p>	<p>It is clear that further work is necessary on exactly what proforma information is sent to parishes to help improve communication.</p> <p>Hopefully future training proposals will help address the desire for more information on planning criteria and the way recommendations are formulated.</p>	<p>Small level of resource input to review proformas and consultation methodology.</p> <p>Training will be provided as part of the council's normal service.</p>	<p>Review consultation documentation/process with parishes.</p> <p>Training opportunities to be provided.</p>
Heytesbury, Imber and Knook	The planning lists and actual plans used to be sent in the same envelope. Not only was this more economical, it made it much easier to keep track of the applications and decisions. The response date used to be placed at the top of the application lists, but now each plan comes in piecemeal with plus 21 days to work out.	This process was changed when the former West Wilts District Council revised its processes in 2007. As each application has a 21 day consultation period it was decided then to send applications out as and when registered rather than to 'batch' them which put pressure on deadlines.	Small level of resource input to review proformas and consultation methodology.	Review consultation documentation/process with a view to parish/town council comment sheets being reformatted and automatically populated with all necessary information, including the application number and consultation response date.

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	<p>Also, our PC meets monthly and any plan that comes within a week of a previous meeting needs permission for an extension to the response date. I have often emailed for this permission and received no reply, only to call and be told by reception that I need to email! I have often been made by planning reception to feel a nuisance when calling and often have to repeat all the info when put through to an officer.</p>	<p>These comments have been passed to the relevant admin team and it is anticipated that improvements will result. In this case the e-mail address to use is developmentmanagementwest@wiltshire.gov.uk advising that they require an extension of time and when they will submit their comments by. This correspondence will then be passed to the case officer and the inbox will automatically generate an acknowledgement.</p>	N/A	<p>Provide more information to parishes on contact details for extension of time requests.</p>
Heywood	<p>a). Generally the consultation communications process have to date worked satisfactorily, but we do have reservations over Wiltshire Council's drive towards electronic consultation.</p> <p>(b). Notwithstanding, sending weekly notifications by email of new planning applications submitted and decisions made is welcome. However, town/parish councils must continue to receive hard copy of all papers connected to individual application sent for comment.</p> <p>(c). The proforma for local council responses to planning applications should have a 'No Objection' box. It is possible to not actively support an application but at the same time to have no objection to it. Similarly, in some cases it could be invidious for a local council to 'support' a particular application rather than not objecting to it. Absence of any comment at all seems to suggest weakness. Furthermore, the statutory framework does not require local councils to support, but it does invite them to express objections.</p>	<p>A review of the electronic vs paper copy consultation process is due to take place later this year after a year's operation of a mixed process. No changes are proposed before that review is completed.</p> <p>This seems to be a sensible suggestion.</p>	<p>N/A</p> <p>Small level of resource input to review proformas and consultation methodology.</p>	<p>N/A</p> <p>Review consultation documentation/process with parishes.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Hilperton	We would like to make it clear that we feel strongly that the increase in the use of electronic communication should not extend to plans, which must continue to be sent out in paper form.	A review of the electronic vs paper copy consultation process is due to take place later this year after a year's operation of a mixed process. No changes are proposed before that review is completed.	N/A	N/A
Idmiston	We have lost the acknowledgement of our responses to planning applications. Given that we always send ours in by email and we always ask for a "Read receipt" why cannot this be given by the person receiving the email in the Salisbury hub?? Parish and town councils do not have the human resources to check websites to see if our response has been received and such a suggestion as has been made in totally unacceptable as technology will permit the read receipt with no effort from staff and at zero cost to the authority.	There have been different procedures in place in different hubs. In the south there has been an auto-acknowledgement set up for some time but occasionally this fails. The fault has been reported. A similar facility could be set up in each hub and this is being pursued on generic email addresses.	Minimal resource implications.	Suggested change is already in hand.
Kingston St Michael	The council is very concerned about late changes to applications. We often do not get these until very late, and sometimes in the same envelope as the decision. Sometimes the alterations change the character of the development, and the council would like to be able to comment on the final plans, not interim ones.	There is clearly scope to improve the consultation process on amendments to planning applications and review what documentation is sent to parishes and when.	Limited resources needed to undertake review.	Review consultation on amended plans to simplify and clarify what is being consulted on and what is being sent 'for information' only.
Laverstock and Ford	All would seem to be working well save for the processing of R2 as the officer concerned has been withdrawn on another project. This part of the service worked much better under SDC.	The former R2 funding officer has been working on the Lean Review of the service but has continued to process R2 payments. There was a problem with payments early in the life of the new council but this has been resolved. R2 and Section 106 funding across the county have now been consolidated under one post.	N/A	A new administration/monitoring process is already being put in place.
Limpley Stoke	We believe it imperative that the council consult with the parishes on planning applications. They	N/A	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>provide local knowledge, which may not be available to the planning officers. They also consider the observations of the residents, many of whom believe that simply informing the parish council of their views is sufficient for their opinion to be considered, without the need to contact the County Council directly.</p> <p>Telephone contact with planning officers works well, with calls returned and answered. The new email format for weekly & decision lists is satisfactory.</p> <p>However, the Parish Response Template, would benefit from an additional tick box, where the council neither supports nor objects to an application, but merely would like to pass on knowledge or local opinion. This may help the planning officer to consider how policy may be affected, or to be able to set criteria in which an applicant must co-operate.</p>	<p>As above, this seems to be a sensible suggestion</p>	<p>Small level of resource input to review proformas and consultation methodology.</p>	<p>Review consultation documentation/process with parishes.</p>
<p>Minety</p>	<p>Feedback from planning officers would be appreciated, particularly when the decision opposes the parish council observations.</p>	<p>The volume of applications received precludes officers responding to parish and town councils every time their views differ from planning officers.</p> <p>Where there is clearly a distinct problem every effort is made to do so but this is not a practical proposition in most cases</p>	<p>More staff resources would be required if it became obligatory to contact parish and town councils to discuss every recommendation that differed from their consultation response.</p>	<p>No change to current practice.</p>
<p>North Bradley</p>	<p>Time scales when we only meet once a month are too short</p>	<p>The consultation period for parish and town councils is prescribed by government but the council makes every effort to be as flexible as possible and will discuss individual cases with parishes if they have particular problems meeting a deadline.</p> <p>Parish councils need to make suitable internal arrangements</p>	<p>N/A</p>	<p>No change to current practice.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		(almost all do) to respond to consultations on time		
Potterne	Now that the parish councils are the only other level of local accountability their comments should be considered more carefully.	Parish comments have and always will be considered carefully.	N/A	N/A
Purton	No we are reasonably happy with the communication we have with officers. We would however like more notice taken of our requests for involvement in important issues such as S106 discussions with developers especially if ultimately the parish council will be invited to take on further devolved services. Also a particular concern of ours at the moment is the impact the potential 3,000 houses to the west of Swindon will have on our parish. We fear too much emphasis is put on this being an urban extension of Swindon rather than a massive growth of dwellings in Purton parish which is the reality. Even if the number is reduced to the original 1,000 identified in the Structure Plan this will still significantly impact on our parish.	<p>Heads of Terms for S106 Agreements are made available on request (they are not 'exempt' documents) but it would make eminent sense where there are specific implications for parish and town councils to involve them at an early stage.</p> <p>In most cases this already happens and they are signatories to some agreements but there is obviously scope for improved communication.</p> <p>The S106 implications for Purton vs Swindon have been raised through other channels and are being addressed.</p>	Minor resource implications.	The council considers the implications of S106 agreements on parish councils and keeps them abreast of developments where appropriate.
Salisbury City	Have always found the planning staff, both in the development service and forward planning very willing, helpful and approachable. They have always been very willing to allow attendance at meetings and put forward views etc.	N/A	N/A	N/A
Southwick	When receiving revised planning applications it is not always obvious what the revisions are, particularly if it is a large application. It would therefore be helpful if a list of revisions/ amendments could be provided with the plans.	There is clearly scope to improve the consultation process on amendments to planning applications and review what documentation is sent to parishes and when.	More time will have to be spent by officers making it explicit in consultations on amended plans what the changes are.	Officers need to make it clearer in consultations on amended plans what the changes are.
Stanton St Bernard	Too few examples to make any comments on.	N/A	N/A	N/A
Stanton St Quinton	I feel that all town and parish councils should be sent a copy of the weekly application list	See response to similar 'Box' parish query above.		

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	showing all plans that have been registered. All closing dates for planning applications should be the same i.e. consultation dates, weekly lists, registration dates, neighbour letters and call-in dates for unitary members. Paper and web dates should also match.			
St Paul Malmesbury Without	Generally the communication is entirely satisfactory particularly when using the on-line facility to submit comments, further telephone communication is always helpful with the exact information supplied promptly however our one area of concern is general email correspondence with officers. This rarely gets an acknowledgement which is poor customer service and certainly discourteous - a brief one sentence response takes no time to construct and allays concerns that the original message has gone astray.	Sensible suggestion.	Minor resource implications and hopefully this function can be automated.	Officers to acknowledge receipt of electronic correspondence.
Trowbridge	We are pleased that Wiltshire Council continues to accept our tabulated reporting of comments on planning applications and does not insist on us having to complete a single form for each application.	N/A	N/A	N/A
Urchfont	Surprised at number of minor apps. still coming forward. Also surprised quite substantial alterations can be made to properties in conservation areas without needing planning permission, e.g. painting brickwork & changing windows to PVC. On the whole current arrangements appear to be working very well.	Information could be provided through training opportunities to clarify what is, and is not permissible in conservation areas.	Training will be provided as part of the council's normal service	Training opportunities to be provided.
Warminster	The only issue on consultation is often due to timing of meetings. We have been able to obtain extensions of a few days if necessary to ensure that we can get remarks forwarded to the planning officer.	As mentioned above, consultation periods are prescribed but the council does try to be as helpful as possible where individual cases are brought to its attention.	N/A	N/A
West Knoyle	West Knoyle parish council has only been consulted on one minor planning application since April and we therefore feel that we have too little experience of communication on which to base a well-informed response.	N/A	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Winsley	Yes. The tick box on the pro-forma for submitting comments is misleading in the context of the entitlements and expectations of parish councils as independent statutory consultees on planning applications.	As mentioned above, the wording of the proforma has room for improvement.	Minor resource implication.	Review and amend consultation documentation.
Woodborough	E-mail notification of planning applications is generally working well. However, it is considered that the notification e-mail should always contain the complete application number in the subject line. This would assist council members in searching for the application on the Planning Explorer website when links are not provided within the e-mail (confusion over the abbreviated number sometimes used has occurred).	Sensible suggestion.	Minor resource implication.	Review and amend consultation proforma.
Cllr Allison Bucknell	I have not had any call to use this, however I do support the current system, it seems to have streamlined the planning meetings.	N/A	N/A	N/A
Cllr Ernie Clark	The member call-in period should be longer and should be widened to include advertising applications. Also, provision needs to be made for circumstances in which the local member is not available to call-in e.g. resignation, holiday, sickness, death.	<p>The call in period is dictated by the time needed to process applications within Government performance targets, especially if called in for committee consideration which involves report and agenda/committee lead times. Officers will always try and accommodate requests where there have been particular problems.</p> <p>The covering officer report for the adopted Planning Code of Good Practice stated that it is open to any member to nominate a colleague to undertake planning duties if they have a conflict of interest, or are absent for any reason. The ability to nominate</p>	Minimal resources needed to update the Code.	<p>No change to current practice.</p> <p>Amend the Planning Code of Good Practice to clarify additional reasons that justify nominating a colleague for planning duties.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
		where there is a conflict of interest has been captured in the Code but the other examples have not and this needs to be clarified.		
Cllr Richard Clewer	I think that the 21 day notice period for a member call in is too short. I do not believe we should call applications in unless members of the public raise the application with us (or it is an application on a previously contentious site). It often takes members of the public longer than 21 days to get wind of an application and raise it as an issue with us. I strongly feel that a longer time period is needed, especially given the larger size of wards in the new council to ensure that we can raise issues of concern to residents.	The call in period is dictated by the time needed to process applications within Government performance targets, especially if called in for committee consideration which involves report and agenda/committee lead times. Officers will always try and accommodate requests where there have been particular problems.		
Cllr Mary Douglas	It is vital that members are able to call in planning applications to be decided by committee. This option must never be removed	There is no intention of removing Member's call in ability.	N/A	N/A
Cllr Peter Lutton	There seems to be confusion between parish and unitary councillors, unitary councillors are not obliged to call in just because parish disagree.	Part of the reasoning behind call in by Division Members only was to ensure there were always robust planning reasons for applications to be considered by committee. (Prior to the creation of Wiltshire Council minor applications regularly appeared on agendas without a proper planning justification. This resulted in long agendas and meetings, and considerable resource spent preparing reports on applications with little or no community impact.) Councillors should only call in applications where they believe there are genuine planning reasons that merit committee consideration and not simply because they have been asked to.	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Cllr Judy Rooke	Householders should also be allowed to call in an application not only the Unitary Member. For instance if five householders sent letters of objection - then the application should go to committee. The town council should be considered as well if they object to be part of the five objectors ie four householders plus the town objection, so as to get the application in front of the committee. It is unfair and unreasonable that just the unitary councillor is allowed to call in an application to the committee.	<p>It is the quality of objection, rather than the number which is important. Many letters of objection contain no relevant planning considerations and petitions signed by all and sundry also cause problems.</p> <p>Parish/town councils are consulted on applications and can support members of their community by writing in and their comments are always given serious consideration.</p> <p>Parishes and householders can still ask for applications to be determined by committee, they simply have to do so via their local Division Member. This route of call in ensures that parishes stay in touch with councillors and that the local councillor is fully aware of the merits of any given case and can speak to it when the application appear on an agenda.</p>	<p>If call in by householders is re-instated, agendas will take much longer to compile, meetings will last longer as will decision making.</p> <p>Performance against the Government's National Performance Indicators will decline.</p> <p>Officers will be able to spend less time on the more strategic and important applications.</p>	No change to current practice.
Cllr Carole Soden	It seems to be working well. However, members receive the weekly list of planning applications, what we do not receive is information on what has happened to applications that are determined by officers and not called in. Parish councils are informed but not local members.	<p>Again, the hubs are operating differently. Apart from the North hub a list of delegated decisions is sent out to members along with the weekly lists of newly registered applications.</p> <p>It should be a simple matter to bring the North into line with the other hubs.</p>	Minimal resource implications.	Amend notifications sent to members in the north to include a list of decisions made under delegated powers.
Cllr Dick Tonge	Amended plans cause problems for parish councils when they receive copies of plans and there is no indication on the plan or the covering correspondence of what the actual amendment is. Further confusion arises when they are sent copies of minor amendments to schemes 'for	The documentation covering amended plans needs to be improved to assist local councils and remove ambiguity.	Small level of resource input to review proformas and consultation methodology.	Review and amend consultation documentation.

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>information' (the changes having already been agreed by officers) but the fact that they are for information is not made explicit.</p> <p>The current procedure should be improved so it is made clear what the amendments are and which are for information only.</p> <p>The generic e-mail addresses for the four planning hubs are not user friendly, i.e. developmentmanagementeast@wiltshire.gov.uk</p>	<p>Agree that the names are far too long but the service was told these were what it had to use. The service has now been using them for nearly a year and they have become accepted and embedded. There are now a number of reasons which make it difficult to change now: -</p> <p>We will have to let all the agencies we work with know and they will have to change them at their end - four times over as we have four separate addresses for the hubs - so this is a fair amount of work for our consultees/partners like the planning Inspectorate; planning portal; English Heritage etc. (It took the service a while to get them sorted out first time around!)</p> <p>The service will have to change all of its site notices, neighbour letters, appeal letters etc - so a fair bit of work involved – four times over;</p> <p>The service would have to keep both addresses open for a period so that nothing is missed which means more work for IT and monitoring officers.</p>	<p>A fair amount of resource input, both by the Council and our partners, is necessary to change these addresses now.</p>	<p>No change is made to the generic e-mail addresses.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>The wording of the current 'Member's call in form' could lead to an allegation that the member completing it had prejudged the outcome of an application by expressing a desire for it to proceed to committee, depending on whether the application 'should be recommended for approval/refusal.</p>	<p>Officers believe that the current form is a necessary and pragmatic method of establishing which applications actually need to go to committee. If the "should the application be recommended for approval/ refusal" wording were to be deleted from a practical point of view this would mean that twice as many applications would then go to committee for determination.</p> <p>Ideally, there would be an early discussion between the councillor considering a call-in and the case officer, which would enable the councillor to decide whether or not a call-in was necessary. In those circumstances the highlighted words would not be needed but this does not always happen.</p> <p>Something does need to be done, however, and the position of the councillor could be made clearer by including on the form words along the following lines:-</p> <p><i>For the avoidance of doubt the exercise of my right to call in this application should not be taken to imply any predetermination on my part. My final decision [as a member of the planning committee] will depend on the information, representations and advice available when the matter is before</i></p>	<p>Minimal resource implications to change the proforma wording.</p>	<p>Change already implemented so no further action required.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Comms Team	The weekly lists of applications registered should be circulated to councillors via the Elected Wire	<p data-bbox="916 150 1346 181"><i>the Committee.</i></p> <p data-bbox="916 181 1346 395">Ideally the council should offer councillors a choice about how they would like to be informed about new planning applications. Placing the weekly lists onto the Elected Wire could be a 'default' option.</p> <p data-bbox="916 427 1346 481">This could be an easy and will be explored with the IT team.</p>	If it turns out that there are large resource implications to make this a reality using the legacy planning systems, officers would rather wait until a single county wide software package is in place before exploring further.	Investigate putting the weekly lists onto the Elected Wire.

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APPENDIX E What is and is not working well

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
Berwick St James	<p>If a decision is made by the planning dept or conservation dept which differs from that of the village then a meeting should be arranged with the chairman of the village to discuss the matter. If there is still no agreement the chairman should have the right to appeal to the next higher authority.</p> <p>It is important that planning and conservation departments are seen to be working for the villages.</p>	<p>In an ideal world this would happen but the council has finite resources and circa 10,000 planning applications to process each year so it is simply impractical.</p> <p>If a parish council believes that an application should be considered by committee (as opposed to simply disagreeing with an officer recommendation) it is open to them to discuss the matter with their Division Member and request that the application go before committee.</p> <p>There is obviously scope for the provision of more information on the roles of the development control and conservation teams and the rational behind some of the decisions they make.</p>	<p>N/A</p> <p>Training and information will be provided as part of the council's normal service provision.</p>	<p>No change to current practice.</p> <p>Training opportunities to be provided.</p>
Biddestone & Slaughterford	<p>As a small rural community we feel cut off and ignored – partly because our views are not understood or considered.</p> <p>Decisions do not seem to be uniform – even with parishes. Transparency is important.</p> <p>Your response, of lack of response, will indicate how seriously you take the views of a rural parish.</p>	<p>All consultation responses are carefully considered and taken into account in the decision making process. It is often the case that there are other material planning considerations which outweigh the local perspective. To many, this appears to be the council ignoring representations. This in not the case, it is simply a matter of the council having to make decisions consistently and in line with its own and national planning policy.</p>	<p>N/A</p>	<p>N/A</p>

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
		<p>Each case has to be considered on its merits and the material considerations at work. It is possible for two similar applications to be considered differently because different considerations apply – i.e. one site may be in an AONB, and the other not.</p> <p>The Council does not have the resources to respond to every consultation response that varies with an officer recommendation.</p>		
Bishopstone	We strongly object to plans having to be reduced to the size of a screen. HM Government must not be allowed to dictate this without implementing a means of viewers being able to properly read the plans.	Technology changes but there has been no decision made to stop paper consultation on planning applications.	N/A	N/A
Box	It would be helpful to go back to having a slip attached to planning applications showing the date it was registered, target dates, etc. as was used previously by North Wiltshire District Council.	Sensible suggestion.	Small level of resource input to review response proformas.	Review consultation documentation/process with parishes. Parish/town council comment sheets should be reformatted and automatically populate all necessary information including the application number and consultation response date.
Bradford on Avon	On the postcard sent to members of the public they are now informed that the plans are only available at Wiltshire Council, Bradley Road. Town and parish councils and their opening times are not mentioned but they should be. Members have found that the planning website appears to close down after 2200 hours.	The council's current IT platforms inherited from the former districts do not allow it to tailor neighbour notifications in most parts of the county to specify which parish and town councils provide a facility to view plans locally. This issue will hopefully be addressed when a new IT system is acquired for the development and sister services. There have been prolonged	A capital bid has been made for improved IT which will be considered by councillors in February 2010.	No change possible until improved IT is available.

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	Sometimes the planning website does not work, although officers from the Wiltshire Council can access the site, when we cannot.	problems with the web sites for the four planning hubs which have caused serious difficulties for both the community and staff. The IT service took steps in December 2009 to address the main issues and reliability has improved drastically.	Changes/improvements already in hand so no resource implications.	Solution already in hand.
Broughton Gifford	<p>The parish council feels that it is difficult for members of the public to understand the planning process. Both parish council and applicant had very little notice, if any that one application was going to be refused, giving no opportunity of asking an elected member to refer it to committee for a decision.</p> <p>The current scheme appears to have less 'two-way' interaction between applicant and planning officers. Final decisions increasingly come down to the discretion of one officer, giving immense power to one individual. Planning officers appear to have 'carte-blanche' over the final decision with no chance of amendment or redress.</p>	<p>Every effort is made to ensure everyone knows how the planning process works but delegated decision making to officers has to take place if the council is to process circa 10,000 planning applications a year.</p> <p>The Government has stated that the planning process has to be streamlined and that best performing authorities are delegating over 95% of applications to officers. If the level of delegation is reduced, the council will simply fail to meet National Performance Indicators and agendas and meetings will become lengthy and the quality of decision making decline.</p> <p>It also has to be borne in mind that officers make decisions based on the council's own adopted policies and national guidance. Their reasoning also has to be set out in the decision notices.</p>	<p>If the council was to inform consultees of proposed decisions and then allow them an opportunity to negotiate a call in with the Division Member performance would suffer and every decision would be delayed.</p> <p>(The same would apply if the level of delegation to officers were reduced.)</p> <p>This would also add another administrative step to an already complex process and require additional staff resources.</p>	No change to current practice.
Castle Combe	Communications as above. Do planning officers want the opinion of	Officers do want to hear the views of local councils and do try to act	N/A	N/A

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	<p>local councillors? There is a view that no notice is taken of the parish's views.</p> <p>Pleased to see that only one copy of plans is now being received.</p>	<p>upon them wherever possible. It is simply a fact that that they have to take into account/balance other considerations too, and cannot always make the decision the local council would like.</p>		
Charlton & Wishford	<p>We are very unclear as to the actual role and responsibilities of the planning department. For example, is the planning department responsible for the accuracy of the submitted plans and supporting documents? Are they responsible for ensuring that conditions attached to approved planning applications are complied with? What "weight" is given to the views of parish councils on planning applications?</p> <p>There is a need to have a concise document setting out the roles of the planning department and their procedures.</p> <p>In planning department documentation there is a need to use Plain English and not "council" speak.</p> <p>Who determines what will be handled under delegated powers and what are the metrics used in determining this delegation?</p> <p>All communications to interested parties should be by email for speed</p>	<p>Most of the requested information is and can be provided through service training opportunities.</p> <p>Covered in training – the scope of the service is such that it is not practical or cost effective to document it all.</p> <p>Every effort is made to do this but there is clearly scope for improvement.</p> <p>The Planning Scheme of Delegation to Officers forms part of the council's constitution and is endorsed by the council. Officers make recommendations on the level of delegation needed to handle workload within Government performance levels using the resources available.</p> <p>Agreed but some parties decline to use e-mail and still ask to be</p>	<p>Training will be provided as part of the council's normal service.</p> <p>Making electronic communication compulsory would reduce council</p>	<p>Training opportunities to be provided.</p>

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	<p>and cost effectiveness.</p> <p>A website link should be provided to all the policy documents and guidelines mentioned in any of the planning departments' documentation.</p> <p>The parish council has noted that applicants can make any number of amendments to their applications at no additional cost to themselves. However, Wiltshire Council and the parish councils clearly incur costs in dealing with each amendment. All applicants should be charged for each additional amendment they make to their application, irrespective of scale.</p> <p>The powers under the Scheme of Delegation are extensive and, accordingly, it would be appropriate for the Director of Development, and any officers designated by that officer, to sign a declaration of any (emphasis added) interest with the applicant and/or his agents.</p> <p>In summary, it is the view of this parish council that we wish to be part of the whole planning process not merely to be on the periphery; to assist the planning department not only to enable a satisfactory decision/outcome for all interested parties but to make the planning department aware of local information which is not necessarily within their knowledge.</p>	<p>communicated with by post.</p> <p>Agreed, but embedding links in every document is time consuming. All policy documents referred to should be available on the council's web site for easy reference.</p> <p>A wonderful suggestion but the Government prescribed charging regime does not allow this. If, however, the proposed changes are tantamount to a new application, officers decline to treat them as amendments.</p> <p>Officers are governed by the Planning Code of Good Practice, their own professional institutes code and the general rules and regulations of the council. Care is already taken to avoid conflicts of interest.</p>	<p>costs.</p> <p>Most documents are already on the web but requiring officers to put links to them into all documents would require additional resources but it may be simpler than anticipated.</p>	<p>Investigate the ease of link insertion to core documents.</p> <p>No change required to current safeguards.</p>
Codford	A 6pm meeting in Trowbridge for	The start time of meetings was/is a	See Appendix G.	N/A

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	<p>instance can cause serious problems for those members of the public or councillors who work. For example many may work in Salisbury and have to get to drawbridge, through Westbury at a peak time- thus making public consultation much more difficult. We leave Codford one hour before the meeting in order to ensure we are there- add another 45 minutes to come along the A36 out of Salisbury. This scenario can be reproduced across the county and anyone working some distance away will struggle to make a 6 am meeting. We wonder if all Wiltshire councillors find it convenient to be at the start of the meeting if they have jobs elsewhere.</p> <p>It is important that the chairman of the committee has discretion to allow more speakers on important planning applications. For instance when an application to build next to Commonwealth War Graves with access/ drainage/ policy/ environmental implications different people spoke on each subject. No one repeated anything but the committee were fully briefed before the debate & decision. They agreed with the local view unanimously. If this application comes up again we would not have the same opportunities to ensure that each planning aspect was dealt with as thoroughly. There will be times when something has a major impact on the rural community- it needs to be understood that major issues with planning times affect rural villages as</p>	<p>councillor decision and is commented on further in Legal & Democratic Services Appendix G.</p> <p>The chairman has a fair degree of discretion on speaking times and can allow more than the normal three minutes or three speakers if the need arises. It is important, however that an equal 'opportunity' is offered to both those speaking for and against any proposal so there can be no claims of bias. In general, three representatives speaking for three minutes can say all that needs to be said about a proposal and from an officer's perspective, the introduction of time limits has made for better and timelier meetings.</p>	<p>If chairmen use their discretion judiciously and meetings are not allowed to run on for unreasonable periods (from the perspective of members of the public who are waiting for their item, and officers who have usually been at work all day as will have some members).</p> <p>If meetings do run on there are overtime implications for support staff as well as 'time off in lieu' issues for professional staff.</p>	<p>No change to current practice.</p>

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	well as the towns. We appreciate views need to be based on planning grounds and clearly stated without repetition - but all aspects should be heard in order to ensure the planning process is seen to be fair and that people have the right within the guidelines to be heard at Committee.			
Corsham	It would be useful to only receive details of locally relevant applications which are relevant to us on the weekly list of applications i.e. broken down by parish.	<p>This is a reasonable request but it is almost certain that the existing IT packages will not allow this facility to be set up without considerable cost/time input, if it is even possible.</p> <p>It is considered preferable to ensure this facility exists in any new IT package rather than invest in upgrading an old system that will hopefully be replaced shortly.</p> <p>(Other parishes have asked to be circulated with details of every application registered.)</p>	There are almost certainly IT obstacles to delivering on this request and it is not considered worthwhile investing further in systems which will hopefully be replaced sometime soon.	Investigate possibility of making this change and implement if it is easy and inexpensive. Otherwise take no action.
Cricklade	We still do not feel the Section 106 Open Space Policy is working adequately or openly. From a town council perspective it seems we have to request such contributions which even then are not forthcoming rather than this being a part of normal procedures. Perhaps some better explanation of the system and process is required under 'training'. Additionally we have had examples of lost files, Section 106 omissions, conditions not being applied in relation to drainage, and Planning Inspectors agreeing with our recommendations rather than the	<p>The section 106 contribution process is being reviewed by the Spatial Planning Team alongside the services that are involved such as leisure, education, housing and highways. It is anticipated that the process and allocation of funds will be clarified and more information can then be provided as part of training.</p> <p>There is certainly room for improvement in the management and monitoring of Section 106s.</p>	<p>This review process is already in hand so there are no additional resource implications.</p> <p>The development service itself has also recently appointed an officer with a view to better management and monitoring of both historic and new agreements throughout the county.</p>	Continue with Spatial Planning review and provide additional information to local councils at its conclusion.

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	planning officers. This does not give us confidence that the system is operating efficiently with due concern to the opinion of local councils and residents to the benefit of developers.			
Dilton Marsh (also Semington, Westwood and Wingfield)	<p>A six-month review is premature and further time should be allowed before a review is undertaken. Most parish councils have had very few planning applications and the 'new' system – especially that related to the 'call in', has not been properly tested.</p> <p>The 21-day 'call-in' imposition by unelected officers is unacceptable and this element of the present system should be discontinued forthwith. Parish councils and its elected representatives must retain (or recover) the power of 'call-in'. Wiltshire Council is a servant of the electorate – not the other way around. Council officers need to be reminded of this fact.</p>	<p>A number of very useful suggestions have come forward as a result of the review and a further delay would simply delay needed action. The review process will actually always be ongoing so Parishes can make additional suggestions as the need arises.</p> <p>The 21 day call results from operational need and it was a recommendation made by officers to councillors who agreed that it was necessary to ensure the council could operate its development control service and issue decision notices to applicants within a reasonable time frame.</p>	N/A	<p>Complete the current review process.</p> <p>No change to current practice.</p>
Etchilhampton	<p>The on-line search facility "by villages" appears to be less accessible than that previously run by Kennet D.C.</p> <p>Would like the default to be set to show the most recent applications first.</p>	There have been prolonged problems with the web sites for the four planning hubs which have caused serious difficulties for both the community and staff. The IT service took steps in December 2009 to address the main issues and reliability has improved drastically.	Changes/improvements already in hand so no resource implications.	Solution already in hand.
Grafton	The website for East Wiltshire is often not working well.	See response above.	See above	Solution already in hand.
Grittleton	As a parish that contains a number of conservation areas, we are of the view that the designation 'Conservation Area' appears to be almost	The Scheme of Delegation does not contain policies. Where appropriate these will be captured in the ongoing Local Development	N/A	N/A

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	meaningless in terms of protecting the vernacular style of a settlement. We would expect there to be some more specific parameters relating to such areas within the development control scheme.	Framework process. Officers treat individual applications on their merits and due consideration is always given to the need to protect and enhance designated conservation areas.		
Ham	It is apparent that applicants are often ignorant of the role played by parish councils, both in the application process and in monitoring the progress of works once an application has been approved. This role should be made clear in the planning information packs.	Sensible suggestion although not all parishes/clerks may want potential developers pointed in their direction.	Minor resource implications to review paperwork.	Change paperwork to highlight roles of parish and town councils in the planning process.
Hilperton	The new Wiltshire Council limits three people to speak in favour and three to speak against a planning application. As the number of applications taken to committee has dropped off and meetings now commence earlier - at 6 p.m. - it is felt that this should be left to the discretion of the chairman. It is also felt that, if parish councils are not given the right to call in applications, then the time-scale for the unitary member to call in an application should be increased from three to four weeks. As Hilperton Parish Council is not sure if the system has been adequately tested, there should be another review in six-months' time.	The chairman already has considerable discretion over speaking times. The call in period is dictated by the need to deal with applications effectively and in a timely manner and to meet Government performance targets. The review process will actually always be ongoing so parishes can make additional suggestions as the need arises	N/A Extending time periods will have a direct adverse impact on performance.	No change to current practice.
Idmiston	We are now expected to find, and if we want to, print planning decision notices. Again, cannot an email or a link accompany the weekly Delegated Lists	Sensible idea but it is likely that current limitations of IT will rule this out without considerable investment in systems the service	Changing IT could have considerable resource implications.	Investigate possibility of making this change and implement if it is easy and inexpensive. Otherwise take no action.

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	which come up, in order to speed up the planning process for parish & town councils?	hopes to replace shortly.		
Kingston St Michael	Concern has been expressed about the people who deal with applications in the conservation area. Are these officers always qualified?	The council employs a number of officers who are qualified to deal with all aspects of the historic built environment. Where these officers do not deal with the applications themselves they give advice to the case officer.	N/A	N/A
Laverstock and Ford	Printing workable copies of documents for applications to be seen only on the web is still proving a major problem.	To speed up the process and reduce costs it is helpful when local councils access planning documents electronically. At the moment there is no requirement for local councils to stop using paper copies but when they do, it reduces Wiltshire Council's costs. Electronic consultation with local councils will be considered later in 2010 and reviewing the merits of this is not part of this review.	Continuing to provide paper copies of all applications is a costly business which delays consultation. Some councils are happy with electronic consultation and others are not. It may be possible to cater for both and therefore make some cost savings.	No change to current practice which allows for both electronic and paper copy consultation.
Limpley Stoke	There has been speculation that parish councils may be removed as consultees for planning applications. It is imperative that this does not happen, as being kept in the loop and able to report local views is a fundamental part of making decisions that effect where people live.	There are no Government plans to change the status of local councils – they will remain statutory consultees for the foreseeable future.	N/A	N/A
Malmesbury	Where officers are minded to determine an application differently to that view conveyed by the town/parish council, some communication takes place – ideally by telephone.	In an ideal world this would happen but the council have finite resources and circa 10,000 planning applications to process each year so it is simply impractical.	Additional staff resources would be required.	No change to current practice.

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Mere	<p>Parish council is concerned that there is no mandatory requirement for area planning committee members to carry out a site visit. Under the previous administration, Salisbury district Council's Area Committee Members were required to attend site visits at pre-set times (itemised on the agenda) which parish council representatives were able to attend and it was reassuring to the parish council and members of the public that the committee members had attended the site and made themselves familiar with the surrounding environment (adjacent buildings, landscape, street scene etc). However, we understand that there is currently no mandatory requirement for site visits and, in theory, one could attend a planning committee meeting where all members are totally unfamiliar with the surrounding environment of the planning application. Whilst we would hope that most diligent members would carry out their own site visits, we feel that the ambiguity of the current arrangement leaves the parish council and members of the public with an element of uncertainty.</p> <p>Second, some residents have complained that, using a standard printer, it is only possible to print off planning applications on A4 paper and often the detail is printed too small to read. The parish council does not know what solution could be used to address this problem but it was suggested that an A3 printer might be</p>	<p>The officer reports and supporting documentation contain enough detail for members to determine almost all applications. Members of a committee are encouraged to make independent visits to any sites they feel they need to view.</p> <p>Consequently, a decision was made by the Implementation Executive (IE) that except in exceptional circumstances site visits would not be prearranged as a matter of course.</p> <p>The IE also made it clear that site visits should only be arranged when a committee in session decided it wanted more information which only a site visit could provide.</p> <p>Residents can view/magnify plans on line and there is no need to print. (It is accepted, however, that printed plans are needed for site visits or if residents do not have access to appropriate IT.)</p>	<p>More frequent site visits would add considerably to the cost of the service.</p> <p>The provision of computers and printers for local councils (and presumably for training and their ongoing maintenance) would have serious resource implications for the council. There is also a licensing issue.</p> <p>If a printer is provided for Mere the</p>	<p>No change to current practice.</p> <p>Do not offer to provide hardware to local councils.</p>

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	installed in the Mere Information Centre.		council could set an expensive precedent.	
Minety	Parish council comments still appear to be ignored.	This is not the case. They are always taken into account in the decision making process but occasionally other material considerations dictate that a decision has to be made which conflicts with the local view.	N/A	N/A
Potterne	There is now no longer any form for discussion of planning issues before decisions are made. Area boards can only consider things retrospectively.	There has been no change made to the planning process in the east of the county. Parishes are still consulted and there is a local planning committee meeting in Browfort which discusses applications at length prior to making decisions. The area board deals with 'community planning' matters and not town and county planning matters.	N/A	N/A
Burton	We have recently written a letter about some inconsistencies in decision made on planning applications and we have been advised that this letter has been forwarded to Brian Taylor for a response. The letter also contains our concerns about the proliferation of caravans in our area, be they travellers, or just mobiles sited at stables or similar agricultural settings again there seem no similarity of decision and there does not appear to be any action ever taken to remove them. They are becoming an eyesore and are often used for temporary accommodation on green belt land with no agricultural ties and are allowed to fall into disrepair.	Each case has to be examined on its merits and in a number of cases there are 'permitted development' rights which allow certain structures to be stationed. The recent series of enforcement seminars went to some lengths to explain how time consuming and protracted and frustrating the process can be.	N/A	N/A
Redlynch	Plans put onto the website can be quite	There are limitations to technology	N/A	N/A

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	<p>small and are difficult to read. It also takes time to open each piece of correspondence and to print it or download it.</p>	<p>but it is constantly improving. It is anticipated that a new IT system will be provided for the service in the medium term which should overcome a number of the current technological limitations of the legacy systems Wiltshire Council has inherited from the former districts.</p>		
Salisbury City	<p>Staff are helpful and approachable but in terms of improvement, the current situation regarding management and release of S106 funds, both for projects and the commuted sums seems to have ground to a halt. We have previously approved projects to implement but no apparent means to get the monies released.</p>	<p>Considerable work is already in hand to review the way Wiltshire Council handles S106 funding and in particular, open space and maintenance contributions.</p> <p>Funding which has already been agreed under policy R2 is still available.</p> <p>The whole issue of developer contributions is being examined as part of work on the Local Development Framework and eligibility for funding will be covered.</p> <p>When the City were part of the former Salisbury District Council the parks manager had considerable flexibility in how the R2 'off site' contributions were used.</p> <p>Now Salisbury City Council is a separate entity the R2 money has to be authorised in the same manner as for any other parish/town council on a project specific basis.</p>	N/A	N/A

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
Southwick	It would be very useful if when sending applications to a parish council that a list of all properties/land owners that have also been sent a notification letter could be provided. We have had instances when neighbouring residents of a proposed application site were not contacted and so they felt they were not properly consulted. This list would also assist the parish council as when we have large applications to be discussed we try and contact neighbouring residents to advise when they will be discussed to enable public participation.	This information is not currently required to be sent to parishes, nor is it available on the web site.	Current IT systems do not allow for this information to be readily incorporated into parish consultations without significant IT investment.	No change to current practice but keep under review to see if any replacement IT makes this feasible.
Stanton St Bernard	There seems to be over zealous planning enforcements being pursued.	Officers have to investigate every breach of planning control which is brought to their attention. There is a separate review of the Council's enforcement policy taking place where proactive, as opposed to reactive enforcement measures will be considered	N/A	N/A
Stanton St Quinton (same responses as Box?)	It would be helpful to go back to having a slip attached to planning applications showing the date it was registered; target dates etc s was used previously by North Wiltshire District Council.	See comments on Box.		
St Paul Malmesbury Without	At the moment we are reasonably content with the service although it would be really helpful to parish planning officers if the reason for/detail of revisions to plans could be made explicit when asked to comment again. Sometimes the changes are not obvious and large amounts of time are wasted.	This comment has been repeated by other parishes and there is clearly scope for the council to improve this element of its consultation practice	Minor resource implications to address the issue	Review consultation documentation/process with parishes.
Teffont	Taken time to get used to having to search for planning consents or	All new IT developments take time to adjust to.	N/A	N/A

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	refusals by email or on line. Copies of pre-consultation letters by planning officers written as a follow up from a meeting with applicants and then included in application papers can sometimes be misleading.	Officers have to offer advice based on the information provided by the applicant at the time of a meeting/request. Things often change between then and the submission. Advice is always given on the basis that it is at officer level and will not prejudice the outcome of any application submitted.		
Trowbridge	Occasionally we receive no copies of plans which appear on the list and also copies of plans which then take some time to appear on the weekly list.	The western hub has been in the throws of introducing a new system and it has thrown up some gremlins. It is believed that these have now been sorted out but if any parish is experiencing problems, they should contact the relevant hub so it can be investigated at the time.	N/A	Any local council experiencing consultation problems should contact the admin team in the relevant hub immediately.
Upton Lovell	The parish council met this week and would appreciate because we are a small council and getting enough people together, along with mail delays whether any considerations could be taken to allow for a more flexible approach towards only allowing 21 days for the council to make a decision and forward it to the planning department.	The consultation period for parish and town councils is prescribed by government but the Council makes every effort to be as flexible as possible and will discuss individual cases with parishes if they have particular problems meeting a deadline. Most parishes have set up a mechanism whereby responses planning consultations can be handled within the deadline	There will be a delay in issuing decision notices and performance against the Governments National Performance Indicators will decline if consultation periods are extended.	No change to current practice.
Urchfont	Apparent lack of action or slow response in enforcement cases. Inaccuracies in drawings should be resolved prior to applications going out for consultation or if picked up during consultation resolved prior to determination of application. Illegible			

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	applications should not be accepted.			
Warminster	I wonder what the cost of sending out applications individually is costing the WC and wonder whether the old system of sending out a parcel once per week would be beneficial. In addition are there going to be talks about extracting plans on line.	This is a difficult issue to address but in the main parishes appear to want as much time as possible to comment on applications and batching them, rather than sending them out as they are registered puts considerable pressure on already tight timescales.	Batching applications would save money but make response deadlines tighter. Officers would then lose any flexibility they previously had to extend deadlines in individual cases where parishes had particular problems in responding to applications.	No change to current practice.
West Knoyle	The parish council is concerned that there is no mandatory requirement for area planning committee members to carry out site visits. Whilst we would hope that most diligent members would carry out their own site visits, we feel that the ambiguity of the current arrangements leaves the public with an element of uncertainty.	The officer reports and supporting documentation contain enough detail for members to determine almost all applications. Members of a committee are encouraged to make independent visits to any sites they feel they need to view. Consequently, a decision was made by the Implementation Executive (IE) that except in exceptional circumstances site visits would not be prearranged as a matter of course. The IE also made it clear that site visits should only be arranged when a committee in session decided it wanted more information which only a site visit could provide.	More frequent site visits would add considerably to the cost of the service.	No change to current practice.
Westbury	Working well. Continuation of receipt of hard copy of applications essential. Extension of 21 day limit for call in process be increased. Some concern that the present scheme belittles the role of town/parish councils. Thank you for the hard and difficult work done by the department.	At the moment there is no requirement for local councils to stop using paper copies but when they do, it reduces Wiltshire Council's costs. Electronic consultation with local councils will be considered later in 2010 and reviewing the merits of this is not part of this review.	Continuing to provide paper copies of all applications is a costly business which delays consultation. Some councils are happy with electronic consultation and others are not. It may be possible to cater for both and therefore make some cost savings.	No change to current practice which allows for both electronic and paper copy consultation.

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		Parish council views are always welcomed and carefully considered in the decision making process.		
Winsley	Without feedback on how the particular parish council's regular contributions are regarded by those dealing with them in the department it might take a very long time to second guess the effectiveness and value of the relationship for the local public interest. We might feel weaker in the new regime because of the vulnerability discussed above.	If a local council has concerns about the value of its consultation responses officers are always pleased to give feedback. Attendance at training sessions will also increase knowledge about what is, and is not relevant.	Training will be provided as part of the council's normal service.	Training opportunities to be provided.
Woodborough	Problems have been experienced in accessing applications on the Planning Explorer website. On some occasions, plans have not been posted on the site until several days after notification has been received. A more common problem is in opening and downloading the plans; sometimes this is not possible.	There have been prolonged problems with the web sites for the four planning hubs which have caused serious difficulties for both the community and staff. The IT service took steps in December 2009 to address the main issues and reliability has improved drastically.	Changes/improvements already in hand so no resource implications.	Solution already in hand.
Ernie Clark	I accept that the removal of parish council call-in powers seems to have worked well. However, I still have serious concerns at the fact that this council seeks to stop members of the public from addressing planning committee meetings by placing a limit on the number of speakers. If people take the trouble to attend a meeting we, as councillors, should listen to their views.	Ideally, everyone who wanted to would be allowed to speak on an application for as long as they liked but this is simply not practical and some sort of limitation had to be introduced so that meetings could run to a reasonable timetable. The 'three people for three minutes' seems to be reasonable and is both longer and shorter than some of the previous districts used to operate. It is also rare that someone cannot say all they need to within three minutes. After that time repetition creeps in. The chairman already has a	Unlimited public speaking will extend the time meetings last and could have an adverse affect on the decision making process. Long meetings will have cost implications for staffing.	No change to current time restrictions which generally work well.

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		reasonable degree of discretion in these matters and can change timings and numbers if necessary (provided a similar facility is offered to the 'other side').		
Richard Clewer	I think the number of applications going to committees is high and will probably grow as the council gets bedded in. I wonder if we would benefit from planning committees with larger membership which could allow for a degree of rotation of members. I did not enjoy planning as a district councillor but it does have a major impact on residents' lives and I think that all councillors would benefit from being on planning committees.	<p>The size of the planning committees accords with Government best practice.</p> <p>There are advantages in having the same members meeting regularly as they build up knowledge and experience.</p> <p>Provided the pool from which they were drawn was reasonably small, this suggestion would work.</p>	There are no resource implications, other than perhaps catering for a wider demand for planning training by councillors.	Officers would like to continue with the current size of committee and keep the same members on committee for the sake of consistency and because they build up.
Mary Douglas	Could we have a discussion session with officers and members, with 'permission to speak freely', on expectations on either side?	Agree this would be useful.	No resource implications.	Set up a number of discussion sessions to improve communication and foster trust.
Richard Gamble	Access to documents on-line via my council laptop is still not possible. Some documents are very large PDF files which are very slow to download via a rural broadband connection. Reduction of files to less than 1mb per document would be welcome.	<p>The council recognised that there were councillor IT problems and a lot of work has been out in trying to resolve these by Democratic Services. It is hoped that most issues have now been resolved.</p> <p>An officer called David Vane has been appointed to work closely with councillors who have ongoing IT problems.</p>	N/A	N/A
Ian Hill	We were lucky in the north because the NWDC Development Control Committee was robust and non-political. I believe that approach has been carried over in the Wiltshire Council Northern Planning Committee. Several members have previous experience, in some cases HUGE	N/A	N/A	N/A

Name	Submission/suggestion	Officer Comment	Impact	Recommendation
	previous experience and that helps us all. We have a very good chairman who provides non-partisan and very fair direction when necessary. It is seen by the public to be working.			
Chris Humphries	Fuller explanations of the reasons for recommendations, the public appear not to understand planning vernacular.	<p>Officers try and explain the background to the decision making process wherever possible, both in person and in the content of all committee reports. All refusal notices contain clear reasons for the decision.</p> <p>There is always room for improvement, particularly the avoidance of jargon and acronyms.</p>	N/A	Officers should try and make the planning process more transparent.
Roy While	I consider the earlier start of 6 p.m. for committee meetings at Bradley Road to be an improvement.	The start time for committees was a councillor decision. Meetings which end late in the evening are not conducive to good decision making so earlier start times make sense, particularly during winter months.	The earlier meetings start/end the easier it is to staff them and the fewer resources are required.	Officers prefer earlier starts and support these.

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Appendix F General Comments/Concerns/Suggestions About the Service

Name	Submission/suggestion	Officer comment	Impact	Recommendation
<p>Fred Winup (Chairman Castle Combe)</p>	<p>The draft Scheme of Delegation includes within clause "b" an express intent to exclude parish councils from being able to call in consents to alter/extend listed buildings, conservation area consents and protected trees.</p> <p>We and other parishes in similar rural areas have major concerns with this proposal.</p> <p>We believe that such instances are even more appropriate for call-in where necessary.</p> <p>Obviously it is unhelpful if call-in occurs more frequently than is ideal.</p> <p>Conversely it is essential that this option remains available where parishes have deep concerns.</p> <p>We have raised this issue with our Unitary Councillor Mrs Scott and she has passed on to us Brad Fleet's suggested response.</p> <p>This states inter alia that "almost" all listed building applications are decided in line with the planning officer's recommendations, and that "the majority" of listed building applications are accompanied by a counterpart planning application.</p> <p>We do not seek to call-in applications on a whim. We accept that most applications are decided satisfactorily.</p> <p>However we do not believe it proper that parish councils should be precluded 100% from requesting call-in in such sensitive areas as listed buildings, conservation areas and protected trees.</p> <p>This view is reinforced by the unitary</p>	<p>The current Scheme of Delegation to Officers sets out the functions delegated to officers and section "b" restricts the ability of Wiltshire Council division members to 'call in' these types of application. Parish and town council have no ability to call in any type of application. Call in can only be exercised through discussion with the relevant division members.</p>	<p>If call in by parish and town councils is allowed, agendas will take much longer to compile, meetings will last longer as will decision making.</p> <p>Performance against the Government's National Performance Indicators will decline.</p> <p>Officers and members will be able to spend less time on the more strategic and important applications.</p> <p>More staff resources will be required to process the additional committee workload.</p> <p>With specific regard to tree applications, the council employs trained arboricultural officers to advise on these and because of health and safety considerations officers strongly advise against these applications proceeding to committee for determination where subjectivity may play a role in the decision making process.</p>	<p>Revise the Scheme of Delegation to enable Wiltshire division members to call in conservation area and listed building applications.</p> <p>The determination of tree applications should remain a wholly delegated function to officers.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>council's own prioritisation of enforcement issues, whereby Priority 1 comprises listed buildings, conservation areas and protected trees, i.e. precisely those items for which it is suggested that parish councils be excluded from initial call-in.</p> <p>Although not directly related to call-in, such prioritisation confirms that these areas are of major importance to parishes such as our own.</p> <p>We shall respond separately as requested regarding your proforma but wish this e-mail response to be included additionally within the papers to be considered by the Executive when debating your proposal. This e-mail is being copied to our unitary councillor and to our fellow Bybrook parishes.</p>			
Chippenham	<p>Further to your email regarding the above. The matter was considered at a meeting of the Town Council's Planning and Environment Committee held on Thursday 19 November 2009 and the following comments made:-</p> <p><u>"RESOLVED</u> that the following comments be forwarded to Wiltshire Council:-</p> <p>(i)The town council request that Wiltshire Council give an assurance that it will further review the 'call-in' process including full consultation with town/parish councils within a year.</p>	<p>The manner in which the development service operates is under constant review and further recommendations for change will be brought to Members attention as the need arises. With regard to parish call in, the matter was considered by the Implementation Executive in 2009 and it is under consideration as part of this current review in 2010. Sufficient time has elapsed</p>	<p>A further review of parish call in within 12 months would require some staff resource but provided this was the only area reviewed it would be manageable.</p>	<p>A further review of parish call in within 12 months is not appropriate.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>This council also states its preference for two members being able to jointly make a 'call-in'.</p> <p>The following reasons support such a proposal:-</p> <p>(a) Practicality. If it can only be the ward member, what happens if he/she is not available within the time scale?</p> <p>(b) The ward member (especially if not a TC/PC Member as well) may simply refuse because he/she disagrees. It is not clear if the ward member has any obligation to support such a request.</p>	<p>since the ability of some parishes to call in applications was removed and officers believe the system has worked more effectively as a result. There has certainly been a considerable resource saving by curbing unlimited parish call in, often of minor applications which did not warrant committee consideration, or of applications for non material reasons.</p> <p>There are already provisions for members to nominate colleagues to undertake planning duties if they are absent for any reason.</p> <p>One of the purposes of division member only call in is to ensure that there are sound reasons for any given application to proceed to committee for determination. The division members will also know all of the facts and be in a position to speak to the application at committee.</p> <p>If there is a genuine case where a parish council considers the division member is being unreasonable they can approach the relevant</p>	N/A	N/A

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>(c) A 'call-in' made by two Wiltshire Councillors is likely to carry more weight, than a single Ward Member who could be accused of doing so on a whim.</p> <p>(ii) The Town Council would welcome a training session on enforcement, conservation/listed buildings, material planning considerations and planning appeals together with an update on the full working procedures as they now relate between Wiltshire Council and town/parish councils."</p>	<p>area development manager (ADM) to discuss. The ADM can decline to determine any application under delegated powers.</p> <p>Officers are satisfied that single member call in works well.</p> <p>A training programme will be devised and delivered by the service.</p>	<p>There would be no implications for officer resources here but members would have to spend time finding a second member to countersign any call in request.</p> <p>Training will be provided as part of the council's normal service</p>	<p>No change to current practice.</p> <p>Training opportunities to be provided.</p>
Melksham	After discussing the above document, the town council's Development Control Committee felt it was too early to give a proper reflection of how the new system was working and felt it would be more appropriate to make comments after 12 months.	The current review has thrown up a number of valuable suggestions but officers accept that some parishes may want more time to reflect.	N/A	N/A
Mere	We used to get regular enforcement investigation reports where the enforcement officer would send an email which stated which enforcement issues he had investigated within the parish and what his findings were. We don't seem to have had any since April but we did find them very useful. Could these be restarted?	The recent series of enforcement seminars has generated a number of similar suggestions and these will be considered as part of the concurrent review of the council's enforcement policies.	There would be limited resource implications resulting from this suggestion.	Review enforcement practices as part of the current review of enforcement.
Wylve Valley	For some, the 6pm start time of committee meetings appears to have been set to suit officers, rather than the public. There was concern that when the public have to travel from their work place	The start time of meetings was and continues to be a member decision and there are arguments in favour of both an earlier start or continuing with	The later meetings take place the more they cost in the form of staff/caretaker/security attendance. Here are also arguments about alertness when	Members consider the representation and the start time of the meetings and amend if they feel it is appropriate.

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>to be present at a planning meeting in their community, the 6pm start time is too early</p> <p>Could there be some online mechanism for members of the public wishing to attend/speak on planning applications to register their intention to do so...? This ties in with point above, as some people are finding it difficult to get to meetings ten minutes early to sign in and register that they wish to be present to hear the consideration of particular applications. This also helps those who do not want to attend from 5.50pm to not have to wait three hours to hear the application they are interested in, but to turn up later when the item is likely to come up on the agenda.</p>	<p>evening (later) meetings.</p> <p>A valid point.</p>	<p>meetings run on for long periods.</p> <p>Minor resource implications to change the procedure.</p>	<p>Allow registration at committee by phone, e-mail or in person prior to the meeting.</p>
Rose Green	<p>Concerns regarding the procedure for requesting site visits. Currently it has to be put to the committee at the meeting and be carried. Not only does it slow down the determination process of applications but causes some inconvenience to the applicant, objectors and parish councils; doubly so if they all come a distance to Salisbury City Hall. If division members are sensible as to why they think it is necessary to request a site visit and it is agreed by the case officer, there shouldn't be any greater 'risk' of a surge of site visits.</p>	<p>Officers try to ensure there is sufficient information in the committee reports and presentation for members to determine applications without the need for a site visit.</p> <p>If members find this is not the case, it is open to them to suggest that a site visit is necessary.</p> <p>Clearly there may be some exceptional cases where a site visit is necessary prior to a meeting and if this is the situation, the committee chairman can discuss with the relevant area development manager.</p>	<p>There are considerable resource implications for member site visits.</p>	<p>No change to current practice.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Mollie Groom	I am quite happy with the process. At North Wilts the officers are helpful and we can normally sort out any wrinkles. However, local councils are not as happy – the ‘Call in’ by only the unitary councillor. I have called in or sorted out with an officer each instance where I have been required to call in but I understand they (parishes) feel that democracy is not so evident now!!!	N/A	N/A	N/A
Malcolm Hewson	<p>There is a problem with Prejudicial Interest. I have been unable to call in a planning application recently, because I have a prejudicial interest. On the other hand, no other councillor is able to call it in either.</p> <p>Have discussed with Ian Gibbons and think we need an appropriate rule change. Suggest that where the Monitoring Officer has advised the ward councillor that they may have a prejudicial interest, then the application should automatically come to committee.</p>	<p>If members have a prejudicial interest it is open to them to ask a colleague to take on their planning responsibilities in connection with that application.</p> <p>If an application is minor/straight forward, the decision would be delayed and the applicant could be penalised simply because a third party (the division member) has an interest in the application. Provided the member declares an interest and takes no part in determining the application there is no reason why the application cannot be dealt with promptly under delegated powers.</p>	<p>N/A</p> <p>Officers would end up preparing reports on minor applications which could be dealt with more efficiently under delegated powers</p>	<p>No change to current practice.</p> <p>No change to current practice.</p>
Leo Randall	I have a range of concerns and comments over the scheme of delegation and code of good practice, some of which are not addressed in the consultation documents.			

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>Parish councils: It is only fairly recently that our parish councils lost the right to refer applications to committee for determination, in fact those parishes within the New Forest National Park boundary still have this power for applications within the Park. We were assured that on the demise of the district councils, the parish councils were generally to be given enhanced powers in order to compensate in part for the loss of local decision making. Instead, the parish councils have been further limited in that they have lost the right to speak without time limit. I find this surprising, as they are an elected body representing the local community. Certainly on the old Southern Area Committee, parish councillors sat at the front opposite the district councillors and although they could not vote, they took part in the debate when the application was within or affected their parish. It was a system that worked well, and its loss is keenly felt in that it highlights the remoteness of the development control process that is now in place.</p>	<p>After April 2009 'call in' was deliberately limited to Wiltshire Council members to ensure that only cases with genuine planning merits warranting committee consideration appeared on agendas. (There had been numerous cases in the past where very minor applications had been called in by parishes for non material reasons and these had both extended meeting times and prevented more important items of wider community concern being properly debated.)</p> <p>Parishes can still ask for applications to be determined by committee, they simply have to do so via their local division member. This route of call in ensures that parishes stay in touch with members and that the local member is fully aware of the merits of any given case and can speak to it when the application appear on an agenda. Parishes can also attend meetings and make representations which members will take into account prior to making a decision.</p> <p>Given the volume of applications the new council handles it is simply not a practical proposition to allow unlimited parish call ins The</p>	<p>If call in by parish and town councils is allowed, agendas will take much longer to compile, meetings will last longer as will decision making.</p> <p>Performance against the Government's National Performance Indicators will decline.</p> <p>Officers and members will be able to spend less time on the more strategic and important applications.</p> <p>The number of call ins for these categories of application will be limited so little impact.</p>	<p>No change to current practice.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>Local Members: the documents do not make it clear what the position of the local member is at committee when he or she is not a member of that committee. The paragraph 11.g of the code of good practice mentions the relevant division member, but neglects to clarify if this is restricted to those members that are also members of the committee, or any member. Also, what role does the local member have at committee if this is not the case, when can he or she speak and for how long etc. Certainly in the rural divisions, development control is probably the most significant area of work for members, most of my correspondence is DC related, both from the public and my parish councils. I am very upset that I am unable to be on the planning committee and so represent my communities properly and effectively regarding matters that affect them the most. If certain members do not wish to be on a planning committee, that is a matter for themselves and the communities they represent.</p> <p>Officers: The code of good practice for members also seems to cover the role of officers. I would have presumed there was also a separate planning code of good practice for officers, and I am surprised</p>	<p>vouncil does not have the resources to cope with the work and experience had previously demonstrated that these types of committee application were almost always decided in line with the officer recommendation.</p> <p>A valid point, there is scope to improve on the wording of the Code of Good Practice and the local member's role, be they a member of the committee or not.</p> <p>The local member is always welcome at committee and can make representations. There is no prescribed time limit for these (as there is in the case of the public/applicant).</p> <p>Planning officers are subject to a separate professional Royal Town Planning Institute code of conduct and it was not felt necessary to duplicate this in</p>	<p>Limited resource implications to clarify the local member's role at committee in the Code of Good Practice.</p> <p>N/A</p>	<p>Revise the wording/content of the Code of Good Practice to clarify the local member role at committee.</p> <p>No change to the Code to pick up officer responsibilities.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>not to see this included in this consultation exercise. From the limited information available I believe there is a serious omission, in that it should also be the duty of officers to assist or help members. Members are not always able to state the precise policy or PPG/PPS number that would support their view of an application, and as experts, Officers should provide this information in order to provide a robust, defensible decision. This is even more important since the recent government guidance informing planning authorities not to repeat national or regional policy or guidance in their own plans. I recall this was not the case with the old County Council Minerals and Waste Panel. When I attended one of their meetings a senior officer stated in public that the Panel would get no help from him in formulating the reasons for refusal of an application. In his words to the committee "you are on your own".</p>	<p>the Wiltshire Code.</p> <p>On the subject of officers helping members, they try to do so but this is always easier if assistance is sought prior to a meeting and not in a public arena.</p> <p>Government advice is clear, when an officer has made a recommendation, and members want to adopt a different line, it is for members to state clearly the reasons why they think a particular decision should be made. It is unreasonable to ask an officer, who has written a report based on his or her professional judgement, to turn around in a public arena and produce refusal reasons which he or she patently does not believe are realistic. Officers will always help if members articulate some reasons, (they can paraphrase what members have said) but they cannot work in a vacuum. Members have to give them a clear steer and not simply say they are unhappy with an application for unspecified reasons and then expect the officer to string together a series of robust refusal reasons while being watched by the applicant/agent.</p>	<p>There is a severe impact on both the reputation of the council and its credibility where officers are publicly asked to produce refusal reasons from scratch which they clearly do not believe are applicable to a particular case.</p>	<p>Councillors need to specify clear reasons why they think an application should be determined against officer recommendation. Officers will then be able to help by putting this into the correct planning terminology.</p> <p>If, having read the officer's report, councillors would like to explore alternative courses of action; they should speak to officers and ask for assistance prior to the meeting.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
	<p>Scheme of delegation: Again I do not have the scheme that defines such things as the time for parish councils to respond to an application. Often it will be the parish council that asks the Wiltshire councillor to refer a matter to committee on their behalf, as they no longer have this power. There are clearly going to be timing issues depending on the regularity of parish council meetings and the availability of the councillor if the 21 days as defined in a. of the scheme is strictly adhered to. Other responses, for instance from the EA or the water companies often takes longer than this, and the officer is usually not able to make a recommendation until this information is available. It is difficult for the member and the officer to discuss committee referral prior to the officer having come to a view on an application. How can a member decide what to do before he or she knows the view of the officer?</p> <p>On paragraph b, I see no good reason for advertisements, listed building consents and so forth being entirely delegated. I do however agree with CLUs being outside the scope of the committee. Although I appreciate that, for example, advertisements have to be handled in rather a different way to "normal" planning applications; these applications are often very contentious and need to be considered in public. There are similar concerns over consents to demolish, in that the value of a building is a very subjective matter and the view of members may not agree with that of officers, so members may well wish to call in the matter.</p>	<p>Timing is a difficult issue but officers normally have a fair idea about the likely outcome of an application shortly after receipt. They can then discuss the application with members. If they have not formed a view, they will agree to contact the member when they have. Officer will always try to accommodate members wishes if this is possible, for example if they know a statutory consultee is going to be late, but a point is always reached where a decision can be made and to delay further impacts performance/unduly delays the decision making process.</p> <p>Listed building, conservation and advertisement applications were removed from the call in procedure because of their objective/technical nature. They were almost always determined in line with officer recommendation.</p>	<p>The number of call ins for these categories of application will be limited so little impact.</p>	<p>Amend the Scheme of Delegation to allow member call in if listed, conservation and advertisement applications but not trees or certificates or prior approvals.</p>

Name	Submission/suggestion	Officer comment	Impact	Recommendation
Planning Officer	Committee agendas - too many green papers inserted between reports and the use of full minutes in place of 'by exception' means that our costs are higher than they should be. If we are serious about climate change, the format of the minutes should be considered by members so that they at least get to make a decision on what they want.	<p>Democratic services are satisfied with the current arrangements where full minutes are produced for every item. On the other hand, some planning officers prefer to see full minutes only for decisions which vary from the recommendation.</p> <p>Both methods have merits, the democratic services approach for completeness and ready access to all of the information in one place and the planning officer approach for brevity and sustainability.</p>	<p>Producing full minutes uses more staff and paper resource than an abridged version.</p> <p>There may be legal reasons why they have to remain full but some of the previous districts operated on abridged minutes without challenge.</p>	If members have a view on a preferred format they need to express this. If they have no view the minutes will continue to be produced in full.
Area Development Managers	In line with changing practice, the service needs to be renamed 'Development Management'.	There is an increasing national tendency supported by Government to use the term 'Development Management' as opposed to 'Development Control' which is perceived as having restrictive/negative connotations.	Minor resource implications to change the name (it is already used in some generic e-mail addresses).	Change the name of the service from Development Control to Development Management.

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ORIGINAL DEVELOPMENT CONTROL SCHEME OF DELEGATION WITH PROPOSALS FOR CHANGE FROM CLLR BILL DOUGLAS

The Director of Development (and any officers designated by that officer) is authorised to: -

- determine any planning application under delegated powers (including tree/hedge work applications);
- deal with enforcement complaints (including deciding on the expediency of taking/not taking action and issuing enforcement notices and taking any further action, including prosecution, required to secure compliance with a decision of the Council);
- deal with all types of appeal and their format;
- deal with all other decisions and correspondence required under any relevant local government, social, planning, listed building, conservation, building and environmental and any other relevant legislation;
- nominate officers to represent the Council on forums and working parties;
- authorise officers to enter land and buildings in the course of their duties;
- enter into, modify or discharge planning or legal agreements securing controls over development (e.g. Section 106 of the Town & Country Planning Act);
- set charges for copying, planning history searches, high hedge applications and discretionary fees for Local Land Charges;
- refuse applications following a resolution to grant permission or consent if the required legal agreements are not completed by the applicant within the timeframe set out in the officer's report.
- institute judicial reviews in consultation with the head of legal services

THE FOLLOWING BOX CONTAINS SUGGESTED CHANGES TO THE WORDING OF THE MID SECTION OF THE ORIGINAL SCHEME BY CLLR DOUGLAS AS LIB. DEM. SHADOW CABINET MEMBER.

OFFICER COMMENTS ARE SET OUT IN ITALICS UNDER EACH OF THE REVISED SECTIONS.

This is provided that none of the following conditions apply.

Reference to Committee by Wiltshire Council Division Member

- **On planning applications, the Wiltshire Council Division Member requests in writing that the application proceed to determination by way of the relevant area committee. (Any request must be received within 21 days of the circulation of the weekly list of 'applications received' in which it appears, and set out the material planning consideration(s) which warrant the application going before committee).**

Applications by member or senior officer of the council or close relation.

- **If the application is made by an elected member or a senior officer of the Council or their close relations, where representations objecting to the application have been received, permission can only be given by committee.**

This wording is clearer than the original text and has been incorporated into the revised scheme being recommended by officers in Appendix G. (with some minor amendments and to make it clear that it is only the relevant Division Member who can call in pick up other suggestions for clarification)

Application in which Wiltshire Council Division Member has a Prejudicial Interest

- **Where the Wiltshire Council Division Member is advised by the Monitoring Officer that they may have a Prejudicial Interest and where representations objecting to the application have been received, permission can only be given by committee.**

Officers don't have any strong views on this proposal – occasions where these circumstances would apply will probably be few and far between. Much would depend, however, on the Monitoring Officer being made aware of the interest and telling the planning team that any given application had to proceed to committee. This action would have to be undertaken within the standard 21 days of publication of the relevant weekly list. The variables at work could lead to mistakes so it may be simpler not to add this additional caveat.

Petition of Objection Signed By Division Electors

- **Where electors of six or more households in the division(s) in which planning permission is sought demand it, then the application shall be heard by committee.**
- **Where relevant Parish Council, Town or City Council demands it, then the application shall be heard by committee.**

This proposal seeks to re-introduce 'call in' by a predetermined number of objectors and by parish and town councils. This is unacceptable for the reasons set out in response to similar requests in Appendix A. It will add to costs, delay decision making and pad out committee agendas with minor development proposals allowing less time for members to consider the more important items which raise significant planning and community wide

Petition from residents of, or request from Wiltshire Council Member for Neighbouring Division

- **Where the Director of Development, having regard for the location of an application adjacent to division boundary, deems it appropriate; a petition from residents or request from the Wiltshire Council member for the relevant neighbouring division will be regarded as if it was from the division in which the application is made.**

If officers consider that there are sound reasons why an application should be determined by committee, rather than under delegated powers, they can decline to determine it under delegated powers which will result in that application proceeding to committee. There is already a safeguard in place. Officers do not agree that a petition per se should trigger a call in for the reasons set out above.

*This suggestion that a neighbouring members could call an application in is, however, very similar to that made by Cllr Jemima Milton in *Appendix A*. *If Members wish to change the protocol, the decision could be shifted upwards to the relevant committee chairman. If the local Division Member does not want an application to go to committee but a neighbouring member does, the Chairman could be asked to adjudicate.**

Also, that applications for listed buildings and advertising be included in the call-in list.

There are only minor resource implications stemming from this suggestion which has been addressed in earlier appendices so officers are not opposed to this change.

The following applications shall be dealt with by the Strategic Planning Committee:

- Large-scale major developments (defined by CLG as those of 200 houses or more or 10,000 square metres of non-residential floor space) which, by their nature (e.g. scale, location etc.) have wider strategic implications and raise issues of more than local importance;
- Planning applications for mineral extraction or waste disposal, other than small scale works which are ancillary to an existing mineral working or waste disposal facility.
- Significant applications by Wiltshire Council to develop any land of Wiltshire Council, or for development of any land by Wiltshire Council or by Wiltshire Council jointly with any other person (Regulation 3 applications)
- Applications, which if approved, would represent a significant departure from the policies of the statutory development plan, where they are recommended for approval;
- Applications called in by a Division Member that cross the boundary of two area committees

- Any application that the Director of Development deems raises issues that should be considered by the Strategic Planning Committee

There will be occasions where it would be possible to deal with certain applications under delegated powers but where the Director of Development considers it inappropriate to do so, having considered any public representation and consultee responses. In these cases the applications will be determined by an appropriate planning committee.

Definitions

Planning application means any application submitted to the Council for determination and included within the Governments' PS1 and PS2 returns;

Large scale major development means any application for 200 or more houses; residential development of 4ha or more or other development of more than 10,000 square metres or more than 2 ha, as defined by the Government in the PS1/2 return.

Householder development and the other descriptions of development referred to above shall have the meaning ascribed to them in the Government's PS1/2 return.

Enforcement notices includes all other formal notices under the Planning Acts used to investigate and remedy alleged breaches of planning control or improve the appearance of an area, including Breach of condition notices and Section 215 notices.

A close relation is defined as spouse, partner, sibling, parent or offspring.

A significant Regulation 3 application means any application for new development or an infrastructure project or an alteration of an existing development or infrastructure project where the site area exceeds 0.5 hectares or the net increase in floor area would exceed 500sq m. Development of a temporary nature such as temporary classrooms is specifically excluded.

Revised version recommended by officers

DEVELOPMENT CONTROL SCHEME OF DELEGATION

The Director of Development (and any officers designated by that officer) is authorized to: -

- determine any planning application and discharge conditions under delegated powers (including tree/hedgerow work applications);
- deal with enforcement complaints (including deciding on the expediency of taking/not taking action and issuing enforcement notices, including listed building enforcement notices and taking any further action, including prosecution, required to secure compliance with a decision of the council);
- initiate prosecution proceedings for breaches of the Planning and Listed Buildings Acts in relation to unauthorised works to listed buildings and /or unauthorised demolition of buildings in conservation areas
- deal with all types of appeal and their format.
- where an appeal has been lodged against a planning decision and Counsel advises that specific refusal reasons are unreasonable and/or likely to undermine or weaken the Council's case and time constraints prevent the matter being brought back to committee, officers, in consultation with the committee Chairman are authorised to inform the appellant and the Planning Inspectorate that the Council will not seek to defend such reason(s) at appeal;
- make and confirm Tree Preservation Orders; Tree Replacement Notices and serve notices requiring action in relation to dangerous trees, and to initiate any associated direct action required to deal with dangerous trees; deciding whether to prosecute for breaches of the Planning Acts in relation to tree and hedgerow matters
- determining any applications made under the High Hedges provisions of the anti-social behaviour legislation; including any necessary enforcement action
- deal with all other decisions and correspondence required under any relevant local government, social, planning, listed building, conservation, building and environmental and any other relevant legislation;
- serve Urgent Works Notices in relation to listed buildings and taking further action, including direct action and/or prosecution where such notices are not complied with;

- make representations on behalf of the council in relation to Government consultations on proposed changes to legislation and national guidance;
- make representations on behalf of the council in relation to consultations from other local planning authorities on planning applications;
- determine the requirements for, and amend when necessary the local validation list for planning applications;
- make and confirm Article 4 directions restricting or removing permitted development rights;
- nominate officers to represent the council on forums and working parties;
- authorise officers to enter land and buildings in the course of their duties;
- enter into, modify or discharge planning or legal agreements securing controls over development (e.g. Section 106 of the Town & Country Planning Act);
- make changes to conditions approved at committee (in the light of changing circumstances between the meeting and the issue of the decision) provided this is in line with the principles of the committee's decision. Any such changes will be reported back to a subsequent committee for member's information.
- set charges for copying, planning history searches, high hedge applications and discretionary fees for Local Land Charges;
- refuse applications following a resolution to grant permission or consent if the required legal agreements are not completed by the applicant within the timeframe set out in the officer's report;
- institute and defend judicial reviews and statutory challenges in consultation with the head of legal services.

This is provided that none of the following conditions apply.

Reference to Committee by Wiltshire Council Division Member

- a. Division Members can requests in writing/email that a planning application within **their** Division proceed to determination by way of an area committee. (Any request must be received within 21 days of the circulation of the weekly list of 'applications received' in which it appears, and set out the material planning consideration(s) which warrant the application going before committee). Officers will confirm what action is being taken following receipt of the request.
- b. It is perfectly acceptable for councillors to nominate a substitute(s) to undertake their planning responsibilities, including application 'call in', if

they have a conflict of interest or during periods of absence such as holidays or illness.

- c. Applications for tree work, prior approvals, Certificates of Lawfulness; notifications and variations/discharge of legal agreements - where the latter would bring them in line with a planning decision already made by the council, will not be eligible for call-in and will be dealt with under delegated powers.
- d. If private applications are made by an elected member or a senior officer of the council or their close relations, where representations objecting to the application have been received, permission can only be given by committee.

The following applications shall be dealt with by the Strategic Planning Committee:

- Large-scale major developments (defined by CLG as those of 200 houses or more or 10,000 square metres of non-residential floor space) which, by their nature (e.g. scale, location etc.) have wider strategic implications and raise issues of more than local importance. This will include applications of a similar nature by Wiltshire Council to develop any land of Wiltshire Council, or for development of any land by Wiltshire Council or by Wiltshire Council jointly with any other person (Regulation 3 applications);
- Planning applications for mineral extraction or waste disposal, other than small scale works which are ancillary to an existing mineral working or waste disposal facility;
- Applications, which if approved, would represent a significant departure from the policies of the statutory development plan, where they are recommended for approval;
- Applications called in by a Division Member that cross the boundary of two area committees;
- Any application that the Director of Development deems raises issues that should be considered by the Strategic Planning Committee.

There will be occasions where it would be possible to deal with certain applications under delegated powers but where the Director of Development considers it inappropriate to do so, having considered any public representation and consultee responses. In these cases the applications will be determined by an appropriate planning committee.

Definitions

Planning application means any application submitted to the council for determination and included within the Governments' PS1 and PS2 returns.

Large scale major development means any application for 200 or more houses; residential development of 4ha or more or other development of more than 10,000 square metres or more than 2 ha, as defined by the Government in the PS1/2 return.

Householder development and the other descriptions of development referred to above shall have the meaning ascribed to them in the Government's PS1/2 return.

Enforcement notices includes all other formal notices under the Planning Acts used to investigate and remedy alleged breaches of planning control or improve the appearance of an area, including Breach of condition notices and Section 215 notices.

A private application is one which has no connection with a member or officer's council duties. For example, if an officer submitted a Regulation 3 application on behalf of Wiltshire Council it would not be a private application.

A 'senior officer' within the Development Service will mean a Team Leader, Area Development Manager or the Service Director. In respect of other council services, a 'senior officer' will mean any Service Director, Corporate Director or the Chief Executive.

A close relation is defined as spouse, partner, sibling, parent or offspring.

A significant Regulation 3 application means any application for new development or an infrastructure project or an alteration of an existing development or infrastructure project where the site area exceeds 0.5 hectares or the net increase in floor area would exceed 500sq m. Development of a temporary nature such as temporary classrooms is specifically excluded.

Sept 2010

Revised version recommended by officers

Working Together

The Planning Code of Good Practice for Members of Wiltshire Council

1. Why a Code of Good Practice is Required

- 1.1. As a local councillor you will inevitably be involved in planning matters; as a councillor representing your division's constituents; as a councillor responsible for forming the planning framework for Wiltshire, or as a councillor responsible for deciding planning applications at an area or strategic planning committee. You will have a crucial role to play in both making the planning system work and ensuring the best possible outcomes for the community, both now and in the future.
- 1.2. The key purpose of planning is to manage development in the public interest. However, concerns are sometimes expressed about the compatibility of councillors meeting developers, applicants and interest groups and then taking decisions on an impartial basis. The aim of this code of good practice is to ensure that in the planning process in Wiltshire there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way. Your role as a member of the council is to make planning decisions openly, impartially, with sound judgement and for justifiable reasons. This Code of Good Practice has been prepared to help you in this task.

2. When the Code of Good Practice Applies

- 2.1. This code applies to councillors at all times when involving themselves in the planning process. This includes not just the taking part in the planning committee meetings of the council, but on less formal occasions, such as meetings with officers, the public, parish/town/city councils and pre-application and consultation meetings. It applies equally to planning enforcement matters or site-specific policy issues as it does to planning applications.
- 2.2. If you have any doubts about the application of this Code to your own circumstances you should seek advice early, from the Monitoring Officer or one of his/her staff, and preferably well before any meeting takes place.
- 2.3. This code is based upon the 'Model Members Planning Code' adopted by the Association of Council Secretaries and Solicitors in 2003 (updated in 2007). The Model Code was produced following consultation with the Standards Board for England, the Local Government Ombudsman and the Audit Commission.

3. Relationship to the Members' Code of Conduct

- 3.1. The Members' Code of Conduct must be complied with at all times. This Planning Code of Good Practice seeks to explain and supplement the Members' Code of Conduct for the purposes of planning. It provides helpful guidance for members. However, you are advised that if you do not abide by this Code of Good Practice, you may put the council at risk of proceedings on the legality or maladministration of the related decision and yourself at risk of either being named in a report made to the Standards Committee or Council or, if the failure is also likely to be a breach of the Code of Conduct, a complaint being made to the Standards Committee.
- 3.2. In the event of a conflict between this Planning Code of Good Practice and the Members' Code of Conduct the latter will prevail.

4. Development Proposals and Interests under the Members' Code

- 4.1. Members may wish to make their own planning proposals, such as extending their own property. It is a fundamental point of principle that those who have a significant interest in the outcome of a planning decision should not take part in the decision making process. Members should disclose the existence and nature of their interest at any relevant meeting, including informal meetings or discussions with officers and other members. Such interests should be declared at the start of the meeting.
- 4.2. Where your interest is personal and prejudicial:
 - Notify the Monitoring Officer in writing or by e-mail of your interest, if at all possible no later than the submission of the proposal;
 - Consider employing an agent to act on your behalf in dealing with officers and any public speaking at Committee - at any meeting, you must ensure that you leave the room whilst the meeting considers it;
 - Ask another elected member to represent division views;*
 - Do not participate in the processing of the application or the making of any decision on the matter by the Council;
 - Do not seek or accept any preferential treatment, or place yourself in a position that could lead the public to think you are receiving preferential treatment because of your position as a councillor.
 - Your proposal will not be dealt with by officers under delegated powers if any objections to it are received. Where this happens it will be reported to a committee for a decision.
 - At the meeting of the committee you may speak on the application, but only to the extent permitted for members of the public (not as a local member) in

* It is perfectly acceptable for councillors to nominate a substitute(s) to undertake their planning responsibilities, including application 'call in', if they have a conflict of interest or during periods of absence such as holidays or illness. In the case of death, the Chairman will nominate a stand in.

accordance with paragraph 9.6 below. You must then leave the room.

5. Fettering Discretion in the Planning Process

- 5.1. The integrity and public support for the planning process relies on members of planning committees making decisions that are open, transparent and above board. To participate in decision-making on planning matters, it is essential that you do not state how you will vote on planning matters prior to formal consideration of them at the meeting of the planning committee where you will have the officer's report and hear the evidence and arguments on both sides.
- 5.2. If you appear to have made your mind up prior to the meeting by publicly supporting or opposing a proposal, or have announced how you will vote, you will have fettered your discretion. Taking part in the decision in these circumstances will put the council at risk of a finding of maladministration and of legal proceedings on the grounds of there being a danger of bias or pre-determination, or a failure to take into account all of the factors enabling the proposal to be considered on its merits. Where you have fettered your discretion, do not speak and vote on a proposal and consider whether you should withdraw from the council meeting for that item. You should ensure that your decision not to speak and vote on these grounds is recorded in the minutes. However, where you are representing the views of your local electors and have fettered your discretion, you may still speak in your capacity as a local member as long as you do not have a personal and prejudicial interest. In these circumstances, you should ensure that your actions are recorded and you must not vote.
- 5.3. *Where I am a member of a parish, town or city council, can I still attend the parish/town/city council meetings where planning matters are discussed and still be a member of a Wiltshire Council planning committee?*

You can still take part in debates on planning proposals at parish/town/city council meetings, provided that:

- The proposal does not substantially affect the well being or financial standing of the city/town/parish council;
- You must make it clear to them that any views you express are based on the limited information before you only and that you will not in any way commit yourself as to how you or others may vote when the proposal comes before the Committee;
- You make it clear that you must reserve judgement and the independence to make up your own mind on each separate proposal, based on your overriding duty to the whole community and not just to the people in that parish, as and when it comes before the Committee and you hear all of the relevant information;
- When the development proposal comes up for consideration at a Wiltshire Council Planning Committee, if you intend to speak or vote you should disclose the personal interest regarding your membership or role at the Town/City or

6. Contact with Applicants, Developers and Objectors

6.1. As a community leader and local representative you will want to be involved in relevant public meetings, pre-application discussions and policy production. Councillors can involve themselves in discussions with developers and others about planning matters provided you keep to the following guidelines:

- Where developers organise a public exhibition or display of their proposals, it is acceptable to visit to examine the proposals and ask questions of the developers to ensure that you are fully informed of the nature of the proposals. You may feed in your own and your local community's concerns and issues and engage in discussion. However, be aware that you must have an open mind at the point of decision-making and therefore you should not state how you or other members might vote.
- Pre-application meetings with developers or prospective applicants may be a positive way of engaging the developer to seek to ensure that community needs are met. However, if approached, you should refer any requests for such a meeting to an officer of the Development Service. The officer(s) will then organise the meeting and ensure that those present are advised from the start that the discussions will not bind the authority to any particular course of action and that the meeting is properly recorded.
- Refer those who approach you for planning, procedural or technical advice to officers;
- Advise those looking for policy guidance to examine the policies in adopted local plans and the Local Development Framework;
- Avoid meeting developers alone or putting yourself in a position where you appear to favour a person, company or group.

7. Lobbying and Councillors

7.1. Lobbying is recognised as a normal and proper part of the political process. However, it is important for members to protect their impartiality and integrity in planning matters. You will not breach this code of Good Practice by listening to or receiving viewpoints from residents or other interested parties provided that you make it clear that you are keeping an open mind. Expressing an intention to vote one way or another before a meeting of the Council would prejudice your impartiality. It is advisable if the following procedures are followed:

- Avoid accepting gifts or hospitality from any person involved or affected by a planning proposal. If a degree of hospitality is entirely unavoidable, ensure that its acceptance is declared as soon as possible and enter it into the register of interests where its value exceeds £25 (twenty five pounds) in writing within 28 days of accepting such hospitality;

- Pass a copy of any lobbying correspondence that you receive to the relevant Development Control Area Team Manager or the case officer at the earliest opportunity;
- Do not pressurise or lobby officers for a particular recommendation;
- Promptly refer to the Development Control Area Team Manager any offers made to you of planning gain or constraint of development, through a Section 106 Planning Obligation or otherwise;
- Inform the Monitoring Officer where you feel that you have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality) who will in turn advise the appropriate officers to follow the matter up.
- Political Group Meetings should never dictate how Members should vote on a planning issue and members should not excessively lobby fellow councillors regarding concerns or views, nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.

7.2. Can I remain a member of an amenity society when it makes representations on planning matters?

There are many general interest groups who concentrate on issues beyond particular planning proposals. These include bodies such as the National Trust; CPRE; Wiltshire Archaeology and Natural History Society; Ramblers Association; local civic societies. It is acceptable to be members of these societies, provided that a personal interest is declared when that organisation has made representations on a particular proposal and you make it clear that you have reserved judgement and the independence to make up your own mind on each separate proposal. However, if you become a member of or lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals, you will have fettered your discretion and are likely to have a personal and prejudicial interest.

8. The Role of Officers

8.1. Officers and members work together to deliver the outcomes that seek to deliver the right development at the right place at the right time, whilst protecting the historic and natural beauty of Wiltshire's landscape. It is therefore essential that there is mutual trust and understanding between officers and members. Officers will advise and assist members in their formulation of planning advice and the determination of applications and will provide:

- Impartial and professional advice;
- Committee reports that include a clear and accurate analysis of the issues in the context of the relevant development plan and other material considerations; the substance of the representations and views of those who have been consulted and a clear recommendation of action.

Officers will process and determine applications in accordance with the Council's code of Conduct for Officers and the Royal Town Planning Institute's Code of Professional Conduct.

9. Decision Making

- 9.1. Planning decisions are made within the context of a national, regional and local planning framework. By law, the council has to make decisions in accordance with the Development Plan unless material considerations indicate otherwise.
- 9.2. As a member, you can request that the relevant planning committee considers a planning application in your division and not be dealt with under delegated powers (although there are a few exceptions, such as tree applications, set out in the Scheme of Delegation. To call-in an application, you need to do this in writing, (an electronic proforma is available for electronic submission), and send it to the relevant area team manager or case officer handling the application. Requests must be received within 21 days of the circulation of the weekly list. The proforma must record planning reasons why the committee should deal with the application. (It would be helpful if councillors would contact the case officer prior to call-in to discuss the planning issues involved and whether a call-in is necessary.) Following receipt of a request, officers will confirm what action is being taken and inform the member when they think the application will appear at committee.
- 9.3. While there is a strong presumption that the Division Member's views on call in should prevail, if another Member (i.e. one from a neighbouring division which is affected by the development) thinks an application should go to committee it will be open to that member to discuss the application with the Chairman of the committee. Having discussed the application and considered the possible impacts the Chairman will then have the ability to ask for the application to proceed to committee for determination. In the rare event that the application is in the Chairman's own division, the adjoining member can discuss the application with the Director of the service.
- 9.4. Councillors should arrive at meeting with an open mind and make a decision only after due consideration of all the information reasonably required to make that decision including any matters reported at the meeting. If you feel that there is insufficient information before you, you should request that further information. If necessary, defer or, if the grounds are adequate, refuse the proposal.
- 9.5. *Site Visits* – Councillors will be expected to be familiar with the site and the issues surrounding the decision when they arrive at a committee meeting. It is acceptable to visit the site and, if necessary, surrounding properties that may be affected by the proposal, as an individual councillor before the meeting, although councillors should not enter onto a site without the consent of the owner. On no account should councillors express a view on the merits of the application to anyone, including the applicant, owner or any third party. With regard to the Strategic Committee, for major and controversial applications arrangements will exceptionally be made for organised site visits where these are considered necessary.

The committee reports and officer presentations should provide ample information for councillors to determine applications. Very exceptionally, councillors at a committee may feel that a site visit is appropriate to assess the implications of the development. In these cases, reasons for the site visit will be provided and consideration of the application should be deferred pending the visit. (The site visit will be arranged by officers and although the owner's permission will be required, there should be no dialogue with members of the public or applicant/owner during the visit.) The application will then be re-listed on the following agenda.

- 9.6. *Public Speaking at Meetings* - The council has an established procedure in respect of public participation at planning meetings. This should be complied with. In particular, it is not permissible during meetings for members of the public to communicate with councillors debating the proposal either orally or in writing, as this may give the appearance of bias.

Consultees and members of the public who wish to speak at a planning meeting, either in favour of or against an application will be asked to register with Democratic Services in advance and in person. The committee clerk for the meeting must have received the notification at least ten minutes prior to the start of the meeting.

There will be a maximum of three consultees permitted to speak on an application. Consultees include statutory consultees and bodies such as CPRE, Natural England etc.

Town/parish/city councils will have an individual four minute representation slot should they wish to speak. Only one representative per council should speak and it is important that the spokesperson expresses the formal views of their council, and not their own individual thoughts. If an application spans more than one parish, each affected council will have a four minute slot. Any additional time will be at the Committee Chairman's discretion.

There will be a maximum of three members of the public permitted to speak in objection to an application and three members of the public permitted to speak in support of an application. Where a committee member with a prejudicial interest wants to speak as a member of the public (as they are entitled to do) they will need to secure one of the 'public slots'.

Each speaker will be allotted 3 minutes to address the committee and an audible 30 second warning may sometimes be given before the end of the three minutes.

In the case of particularly controversial or large applications the chairman of the committee will have discretion over these timings and will be able to allow more speakers. It is imperative, however, in the interests of natural justice that any increase in time allowance is applied across the board, i.e. not to only one group supporting or objecting.

9.7. *Decisions Contrary to Officer Recommendation*

There will be occasions when councillors wish to make a decision that conflicts with the planning officer's recommendation. In these circumstances, members proposing, seconding or supporting such a decision must clearly identify and understand the planning reasons leading to this decision and must give the planning officer an opportunity to explain the implications of it. The reasons for the decision must be given prior to the vote and be recorded. If an application is to be approved, councillors should set out any particular conditions they would like imposed which will be in addition to the 'standard' conditions for that type of development which will be added by officers. An opportunity must be given to the planning officer to comment on conditions suggested by members and if necessary, the application should be deferred to the next available meeting to enable proper consideration to be given to the wording needed to achieve members' objectives or members may delegate to the officers the imposition of suitable conditions.

Reasons for refusal against officer advice must be planning related, clear and convincing. Be aware that you may have to justify the resulting decision by giving evidence in the event of any challenge or appeal.

Where councillors think they could have concerns about any given recommendation at committee, officers will be happy to discuss the application beforehand to explore the options which may be open to the Members.

In cases where councillors have overturned a recommendation and the applicant lodges an appeal with the Planning Inspectorate which will be dealt with by way of hearing or public inquiry, members should be prepared to defend that decision. This defence should be made in person or, at the Member's discretion in writing. Planning and legal officers will support members both in the lead up and at the appeal hearing/inquiry. (Members may of course also be called upon to support the Council's case on appeal where the decision has been made in line with the officer recommendation.)

10. Training

Planning is a complex area, but one that generates a great deal of interest amongst local residents and is at the heart of much of the activity of the council. Great care needs to be taken over procedural matters and to ensure that consideration of applications takes place in a clear and open manner and that decisions are based on sound planning principles. For these reasons, it is **mandatory** for all elected councillors of Wiltshire Council to have training in planning matters prior to sitting on a planning committee. All elected councillors will be able to attend this training and it will be arranged immediately after each election. For those elected at by-elections, similar training will be made available.

11. The Order of Events at Committee Meetings

Meetings will normally commence at 6 p.m. and the applications will be determined in the order in which they appear in the agenda unless the chairman has valid reasons for changing the order. Officer will try and ensure that applications which are likely to attract large numbers of the public appear early in the agendas. If the order is changed, this will be announced at the start of each meeting. The usual procedure will be:

- a) The planning officer will introduce each item and set out any representations, amended plans or material considerations which have been received or come to light in the period between the publication of the agenda and the committee meeting.
- b) Committee Members will then ask the officer to clarify any points/ask technical questions.
- c) Members of the public who wish to make representations opposing the application will then be invited to do so.
- d) Members of the public/applicant/agent (in this order) who wish to make representations in support the application will then be invited to do so.
- e) Consultees who wish to make representations will be invited to do so.
- f) The town/city or parish council representative, if present, will then be invited to make representations.
- g) The division member will be invited to make representations[†].
- h) The planning officer will then have an opportunity to respond to comments or provide clarification of any points raised.
- i) The chairman will then normally ask if anyone is prepared to move the officer recommendation or propose an alternative motion. Once a motion has been seconded it will be open to the councillors to discuss the application and ask further questions of officers.

September 2010

[†] Any division member, be they a member of the committee or not is welcome to attend committee meetings and make representations on any application within their division. Councillors who are part of the committee will have voting rights but those who are not can speak, but are not eligible to vote. Division members who are not on the committee may be invited to participate in any debate at the chairman's discretion.
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Officer actioned recommendations in respect of review work in respect of: -

- d) Communication**
- e) What Is, and Is Not Working Well and**
- f) General Comments.**

From the observations received from a number of parish and town councils under these three headings there is clearly room for improvement in the acknowledgement process, general consultation and on consultation on amended plans in particular. (There is also a widespread belief that due weight is not being given to the comments these consultees make in the application process.)

The review generated a total of twenty four recommendations under these headings, many of which require relatively minor and straightforward changes to operational procedures or documentation. Because of their nature most of these recommendations have, or are in the process of being actioned.

Where the recommendations have not been implemented, this is mainly because the current IT systems do not have the flexibility to deliver what is required, or if they do, the cost of making changes to the software is prohibitive at a time when the service is in the process of upgrading to a new single IT platform.

d) Communication

It is recommended that the following takes place:-

1. Officers investigate and offer electronic circulation of planning agendas to parishes which would like them if it can be done at a reasonable cost. If current IT constraints preclude this, to endeavour to secure this facility as part of any software upgrade.
2. Provide more information on standardised consultation proformas to make it clear what the purpose is, and who to contact if there are any queries. If the consultation is on amended plans, the nature of the actual amendment should be readily apparent. The proformas, (paper and electronic), should be reformatted and automatically populated with all necessary information including the full application number and consultation response date, (there should be no handwriting).

3. As and when the IT is available, offer parish and town councils the option to receive the weekly list of applications registered or only those for their parish/town.
4. Harmonise the variety of consultation end dates as far as feasible as part of the lean review process (member, parish, neighbour notification, press advert and site notice).
5. Harmonise the dispatch of the planning lists and consultation on the actual plans themselves.
6. Harmonise the consultation process on amended plans as follows:-

Amendments submitted pre-decision	
Non material amendments to a scheme which do not affect anyone.	No consultation but the plans to be placed on the web site.
Major change which does not affect anyone.	No consultation if no-one affected but plans to be placed on the web site.
Major change which affects people.	Re-consult the neighbours and parish/town/city councils but giving them 14 days to respond rather than 21.
Amendment requests made post-decision	
Non material change which does not affect anyone.	No notifications but plans placed on file and web site.
Major change.	Will require submission of a new planning application.

7. Harmonise the notification process to try and ensure that everyone who made representations on a 'committee application', including town/parish/city councils and applicants/agents are given five clear working days notice of the date of the meeting.
8. Provide more information to parishes on contact details for extension of time requests but clarify that extensions are at the discretion of the Council.
9. Add a 'No Objection' box to the parish consultation response forms
10. Enable an e-mail 'auto response' so that parishes always know that their observations have been received by the service.

11. Where there will be a Section 106 Agreement drawn up, officers should discuss the implications with the parish/town council if it involves community benefits, (as opposed to items such as contributions to off site sewage works or technical highway matters).
12. Harmonise notifications sent to Members in the north so they also receive a list of decisions made under delegated powers.

e) What Is, and Is Not Working Well

It is recommended that the following takes place: -

1. Information on the availability of planning applications for public inspection at parish and town council venues should be incorporated into notification correspondence when IT permits. (Parish and town councils would have to opt into this service.)
2. Investigate inserting electronic links to core policy documents referred to in any development service correspondence.
3. Investigate the ability of current or proposed IT to allow parish and town councils to choose the geographic area from within which they are consulted on planning applications. – i.e. only their parish or a wider geographic area.
4. The Spatial Planning Team to ensure there is member involvement in any policy decisions on community infrastructure levy, S106/policy.
5. Clarify the statutory role of parish and town councils in the planning process in Wiltshire Council documents – they are statutory consultees whose views have to be taken into account.
6. Investigate inserting an electronic link in the delegated lists to decision notices to make finding/printing them easier.
7. Investigate providing the details of consultees to parish and town councils at the time they are consulted on new application. (This would have to be part of any new IT package.)
8. The start time of the Area Committees remains 6pm.

f) General Comments

It is recommended that the following takes place:-

1. Ensure the review of the enforcement process addresses the parish desire to be notified of all enforcement investigations within their parish and the outcome.

2. Revise the wording/content of para 11.g of the Planning Code of Good Practice to clarify the local Division Member role at committee.
3. If Members have concerns about a planning application they should seek to discuss their reasoning with the case officer prior to the meeting.
4. The names of officers, including highway officers attending meetings should be recorded in the minutes although this has not been the convention of the Council in the past.

Wiltshire Council

**Cabinet
19 October 2010**

Subject: Visit Wiltshire – Business Plan 2010-14

Cabinet member: Councillor John Brady – Economy and Enterprise

Key Decision: Yes

Executive summary

The purpose of this report is to:

- brief Cabinet members on the main proposals within the new VisitWiltshire Business Plan 2010 -14
- identify the implications for operations and staff
- seek Cabinet's agreement to the VisitWiltshire Tourism Partnership establishing itself as an independent company limited by guarantee
- seek approval to de-couple the management of Tourist Information Centres (TICs) that are currently operated by Wiltshire Council from the VisitWiltshire Tourism Partnership, review their cost base and explore the feasibility of securing greater local control

The new VisitWiltshire Business Plan seeks to address two key issues: the need to raise the profile of Wiltshire as a visitor destination in the face of stiff competition from other destinations in the UK and; the need to achieve the best return from the funds available to Visit Wiltshire. In an era of financial restraint, the representatives of the tourism industry believe that this can best be achieved by VisitWiltshire focusing on attracting visitors to the county and building and supporting its membership. In order to provide a sustainable service offering value for money, the proposal is to establish VisitWiltshire as an independent membership based limited company with a service level agreement with Wiltshire Council.

VisitWiltshire recognises that TICs play a valuable role in the provision of local information to the local community and to tourists. But although this is a valued service – Salisbury TIC alone has in the region of 180,000 customers a year – the five TICs currently funded by VisitWiltshire have contact with only around 2% of visitors coming into the county. In the main TICs serve people who are already in the county rather than marketing to people who might be considering coming here.

In view of their value locally, it is proposed that the Council explores the potential to move the management of the four TICs we operate to local management arrangements as is the case with the majority of the TIC network across Wiltshire. A further report on the future funding and management of the TICs will be presented to the Cabinet in December 2010 following consultation with staff, the VisitWiltshire Board, TICs, the prospective new management organisations that might take over the TICs and other stakeholders. This report would also, subject to costing etc ask for

approval to move to the new delivery mechanism.

The VisitWiltshire Business Plan envisages a new company with a staff complement of 6 FTE which compares with 5.6 FTE within the current central team. Subject to a due diligence exercise to be undertaken by the Council and staff/trade union consultation, the aim will be to fill these positions through a TUPE transfer of staff from the current central team. The TIC staff (17.3 FTE) will remain employees of the Council.

The VisitWiltshire Business Plan with its emphasis on marketing, membership and decoupling the TICs proposes a gradual reduction in annual financial contributions to VisitWiltshire from approximately £790,000 in 2010/11 to £550,000 in 2011/12 to £525,000 in 2012/13 reducing to £500,000 in 2013/14. If the Council were to maintain the current level of expenditure relating to the operation of the TICs, and support the new company, it would need to find an additional sum in the region of £94,000 in 2011/12, bringing the total Council expenditure on tourism in 2011/12 to £884,000. But if the four TICs can be transferred to local control this figure might be reduced.

Proposals

Members are requested to:

1. Agree to VisitWiltshire Tourism Partnership establishing itself as an independent company limited by guarantee. The focus of this company, will be on destination marketing and building and supporting membership.
2. Approve bringing in-house the management of TICs that VisitWiltshire currently manages on the Council's behalf.
3. Provide delegated authority to the Service Director for Economy & Enterprise in consultation with the Cabinet Member for Economy and Enterprise, to review the cost base of the TICs and explore with local stakeholders the feasibility of securing greater control with a view to presenting options to Cabinet by December 2010.
4. Subject to the outcome of the above investigations, confirm the level of funding that the Council is prepared to make available to the new VisitWiltshire company.
5. Approve consultation with trade unions, existing VisitWiltshire staff and other stakeholders regarding these proposals and complete a due diligence exercise to assess the feasibility of the TUPE transfer of staff to the new VisitWiltshire company.

Reason for proposals

The proposals will provide VisitWiltshire with the structure and resources it needs to effectively market Wiltshire as a visitor destination, i.e. to attract more visitors and encourage them to stay longer and spend more in the local economy. The proposals fit with the Corporate Plan objective of increasing the output per worker generated by a number of employment sectors including tourism. By concentrating on marketing and building and supporting membership of VisitWiltshire, the organisation has the best chance of meeting this objective and providing a sustainable service offering value for money for Wiltshire Council and other funding bodies.

The proposals also provide an opportunity to review the management and funding of TICs and explore the possibility of greater local control of these services by local communities.

MARK BODEN

Corporate Director

Department of Neighbourhood & Planning

Subject: VisitWiltshire – Business Plan 2010-14

Cabinet member: Councillor John Brady – Economy & Enterprise

Key Decision: Yes

Purpose of report

1. The purpose of this report is to:
 - (i) Brief Cabinet members on the main proposals within the new VisitWiltshire Business Plan 2010 -14.
 - (ii) Identify the implications for operations and staff.
 - (iii) Seek Cabinet's agreement to the VisitWiltshire Tourism Partnership establishing itself as an independent company limited by guarantee.
 - (iv) Seek approval to de-couple the management of Tourist Information Centres (TICs) that are currently operated by Wiltshire Council from the VisitWiltshire Tourism Partnership, review their cost base and explore the feasibility of securing greater local control.

Background

2. VisitWiltshire was launched in January 2008 but became fully operational on 1 April 2009. Its role is to promote tourism in Wiltshire – to attract more visitors and to encourage them to stay longer and spend more.
3. The Board of VisitWiltshire is made up of representatives of the tourism industry as well as the public sector. All staff are employed by Wiltshire Council. The current headcount is 22.9 full time equivalents (FTE) with 5.6 FTE employed within the central team based in Salisbury and the remainder employed within TICs at Salisbury, Avebury, Devizes and Marlborough Library. In addition, Wiltshire Council (through VisitWiltshire and under a funding agreement originally entered into by North Wiltshire District Council) currently provides grant aid for Corsham TIC, but no direct staff. The majority of TICs in Wiltshire (there are 18 in total) are funded locally.
4. South West Tourism estimates that Wiltshire attracts 12.5 million visitors a year generating direct spend of £780 million per annum and supporting 14,459 FTE jobs. The indirect impact of this means that overall, tourism is worth over £1 billion a year to the local economy. VisitWiltshire assesses that tourism could generate even greater value for the local economy building on the area's wealth of heritage attractions, attractive rural environment, easy access from large, densely populated areas and proximity to air and sea ports.

5. However, Wiltshire does not have the high level of brand awareness that other destinations have and VisitWiltshire's marketing budget is small relative to those of competitor bodies in neighbouring areas. The original budgeted marketing spend for Wiltshire was in the region of £190,000 compared to over £500,000 in areas such as Somerset, Devon and the Cotswolds. Although VisitWiltshire is currently a public/private partnership it is seen by many in the private sector as another department of the Council.
6. VisitWiltshire wishes to put in place the structure and resources that will address these issues and in particular:
 - Achieve a higher level of brand awareness especially amongst those that are looking to stay; they have a higher daily spend than day visitors who currently make up 65% of total visitors to Wiltshire.
 - Work with the industry to develop Wiltshire's tourism product.
 - Grow the membership and membership income. VisitWiltshire can build on changes to national rules that will enable them to recruit and support non-accredited as well as accredited providers.
 - Provide a sustainable marketing operation offering value for money to its members and other stakeholders across the whole county.
7. Therefore, VisitWiltshire proposes to establish itself as an independent membership based company limited by guarantee with a commercial edge that can concentrate on developing an effective marketing mix addressing product, place, people and promotion. The marketing strategy will focus on bringing visitors into Wiltshire. It will emphasise Wiltshire's attractions, accommodation and other tourism offers and build its membership and offer members improved support. That support would include ongoing support to TICs including the provision of marketing materials, etc.
8. VisitWiltshire recognises that TICs play an important role in providing a community information service alongside their visitor information role. But details provided by the 18 TICs in Wiltshire show that they have direct contact with only around 4% of the visitors who are already in the county. The five TICs funded by Wiltshire Council through VisitWiltshire and which currently account for 52% of VisitWiltshire's total funding have contact with only around 2% of visitors to Wiltshire. Of these, Salisbury TIC can be considered to be a special case having face-to-face contact with around 180,000 (1.6%) of visitors.

Main considerations for the Council

9. The proposals fit with the Council's Corporate Plan objective of increasing the output per worker generated by a number of employment sectors including tourism with a view to developing a higher value economy. If VisitWiltshire can attract higher spending visitors through increasing brand awareness and working with providers to improve quality, the value of tourism to the economy can be enhanced. By concentrating on marketing and building and supporting membership of VisitWiltshire, the organisation has the best chance of meeting this objective and providing a sustainable service offering value for money for Wiltshire Council in the future.

10. By increasing membership income, VisitWiltshire can reduce its financial dependence on Wiltshire Council in the future, an important consideration in the current financial climate. Should the Cabinet wish to do so, this will enable Wiltshire Council to reduce its financial contribution to VisitWiltshire from next financial year (2011/12) if local arrangements for the management of TICs are developed.
11. Bringing the management of TICs in-house will provide Wiltshire Council with the opportunity to explore ways in which the cost to the public purse of operating TICs can be reduced. Exploring alternative management options will also enable local bodies and groups e.g. Town Councils, third sector bodies and the business community to consider the viability of taking control of those operations so that they meet local priorities. This fits with a general drive towards enabling greater local control of public services.

Environmental impact of the proposal

12. The VisitWiltshire Business Plan makes it clear that environmental sustainability will be part of the corporate culture of the new company and a focus for future tourism marketing.

Equalities impact of the proposal

13. Subject to a due diligence process to be undertaken by Wiltshire Council and staff/trade union consultation, the aim will be to fill the positions within the new company through a TUPE transfer of staff from the current central team. The exploration of new management arrangements for TICs has the potential to put staff at risk. In these circumstances, care will be taken to ensure that all staff are treated fairly and equally and staff and unions are fully consulted. A Project Team bringing together HR, legal and financial expertise has been established to ensure that the equalities impact of the proposal is minimised.

Risk assessment

14. The key risks associated with these proposals include:

- (a) Financial

If approved, these proposals should enable a reduction in the annual financial contribution to VisitWiltshire from £790,000 in 2010/11 to £550,000 in 2011/12. However, this has to be balanced against a risk that new management and funding arrangements for the TICs may not be identified and agreed in year with a resultant financial pressure in 2011/12. This is difficult to estimate at this time; a further report will be presented to Cabinet by December 2010 to set out the financial implications of this in more detail enabling the Council to confirm the level of funding for the new company.

With regard to any potential redundancy costs, these would also be set out in the next report.

(b) Reputational

There is a risk to the reputation of not only VisitWiltshire but also Wiltshire Council in approving the exploration of alternative management options for the TICs particularly if there is uncertainty regarding the availability of funding for their continued operation.

However, this has to be balanced against the importance of enabling local communities to have their say regarding how they would wish TICs to be run in the future. Already, 13 of the 18 TICs are locally funded and controlled and local communities may welcome the prospect of being able to determine the scale and nature of the TIC services provided in their area.

Further, in the current financial climate, it is important that the Council is seen to achieve the best return in terms of the Council's expenditure on tourism services; enabling VisitWiltshire to concentrate on delivering services that generate the greatest impact in terms of the brand awareness of Wiltshire and develop a commercial edge to its activities is one way in which that best return can be achieved.

Financial implications

15. The proposals set out in the VisitWiltshire Business Plan have the following implications:

- A gradual reduction in annual financial contributions to VisitWiltshire from approximately £790,000 in 2010/11 to £550,000 in 2011/12 reducing to £525,000 in 2012/13 and £500,000 in 2013/14.
- In order to maintain the current level of expenditure relating to the operation of the TICs, the Council would need to find an additional sum in the region of £94,000 in 2011/12, bringing the total expenditure on tourism by the Council in 2011/12 to £884,000. This would be equivalent to 50% of the Council's current economic development budget. To address this pressure it would be necessary to review the funding and management arrangements of the TICs and present a further report setting out the options to Cabinet in December 2010.

Legal implications

16. A project team led by the Service Director for Economy & Enterprise and comprising HR, legal, financial and communications staff has been considering the legal implications of VisitWiltshire's proposals. The key findings are as follows:

- There is a block exemption from normal state aid rules for tourism services which may be applicable for the provision of funding to VisitWiltshire. However, to make use of the exemption, the VisitWiltshire scheme will have to be notified to the Commission. Approval by the Commission is not guaranteed. Legal Services are investigating the notification timescales and the information requirements for such a submission. Legal Services are of the view that the VisitWiltshire project falls outside of the EU procurement legislation and so competitive tendering is not required by this legislation.

- A consultation period with unions and staff will be necessary coupled with a due diligence exercise to prepare for the possible TUPE transfer of staff into the new VisitWiltshire company.
- Subject to the outcome of the review of funding and management arrangements relating to the TICs, TUPE transfer options may need to be explored in the case of staff transferred to potential new management organisations.
- A programme of consultation with other stakeholders including members of VisitWiltshire, ward councillors, town councils and area boards would need to be put in place to explain the background to the proposals and discuss potential alternative management arrangements for the TICs.

Options considered

Status quo:

17. The current budget for what should be VisitWiltshire's main activity – marketing – is only £190,000 or only 20% of its total resources and in absolute terms, VisitWiltshire has an annual marketing spend that is less than half of the spend in neighbouring areas. By contrast VisitWiltshire currently spends 52% of its budget on the running of TICs that have contact with only around 2% of visitors to Wiltshire. In these circumstances, Visit Wiltshire will remain relatively uncompetitive in terms of raising the brand awareness of Wiltshire as a visitor destination.
18. VisitWiltshire is also highly dependent on Wiltshire Council for its funding with 84% of its current budget provided through Council contributions with the remainder provided mainly by member organisations from within the tourism industry locally. In the current financial climate, this is a risky approach and does not take advantage of the opportunity to generate higher levels of income through the recruitment of new private and voluntary sector members.
19. With regard to the management of TICs, the status quo is out of step with the arrangements for managing and funding nearly three quarters of TICs operating in Wiltshire. This denies some town councils and other local bodies the opportunity to manage and develop the TICs in their area and explore the potential for developing shared services for their communities.

Option not recommended

Increased funding for VisitWiltshire

20. A straightforward increase in the level of funding by Wiltshire Council for VisitWiltshire may enable the desired increase in expenditure on marketing. However, this would increase the dependency of VisitWiltshire on Council funding at a time of severe financial restraint. This would not be sustainable in the medium to long term.

Option not recommended

New company to focus on marketing and membership development/Council takes in house responsibility for managing TICs

21. This would involve the establishment of an independent membership based company limited by guarantee and operating under a Service Level Agreement with a focus on marketing Wiltshire and building and supporting membership. The Council brings in house the management of the four TICs and begins to review the funding and management arrangements for those centres to identify potential cost savings and explore the opportunities for local communities to take control of the running of the smaller TICs in the future.
22. This option recognises the current and likely future financial situation of Wiltshire Council enabling a reduction in the funding of VisitWiltshire over the next four years. However, it also enables an increase in the level of marketing spend and greater autonomy is expected to build confidence with potential private sector members enabling VisitWiltshire to secure higher levels of private funding in the future. Overall, this improves the prospects of VisitWiltshire becoming more competitive in the marketplace and developing greater financial independence.

Recommended

Conclusions

23. As a sector, tourism has huge potential to grow and deliver greater value for the local economy in Wiltshire. This fits with the Council's corporate priority of developing a higher value economy. However, this cannot be achieved when VisitWiltshire has such a broad agenda that covers not only marketing but also the delivery of information services at a local level. The proposals set out in this report provide an opportunity to put VisitWiltshire on a more competitive footing at a time of financial restraint. The proposals also provide an opportunity to review the cost base of Salisbury TIC and explore the possibility of greater local control of the other smaller TICs that are currently managed by VisitWiltshire.

MARK BODEN

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

None

Appendices

Appendix 1 - VisitWiltshire Business Plan 2010-2014

Appendix 2 - VisitWiltshire Source and Application of Funds Summary

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VISIT WILTSHIRE

Business Plan: 2010 to 2014

VisitWiltshire is a membership organisation which, as described in this Business Plan, will be established as an independent company limited by guarantee with continuing financial support from Wiltshire Council. Our role is to promote tourism in Wiltshire – to attract more visitors and to encourage them to stay longer and spend more. This business plan charts the way forward for the next four years. It concludes that the emphasis should be on:

- **effective marketing** of Wiltshire's attractions, accommodation, and other tourism offers.
- **building our membership** and offering our members improved support.

1. The visitor economy in Wiltshire

Tourism is Britain's fifth most important industry, with spending valued at around £114 billion a year. Of this 84% is spent in England providing employment for over two million people. 2009 saw a growth in domestic tourism with overnight trips up 7% and leisure travel up 18% – a reversal of the downward trend over recent years.

South West Tourism estimates that Wiltshire receives 10.9 million people on day trips and 1.6 million staying visitors a year. Total visitor related spend in the County is around £780m – about 6% of the county's economy. The sector directly employs 19,535 people (14,459 full time equivalents), about 6% of total employment. 35% of tourism spend comes from visitors staying overnight while the balance (65%) comes from day trips to and within the county.

In addition to this direct spend, a further 40% is generated in the local economy through the multiplier effect. This brings the total tourism benefit to Wiltshire to over £1 billion per year.

Tourism also enhances the quality of life within the county by offering a greater variety of activities than could be sustained just by local residents. So, by helping to make Wiltshire an even more attractive place to live, tourism also helps to encourage businesses to move here.

However, the marketing of Wiltshire has until recently been fragmented between various councils and with a relatively small budget compared to the County's main competitors.

2. The origins of VisitWiltshire

During 2007 the old Wiltshire County Council, the four District Councils, and Swindon came together with private sector representatives to set up a single county wide Destination Management Partnership (DMP). It was recognised that bringing all the existing promotional activities together would deliver more impact with lower overheads.

VisitWiltshire was launched in January 2008, a Head of Partnership was subsequently appointed, brand values were established and the first joint publication (*Ancient Modern*) distributed. The continued co-operation between the local authorities led to the publication in January 2009 of three new county-wide brochures promoting accommodation, attractions and group visits. At this point VisitWiltshire was still operating under an informal arrangement between the various councils.

Following the creation of Wiltshire Council on 1 April 2009 VisitWiltshire became fully operational, with its own budget. This has enabled the organisation to commit itself to a full business planning process.

3. The role of VisitWiltshire

VisitWiltshire is committed to:

- **Increasing the value and profitability of the visitor economy** – our bottom line.
- **Raising the quality of the visitor experience** – people's expectations are constantly rising.
- **Improving the environmental sustainability of the industry** – because the natural environment is one of Wiltshire's primary attractions.
- **Engaging with those involved in tourism** – meeting the needs of key stakeholders

We face stiff competition from other tourist destinations in the UK. So, to achieve our aims, we must raise the profile of the county. We don't want to be another "best kept secret" or just somewhere on the way to the West Country. Wiltshire must be recognised as a popular destination in its own right. This plan is therefore focussed on two fundamental activities – marketing Wiltshire and building and supporting our membership.

VisitWiltshire will work to achieve four outcomes:

1. Raising the profile of Wiltshire

Wiltshire does not have as high a level of brand awareness as other destinations within the UK. We need to raise the profile of what the county has to offer. This can be achieved by creative advertising, direct mail, exhibitions, publications and the development of the VisitWiltshire website – and of course by effective public relations to achieve free publicity.

We can measure an increased profile through:

- increased use of the website (the trend is upwards)
- the level of brochure enquiries (though the national trend is downwards)
- the value (in terms of equivalent advertising cost) of the publicity generated through PR in the regional, national and international press.
- the number of visitors – both staying and day visitors
- attracting additional funding (e.g. through sponsorship)

2. Ensuring that visitors enjoy positive, quality, sustainable experiences

While we have control over our own activities – our publications and website – it is the various tourism businesses in the county that actually deliver the product and service to visitors. So VisitWiltshire must seek to influence and assist these end providers. We must promote an understanding of consumer needs at each stage of the *Visitor Journey*¹; increase the proportion of accredited providers and involve more non-accredited ones. We must offer skills training within the sector and promote environmental sustainability.

We can measure visitor satisfaction through:

- satisfaction surveys of visitors during their stay in the county
- feedback from local residents and businesses both directly to VisitWiltshire and from the Community Area Boards and local economic partnerships.
- feedback from the various social networking sites.

¹ The 'Visitor Journey' concept (see appendix 3) was used by *Tourism Engineers* as the basis of a research project commissioned by VisitWiltshire in 2009. The project looked at the methods of communicating with and influencing the decisions of potential and actual visitors to Wiltshire, including the role played by TIC's.

3. *Engaging with all organisations involved with tourism in the county*

VisitWiltshire must satisfy the aspirations of its three key customers – the public sector and its primary funder, Wiltshire Council; its private sector members (now approaching 400 businesses) and the end user – the visitor to Wiltshire.

Our level of engagement with our own members can be measured by:

- the total number of members we attract and retain;
- our membership as a proportion of the total tourism related businesses in the sector;
- the geographic spread of our members across the county

In addition we also have a range of other partners:

VisitBritain: VisitWiltshire acts as the data steward for Wiltshire accommodation providers. We must provide at least an annual update to the VisitBritain database.

VisitEngland: The new framework strategy was launched on 18 March 2010 (see *Appendix 2*). It encourages regional tourist boards and destination management partnerships to link their plans with the national framework. The key VisitEngland themes are reflected in VisitWiltshire's objectives.

South West Tourism: SWT is undertaking its own review to ensure that its objectives are aligned with those of VisitEngland and we need to play our part in that.

VisitWiltshire also acts as the voice of the County's tourism industry and as such should be interacting with the media, Area Boards, TICs, the Chambers of Commerce and other Economic Partnership organisations.

4. *Provide a sustainable service offering value for money*

VisitWiltshire, as a public/private sector partnership, seeks to provide a long term service for the public and private sectors within the geographical county of Wiltshire (which includes Swindon), and for visitors to the county. We believe we can best achieve this by establishing VisitWiltshire as an independent membership based organisation with service level agreements with public sector authorities.

4. Our current situation

This plan seeks to address two key issues: the scale of our budget relative to those of our competitor counties and how best to use those funds.

The scale of our budget

In seeking to determine the size of an effective, future budget, and in the absence of appropriate and reliable historic data, we have benchmarked Wiltshire against the marketing spend and size of our competitor destinations in the south west.

Current tourism budgets in adjacent counties in 2010/11

	Marketing spend ¹ £	Value of tourism ² £	FTE employment ² £	Percentage of all employment
Cornwall	Over 500,000	1,711,231,000	39,667	22%
Cotswolds	Over 500,000	829,256,000	16,791	8%
Devon	500,000	2,138,485,000	46,140	11%
Dorset ³	421,000	1,457,650,000	30,250	13%
Somerset	510,000	1,080,833,000	23,549	9%
Wiltshire	189,910	780,000,000	14,459	6%

- ¹ Estimate of the combined marketing spend by county and district councils (excluding staff).
² South West Tourism 2008 Volume & Value survey
³ This figure excludes Bournemouth/Poole – the marketing spend for Bournemouth alone is over £526,000

In our view, based on the above figures Wiltshire spends too little on marketing aimed at bringing people into the county and too much on providing information to those already here. The creation of a unitary authority presents a real opportunity to deliver an effective, co-ordinated and marketing led approach which will see Wiltshire starting to gain the recognition it deserves

This business plan recognises the current (and likely future) financial situation of Wiltshire Council and so proposes a reduction in the funding of VisitWiltshire over the next four years, but also a radical shift in the way that reduced budget is spent.

How to spend it

The inherited pattern of funding and expenditure is as follows:

Visit Wiltshire Source and Use of Funds 2009/10

Source of funds £		Use of Funds £	
Grants and membership fees		Marketing	189,910
Wiltshire Council	788,631	Total funds allocated to marketing	189,910
Membership	78,300	VisitWiltshire funded TIC operations	
SWT/SWRDA		SE Region TICs (Salisbury)	
Sponsorship		Premises and utilities costs	39,140
RDPE		Centre running expenses	2,920
Others	23,550	Traded goods purchases	31,850
Total: Grants & membership fees	890,481	Employment costs	160,200
Income from trading in the VisitWiltshire funded TIC's		Total funds allocated to the South & East Region TICs	234,110
SE Region traded goods profit	87,790	NW Region TICs (Devizes, Marlborough, Avebury and Corsham)	
NW Region Traded goods profit	70,000	Premises and utilities costs	41,000
Total income from TIC trading	157,790	Centre running expenses	12,070
		Traded goods purchases	50,500
Total Funds	1,048,271	Grants	53,925
		Employment costs	153,723
		Total funds allocated to the North and West Region	311,218
		Total funds allocated to TICs	545,328
		Administration	
		Premises and utilities costs	1,450
		General operation costs	109,936
		Employment costs	201,647
		Total funds allocated to Administration	313,033
		Total use of Funds	1,048,271

This shows only too clearly that of the total funds available to VisitWiltshire only 18% was spent on marketing to attract visitors to the county and that VisitWiltshire has inherited a situation where some 52% of its total funding is committed to operating or supporting six (of the 18) Tourist Information Centres in Wiltshire.

Based on information collected by the TICs themselves, only 4% of the visitors to the county ever use one of the TIC's in the county and less than 2% (237,000) visit the four larger ones currently funded by Wiltshire Council through VisitWiltshire – at Avebury, Devizes, Marlborough and Salisbury. It should also be noted that, by definition, all these visitors have already made their decision to visit the county *before* using a TIC. The Business Plan response with regard to VisitWiltshire's involvement with TIC's is set out in section 8 below.

5. The way forward

This business plan places the emphasis on using funds in a more effective manner to achieve VisitWiltshire's objectives. This will require a significant switch of resources away from running TICs and into marketing and membership development.

Where are we now?

The full SWOT analysis is set out in Appendix 4. In summary it says:

Strengths

- A wealth of attractions, especially with an historic/heritage/archaeological theme,
- An attractive rural environment
- Easy access from large, densely populated areas
- Proximity to national and regional airports and to the cruise port of Southampton

Weaknesses

- Lack of awareness of Wiltshire as a county
- Unequal spread of visitors across the county
- We are currently only allowed to work with accredited accommodation providers.
- Limited stock of self-catering accommodation, especially camping and caravans
- Too few 4 star hotels and conference facilities.
- Not enough wet weather attractions
- Not enough high profile events
- Lack of up to date market intelligence

Opportunities

- Improvement in the visitor facilities at Stonehenge
- Spare hotel capacity (in Swindon at weekends and in the rural areas during the week)
- Greater use of the Wiltshire website for on-line bookings and information 24/7
- Our growing membership bringing in new ideas and opportunities

Threats

- Shortage of trained staff
- Reduced Government funding leading to lower levels of investment in the public realm
- Natural disasters and the effects of climate change
- Rise in the popularity of short breaks overseas

Where we would like to be by 2015?

By 2015 Wiltshire will be an established, quality destination, popular with couples living in London, the South East and the Midlands. It will have a reputation for offering value for money, underpinned by quality of service and a friendly welcome. Wiltshire will be strongly associated with relaxation and rural activities.

Independent minded travellers will explore the many attractive market towns and villages throughout our county; its history; its pubs and restaurants. They will enjoy walking and cycling across Wiltshire. The story of our ancient history will be told in an engaging way across the county and presented as an important and distinctive part of Wiltshire's appeal.

Longleat, Lacock, Salisbury and Stonehenge, despite the cancellation of its proposed new visitor centre, will not only continue to attract significant numbers of visitors from across the UK and from overseas but also offer gateways to the wider Wiltshire experience.

Swindon will be on its way to achieving its regeneration ambitions as an attractive, vibrant urban location. Business tourism remains important, with leisure tourism on the increase.

Wiltshire will be working with its neighbouring destinations of Bath, the Cotswolds and the New Forest to benefit from their long established brand reputation and offer a wider range of leisure opportunities.

In seeking to increase the value of tourism, VisitWiltshire however recognises there are factors outside our control which impact on the visitor economy – not least the state of the wider economy – and the weather!

How are we going to get there?

By concentrating all our effort on marketing and by building a stronger membership. VisitWiltshire recognises that TICs have a role to play in terms of the services they provide to residents and to visitors already in Wiltshire. However, given the limited budget, we believe that Wiltshire will see a greater return by increasing the amount spent on marketing to bring additional visitors to the county. As a result, we believe TICs should be taken under local control – see section 8 below.

6. Marketing

Our marketing objectives are to:

- raise the profile of Wiltshire as a distinctive destination for short breaks and day trips all year round
- increase total visitor numbers and visitor spend
- increase the average length of stay
- increase visitor numbers in the low season and midweek
- maximise the advantage of Wiltshire's already well established iconic attractions
- broaden the appeal and knowledge of the county so as to help to spread the business across the county

A detailed Marketing Plan covering the years 2010/11 to 2014/15 is under development and will be presented to the VisitWiltshire Board after this Business Plan has been adopted. The marketing plan will include provision for collaboration with the marketing already carried on by the county's major providers.

The plan will go into detail about how the Wiltshire Brand is going to be developed and how the county and local requirements are to be met. The use of "England's Historic Capital" will be considered as one of the options for a positioning statement for Wiltshire. We will apply out of the box thinking and clever ways of spending the budget and as a result the marketing activity will be highly creative and innovative with a huge "Wow factor".

Target markets

Our target markets are:

Staying visitors

Staying visitors currently contribute 35% of the overall visitor spend in the county. These are higher spending, older adults from within the UK and overseas staying an average of 3.7 nights. They have a higher daily spend than day visitors.

Day Visitors

Day trips to Wiltshire by UK nationals and overseas visitors contribute the other 65% of current visitor spend. It is vital to maintain this sector, while looking for new opportunities to attract additional off-peak business.

VisitWiltshire will target the following three key components:

- local residents living in Wiltshire (including people 'visiting friends and relatives')
- day trippers (1-2 hours travel time, including those staying in other destinations)
- overseas visitors (primarily those staying in London hotels)

Groups

There is no readily available data on the size and value of the group market in Wiltshire. Data from the coach park ticket machines in Salisbury indicate that around 8,000 coaches per year (estimated at least 280,000 people) pay to park in city. We also know that some 360,000 people a year visit Stonehenge as part of a group.

Business and Conference Travel

Business travel accounts for around 21% of overnight visitor spend and includes both those travelling on business and those attending meetings and conferences. It is the sector of the market that has been most hit during the recent recession. We need to encourage greater take-up of our existing capacity and look at the scope for wider provision for conference facilities – most of the current offer is concentrated in Swindon.

Discussions are currently taking place with Swindon Borough Council about their hosting a "Wiltshire Conference Bureau" as part of their contribution to VisitWiltshire. We are keen to see this progressed.

Market research

One of the weaknesses identified in the SWOT analysis is the lack of up to date market intelligence. The main source of data on the value of tourism to the county comes from the annual 'Volume and Value' study undertaken by South West Tourism. When this information is published (usually around April) it is already 15 months old.

The latest report (2008) includes the following data:

Wiltshire visitor numbers and direct spend (excluding the multiplier effect)

		Number of people	Direct Spend £
Overnight visitors (Average stay 3.7 nights)	UK residents	1,335,000	186,552,000
	Overseas	300,000	77,230,000
Total overnighters		1,635,000	263,782,000
Day visitors		10,893,000	474,111,000
Friends & relatives			40,600,000
Second homes			842,000
Total visitors		12,528,000	£779,335,000

For a fuller summary see Appendix 5

According to 2008 VisitEngland figures the average daily spend for day visitors was £43. However the visitor survey carried out by South West Tourism in 2009 put the figure at £25. For staying visitors the figures are around £58 (UK) and £66 (overseas)

VisitWiltshire is keen to work with the industry to find a way to obtain information which is more up to date and provides a more immediate picture of short term trends.

7. Membership development

We will seek to expand our membership, help members to market themselves more effectively and to raise standards.

Existing membership

In its first year VisitWiltshire had 314 members. By the end of the second year this number had risen by 16% to 365. Since January 2010 a further 40 members have been recruited.

VisitWiltshire membership

	<i>Attractions</i>		<i>Accommodation</i>		<i>All members</i>	
	2008	2009	2008	2009	2008	2009
Bradford on Avon	0	2	11	18	11	20
Chippenham (incl Calne)	1	6	33	41	34	47
Corsham	1	2	11	11	12	13
Devizes	3	5	27	29	30	34
Malmesbury	1	2	8	10	9	12
Marlborough	0	3	15	16	15	19
Melksham	0	0	2	5	2	5
Pewsey	1	1	3	4	4	5
Salisbury & S Wiltshire	39	34	105	101	144	135
Swindon	4	8	15	24	19	32
Trowbridge	0	1	4	9	4	10
Warminster	2	2	12	13	14	15
Westbury	0	0	0	2	0	2
Members outside Wiltshire	8	6	8	10	16	16
Total	60	72	254	293	314	365

Expanding the membership

Encouraging and retaining a broader membership base across the county is an important element in ensuring the long term success of VisitWiltshire. A detailed Membership Development Plan covering the years 2010/11 to 2014/15 is being worked up and will be presented to the VisitWiltshire Board for approval later this year.

Currently membership is only open to accredited accommodation providers and attractions that have signed up to the national quality assessment schemes and code of conduct. Within the VisitEngland/AA accreditation schemes in Wiltshire there are some 400 accommodation providers – with 73% of them already signed up to VisitWiltshire. But we estimate that there are almost as many non-accredited tourism businesses. If, as expected, VisitEngland's rules are relaxed there will be considerable potential in recruiting additional members in the next few years. We have been advised by VisitEngland that a new 'fit for purpose', (minimum standards accreditation & inspection) scheme should be in place by April 2011.

To date attention has been focussed on recruiting accommodation providers and attractions. As VisitWiltshire begins to work with other local organisations to produce second stage literature (for people who have already arrived in the county) there will be new opportunities to attract other types of business (e.g. shops, pubs, restaurant, cafes etc) into membership. There will also be an opportunity to create a new category of TIC members as VisitWiltshire develops its relationship with this group.

The aim is of course to increase membership and the following table sets out targets which are achievable if the membership rules are relaxed.

VisitWiltshire membership targets

	2010 (current)	2011	2012	2013	2014
Accommodation	293	325	450	550	620
Attractions	72	85	100	100	120
Shops	0	50	100	150	175
Restaurants etc	0	50	100	150	175
TICs	0	10	15	15	15
Total Members	365	520	765	965	1105
Annual increase	16%	42%	48%	26%	15%

Figures are for membership as at 1 January that year

To achieve these significant increases in membership we propose to employ two membership managers, one for the south east and one the north west of the county. They will be target orientated with a remuneration package which rewards results. Local TICs will also be financially rewarded for helping to increase and retain membership.

The membership managers, working with the TICs, will also have responsibility for membership retention through building closer ties with all members, being seen out and about, working with members around the county.

Building quality

VisitWiltshire will work with its members to help them achieve better marketing and higher quality provision of their services. This will include promotion of the regional and national award schemes.

Skills training

The tourism industry in Wiltshire has a very high proportion of small businesses. VisitWiltshire has an important role to play in helping to raise standards through identifying, encouraging and promoting skills training.

There are many organisations with whom VisitWiltshire can partner in this respect. However few of these have the same direct ongoing relationship with tourism providers. Responsibility for identifying training needs and providing for these will fall under the two Membership Development posts. They will also work with partners, signposting members to third party courses where these meet the requirements of members.

8. TIC's and other sources of tourist information

TICs operate essentially as stand alone units providing information on their immediate locality to residents and to visitors already in Wiltshire. Of the 18 TICs in Wiltshire, nearly two-thirds are already funded locally. (See Appendix 6) The six TICs funded by VisitWiltshire (and which currently account for 52% of the total VisitWiltshire funding) have face to face contact with less than 2% of visitors to Wiltshire – and those visitors have already made their decision to come here. While these TICs can generate additional spend, this is relatively small (under £2m a year based on a model produced by VisitEngland) compared to the opportunity of generating additional visitors and spend to the county by concentrating VisitWiltshire's funding on marketing to new customers.

For this reason we believe that the operation of TICs should not be our responsibility. VisitWiltshire should be focusing its efforts on influencing visitors at stages 1 to 5 and 7 of the Visitor Journey (See appendix 3). It is therefore proposed that the responsibility for managing

the six TICs currently funded through VisitWiltshire (Avebury, Corsham, Devizes, Marlborough, and Salisbury [2]) should be passed to Wiltshire Council as soon as possible during this year with a view to the Council reviewing the range of services the TICs provide and passing them on to local control where appropriate.

VisitWiltshire will of course remain in contact with TICs across the county as they are both a distribution network for VisitWiltshire brochures and a source of information as they are in close contact with providers locally. We will create a new VisitWiltshire membership category for TICs establishing a new type of relationship. Whilst the majority of the VisitWiltshire budget will be spent on attracting visitors to the county some will be used to support the TIC's through local marketing area, staff training and in developing and supporting VisitWiltshire members.

Tourist Information Points (*roadside information boards*)

Based on the audit done in 2009, VisitWiltshire will seek to identify external funding to update and replace the various roadside information boards across the county which offer a mix of local and countywide information.

Brown and White Tourism Signs

The new policy developed jointly by VisitWiltshire and the Council's Highways Department is expected to be adopted by Wiltshire Council later this year. This policy seeks to set out the criteria for the approval of Brown and White Tourism Signs in the county and the procedures relating to their application and installation.

Once adopted there will be an immediate high demand for new signs. This would be one of the responsibilities of VisitWiltshire's new Administration Manager post. VisitWiltshire receives £200 per formal application and income from this activity has been included in the Source and use of Funds data in the budget.

We will also encourage all those towns involved in tourism to adopt a common and co-ordinated signing policy for their destination.

9. The new organisation

VisitWiltshire is currently a public/private partnership but is seen by many in the private sector as another department of Wiltshire Council. To give greater confidence to potential private sector members it is essential that VisitWiltshire is recognised as an autonomous and independent organisation.

Visit Wiltshire will, therefore, be set up as a company limited by guarantee. Its Board will have full responsibility and authority to make and implement decisions on all the aspects of running VisitWiltshire and to manage its budget and staff within the context of the agreed business plan and a Service Level Agreement with Wiltshire Council.

Board Structure

The Board will direct the operation of VisitWiltshire. Four of the members will act as "Support Directors" and have oversight of particular areas of the work to ensure that the key performance targets are met – as follows.

- **Chairman:** from the private sector
- **Board Member (Offline Marketing):** from the private sector
- **Board Member (Membership Development – South/East):** from the private sector
- **Board Member (Membership Development – North/West):** from the private sector
- **Board Member (Online Marketing):** from the private sector
- **Board Member:** Wiltshire Councillor Portfolio Holder for Economic Development and Tourism (with the Cabinet member as a substitute)
- **VisitWiltshire Executive Director**

Board members will not receive any remuneration however they will be able to claim reasonable expenses. Their term of office will be three years after which they may stand for re-election.

The four support directors will meet the Executive Director and appropriate staff every six weeks to review progress. The full board will meet once a quarter to consider the quarterly accounts and to receive an update from the Executive Director, the Membership Managers and the Marketing Managers on activity and performance against key performance targets.

The Staff

The current headcount is 22.9 FTE (assuming all posts are filled) but the aim is to restructure based on a much smaller number of people, in order to deliver the fundamental change in organisation's focus and style of operation.

There will be 6 FTE positions within the new company including an Executive Director who will have overall responsibility for the work of VisitWiltshire. This compares with 5.6 FTE within the existing central team of VisitWiltshire currently based in Salisbury and employed by Wiltshire Council. The focus of the work will be on marketing and membership development. Subject to a due diligence process to be undertaken by Wiltshire Council and staff/trade union consultation, the aim will be to fill these positions through a TUPE transfer of staff from the current central team.

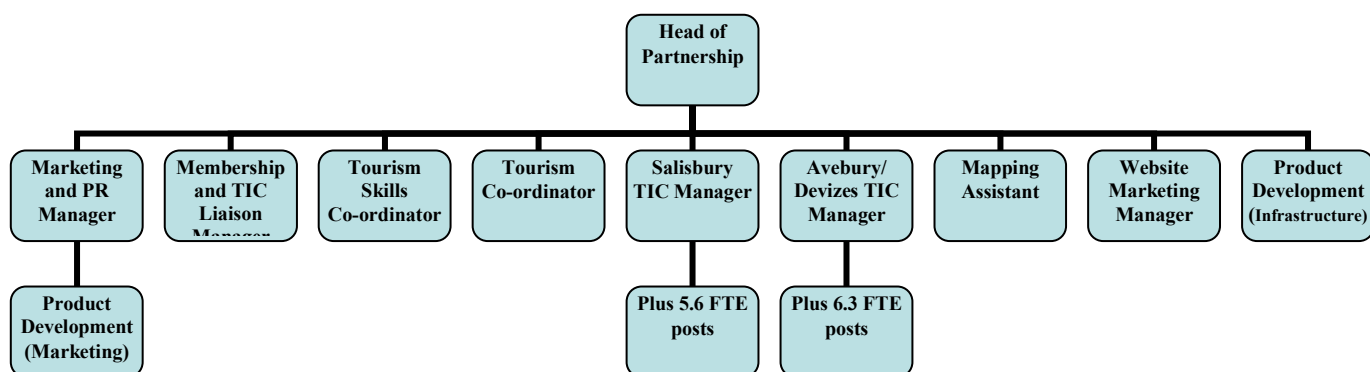
New Employees

Following the TUPE transfer of staff, any subsequent appointments to VisitWiltshire will become employees of the new company under the terms and conditions of employment determined by the company.

It is recognised that the set up of the new company will take time as proper procedures must be followed with regard to the proposed TUPE transfer process. The objective is to have this whole process completed and the new team in place soon as possible.

VisitWiltshire staffing structure

Existing Organisation (22.9 FTE)



Communications

VisitWiltshire is very conscious of the need to communicate with all its Stakeholders, not just its members, and for them to remain confident about the performance of the company. Regular updates will be provided in the fortnightly e-newsletter to members. Information will also be communicated through the various members' networking meetings. A more formal presentation will be given annually at the Tourism Forum, usually held in November.

Offices

VisitWiltshire will need a self-contained office for six staff and it is very important for the development of the necessary creative environment and culture that this office is independent of any other activity. Wiltshire Council has offered to provide office space free of charge at Bourne Hill, Salisbury and to cover all the costs associated with the use of the offices, furniture, equipment, IT, and telephones etc. VisitWiltshire is also looking at a possible alternative offer of accommodation from the National Trust. As this would also be free there is no provision in the Visit Wiltshire budget for any of these items.

10. Budgets

The proposed budgets (from 2011/12) represent a radical change in direction away from TIC operations (i.e. communicating with visitors already in the County) towards more strategic marketing and membership development aimed at bringing in more visitors and getting them to stay longer and spend more. The budget projections for the four years 2010/11 to 2012/14 are set out in the attached Source and Allocation of Funds table. In summary the budget:

- Reduces from £935K this year (2010/11) to under £800k a year
- Switches all the effort into marketing and member development

VisitWiltshire is keen to start making the change towards its new structures and organisation, but recognises that the timing for these will need to be discussed with Wiltshire Council. As it is not possible to predict, at the time of writing this Plan when this might occur, the budget for 2010/11 does not reflect any of the proposed changes.

2010/11 Budget

Wiltshire Council has confirmed that in the current year it will provide funding of £788,641. However, the Council is subject to Central Government directives and if budget cuts are imposed upon them this may affect the funding of VisitWiltshire. If this occurs VisitWiltshire will have to cut its costs/spend accordingly.

All the costs for the TIC's are in the 2010/11 budget and when the responsibility for the running of the TIC's is transferred to Wiltshire Council the budget for the TIC's will also transfer over.

Budgets to 2013/14

Appendix 1 shows VisitWiltshire's budget proposals for the subsequent three years to 2013/14. These figures have been agreed by the Board and will now be presented to Wiltshire Council. The Council's contribution cannot be confirmed until the September 2010 Cabinet meeting but initial discussions have resulted in Visit Wiltshire being told they are likely to be broadly acceptable.

In summary the figures show a continuing reduction in the Wiltshire Council contribution – from £550,000 in 2011/12 to £500,000 in 2013/14 but, as a result of bringing in more members, an increase in total funding from £740,000 in 2011/12 to £780,000 in 2013/14. This will enable VisitWiltshire to sustain a steady increase in the amount it spends on marketing from £396,000 this year to £690,000 in 2013/14

VAT

As an independent company limited by guarantee VisitWiltshire will need to account for VAT.

11. Corporate Culture

Performance driven

VisitWiltshire will be customer focused, results driven and sales and marketing orientated. We will apply management by objectives and the performance of the Executive Director and the management team will be judged against the achievement of measurable key performance indicators. A proportion of their remuneration will be linked to their success in achieving those objectives. We are people orientated and believe in developing our staff. We want to generate a sense of fun in the company. We want our staff to feel part of a team and proud of the work they are doing.

Environmental sustainability

Given the impact which tourism has on the environment, it is increasingly important that environmental sustainability is embedded in all that we do. VisitWiltshire will act responsibly itself, as well as encouraging visitors and businesses to adopt a similar approach.

Improvements in the public realm

Visitors as well as local residents use the roads, public transport, car parks, public toilets, street furniture, tourism signage etc. Often they will have experienced these facilities and services before they arrive at their final destination. It is important for VisitWiltshire to encourage the relevant local authorities to invest in these facilities and to make sure that they are of a good standard. Feedback is critical on these issues.

11. Conclusion

This Business Plan sets out clear and radical proposals for the long term development of tourism in Wiltshire.

The key objectives are based on an analysis of the needs of the principal stakeholders. The activities outlined link to a budget which sees a realignment of resources from an inherited position to one which targets activity on increasing the profile of Wiltshire and attracting higher levels of spend within the local economy, while building a growing, committed membership.

The management and Board structures are designed to maximise the effectiveness of the organisation and to enable it to react quickly as market conditions change.

Appendix 1: - VisitWiltshire source and application of funds summary (see separate document)

Appendix 2: - VisitEngland strategic framework

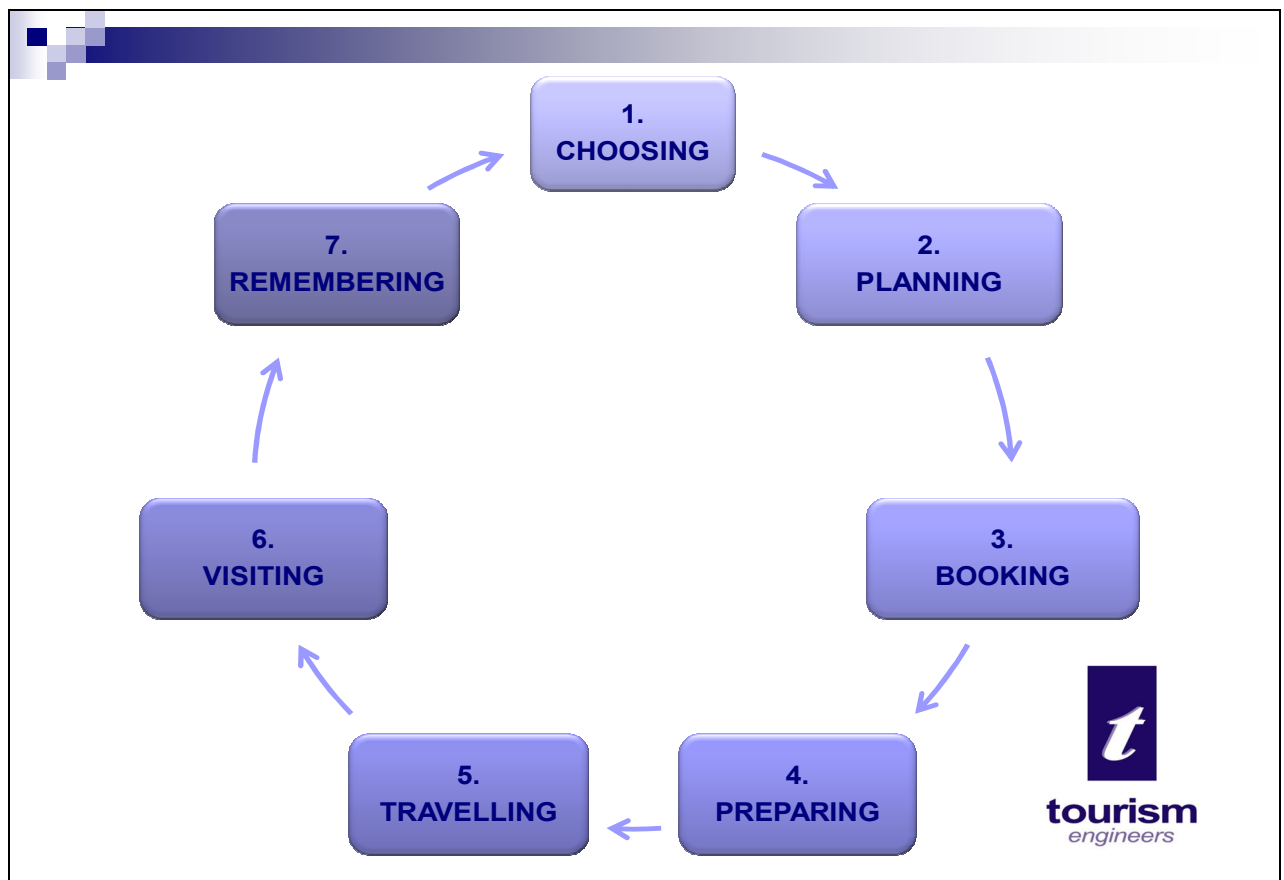
The Vision:

To maximise tourism's contribution to the economy, employment and quality of life in England

The objectives:

1. To increase England's share of the global market
 - a. Develop an English national marketing strategy for domestic and international markets giving priority to the most attractive destinations and themes
 - b. Organise the opportunities of the London 2012 Olympic and Paralympic Games and the cultural Olympiad through a coherent national plan
 - c. Develop a major events plan, including HM The Queen's Diamond Jubilee and an English 'Decade of Sport' and identify opportunities to cross-promote destinations and experiences
 - d. Develop a Business Tourism Action Plan to advise on the best opportunities for growth in business tourism
2. To offer visitors compelling destinations of distinction
 - a. Commit to a Regional Tourism Framework Agreements which will provide a consistent approach in support of the visitor economy across England
 - b. Establish a benchmark of best practice in destination management and organisation
 - c. Implement the reviewed approach to quality assessment programmes in England
 - d. Create an England satisfaction survey which provides a national benchmark and greater consistency of data at regional, destination and local levels across England
3. To champion a successful, thriving tourism industry
 - a. Deliver a National research and Intelligence programme to better understand the performance of the industry and the market conditions which affect it
 - b. Maximise the value of seaside resorts to the visitor economy through a Seaside Resort Action Plan
 - c. Develop a Rural Tourism Action Plan to ensure the importance of tourism to rural communities is better understood and optimised
 - d. Establish a Sustainable Tourism Action Plan to build on current practice; engage the industry and future proof tourism's development
 - e. Develop a communication and engagement plan to promote greater industry effectiveness
4. To facilitate greater engagement between the visitor and the experience
 - a. Develop and implement a programme to modernise visitor information and e-tourism platforms
 - b. Identify key priorities for the tourism industry in England's transport infrastructure and develop a Tourism Transport Plan
 - c. Review of tourism infrastructure including signposting and access at key 'gateway' points
 - d. Implement the Welcome to England Programme to ensure visitor's reception at key points on their journey is of a consistently high standard
 - e. Develop and implement a programme to improve accessibility for disabled visitors

Appendix 3 – The Visitor Journey



Appendix 4 – SWOT (strengths, weaknesses, opportunities and threats) analysis

Strengths

- A wealth of attractions, especially with an archaeological/historic/heritage theme, including internationally known attractions such as Stonehenge & Avebury, Salisbury Cathedral, Longleat, Stourhead, Bowood and STEAM
- An attractive rural environment (46% of the county is classified as an 'Area of Outstanding Natural Beauty') especially for walking and cycling
- Attractive market towns such as Bradford on Avon, Devizes, Malmesbury, Marlborough, Salisbury offering both local, individual shops and well known high street stores
- Britain's most visited retail outlet (The MacArthur Glen Factory outlet in Swindon)
- A range of quality accommodation providers right through to 5 star country house hotel, although the predominance is with smaller B&Bs
- Good examples of Britain's industrial heritage, including STEAM, Kennet & Avon Canal and the woollen industry
- Proximity to the large, densely populated areas of London and the South East, Bristol, South Wales (Newport & Cardiff), and the Midlands.
- Central southern England location making it a good base to visit Bath, the Cotswolds etc
- Higher than average number international visitors linked with visits to Stonehenge, Salisbury and Bath (18% of staying visitors)
- An emerging destination management partnership which is developing a strong partnership between the public and private sectors, and with its membership
- A newly developed and agreed, clear, positive brand
- Improved co-ordination across the county in the production and distribution of annual brochures
- Main road transport arteries running through or near the county (M4, M3/A303, M27, A36)
- Rail connections from London Paddington, London Waterloo, Cardiff, Bristol & Portsmouth

Weaknesses

- Lack of awareness of Wiltshire as a county
- Currently only able to work with 50% of the accommodation providers (i.e. those that have been inspected by VisitEngland or the AA) through the marketing restrictions imposed by VisitBritain/VisitEngland. This restriction is expected to be lifted by the end of 2011.
- Lack of consistent high quality service across all providers
- Limited stock of self-catering accommodation, especially camping and caravans
- Lack of competitively priced accommodation for groups
- Not enough wet weather attractions
- Not enough high profile events
- Under exploitation the wealth of Wiltshire's historic heritage
- Unequal spread of visitors across the county
- Proximity to national and regional airports and to the cruise port of Southampton
- Lack of a major visitor attraction in the north west of the county
- Lack of up-to-date intelligence and research
- Perceived as a "gateway" rather than a "destination"

Opportunities

- The growing membership of and activity within the VisitWiltshire Tourism Partnership
- Develop more buy in from a wide range of stakeholders
- Raising the standard of the accommodation stock, though encouraging participation generally and especially recognition through national accreditation schemes
- Availability of hotel capacity in Swindon at weekends and in many of the rural areas of the county during the week
- Improvement in the visitor facilities at Stonehenge linked to the 2012 Olympic Games and closer working with other museums/attractions across the county
- Capitalise on the attractive rural environment for walking, cycling and canal based pursuits to promote longer stays
- Encourage greater environmental sustainability
- Raise the profile of events generally and seek to encourage more high profile events
- Celebrate and promote the distinctiveness of local food and drink products
- Greater use of the Wiltshire website for on-line bookings and information 24/7
- Build and embed the new *VisitWiltshire* branding
- Proximity to national and regional airports and to the cruise port of Southampton

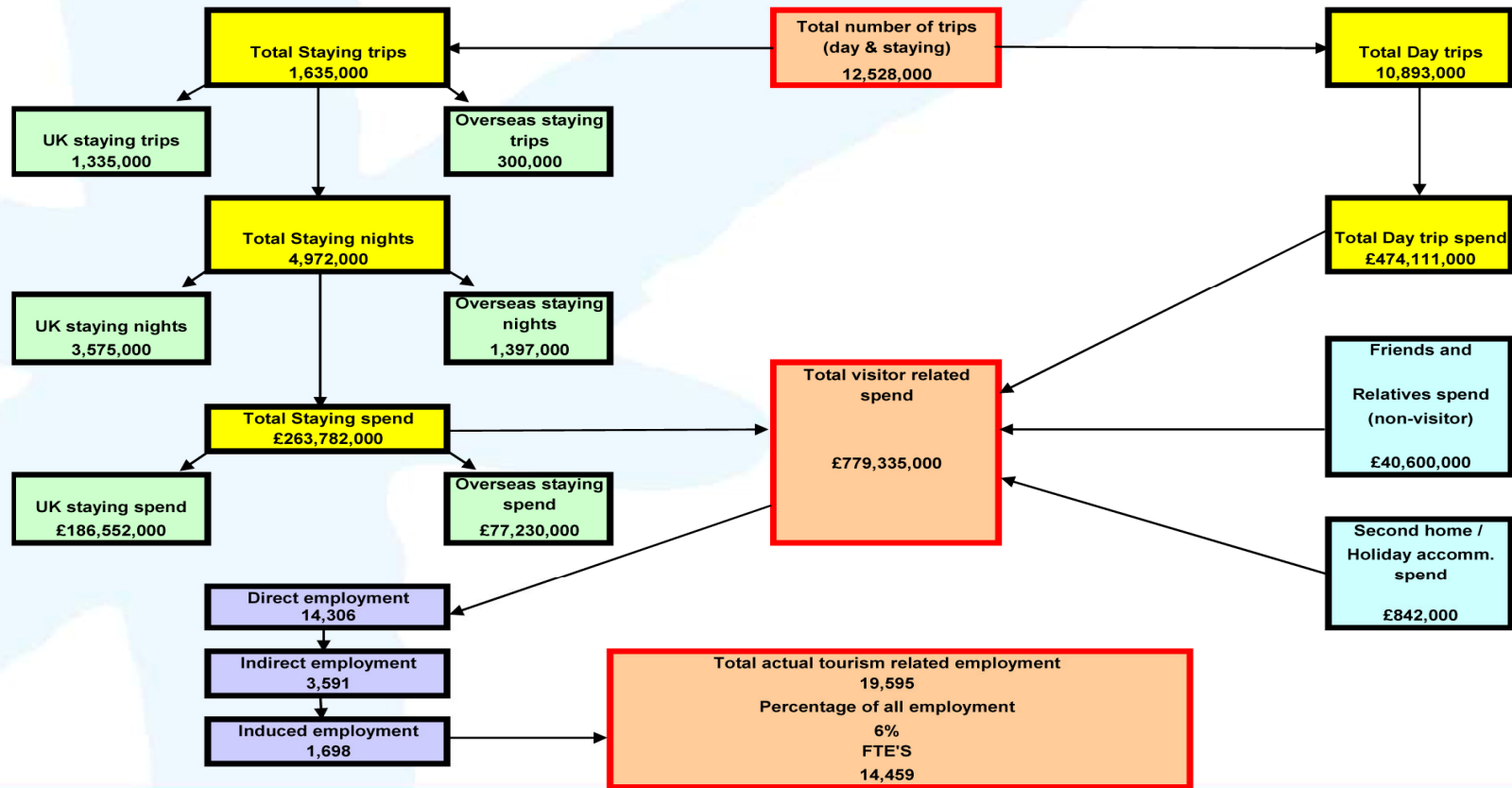
Threats

- Shortage of trained staff
- Increasing visitor numbers impair the key attributes of the Wiltshire product
- Reduced Government funding leading to lower levels of investment in the public realm in those areas which affect tourism
- Natural disasters and the effects of climate change
- Unequal funding of tourism between regional development agencies across the UK
- Rise in the popularity of short breaks overseas especially through budget airlines
- Increasing cost of petrol and travel affecting particularly the day trip market
- Political, economic, social, technical and environmental factors

THE VALUE OF TOURISM 2008

Wiltshire – Facts at a glance

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Appendix 6 – Tourist Information Centres in Wiltshire

Location	Operated by	Staff	FTE	Volunteers	No of visitors	Official Partner	Estimated origin of visitors		
							Local	Other UK	Overseas
Operated and funded via VWTP									
Avebury	Wilts Council/VWTP	4	3	0	27,000	Yes	5%	35%	60%
Devizes	Wilts Council/VWTP	5	4	Yes	39,000	Yes	35%	55%	10%
Marlborough	Wilts Council/VWTP/Libraries	1	1	0	9,000				
Salisbury (2)	Wilts Council/VWTP	15	7.6	0	162,000	Yes	40%	30%	30%
Independently operated									
Bradford on Avon	Bradford on Avon Tourism Association	6	1.5	38	37,000		25%	65%	10%
Chippenham	Town Council	7	3.3	0	38,000	Yes	75%	15%	10%
Corsham	Corsham Development Trust	2	1.6	Yes	18,000	Yes			
Cricklade	Town Council				3,500				
Malmesbury	Town Council	1	0.6	4	19,500	Yes	55%	40%	5%
Melksham	Company Ltd by guarantee	1	1	16	17,500		80%	13%	7%
Swindon	Swindon Borough Council				115,600	Yes			
Trowbridge	Town Council	4	1	16	13,500				
Warminster	Local Trust	2		Yes	13,200	Yes	87%	9%	4%
Amesbury	Wilts Council/Customer Services								
Calne	Town Council								
Mere	Wilts Council/Customer Services								
Wotton Bassett	Town Council						50%	25%	25%

Appendix 7 – Wiltshire's top twenty visited attractions

Wiltshire's top 20 attractions

		Approximate visitor numbers for 2008
1	Stonehenge	883,603
2	Longleat	773,000
3	Lacock village	330,000
4	Stourhead	329,169
5	Salisbury Cathedral	233,021
6	STEAM (Swindon)	125,000
7	Lacock Abbey	104,392
8	Bowood House & Gardens	100,632
9	Fox Talbot Museum (Lacock)	97,633
10	Barbury Castle Country Park	72,519
11	Brokers Wood (Westbury)	66,236
12	Old Sarum	51,266
13	Wilton House	40,000
14	Avebury	44,285
15	Mompesson House	41,628
16	Cholderton Rare Breeds	40,000
17	The Courts (Bradford on Avon)	40,000
18	Salisbury & S Wilts Museum	37,000
19	Old Wardour Castle	26,038
20	Abbey House Gardens (Malmesbury)	24,443
Total visitors		3,459,865

NB The above list is based on those attractions which report their visitor admission numbers

Visit Wiltshire Source and Application of Funds Summary

	2009/10 Budget		2010/11 Budget		2011/12 Plan		2012/13 Plan		2013/14 Plan	
Membership Development										
<u>b) North and West Region</u>										
<u>Funds allocated to membership development activity</u>										
Membership development			3,600		4,000		4,500		4,750	
Membership training			5,000		2,500		2,500		2,750	
TIC training					2,000		2,000		2,250	
<u>Funds allocated to the operation and support of other TICs</u>										
Premises and utilities costs	41,000		40,750							
Centre running expenses	12,070		12,500							
Traded goods	50,500		37,500							
Grants	53,926		39,940							
Funds allocated to North/West Region	157,495	18%	139,290	15%	8,500	1%	9,000	1%	9,750	1%
North West Region employment costs	153,723	17%	161,460	17%	31,821	5%	32,458	4%	33,108	4%
North West Region related travel/car costs					4,050		4,300		4,500	
Gross funds allocated to North/West Region	311,218	27%	300,750	32%	44,371	7%	47,758	6%	47,358	6%
<u>Less income from Region's activities:</u>										
Sales of traded goods	70,000		66,880							
Accommodation/ticket sales commission			2,500							
Membership training income			1,500		1,500		2,000		2,500	
Other										
Sub total: North/West Region income	70,000		70,880		1,500		2,000		2,500	
Net funds allocated to North/West Region	241,218	27%	229,870	25%	42,871	6%	45,758	6%	44,858	6%
<u>Administration</u>										
Premises and utilities costs	1,450		200							
General operation costs			2,000							
Central team staffing	109,932				10,000		10,000		10,000	
Professional fees										
Funds allocated to administration activities	111,386	13%	2,200	0%	10,000	1%	10,000	1%	10,000	1%
Administration employment costs	201,647	23%	159,100	17%		0%		0%		0%
Gross funds allocated to administration	313,033	35%	161,300	17%	10,000	1%	10,000	1%	10,000	1%
Total use of funds	890,481	100%	935,370	###	740,000	###	770,000	###	790,000	100%

Please note that the £39,940 shown is a grant payment to TIC's in the North/West Region and assumes that the changes to the responsibility for running and funding Marlborough and Corsham TIC' will be implemented by September as originally planned Wiltshire Council. From that point any costs associated with running these two TIC's will be carried by Wiltshire Council and not Visit Wiltshire.

Marketing	Item	WC budget	2010/11	2011/12	2012/13
Staff costs	Salaries/NI/Pension	191,987	144,500	154,962	158,061
	Travel expenses	6,010	12,000	4,000	4,000
	Professional membership fees	2,500	1,000		
	Training	1,150	1,500	500	500
Total membership staff costs				159,462	162,561

Per Membership Manager	Item	WC budget	2010/11	2011/12	2012/13
Staff costs	Salaries/NI/Pension	191,987	144,500	29,271	29,857
	Travel expenses	6,010	12,000	3,500	3,750
	Professional membership fees	2,500	1,000		
	Training	1,150	1,500	250	250
	Home working allowances (2)			300	300
Total membership staff costs				33,321	34,157

Administration	Item	WC budget	2010/11	2011/12	2012/13
Staff costs	Salaries/NI/Pension	191,987	144,500	0	0
	Travel expenses	6,010	12,000		
	Professional membership fees	2,500	1,000		
	Training	1,150	1,500		
Subtotal				0	0
Premises	Premises Rental/Hire	10		4,000	4,200
	Business rates			1,800	1,800
	Repairs			1,250	1,500
	Premises insurance	30		1,100	1,250
	Water/electric/gas	80		4,000	4,000
Subtotal				12,150	12,750
Office costs	Computers/IT support			15,000	15,500
	Telephone	1,280	200	5,000	5,500
	Stationery	50		1,000	1,000
	Clothing/uniform				
	Furniture			500	500
	Postage			4,000	5,000
	Accountancy/payroll/audit			4,000	4,000
Subtotal				29,500	31,500
Other	Other Professional Fees		0	2,500	2,500
	Legal Fees	4,090	0	1,000	1,000
	Grants provided by WC - Other	48,466			
	Miscellaneous Costs	11,800	2,000	8,000	4,000
Subtotal				11,500	7,500
Total: admin costs		267,453	161,200	53,150	51,750

Marketing

Chief Exec/Marketing Mgr	54,000	1.00	55,080	6,282	2,754	64,116
Marketing Assistant	25,000	1.00	25,000	2,432	1,250	28,682
Web/IT post	25,000	1.00	25,000	2,432	1,250	28,682
Product Development/Admin	25,000	1.00	25,000	2,432	1,250	28,682
Seasonal marketing admin post	16,000	0.30	4,800	0		4,800
Marketing Total	145,000	4.30	134,880	13,578	6,504	154,962

Membership	2010/11 FTE salary	FTE	2011/12 estimate	NI £	Pension £	Total
Per M/ship development Mgr:	25,000	1.00	25,500	2,496	1,275	29,271

Incr 2010/11 to 2011/12

2%

NI

12.8%

Pension

5.0%

Administration

Admin person	0	1.00	0	0	0	0
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Total salary costs**213,504**

231825

Wiltshire Council

**Cabinet
19 October 2010**

Subject: Transformation of Waste and Recycling Collections

Cabinet Member: Councillor Toby Sturgis – Waste, Property and Environment

Key Decision: Yes

Executive summary

The report sets out the results of the recent public consultation on proposed changes to waste and recycling collections and recommends that the proposal be implemented.

The consultation response numbered over 10,000, and over 70% of replies supported the Council's proposal.

The proposal reflects the objectives of the waste management strategy adopted by the five Wiltshire councils in 2006 and inherited by the Council, plus the corporate objective of reducing waste sent to landfill to 25% of the total collected by 2014. The proposal reflects action taken by over half the waste collection authorities in England and has strong support from residents.

Significant risks will need to be managed during implementation, including the need to gain planning permission for, and develop new sites for, the management of the changing tonnages of waste and recyclates. This factor is one of the most significant in setting the timescale for implementation and it will now be necessary to propose interim solutions to enable the services to commence.

The report also recommends key service delivery policies to support implementation of the new services, addressing such matters as type of receptacle, bin size and policies on excess waste.

A communications strategy is proposed to support the service changes. Key aspects are the proposal for a phased programme commencing at least six months before service roll-out, the need to target residents who do not regularly engage with the Council and the need to target areas of the county where there was less support for the proposal set out in the recent consultation.

The environmental impact of the proposal is considered. Recycling will increase, assisting the reduction in resources required to make new products. Within Wiltshire the increase in council collection mileage of about 20% is likely to be offset by a reduction in car journeys to recycling sites by residents.

The equalities impact of the proposal is likely to be positive, giving more residents the opportunity to recycle. However, this will depend upon the success of the communications strategy, and its ability to inform all residents. Financial and legal issues are also considered and a recommendation made to increase the Council's waste budget accordingly.

Proposals

That Cabinet:

- (i) Notes the results of the public consultation "Waste Collection and Recycling – Proposing a first class service for all households in Wiltshire" carried out during June, July and August 2010, and agrees to the implementation of that proposal;
- (ii) Notes that implementation of the proposal requires management of a number of significant risks, in particular the procurement and development of waste management sites, the availability of depot space for additional vehicles and temporary storage facilities for additional bins and the procurement of vehicles, bins and bags which will determine the timescale for implementation;
- (iii) Gives delegated authority to the Corporate Director, Neighbourhood and Planning in consultation with the Cabinet Member for Waste, Property and Environment to implement the proposed policy;

Agrees to:

The proposed area by area phasing of new services, to minimise disruption and to control the very substantial logistical issues, such as bin delivery and staff availability to assist residents during the change;

A phased communication and education programme prior to, during and subsequent to the roll out of service changes, commencing at least six months prior to roll-out;

The proposed key decisions on service delivery and policy, as set out at paragraphs 25 to 44 and in **Appendix 7**;

Policies for non-collection of overfull bins or side waste being implemented after a "settling down" period of six months for the new services;

Enforcement action by the Council being limited to repeated failure to use receptacles provided for recycling or creation of side waste and warnings being issued before any formal enforcement action is taken;

Residents being invited to apply for the garden waste collection, but that this will be provided on request only except in west Wiltshire, where the service already exists;

Charging for provision of additional garden waste bins and their collection (ie more than one bin per household) at £30 per additional bin per year (2011-12) with prices subject to annual review;

Budget provision being made for the capital and revenue costs of the service changes, as set out in paragraphs 71-73 and **Appendix 2**, commencing in 2011-12, with timing subject to the emerging dates for implementation.

Reason for proposals

To seek agreement to commence implementation of the Cabinet's proposal for harmonisation of waste collection and recycling services across Wiltshire, following a positive response to public consultation.

MARK BODEN

Corporate Director

Department of Neighbourhood & Planning

Subject: Transformation of Waste and Recycling Collections

Cabinet member: Councillor Toby Sturgis – Waste, Property and Environment

Key Decision: Yes

Purpose of report

1. To:
 - (i) Report the results of the public consultation on transformation of waste collection and recycling services carried out during June, July and August 2010;
 - (iii) Seek agreement to implementation of the proposal;
 - (ii) Update Cabinet on the details of the proposal, and seek agreement to key policies for the new services.

Background

The Council's Waste Strategy and Corporate Plan

2. The harmonisation of waste collection and recycling services will affect progress towards the objectives set out in Wiltshire's Joint Municipal Waste Management Strategy. This was adopted in 2006 by the previous local authorities following a consultation exercise, and inherited by Wiltshire Council. The Strategy's key objectives are to divert municipal waste from landfill, to reduce local and global environmental impact and, in the medium to long term, secure significant cost savings for residents through the reduction in payment of Landfill Tax and avoidance of penalties under the Landfill Allowance Trading Scheme.
3. Like many other waste authorities in England, Wiltshire has been heavily reliant on landfill for disposal of its waste. As little as eight years ago, Wiltshire was sending about 80% of its municipal solid waste to landfill. However, significant progress has been made, with the proportion sent to landfill reduced to less than 50% for the first time during 2009-10. The Council's Corporate Plan now seeks further improvement, with a target to reduce landfilled waste to less than 25% of the total by 2014.

4. The Council is already diverting waste from landfill by recycling and securing energy from waste capacity¹; however, the Strategy also seeks further major improvements in recycling. For example, there are targets in the Strategy to increase recycling to 40% by 2010-11² and 50% by 2020, supported by targets to:
 - (a) Provide kerbside recycling to the great majority of residents by 2011 – this has largely been achieved by expansion of the black box kerbside recycling service; a project is underway to extend this service to those residents who live in flats in north and west Wiltshire who do not currently benefit from the service;
 - (b) Convert residual waste collections to alternate weekly collection (AWC) by 2011 - this has been achieved in east and west Wiltshire, and will now be subject to Cabinet's decision on waste collection and recycling services.
5. The average recycling rate in Wiltshire has now reached 40%, meeting the 2010-11 Strategy target. However, major investment and encouragement will be needed to secure the 2020 target of 50%. Also, current services deliver significant differences in recycling performance across Wiltshire. Areas with alternate weekly collection (AWC) of recyclable and non-recyclable materials have significantly higher recycling rates than those areas with weekly collections of residual (non-recyclable) waste (**Appendix 1**).

Local Government Reorganisation and Options for Harmonisation of Waste Collections

6. The One Council bid document 'next steps' contained commitments to harmonise waste collection and recycling arrangements across Wiltshire. Potential cost savings from the integration of the former district council operated services were identified, with the commitment that these would be reinvested in the form of service enhancements to provide a consistent service across the whole council area.
7. Wiltshire Council authorised a review of Waste Collection at its meeting on 16 June 2009. This was progressed by Environment Select Committee and an appointed Waste Scrutiny Task Group throughout late 2009 and early 2010. A number of options were identified, evaluated, and reported to Environment Select Committee on 12 January 2010. However, this work was not concluded, due to the introduction of a Minority Report, produced and supported by Committee Members, and further option development work was commissioned from Officers. These options were presented for a consultation exercise originally due to commence in January 2010, but postponed due to a lack of national policy direction ahead of the general election. In June, Cabinet considered a briefing note on Options (**Appendix 2**) and proposed consultation on a modified option – this is the proposal, as set out in the consultation leaflet (**Appendix 3**) and the briefing note.

¹ One contract (the Lakeside / Hills contract) commenced in 2009. A second contract, for a mechanical and biological treatment (MBT) plant at Westbury is in the late stages of negotiation. Any decision on waste collection and recycling services needs to take account of the adopted strategy and the progress made in its implementation.

² The average recycling rate recorded for Wiltshire during 2008/09 and 2009/10 was 40.5%.

8. Consultation on the proposal was carried out from 18 June to 20 August 2010. This formed Phase 1 of the Communications Strategy (**Appendix 4**) for the proposed service changes. The proposal was presented at all Community Area Boards and roadshows were held in various locations. The consultation was promoted through the Council's website and 'Your Wiltshire' residents' magazine, which is delivered to all households. Advertisements were also placed in local newspapers. Leaflets inviting residents to have their say were distributed through the Council's libraries and leisure centres and were carried by refuse collection staff. Town and Parish Councils were notified via the Council's Parish Newsletter and invited to include a link to the consultation on Wiltshire Council's website from their Town and Parish Council websites. Whilst there has been some criticism of the Council for not contacting each household directly, such an exercise would have been expensive.

Main considerations for the Council

Results of Consultation

9. The following summary of results is based on responses received by 3 September. If required, a verbal update of responses will be given at the Cabinet meeting.
10. Residents were asked whether they supported the Council's proposal in an electronic (on-line) SNAP survey, in the leaflet referred to above and in People's Voice postal and electronic surveys. A total of 10,326 responses were received, of which 10,009 were found to be valid (96.9%). This level of response is considered to be ample to provide a good indication of residents' views. Of the valid responses, the proportion who voted "yes" was 72%, with 28% voting against. Some 45% of responses were received in posted reply forms and 28% in the electronic SNAP survey. The remainder came from the People's Voice Survey.
11. Respondents were invited to give their postcode, although this was optional. Some 88% of the response was successfully analysed by location. The response by service area is set out in the table below and the response by Community Area is set out in **Appendix 5**.

Service Area	Number of Votes	Per cent voting in favour of Proposal
East	2200	96.4
North	2136	71.3
South	2523	46.5
West	1932	91.8

12. The responses by community area can be compared with estimates of dwelling stock, as a proxy for households and population. This indicates that the rate of response varied from 9% in Tidworth in east Wiltshire to 3% in parts of north and west Wiltshire.

13. The responses by area show that residents in east and west Wiltshire, who already have AWC, have a significantly higher level of support for the proposal than those in other areas. This is to be expected, as these residents have already experienced a fortnightly collection of non-recycled waste, and will benefit from proposed new recycling services. This is particularly the case in east Wiltshire, where residents would benefit from both the proposed plastic bottles and card collection and the change from a charged collection of garden waste to one which is provided at no extra charge.
14. In the areas where residents currently receive a weekly collection of non-recycled waste there is also a marked difference in response to the consultation between north Wiltshire and south Wiltshire. In north Wiltshire the response in favour of the proposal is close to average for Wiltshire as a whole. In south Wiltshire the response in favour is much lower, but still over 46% in favour. Comments made at public events indicate that the fact that residents in the south already have a plastic bottles and card collection has led to a general view that there is more to lose. Members will be aware that the current service in this area is much more costly than elsewhere. This was explained and discussed at the Area Board meetings.
15. The response at community area level is numerically smaller and must necessarily be treated cautiously. However, the results presented in **Appendix 5** indicate that there is generally a close relationship between the response at community area and service area (former district) level.
16. The community areas with relatively low responses in favour of the proposal are in the south of the county, excluding the Mere and Tisbury areas where a 65% positive response was recorded. The pattern of response indicates that, should the proposal be approved, there should be a focus upon providing information and encouragement to residents in the community areas with low support, in the communications strategy.
17. 95% of those who replied responded to the question on which age band they fell within. The analysis by age demonstrates that younger residents were somewhat under represented in the responses with the vast majority (77%) being over 45. This would seem to reflect national trends which have tended to show less engagement of younger people for many years. Further analysis of voting behaviour by age reveals only minor differences with the exception of a lower level of support for the proposal (64.6%) amongst 18 to 24 year olds.
18. The People's Voice Survey also asked about general attitudes to recycling. Analysis of the 2823 responses revealed that 94.8% described themselves as either "a very enthusiastic recycler and recycle everything I can" or "a good recycler and recycle things that are easy to do". This confirms that there is likely to be a very high level of support for recycling services offered at kerbside. The survey also found that 43.8% were not aware they could have a second black box, despite repeated publicity about this. Increased use of the kerbside black boxes will therefore be promoted as part of the communications campaign.

19. A brief summary of the key issues raised is set out in **Appendix 6**. The most frequently raised positive comments are:

- Residents welcoming the addition of a plastic bottle and cardboard recycling collection;
- Residents emphasising their agreement with all elements of the proposal put forward in the consultation;
- Residents welcoming the addition of a non-chargeable garden waste collection.

The most frequently raised negative comments are:

- Concerns about the fortnightly collection of waste due to public health and hygiene, storage of waste and reduced capacity;
- Concerns about the increase in wheeled bins or containers for the new services and about the suitability of properties to accommodate additional containers, for example, terraced houses and those properties which do not have gardens;
- The non-chargeable garden waste collection service is unnecessary as a successful chargeable service is already in place and not all residents would use this service;
- Concerns about the lack of options available to comment on and a perceived lack of communication about the consultation;
- The increased cost of the service compared to that of the existing service in the current financial climate.

20. If Cabinet decides to proceed with the proposal, this information will be used to provide guidance on the key issues that need to be addressed in the detailed design of the services and the information to be provided through the communications campaign. The proposals in this report relating to service standards and policies will also address some of the issues raised by residents.

National policy

21. At the end of July, central government announced that a review of national waste policy would be held during 2011. The 18 published terms of reference include many statements that imply support for the Council's various efforts to reduce landfilling of waste. However, item 15 refers to waste collection as follows.

“How government can work with local councils to increase the frequency and quality of rubbish collections and make it easier to recycle, to tackle measures which encourage councils specifically to cut the scope of collections; and to address public concerns over the civil liberty aspects of inappropriate enforcement practices associated with household collections.”

22. The reference to enforcement practices does not apply in Wiltshire and further reassurance can be given by the recommendation to Cabinet on policy. However, the references to “frequency and quality” of collections could be interpreted as a move to discourage AWCs. If so, the government is ignoring both the substantial information that AWC delivers higher recycling and the cost implications of bringing back weekly residual waste collections, both in terms of the cost of rebuilding and operating the collection fleet and the cost of additional Landfill Tax. These costs would be an issue for Wiltshire, plus about half the waste collection authorities in England.
23. Evidence that AWC supports improved recycling is shown at **Appendix 1**. This also summarises the lower service costs in areas of Wiltshire where AWC has been implemented. Further evidence on cost differences is given in **Appendix 2**, in the Summary of Options Table at paragraph 9 and in more detail in Table 3. The response to consultation indicates a high level of support for the Council’s proposal, particularly from areas where AWC has been implemented and residents have experience of its operation.
24. There is no specific statement in the terms of reference for the Government review about the separate collection of food waste. Whilst food waste collection is not proposed by the Council at this stage (see the discussion of options considered below) this position remains under review.

Service Delivery – Policies and Exceptions

25. New policies and exceptions for service delivery will need to be agreed, to provide a framework for development of the new elements of the proposal and to harmonise the policies inherited from the previous four waste collection authorities. Proposed guidance on policy and exceptions is set out at **Appendix 7**. This includes a number of key proposals, as described below.

The use of wheeled bins

26. It is widely recognised within the waste management industry that the use of wheeled bins has significantly reduced injury rates amongst waste collection staff since being adopted by many councils and private contractors. Recent research also suggests that significant health and safety issues arise when emptying bags into vehicles fitted with bin lifting equipment. The proposals are therefore based on using wheeled bins as widely as possible, while recognising that they may not be suitable for all households.
27. The main advantages of using wheeled bins are:
- (a) They are already used widely for these collections;
 - (b) They are easier to move when full and much less likely to cause injuries (particularly strain injuries) to both residents and staff;
 - (c) They provide better containment, less risk of litter and are more hygienic;
 - (d) They are less likely to be lost or used for other purposes.

Receptacles for Residual Waste and Garden Waste

28. The proposal is to provide 180 litre wheeled bins as standard for garden waste and residual waste. These are currently in use in east, north and south Wiltshire. In west Wiltshire 240 litre bins are used. These will not be withdrawn (to avoid unnecessary cost) but 180 litre bins are proposed as the standard replacement, or for new properties and services.
29. The main advantages of using 180 litre bins are:
- (a) They are the most widely used currently in Wiltshire;
 - (b) They are not as bulky and take up less standing space in gardens and yards;
 - (c) They provide more encouragement to recycle, because the residual waste bin size is limited;
 - (d) They provide more encouragement to home compost, because the garden waste bin size is limited.

Receptacles for Plastic Bottles and Cardboard

30. The proposal is to provide 240 litre wheeled bins as standard for plastic bottles and cardboard. In south Wiltshire 180 litre bins are used. Again, these would not be withdrawn but 240 litre bins would be used for replacement and for new properties and services. The main advantages of using 240 litre wheeled bins are:
- Plastic bottles and cardboard take up a large amount of space so more recyclables might be collected;
 - Greater flexibility for possible future service changes.
31. The alternative would be re-usable bags for plastic bottles and cardboard which contain a weighted base to reduce the possibility of them blowing away when empty.
32. The main advantages of using bags are:
- (a) They offer more storage options when not in use or part full;
 - (b) They reduce the overall number of wheeled bins;
 - (c) The initial purchase will cost less.
33. The main disadvantages of using weighted bags are:
- The risk of injuries to the lower backs of waste collection operatives and residents;
 - Lower capacity than 240 litre bins so the Council is likely to have to issue multiple bags to each household (2 to 3 bags);
 - Greater pavement space is occupied;
 - There is a higher replacement rate than with bins;
 - Different specification vehicles would be required, reducing flexibility for changes within the service and creating the need for additional spare vehicles to deal with planned maintenance of the fleet and mechanical breakdowns;

- Greater risk of litter due to lack of containment;
- Smaller capacity of bags could reduce the amount of material sorted by residents for recycling.

Alternative Containment

34. Alternative containment will be required for properties which do not have space or a suitable collection point for wheeled bins, or where the householder has particular needs which mean that the standard proposal would not be appropriate.
35. Blue re-usable bags would be issued for plastic bottles and cardboard and green re-usable bags for garden waste. The proposal for residual waste is to provide households with labels to attach to disposable refuse sacks supplied by householders. The alternative would be to provide households with an allocation of disposable plastic sacks for residual waste. Both approaches are in use currently within the county.
36. The main advantages of supplying disposable refuse sacks and re-usable bags are:
- (a) The householder is provided with a container, in the same way as if they are able to use a wheeled bin;
 - (b) Sack and bag colours can be used to assist collection;
 - (c) Containment is standardised;
 - (d) The quality of the bags and sacks is controlled, reducing the risk of splitting at kerbside.
37. The main disadvantages of supplying disposable sacks and re-usable bags are:
- (a) Expense, as in order to provide similar containment capacity each identified household would be issued with 3 disposable sacks and additional re-usable bags for each collection. For the disposable sacks, an annual issue would be in the region of 78 sacks per property;
 - (b) Additional storage space would be required to store disposable sacks and re-usable bags prior to distribution;
 - (c) Additional resources are likely to be needed to distribute to identified households, with previous experience suggesting that return trips are often needed as rolls of disposable sacks and re-usable bags should not be left on the doorstep (they can be easily taken by others, or can signify that a resident is not at home, increasing risk of burglary);
 - (d) Disposable refuse sacks in this quantity cannot be easily posted. Re-usable bags would be bulky and expensive to post.
38. The main advantages of supplying labels would be:
- (a) They are cheaper for the Council to produce or purchase and require less storage space;
 - (b) They are easier to deliver because an annual issue can be easily posted by the supplier with a mail-merged letter;
 - (c) Residents may prefer to use a wheeled bin rather than purchase disposable refuse sacks.

39. The main disadvantage of supplying labels would be that residents would need to supply their own disposable refuse sacks, although this is the current situation in the majority of the authority area.

The supply of additional bins on request

40. The proposal is as follows:
- (i) Residual waste bin – only in exceptional cases (see **Appendix 7**);
 - (ii) Garden waste bin – upon request and payment of an annual fee of £30 (subject to annual review);
 - (iii) Plastic bottles and cardboard bin – upon request, one additional bin per household;
 - (iv) Black box – upon request, one additional box per household, with further requests for additional boxes being at the discretion of the Council.
41. The alternative of providing more residual waste bins would undermine recycling. The alternative of providing additional garden waste bins free of charge may increase recycling, but runs the risk of undermining the commitment by many residents to home compost.

Ownership of bins and boxes

42. The proposal is that all bins and boxes remain in the ownership of the Council. The alternative of granting ownership to the householder runs the risks that they may be removed during house moves and may give householders the perception that they are able to purchase and use extra bins.

Presentation of Bins

43. The proposed guidance recommends that bins with open lids may not be collected and that waste placed alongside bins (“side waste”) will not be collected. This proposal is key to encouraging householders to make good use of all the collection services provided and to recycle as much as possible.
44. However, it is proposed that this policy is implemented gradually, with:
- (a) A commitment not to take action until an agreed timescale has elapsed after the start of fortnightly services, with the proposed delay being six months, as inevitably some people will take some time to adapt to new services;
 - (b) A commitment to issue warnings before taking formal enforcement action;
 - (c) A commitment that this policy will be applied uniformly, regardless of the type and location of the households concerned.

Timescale of Service Roll-out

45. The exact timescale for roll-out will need to be determined when the time required to determine major issues relating to provision of sites, vehicles, bins and bags is more certain. (See also the section of the report on Sites and Risk Assessment). This will also affect the timing of the implementation of the communications strategy.
46. The introduction of recycling services ahead of the change to fortnightly collection of residual waste has been proposed and costings for this are given in **Appendix 2**. Costings for this sequential approach and a one-off change are estimated to be similar, with the main difference being the additional staff required to carry out home visits in the event that the service changes are implemented county-wide at the same time.
47. The scale of change across the Council area would be considerable. For example, it is estimated that some 280,000 bins might need to be delivered to householders, to enable expansion of the plastic bottles and card and garden waste collections. Considerable storage would be needed, plus a very large distribution campaign. Also, a single start date would exceed the capacity of existing staff resources and additional temporary staff would have to be employed to enable the Council to deal with residents' concerns.
48. For these reasons an alternative approach to implementation, based on an area by area and service phasing format, is recommended, as follows:
 - First, implementation of the garden waste and plastic bottle and card collections in north Wiltshire in June 2011;
 - Next, this would be closely followed by implementation of both the garden waste and plastic bottle and card collections in east Wiltshire and the garden waste service in south Wiltshire (which already has the plastic bottles and card collection), during July 2011;
 - Then, implementation of the plastic bottles and card service in west Wiltshire during August 2011 (this area already has the garden waste collection);
 - Alternate weekly collections of residual waste would commence in north and south Wiltshire by about October 2011 (other areas already have this service).

Communications Plan

49. The proposed communications plan is attached at **Appendix 4**. The key components of the plan are:
 - The strong emphasis upon information and education, to encourage those residents who are not recycling to make use of the new services;
 - The need to communicate with residents over an extended time period, starting at least six months, before new services are implemented;

- The need to provide information that can be used by as many residents as possible.

Experience from district councils in Wiltshire and elsewhere demonstrates that any change to the waste collection system causes disruption and some adverse reaction from the public and the media. An extensive communications programme is therefore essential to minimise this.

Sites for Waste Treatment and Disposal

50. The proposal will have a number of impacts upon the nature of waste presented to the Council's recycling and disposal contractor. These are summarised below.
- A reduction in total tonnage – conversion to AWC services in east and west Wiltshire resulted in a reduction in overall tonnage collected. This is likely to happen in north and south Wiltshire, although the impact will probably be lessened by the greater proportion of people who are already active in waste minimisation and recycling and by any increase in garden waste generated by provision of a service for which there is no charge.
 - A reduction in tonnage of residual waste delivered to waste transfer stations in north and south Wiltshire. This will mean that more non-recycled waste from elsewhere will need to be sent to the Lakeside energy from waste incinerator to maintain the contract supply tonnage.
 - An increase in black box dry recycling tonnage in north and south Wiltshire, as residents make more use of this service.
 - A large increase in mixed plastic bottles and card tonnage from east, north and west Wiltshire, where this service will be new.
 - A large increase in garden waste tonnage from north, east and south Wiltshire, where this service will be at no extra charge for the first time.
 - Changes to waste streams will affect the use of disposal points. This will also have an impact on the waste collection services and their vehicle and staff requirements. Lengthy trips to disposal points would reduce productivity as travelling times increased.
51. The Council's contractor has capacity to deal with existing waste streams. However, spare capacity is limited. Under the Lakeside contract, the contractor is expected to provide a new waste transfer station in south Wiltshire. However, purchase of a site at Amesbury has fallen through at a late stage. Under the waste and recycling contract, the contractor is required to provide a waste transfer station in west Wiltshire. This requirement would be met by the proposed MBT contract.

52. The following new or expanded sites would be required to deal with the changing waste streams generated by the proposal:
- New waste transfer station (WTS)/materials recycling facility (MRF) in southern or south eastern Wiltshire;
 - A waste transfer station at Lower Compton (this use is not permitted at present, for residual waste but is permitted for recyclates and compost);
 - Additional composting capacity in north and south Wiltshire;
 - Premises for sorting and baling plastic bottles and card in north and south Wiltshire.
53. Councillors will be aware that the purchase and development of waste transfer and treatment sites can be a difficult and time consuming process. The contractor's recent loss of a potential site at Amesbury at a late stage is both a blow to progress and a reminder of the issues associated with the acquisition of sites for such facilities. For this reason the provision of adequate capacity is identified as a major risk to the proposal (see section on Risk Assessment below).
54. The Contractor is currently assessing potential sites, with particular reference to sites identified as having potential for waste uses in work on the Waste Sites Local Development Document. Two major planning applications are likely to be made in the near future and more may be required. Planning applications will be determined by the Council's Strategic Planning Committee. A meeting has been held between the Contractor, planning consultants, the Council's planning staff and the waste service, to explain the strategy and development requirements arising from the Council's proposal and discuss the planning process. Environmental permits from the Environment Agency will also be required.
55. The Contractor is also endeavouring to secure alternative, interim arrangements to ensure that services can commence in advance of provision of the necessary sites for waste management capacity within the county.

Environmental impact of the proposal

56. At this stage, the environmental impact of the proposal can be considered under two headings. More detailed considerations will arise during the planning and development process for the sites described above.

Relative environmental impact of recycling

57. The national waste strategy³ advises that recycling will generally have a lesser environmental impact than use of waste for energy production. This, in turn, will have less impact than disposal to landfill. The national "waste hierarchy" is based on these general guidelines, and is supported by evidence about the savings in fuel and raw materials when new consumer items are provided from recycled resources rather than raw materials.

³ Waste Strategy for England, published 2007

58. The proposal is forecast to increase the Council's average recycling rate to about 50%, compared to 40% currently⁴. The proposal therefore supports government policy to increase recycling.

Collection of recyclates

59. However, there is no clear guidance about the extent to which this general presumption in favour of recycling might be undermined when additional vehicle miles will be travelled and additional fuel will be needed to collect the recyclates. For this reason, the proposal has been assessed for the likely vehicle mileage impact and mitigating factors at the collection stage (**Appendix 8**).
60. The assessment concludes that the proposal will result in an increase in collection vehicle mileage of about 20%, which will result in the authority's carbon footprint increasing. Based on the figures contained within **Appendix 8**, it is estimated that an additional 634 tonnes of CO₂ will be emitted which, based on the Council's 2009/10 carbon footprint, would account for 3.7% of transport emissions and 0.95% of the total. In mitigation, the proposal should see a decrease in the overall County carbon emissions as residents would make fewer journeys to household recycling centres and local recycling sites, instead taking advantage of the enhanced kerbside recycling services. The assessment concludes that if 4% of residents cancel a trip (by car) to their local recycling site each week and 2% cancel a weekly trip by car to their nearest household recycling centre, the equivalent of extra collection fuel use incurred by the Council would be saved by residents. Whilst this scenario cannot be proven at this stage, if realised approximately 681 tonnes of CO₂ could be saved on the County's carbon footprint, cancelling out the increase due to kerbside collections. There would also be a slight reduction in heavy goods vehicle miles for servicing these sites.
61. Whilst these estimates cannot be confirmed, they indicate that the net mileage impact of collections on Wiltshire's carbon footprint is likely to be relatively slight, with the collected recyclates then yielding net gains by replacing raw materials in industrial processes. The proposal is therefore considered to be compliant with government policies to increase recycling and save resources from landfill, and likely to be broadly neutral in its effect on the collective Wiltshire Council and County carbon footprint. Current work by the waste and climate change services and contractors to reduce collection vehicle fuel use, by driver training and "engine remapping" would also reduce the impact of the proposed collection changes.
62. The decision to provide a garden waste collection service at no extra charge in north, east and south Wiltshire should divert an increased quantity of waste which is 100% biodegradable from landfill. Similarly, the decision to provide a cardboard collection service (co-mingled with plastic bottles) should divert a considerable quantity of card, which is also 100% biodegradable, from landfill. In the future, the Council hopes to integrate the CO₂ equivalent of greenhouse gases from waste disposal into the authority's carbon management plan, and with less biodegradable municipal waste entering landfill, this would demonstrate that lower methane production from landfilled waste would

⁴ Both percentages are based on the government methodology for calculating National Indicator 192: Household Waste Recycling.

mitigate any increase in carbon emissions from additional miles travelled to collect these materials.

Equalities impact of the proposal

63. The proposed waste and recycling collections at kerbside would be offered to all residents. The proposal is therefore expected to provide improved opportunities for recycling to the many residents who may currently find it difficult to walk to a local recycling site or do not have a car for access to household recycling centres. Residents in flats may be especially affected, largely where no on-site recycling facilities currently exist. However, work will need to be done to ascertain whether all flats can receive the new waste service, or whether there are constraints to accessing the service, for example, because of bin store size. A project group has already been set up to investigate these issues.
64. Also, some residents find use of kerbside collections challenging, due to age or infirmity. For these residents, assisted collections are offered. Collection crews are provided with lists of addresses where this service has been agreed with the residents concerned. This will need to be a continuing feature of all the proposed collections. Variations in bins or other receptacle size will also need to be offered where feasible, to enable those who wish to join the service on an independent basis to be able to do so. The Council will provide reasonable sized containment for single occupancy homes as well as for those with large households, thus avoiding discrimination in the way the Council provides the service to the public.
65. Also, the proposed services will encourage many residents to sort their waste more than they do currently. For some, this will be more challenging than using a single waste bin. Experience with previous service changes in Wiltshire and elsewhere has led to guidance that a very considerable education and promotion process will be required. This should operate for at least six months before services are changed, during the changeover and for some time subsequently. The proposed Communications Strategy is set out at **Appendix 4**. This will need to take account of the consultation process, focussing on areas where the response has been lower than average or more negative responses have been recorded.
66. Monitoring and evaluation work will also be needed, to highlight areas of poor scheme take-up enabling targeted follow-up work to increase participation. Methods are likely to include visits to individual houses and attendance at disability forums and various community groups, which should further promote equality and good relations between the Council and members of these groups. This work will need to include communication with those who do not speak English as their first language and will need to be available to those with disabilities, such as the visually impaired. A project group has already been set up to address these issues.
67. The proposal will affect employment opportunities with the Council, although calculation of the total number of collections that will be required confirms that there will be a net increase in activity.

Risk assessment

68. The transformation of waste and recycling collections has already been identified on the Council's corporate risk register. (CR0027, see **Appendix 9**). The related risks associated with the Council's overall waste strategy and diversion of waste from landfill are also registered in this way (CR0001, see **Appendix 9**). The Briefing Note to Members in June 2010 identified high level risks associated with the proposal and other options, then under consideration (**Appendix 2**, Table 5).
69. These appendices to the report provide key information on risk for the forthcoming projects that will be completed to enable implementation of the proposed services. Each risk will need to be considered in detail and addressed. Other sections of this report refer to the particular risks of financing the service changes, acquisition and development of required sites and acceptance of new collections by all residents. These will have a particular influence on the timescale of implementation. The teams tasked with completing the proposed implementation projects will manage the identified risks.
70. The appendices also provide information on risk that would result if action was not taken to harmonise waste and recycling collections, or if alternative options were to be chosen (**Appendix 2**, Table 5 options 1 and 2). The proposal to Cabinet includes a number of recommendations that represent the first stage in managing the key project risks.

Financial implications

71. The cost calculations for the proposal, existing services and other options considered by Cabinet in June 2010 are set out in **Appendix 2**, Table 3. The costs shown are for specific waste collection and waste management activities, not for the whole of the relevant council budgets. The costs are also calculated without an allowance for the effects of inflation, although they do include the costs of the Landfill Tax escalator adopted by the previous government. The current calculation of cost changes (net of inflation) required to implement the proposal is set out in the table below. These figures show the difference in costs between the current service and the proposed service for each of the next few years.

	2010/11	2011/12	2012/13	2013/14	2014/15
Existing Services	£24.181m	£24.851m	£25.522m	£26.192m	£26.862m
Proposal		£35.982m	£28.267m	£27.775m	£27.786m
Cost Increase	£0	£11.131m	£ 2.745m	£ 1.583m	£ 0.924m
Increase in Capital	£0	£ 8.151m	£ 0.138m	£ 0.138m	£ 0.138m
Increase in Revenue	£0	£ 2.980m	£ 2.607m	£ 1.445m	£ 0.786m

Figures taken from Cabinet Briefing Note (see **Appendix 2**, Table 3)

Therefore, subject to cost updates which will be provided throughout the implementation process, the increase required to capital and revenue spending (net of inflation) above the cost of maintaining existing services for each financial year is currently calculated as set out above, commencing with 2011-12 budgets.

The implications for the increase in the revenue budget, compared to the 2010-11 budget, are set out in the table below:

Year	Existing Service: Revenue Costs	Proposal : Revenue Costs	Increase from 2010-11 budget	Annual change
2011-12	£24.851m	£27.651m	£3.470m	£3.470m
2012-13	£25.522m	£28.129	£3.948m	£0.478m
2013-14	£26.192m	£27.781	£3.600m	- £0.348m
2014-15	£26.862m	£27.647	£3.466m	- £0.134m

72. In addition, capital spending proposed will result in an addition to the Council's capital financing budget requirement. The additional revenue budget requirement is as follows:

	2010/11	2011/12	2012/13	2013/14	2014/15
Revenue costs of capital	£0m	£0.350m	£0.519m	£0.528m	£0.537m

73. At the same time as the proposed service changes would take place, the waste service will be undertaking a comprehensive service review as part of the corporate programme for managing the Council's response to government cuts and need for increasing investment. The costs of carrying out the review and any resulting savings may further affect budgets.

Legal implications

74. The Council has legal obligations under the Environmental Protection Act 1990 Section 45 to provide waste collection services to residents. There is no stipulation about frequency of collection. Under Section 46 of the same Act, the Council, as waste collection authority, may give notice to residents that they are required to place waste in specified receptacles. This provides the basis for asking residents to separate their waste and use different bins for each collection. The Act therefore provides the basis for alternating collections and sorting by residents. Section 46 has already been used locally to support separate collections of dry recyclates, garden waste and (in south Wiltshire) plastic bottles and card.
75. The right to carry out fortnightly collections of residual waste as part of an AWC service has been questioned by some residents, organisations and parts of the media, both in Wiltshire and elsewhere. However, no legal basis for this has been established. The Council's legal service advises that they have reviewed the UK legislative position, as well as the recent EU Waste Framework Directive, and there is nothing to indicate that a collection authority must collect residual household waste on either a weekly or a fortnightly basis.
76. In this context, it should be noted that, by March 2009, 216 out of 434 UK waste collection authorities had already implemented fortnightly collections for residual waste. Therefore, some 50% of collection services are now delivered in this way across the country.

77. The results of the consultation indicate that a significant majority of residents (over 70%) support the changes proposed by the Council. Whilst any change brings concerns and opposition, the experience in east and west Wiltshire and elsewhere is that a move to alternating collections does not cause a long-term problem for the great majority of residents, many of whom welcome the opportunity to recycle more. The key requirements for success are ensuring that the detailed design of services addresses as many concerns raised by residents as possible and that the information and education process outlined in the Communications Strategy is delivered.
78. It will be necessary to negotiate a variation to the Council's existing contractual arrangements with Hills and Focsa in order to implement the proposals. Further advice will be sought from the Council's legal service to deal with these variations in due course.

Options considered

79. Other options considered by Cabinet are summarised in **Appendix 2** and the accompanying tables. These include options previously considered by the Environment Select Committee and the Waste Scrutiny Task Group.
80. The proposal was selected from the list of options by Cabinet, on the basis of:
- Equity – the proposal delivers a harmonised service with improvements and increased opportunities to recycle for all residents and in all areas recycling services are expanded rather than reduced.
 - Performance – the proposal and other measures already taken are likely to significantly improve Wiltshire Council's performance against national indicators (NIs) 191, 192 and 193 resulting in top quartile performance for all indicators, when compared with other waste disposal and unitary authorities (see **Appendix 2**, tables 2 and 4).
 - Cost – the forecasts set out in **Appendix 2**, table 3 indicate that the proposal will have significant start up costs, but that within three years of start up is likely to be showing relative cost stability compared with a significant increase in the cost of existing services, which will continue to be heavily affected by rising Landfill Tax; and similarly, by 2014-15 the proposed services would be costing significantly less per year than a return to weekly collections.
81. Of the other options, option 7 would deliver comparable performance against national indicators but would cost significantly more, due to inclusion of a weekly collection of food waste and the subsequent need for provision of a facility to manage this waste.
82. The Waste Scrutiny Task Group met on 2 September 2010 to consider the results of public consultation on the proposal. At the conclusion of the discussions the Task Group resolved the following in respect of its findings and recommendations:

- (i) To thank the Cabinet Member, Cabinet Portfolio Holder and Waste Services Manager for attending the meeting and responding to questions.
- (ii) On the balance of the evidence presented and the responses given at the meeting, the Task Group:
 - (a) Noted the results of the consultation exercise;
 - (b) Accepted the proposal to move to a harmonised waste collection service based on two weekly collections of free garden waste, plastic bottles and cardboard, the retention of the black box for glass, paper, cans and textiles and a two weekly collection of residual waste;
 - (c) Requested that the proposal be implemented as soon as possible (although recognising the constraints of doing so) subject to approval by Cabinet on 19 October; and
 - (d) Acknowledged that some of the finer detail relating to the proposal will be the subject of a further report to Councillors in respect of “Service Policies and Standards”.
- (iii) That a letter confirming the Task Group’s findings and recommendations be sent to the Cabinet Member and ask that this be taken into account by Cabinet when it considers the matter on 19 October.

Conclusions

- 83. The proposal for changes in waste and recycling collections will meet the Council’s key objectives of providing a harmonised service to residents in all areas and encouraging a significant improvement in recycling. This will enable achievement of the Council’s adopted waste management strategy and corporate plan targets, and reduce waste to landfill in accordance with the long established driver behind government and EU policy. The proposal also reflects similar decisions by about half of England’s waste collection authorities, (WCAS) including two of Wiltshire’s former WCAS, and does not contravene legislation relating to the waste collection duties of local authorities.
- 84. The proposal has been widely supported by Wiltshire residents, with over 70% of respondents to the consultation voting in favour. The current government’s guidance that councils obtain local support for their proposals has therefore been met.
- 85. Any change to the waste collection service causes disruption and some adverse reaction from the public; this is likely to result in an increase in telephone calls to the Council and interest from the media. Concerns expressed by some residents can, and need to, be addressed in the detailed design of the service and through an extensive and planned communications programme, incorporating education and information over a period of at least six months before implementation.

86. Concerns can also be addressed by policies to support the proposal, the main principles of which are covered by the recommendations to Cabinet.
87. The proposal will result in a significant increase in recycling, with environmental benefits due to the reduced use of raw materials in production industries. Collection fuel use will increase, but there is likely to be an off-setting reduction in car trips to household recycling centres and local bring sites by residents.
88. A number of new waste treatment sites and significant contractor investment will be needed to support the proposal. This represents a significant risk to project timescale and costs. However, this risk would apply to any option that sought to significantly increase recycling.
89. The proposal would provide wider access by residents to recycling, due to more kerbside collection. Provision of assisted collections, some choice of receptacles and the communications campaign will all be needed to maximise opportunities for those who face particular difficulties in accessing services.
90. A risk-based approach to project work is proposed, in recognition of the very considerable risks at corporate and departmental level. The main risks are the financing of service changes, acquisition and development of required sites, acquisition and delivery of vehicles and receptacles, and acceptance of new collections by all residents. These will have a particular influence on the timescale of implementation.
91. Initial cost assessments of the proposal provide a basis for the Council's medium-term financial strategy and increase to the waste capital and revenue budgets. However, these will need to be kept under review, as proposals are developed in detail.

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

None

- Appendix 1 - Summary of Evidence in Support of Alternate Weekly Collections
- Appendix 2 - Briefing Note: Options for Collection of Recyclable Materials and Residual Waste
- Appendix 3 - Consultation Leaflet
- Appendix 4 - Communications Strategy and Timetable
- Appendix 5 - Results of Consultation by Community Area
- Appendix 6 - Summary of Comments Received in Response to Consultation
- Appendix 7 - Proposed Guidance on Policy and Exceptions for the Collection of Household Waste
- Appendix 8 - Estimated Mileage Impact of the Waste and Recycling Collection Proposal
- Appendix 9 - Corporate Risks relating to the Proposal

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SUMMARY OF EVIDENCE IN SUPPORT OF ALTERNATE WEEKLY COLLECTIONS**(a) Impact of Different Collection Services in Wiltshire**

	East	West	South	North
Collections	One week rubbish, one week recycling	One week rubbish, one week recycling	Weekly rubbish, fortnightly recycling	Weekly rubbish, fortnightly recycling
Special features		Free garden waste	plastic bottles and card	
Recycling Rate	44%	43%	35%	28%
Cost of Collection per household 2009/10	£31	£48.50	£69	£50

(b) National Evidence

- A report published in April 2007 by the Local Government Association stated that:
 - The top 10 councils for recycling in England were all using AWC.
 - 8 out of 10 councils showing the biggest improvement were using AWC.
 - On average authorities using AWC had recycling rates 30% higher than those who collect unrecycled waste weekly.
- The House of Commons Select Committee for Communities and Local Government report on Refuse Collection (July 2007) stated that:
 - 140 English collection authorities (about 40%) had switched to AWC. Some have been operating this service for over 10 years.
 - A number of examples of significant increases in recycling performance with AWC were noted, e.g. Uttlesford District Council from 23% to 50% and City of Lincoln recycling rate tripled.
 - 19 out of the top 20 recycling authorities were using AWC.
- According to a report commissioned jointly by Chartered Institution of Waste Management (CIWM) and Waste and Resources Action Programme (WRAP) in 2009¹ almost 50% of waste collection authorities were using AWC. The report comments:

¹ Scoping study of potential health effects of fortnightly residual waste collection and related changes to domestic waste systems, Final Report July 2009. <http://www.ciwm.co.uk/mediastore/FILES/18156.pdf>

“As of March 2009, 216 out of 434 UK waste collection authorities were using fortnightly collections. All of the 20 statistically highest performing authorities in England in 2007/08 were using fortnightly collection. The Best Value Performance Indicator (BVPI) for combined recycling and composting rates of these authorities ranged from 45.08% to 51.72% (Defra 2007a). Some of these headline figures can be misleading without detailed analysis and the mechanisms responsible for improvement are not always clear. It could be due to the operational aspects of the system, the information, guidance and publicity that accompany the change in collection scheme, or an increase in the range of materials collected. However, the effect is generally to improve the participation, set out and capture rates and it is now clear that capacity is a key driver – restricting the capacity for residual waste whilst enhancing the capacity for diversion.”

“No evidence was found that changing to a fortnightly collection creates risks that cannot be dealt with by following the good practice guidance already available.”

Briefing Note: Options for Collection of Recyclable Materials and Residual Waste*Revised 8 June 2010 to include new option 6**Revised September 2010 to fit Cabinet template***Executive Summary**Purpose

To provide information on the costs and performance standards of a range of options for the collection of recyclable materials and residual waste and to seek agreement on options which would form the basis of the proposed consultation exercise.

Summary of Options

The table below contains a high level summary of the projected performance levels and costs (settled state costs for 2014/15 excluding capital).

Options for Collection		Recycling 2014/15 %	Costs 2014/15 £m
1.	Existing service	40.47	26.9
2.	Return to weekly collection with charged green waste	34.94	29.8
3.	Extend AWC to whole county with charged green waste	42.83	25.0
4.	Extend AWC and free green waste to whole county	48.69	26.0
5.	Extend AWC, charged green waste and free plastic bottles and card to whole county	43.98	26.2
6.	Extend AWC, free green waste and free plastic bottles and card to whole county	50.49	27.8
7.	Extend AWC to whole county with charged green waste, free plastic bottles and card and weekly food waste	53.70	32.4

These costs do not reflect the capital investment required to deliver each option or any short term increases in revenue where recycling collections are implemented prior to the expansion of AWC and the delivery of associated savings. The detail of these costs is set out in the Tables at the end of the main briefing note.

Decision Required and Next Steps

- (i) A preferred set of options to be presented to the public should be agreed by the end of May
- (ii) Consultation should start in June and finish at the end of August
- (iii) Analysis and reporting of consultation results to Cabinet should be completed during September
- (iv) Cabinet approval of favoured option in October
- (v) Allocation of budgets and ordering of additional vehicles and receptacles to commence October 2010
- (vi) Education and information campaign and service preparations start late 2010
- (vii) Implementation from June 2011 (depending upon the chosen option).

Tracy Carter
June 2010

Briefing Note : Options for Collection of Recyclable Materials and Residual Waste

Revised 8th June 2010 to include new option 6

Purpose

1. This briefing paper presents a wide range of options for harmonisation of Wiltshire's waste collection and recycling services, together with cost, performance and other implications necessary for decision making. It outlines the best available data to show the resources that would be required by the Waste Service should these service enhancements be included within the public consultation, and subsequently selected for implementation from 2011-12.

Background

2. The harmonisation of waste collection services will affect progress towards the objectives set out in Wiltshire's Joint Municipal Waste Management Strategy. This was adopted in 2006 by the previous local authorities and inherited by Wiltshire Council. The Strategy sets out targets for diverting waste from landfill, based on each level of the "waste hierarchy". For example there are targets to increase recycling to 40% by 2010/11 and 50% by 2020, supported by targets to provide kerbside recycling to the great majority of residents by 2011 and the conversion of residual waste collections to Alternate Weekly Collection (AWC) by the same date. The latter target has been partially achieved, and will now be subject to the forthcoming Council decision on waste collection and recycling services. The Council and its predecessor waste disposal authority have also pursued a strategy target of diverting additional waste from landfill by securing energy from waste capacity. One contract (the Lakeside / Hills contract) commenced in 2009. A second contract, for a mechanical and biological treatment (MBT) plant at Westbury is in the late stages of negotiation. Any decision on waste collection and recycling services needs to take account of the adopted strategy and the progress made in its implementation.
3. The One Council bid document 'next steps' contained commitments to harmonise waste collection and recycling arrangements across Wiltshire. Potential cost savings from the integration of the former district operated services were identified, with the commitment that these would be reinvested in the form of service enhancements.
4. Full Council authorised a review of Waste Collection at its meeting of 16 June 2009. This was progressed by Environment Select Committee and an appointed Waste Task Group throughout late 2009 and early 2010. A number of options were identified, evaluated, and reported to Environment Select Committee on 12 January 2010. This work was not however concluded due to the introduction of a Minority Report, produced and supported by Committee Members, and further option development work was commissioned from Officers. These options were presented for a consultation exercise originally due to commence in January 2010, but postponed due to a lack of national policy direction ahead of the general election.
5. Performance information for the current service is set out in the table below.

Measure		Performance 2009/10	Est. Performance Quartile*	Direction of Travel
NI191	Waste per household after recycling	644 kg	2	Reducing (positive)
NI192	Household waste recycled or composted	40.5%	2	Steady improvement since 2002/03 (25%). Further improvement depends upon collection service decisions 2010/11
NI193	Municipal Waste sent to landfill	48.8%	2	Reducing. Strong further improvement 2010-11
Customer Satisfaction:				
PV **	Household Refuse Collection	81.5%		
	Kerbside Collection of Recycling	69.5%		
	Recycling Centres and Waste Disposal	77%		

* Compared with all unitary and waste disposal authorities. Based on 2008/09 data (the most recent available) and performance improvements 2009/10.

** PV = People's Voice Survey, November 2009: Percentage "very satisfied" or "satisfied"

Link to Corporate Objectives and the Transformation Programme

6. The Corporate Plan (2010 – 2014) contains commitments to:

- Reduce our environmental impact, and
- Focus on our customers

Implementing AWC would make a significant contribution to achieving the first of these objectives and would enable us to harmonise the standard of service we deliver to our customers. A number of the options identified here will result in a net reduction in our environmental impact by increasing recycling and consequently reducing the volume of waste sent to landfill. The planned consultation will focus on our customers by asking them for their views on the option(s) selected for inclusion.

7. The Harmonisation of Waste Collection Services Project is incorporated into the Corporate Transformation Programme.

Options Considered

8. These are set out in full in Tables 1- 5 which are attached as appendices to this paper. Table 1 provides a brief summary of the key services to be provided under each option. Table 2 provides a high level summary of the cost and performance implications of the different options. Tables 3, 4 and 5 illustrate, respectively, costs, performance implications, key risks and other relevant considerations – particularly the environmental impact of each proposal – in more detail.

9. The table below contains a high level summary of the projected performance levels and costs (settled state costs for 2014/15 excluding capital).

Options for Collection		Recycling 2014/15 %	Costs 2014/15 £m
1.	Existing service	40.47	26.9
2.	Return to weekly collection with charged green waste	34.94	29.8
3.	Extend AWC to whole county with charged green waste	42.83	25.1
4.	Extend AWC and free green waste to whole county	48.69	26.0
5.	Extend AWC, charged green waste and free plastic bottles and card to whole county	43.98	26.2
6.	Extend AWC, free green waste and free plastic bottles and card to whole county	51.10	27.8
7.	Extend AWC to whole county with charged green waste, free plastic bottles and card and weekly food waste	53.70	32.4

These costs do not reflect the capital investment required to deliver each option or any short term increases in revenue where recycling collections are implemented prior to the expansion of AWC and the delivery of associated savings. The detail of these costs is set out in Table 3.

Alternate Weekly Collection (or Assorted Weekly Collection) (AWC)

10. The Joint Municipal Waste Management Strategy (JMWMS), produced in 2006 and agreed by each of the former District Councils and the County Council, contained a commitment to move to Alternate Weekly Collection (AWC) across Wiltshire by 2011. Cost savings delivered by a move to AWC were also included within the One Council bid. Where AWC has been introduced, recycling rates have improved significantly. The east and west areas have local recycling rates normally in excess of 44%, whilst the other areas are at about 26% and 32%. AWC should therefore be included within the package of options to be developed. It should also feature within the options selected for the broad based stakeholder consultation planned to run from June this year.

Augmented and Phased AWC

11. There is a risk that such a proposal may prove unpopular in the north and south of Wiltshire where residual waste is currently collected weekly. It has therefore been suggested that the options package should also identify the implications of introducing enhanced recycling services for residents in advance of any changes to the residual waste collection service.
12. Therefore, some of the options include alternative start dates and phasing. These sub-options would first provide the elements of each package designed to make use of an AWC service easier and boost recycling, and follow up by introducing AWC some months later. During the intervening period, the planned information and education campaign would continue, to ease

the transition. This would serve to change behaviour and practice in advance and, hopefully, illustrate that the impact of moving from weekly to fortnightly collection could be largely mitigated by the provision of suitable facilities to instead send much more waste for recycling.

Weekly Collection

13. This is still in place in two areas of Wiltshire and has support from residents and in parts of the press. In January 2010, Members requested that it be included in the range of options for the consultation on waste collection systems. The implications of adopting this option are discussed below.

Existing Services

14. Existing collection and recycling services are also included as an option. The purpose of this is to provide a basis for comparison with options for change.

Cost implications and potential benefits

15. Table 2 provides a summary of costs and benefits. More specific information is given in Tables 3, 4 and 5.
16. Costs have been provided by the Service and should be viewed as provisional. They are based on a number of forecasts and estimates. However the method and results for determining the costs for most of the options were considered by the Waste Task Group during late 2009. Those options selected for inclusion within the public consultation would be subject to additional verification by Corporate Finance.
17. Costings take account of government information regarding future landfill tax escalation (currently £48 per tonne per year increasing by £8/tonne/year to £80 at 2014/15). In other respects, they are at 2009-10 prices. No future adjustments have been made for inflationary factors. Whilst it is acknowledged that the same analysis carried out in 12 months time may yield different costs, there is a reasonable degree of confidence in the relative differences and conclusions drawn.
18. It is also worth noting that most options see a sharply increased capital outlay during 2011-12 (Table 3). This is due to start up costs. These options would require significant investment in additional vehicles and bins. Also, in some cases, additional waste transfer and/or treatment capacity would be needed. Some allowance is also made for communications campaigns. In the case of Option 7 (AWC plus plastic, card and food waste) there would be a second peak in capital outlay during 2013/14, as food waste collection, transfer and treatment commenced.
19. There is no single option that delivers enhanced performance, reduced carbon footprint and a cost saving (or standstill). Some points are worth noting however.
 - Option 1 (maintain existing service provision) is essentially a non-option. Preserving the status-quo will do nothing to address the inequality of service provision across the county and doesn't begin to address the need to identify One Council related savings that can be reinvested into enhanced recycling services.
 - Options 2, 3 and 4 are predicated on the assumption that kerbside collection of plastic and card in the south would remain in place, but would not be extended to the rest of Wiltshire. Besides increasing recycling in the south area, the collection provides a key role in controlling the calorific value of waste being sent to the Lakeside energy from waste incinerator. However, these options fail to address the need to harmonise service delivery in accordance with our One Council commitment.

- Option 2 (return to weekly collection) would require significantly higher investment than some other options, and costs would be rising steeply due to exposure to Landfill Tax. The Council's carbon footprint and NI 191 and NI 192 performance would deteriorate. Those residents keenly in favour of more recycling would not support this option. The Council may suffer damage to its reputation.
- Option 3 (AWC, including charged green waste) offers what may appear a reasonable spread of benefits. Despite the need for some capital investment, overall costs are somewhat less than Option 1 (existing services). Revenue costs are less and would increase at a slower rate, due largely to savings on Landfill Tax. The Council would also secure a reduced carbon footprint and an increase in two of the three waste related national indicators. However, the option offers nothing to appease those residents who object to moving from a weekly to fortnightly residual waste collection.
- Option 4 (AWC plus free garden waste), 6 (AWC plus free garden waste and free plastic and card) and 7 (AWC plus plastic and card, plus weekly food waste) offer the greatest potential performance increases. However, each will require new treatment facilities and this is reflected in the costings.
- Option 4 will see collected garden waste exceed the capacity of Wiltshire's composting site requiring either a new purpose built facility or for the waste to be transported out of county to the nearest facility with spare capacity. The former solution will require additional time to gain planning consent and construct, whilst the latter will add to our carbon footprint due to the many additional out-of-county trips to transport the waste. Given the well established tradition of home composting in Wiltshire, and the previous work that the Council has done to encourage this, a further consideration is that much of the tonnage arising due to this collection could be (and is currently) treated by residents at home. Home composting might be regarded as a practical characteristic of resilient communities, due to its association with being more self-reliant. For those residents who currently compost their garden waste at home or use the charged garden waste service there would be little or no reduction of their residual waste by offering this free service. Those residents who do not have gardens may perceive that they are subsidising the provision of this free service.
- Option 5 (AWC plus plastic and card) would build on Option 3. Costs would be somewhat higher, due partly to the need for more capital investment. However, by 2014/15 annual cost increases would be less, due to a reduced Landfill Tax bill. The Council would also secure an increase in NIs, probably to top quartile in two cases (Table 4). The option also offers a collection of recyclable materials (plastic bottles and card) to ease the introduction of AWC by removing bulky items from residual waste and to increase recycling performance. It also offers the opportunity to re-use the current garden waste bins used by those west Wiltshire residents not electing to pay for this service, as bins for plastic bottles and card collection. Additional waste transfer and baling capacity would be needed to deal with this bulky material.
- Option 6 is a combination of Option 4 and Option 5 and the points relating to the individual options would also apply except re-using the west Wiltshire garden waste bins for plastic bottles and card would not be possible.
- Option 7 offers the greatest leap in performance of all options presented. However, there is currently no facility in or adjoining Wiltshire to handle the food waste. Procuring an anaerobic digestion plant (which WRAP in their recent report 'Environmental Benefits of recycling' describe as the preferable means of food waste disposal – particularly from an environmental perspective) would require a significant capital commitment and take time (a 2011 start would not be possible). Additional capital costs for this option to

2014-15 are in the region of £12m, whilst the total spend would be the highest of all options by a significant margin (Table 3). In this context, it is important to note that the Lakeside project and (if it goes ahead) the proposed MBT project would divert up to two thirds of residual food waste from landfill. A final consideration is that food waste could be greatly reduced by behaviour change – for example more careful buying as promoted in the national “love food, hate waste” campaign. Use of garden – based food waste digesters enables residents to treat this waste at home. Since 2007, the Council has backed a campaign to encourage food waste digestion, in which about 3500 digesters have been sold to residents.

- Option 8 (HRC expansion) by itself offers little apparent value in relation to the criteria employed within this options analysis. Marginal improvements in performance - in particular NI 192 – would require additional investment of approximately £4m up to 2014/15. Moreover, due to the rather protracted timescales typically involved in locating suitable sites and obtaining planning permissions, this does not offer a solution that could be rolled out either before or with AWC in 2011.

Risks

20. Key risks associated with individual options are summarised in Table 2. The significant risks are listed in Table 5.
21. Principal risks underlying a number of the options are:
- failure to address inequalities in service provision
 - residents in north and south Wiltshire react negatively to AWC, impacting on the Council’s reputation
 - residents in all areas may react negatively to provision of additional bins or other receptacles for separate collection of recyclables
 - options are presented to the public that require construction of new treatment facilities and so are not delivered in timeframes that residents find acceptable
 - the options that would generate greatly increased garden waste or a new food waste tonnage would raise issues about markets for the output materials which are not readily available in the Wiltshire area.
22. A risk underlying all options is that decisions are subject to further delay, leaving the service insufficient time to prepare for and implement changes within expected timescales. Most options require lead in times of over 6 months, due to the need to procure additional vehicles, some purpose built, plus the need for an intensive, phased communications campaign on the changes.

Timescales necessary to commence implementation

23. The earliest start-up dates for each of the service changes identified are included in Table 3. Costs provided, together with impacts on performance, are based on these dates. Any delays, such as those caused by the lack of clear policy from an incoming government, will impact upon the costs provided and, in some cases, performance also.
24. The key determinant of timing for most options is procurement of additional vehicles. Specialist vehicles, eg for kerbside collection of recyclable materials, cost over £100,000 each and currently take at least 9 months from ordering to arrival. Use of temporary hire vehicles would increase costs above those presented in this paper. Vehicles cannot be ordered until the Council has decided its chosen service and budget provision has been made. In the case of

options 4, 5, 6 and particularly 7 (food waste collection), additional waste transfer and treatment facilities will need to be procured. This will also affect timescales.

25. Sub-options identified for Option 4, (free garden waste rollout ahead of AWC) and Options 5 and 6 (plastic and card rollout ahead of AWC) provide a “carrot before the stick” approach. However, this will require the AWC rollout to be delayed for a few months and will require some additional resources to cover the period when the new service overlaps with weekly collection of residual waste in two areas.
26. Guidance on industry good practice, provided by WRAP (Waste and Resources Action Programme), suggests a minimum period of 6 months is required for successfully ‘drip feeding’ residents information on major service changes. Many of the options presented could be implemented from June 2011. However, this would require communications on the final agreed option to commence from late 2010. This in turn will require that the public consultation exercise commences no later than June to allow for the necessary analysis and subsequent agreement by Cabinet of the selected option.

Decision required and next steps

- (i) A preferred set of options to be presented to the public should be agreed by the end of May
- (ii) Consultation should start in June and finish at the end of August
- (iii) Analysis and reporting of consultation results to Cabinet should be completed during September
- (iv) Cabinet approval of favoured option in October
- (v) Allocation of budgets and ordering of additional vehicles and receptacles to commence October 2010
- (vi) Education and information campaign and service preparations start late 2010
- (vii) Implementation from June 2011 (depending upon the chosen option).

Report authors

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Martin Litherland, Head of Waste Collection

TABLE 1 – Summary of Options

	Option Name	Key Services
1.	Existing Services	Weekly residual waste collection in north and south. AWC in east and west. Charged fortnightly garden waste collection in east, north and south. Free collection in west. Black Box (dry recyclates) fortnightly collection in all areas. Plastic and card fortnightly collection in south.
2.	Return to Weekly Collection	Weekly residual collection in all areas. Charged fortnightly garden waste in all areas. Other services unchanged.
3.	Alternate Weekly Collection (AWC)	AWC in all areas. Charged fortnightly garden waste in all areas. Other services unchanged.
4.	AWC plus free garden waste	AWC in all areas. Free fortnightly garden waste in all areas. Other services unchanged.
5.	AWC plus plastic and card	AWC in all areas. Charged fortnightly garden waste in all areas. Plastic and card fortnightly in all areas. Black box service unchanged.
6.	AWC plus free garden waste plus free plastic and card : CONSULTATION PROPOSAL	AWC in all areas. Free fortnightly garden waste in all areas. Free fortnightly plastic and card in all areas. Black box service unchanged.
7.	AWC plus plastic, card and food waste	Option 5, plus:- Weekly food waste collection from 2013.
8.	Household Recycling Centres (HRC) expansion	Development of 3 new HRCs (1 committed) and relocation of Salisbury (Churchfields) HRC.

TABLE 2 – Cost and Performance Summary of Options

Option		Costs	Performance	Top Quartile?	Carbon Footprint	Key additional risks
1	Existing Services	Rising costs. No savings	No improvement. Targets not hit.	NI 193 only (due to Lakeside)	No improvement	Variations in service not addressed.
2	Return to weekly collection	Significant higher and rising costs	Worsening performance. Targets more distant.	NI 193 maybe (due to Lakeside)	Worse. More lorry miles and less recycling.	Council loss of reputation.
3	AWC	Costs reduced but rising	Some improvement. Some targets hit, others closer.	NI191 possibly NI193	Some improvement.	West Wiltshire green bins.
4	AWC plus free garden waste	Early peak in costs, then stable	Significant improvement. Targets hit or very close.	Probably all NIs	More lorry miles but more recycling, and bio-waste recovery.	Quantity, quality and seasonal variation in green waste. Treatment capacity. Market for outputs.
Page 2638	AWC plus plastic and card	Early peak in costs, then stable	Some improvement. Some targets hit, others closer.	NI191 and NI193	More lorry miles but more recycling.	Capacity to handle and bale plastic and card.
	AWC plus free garden waste plus free plastic and card - CONSULTATION PROPOSAL	Early peak in costs, then stable	Very significant improvement. Targets hit.	Yes for all NIs	More lorry miles but more recycling and bio-waste recovery.	Quantity, quality and seasonal variation in green waste. Treatment capacity. Market for outputs. Capacity to handle and bale plastic and card.
7	AWC plus plastic and card plus weekly food waste	Significant higher costs with food waste collection	Very significant improvement. Targets hit	Yes for all NIs	More lorry miles but more recycling and bio-waste recovery.	Food waste transfer and treatment capacity / duplication of capacity with EFW processes. Longer lead time. Market for outputs.
8	HRC expansion	Significant additional costs	Marginal Improvement	NI 193 only (due to Lakeside)	Some improvement.	Site identification, purchase and planning permission.

**Waste Collection and Treatment
Options - Costs**
TABLE 3
all costs at 2009/10 prices / nil inflation / except
plus Landfill Tax escalator

FOR CLARIFICATION – OPTION 6 IS THE CONSULTATION PROPOSAL

	Name of Service Option	Cost profile from start up		Costs 2009/10	Costs 2010/11	Costs 2011/12	Costs 2012/13	Costs 2013/14	Costs 2014/15	Total Costs 2009/10 to 2014/15 (rounded)	Cost trend at 2014/15
1	Existing service	NA	total costs	£22,733,448	£24,180,905	£24,851,297	£25,521,689	£26,192,081	£26,862,473	£150,000,000	Rising
			capital costs *	£0	£0	£0	£0	£0	£0	£0	
			cost per household	£116	£123	£126	£130	£133	£136		
2	Return to weekly collection / charged green waste : Jan final leaflet option 1	Commence service changes 01.06.11	total costs	£22,733,448	£24,180,905	£29,017,767	£28,090,352	£28,525,969	£29,830,964	£162,000,000	rising strongly
			capital costs *	0	0	1,705,284	369,397	270,590	726,281	£3,000,000	
			cost per household	£116	£123	£147	£143	£145	£152		
3	Extend AWC to whole County / charged green waste : Jan final leaflet option 2	Commence service changes 01.06.11	total costs	£22,733,448	£24,180,905	£25,341,619	£24,336,786	£24,577,291	£25,125,174	£146,000,000	Rising
			capital costs *	£0	£0	£1,405,284	£369,397	£270,590	£261,281	£2,000,000	
			cost per household	£116	£123	£129	£124	£125	£128		

4	Extend AWC to whole County / extend free green waste collection to whole County NEW	(a) Commence all service changes 01.06.11	total costs	£22,733,448	£24,180,905	£29,898,167	£25,978,217	£25,762,086	£26,003,455	£155,000,000	Steady	
			capital costs *	£0	£0	£4,388,600	£138,400	£138,400	£138,400	£5,000,000		
			cost per household	£116	£123	£152	£132	£131	£132			
	5	Extend AWC / charged green waste / extend plastic and card kerbside to whole County : Jan final leaflet option 3	(b) commence free green waste collection 01.06.11 Commence AWC 01.10. 11	total costs	£22,733,448	£24,180,905	£30,109,107	£26,085,026	£25,993,504	£26,003,455	£155,000,000	
				capital costs *	£0	£0	£4,388,600	£138,400	£138,400	£138,400	£5,000,000	
				cost per household	£116	£123	£153	£133	£132	£132		
5	Extend AWC / charged green waste / extend plastic and card kerbside to whole County : Jan final leaflet option 3	(a) Commence all service changes 01.06.11	total costs	£22,733,448	£24,180,905	£30,020,725	£25,439,954	£25,810,763	£26,170,374	£154,000,000	rising slightly	
			capital costs *	£0	£0	£5,155,284	£369,397	£270,590	£261,281	£6,000,000		
			cost per household	£116	£123	£153	£129	£131	£133			
		(b) Commence plastic and card kerbside and charged green waste 01.06.11. Commence AWC 01.10.11	total costs	£22,733,448	£24,180,905	£30,582,521	£25,439,954	£25,810,763	£26,170,374	£155,000,000		
			capital costs *	£0	£0	£5,155,284	£369,397	£270,590	£261,281	£6,000,000		

			cost per household	£116	£123	£155	£129	£131	£133		
6	NEW OPTION - Extend AWC/ free garden waste/extend plastic and card kerbside to whole County - CONSULTATION PROPOSAL	(a) Commence all service changes 01.06.11	total costs	£22,733,448	£24,180,905	£35,981,675	£28,267,106	£27,775,372	£27,785,535	£167,000,000	steady
			capital costs *	£0	£0	£8,151,100	£138,400	£138,400	£138,400	£9,000,000	
			cost per household	£116	£123	£183	£144	£141	£141		
7	Option 3 plus weekly food waste collection whole County NEW	(b) Commence recycling services 01.06.11.	total costs	£22,733,448	£24,180,905	£35,801,675	£28,267,106	£27,919,372	£27,785,535	£167,000,000	steady
		Commence AWC 01.10.11	capital costs *	£0	£0	£8,151,100	£138,400	£138,400	£138,400	£9,000,000	
			cost per household	£116	£123	£183	£144	£142	£141		
7	Option 3 plus weekly food waste collection whole County NEW	commence AWC, plastic and card kerbside and charged green waste collection 01.06.11. (Option 3a)	total costs	£22,733,448	£24,180,905	£30,020,725	£25,439,954	£37,908,779	£32,441,750	£173,000,000	recently peaked due to food waste service 2013.
		Commence food waste collection 01.04.13	capital costs *	0	0	5155284	369397	6085230	261281	£12,000,000	
			cost per household	£116	£123	£155	£129	£193	£165		
8	NEW OPTION - extend household recycling centre network	Open Marlborough mid 2010/11 Open Westbury mid 2012/13									

	<u>NB costs are additional costs</u>	Open 3rd site (Tidworth or Mere?) mid 2013/14	total cost	£0	£135,000	£270,000	£820,000	£1,445,000	£920,000	£4,000,000	NA
	-	open new Salisbury Site mid 2014/15	capital costs * cost per household	£0 £0.00	£0 £0.69	£0 £1.37	£400,000 £4.17	£700,000 £7.34	£0 £4.67	£1,000,000	

* capital costs are those identified as additional to maintaining current services. Capital costs are also included in the Total Cost figures.

TABLE 4 Waste Collection and Treatment Options - Performance
FOR CLARIFICATION – OPTION 6 IS THE CONSULTATION PROPOSAL

	Name of Service Option	Waste Reduction (NI191) performance by 2014/15	Recycling (NI192)% by 2014/15	Landfill Performance (NI193)% by 2014/15	Helps deliver corporate plan commitment - Landfill down to 25% by 2014	Helps deliver outstanding JMWMS commitments - AWC by 2011 and 50% recycling by 2020	Helps deliver LGR 'One Council' commitment to make savings and use for additional recycling services	Recycling Performance	Savings for additional recycling	Top Quartile Performance Likely ?		
										NI 191	NI 192	NI 193
Page 268	Existing service	647.58 kg	40.47%	34.24%	No improvement	No	No	No improvement on current performance	None	No	No	Yes (due to Lakeside contract)
	Return to weekly collection / charged green waste : Jan final leaflet option 1	717.91 kg	34.94%	39.46%	Reverses improvements achieved by 2010	No. Reverses trend towards AWC and reduces recycling	No	Significant reduction (5%) from current performance	None.	No - Worsening to lowest quartile	No - Worsening to lowest quartile	Possibly (due to Lakeside contract)
	3 Extend AWC to whole County / charged green waste : Jan final leaflet option 2	576.49 kg	42.83%	30.43%	Yes. Some reduction in landfill, due to recycling and waste reduction.	Yes. AWC achieved, plus increase in recycling.	No (savings not re-invested)	Improved	Yes	Probably	No	Yes (due to Lakeside contract)

4	Extend AWC to whole County / extend free green waste collection to whole County NEW	534.67 kg	48.69%	26.04%	Yes. Significant reduction in landfill, towards the 2014 target. But service likely to increase overall tonnage collected and reduce home composting.	Yes. AWC achieved, plus major increase in recycling, to close to 50% target.	Yes	Significant improvement, due to major increase in garden waste collected.	No (but 2020 target may be almost met).	Yes	Probably (due to green waste tonnage)	Yes (due to green waste tonnage and Lakeside contract)
5	Extend AWC / charged green waste / extend plastic and card kerbside to whole County : Jan final leaflet option 3	555.90 kg	43.98%	28.38%	Yes. Significant reduction in landfill.	Yes. AWC achieved, plus increase in recycling.	Yes	4% improvement, focused in areas with low current performance	No	Yes	No	Yes (due to Lakeside contract)
	NEW OPTION - Extend AWC / free garden waste / extend plastic and card kerbside collection to whole County – CONSULTATION PROPOSAL.	509.55 kg	51.1	23.92%	Yes. Significant reduction in landfill, to hit 2014 target. But service likely to increase overall tonnage collected and reduce home composting.	Yes. AWC achieved, plus major increase in recycling, which should exceed 50% target.	Yes	Significant improvement, due to major increase in garden waste collected.	No (but 2020 target should be met).	Yes	Probably (due to green waste tonnage)	Yes (due to green waste tonnage and Lakeside contract)

7	Option 5 plus weekly food waste collection whole County NEW	459.44 kg	53.70%	20.55%	Yes. Significant reduction in landfill, towards hit 2014 target. But service likely to overlap the existing and proposed contracts for EfW and MBT.	Yes. AWC achieved, plus major increase in recycling, to exceed 50% target.	Yes	Significant improvement. 50% target likely to be exceeded.	No (but 2020 target should be met).	Yes	Yes (due to food waste tonnage)	Yes (But service likely to overlap the existing and proposed contracts for EfW and MBT.)
8	NEW OPTION - extend household recycling centre network	632.51kg	41.86%	33.02%	Marginal positive impact	Marginal positive impact	NA	Marginal positive impact	No	No	No	Yes (due to Lakeside contract)

TABLE 5 Waste Collection and Treatment Options - Risk and Other Qualitative Assessments

FOR CLARIFICATION – OPTION 6 IS THE CONSULTATION PROPOSAL

1	Name of Service Option	Cost profile from start up	Impact on carbon footprint	Local Environment	Longer term outlook	Key Risks (excluding targets for recycling and landfill diversion - Table 4)									
	Page 271	Existing service	NA	Weekly rubbish collections (lorry miles) and low recycling in two areas add to carbon footprint	Need for landfill not further reduced	No further reduction in landfill dependency. Taxes and fines will go on increasing costs	Extra recycling service in south subsidised by other areas	Service transformation/morale issues						Acceptance of harmonised collection policies - eg lids shut, collection points, private roads, collection days, alternatives to bins	
Return to weekly collection / charged green waste : Jan final leaflet option 1		Commence service changes 01.06.11	Weekly rubbish collections (lorry miles) and low recycling in all areas add to carbon footprint	Increased need for landfill	Increase in landfill dependency. Taxes and fines will go on increasing costs	Extra recycling service in south subsidised by other areas	As above. May be reduced by expansion of workforce			Disposal of surplus west Wilts green bins (up to 40,000)	Lead times needed for vehicle purchase may be > 9 months	As above	Collection /disposal of some west Wiltshire garden waste bins		Services require equalities assessment
3	Extend AWC to whole County / charged green waste : Jan final leaflet option 2	Commence service changes 01.06.11	Rubbish collections alternating with recycling in all areas (less lorry miles) and increased recycling reduce carbon footprint	Some reduction in need for landfill	Reduction in landfill dependency will reduce longer term impact of taxes and prevent fines	Extra recycling service in south subsidised by other areas	As above. May be increased by savings / role changes	Will AWC vehicle savings provide for additional garden waste collection capacity ?		Disposal of surplus west Wilts green bins (up to 40,000)	As above	As above	Acceptance of AWC in north and south. No extra services. Collection /		Services require equalities assessment

														disposal of some west Wiltshire garden waste bins		
4	Extend AWC to whole County / extend free green waste collection to whole County NEW	(a) Commence all service changes 01.06.11	Rubbish collections alternating with recycling in all areas (less lorry miles) and increased recycling reduce carbon footprint , but much expanded garden waste collection adds to lorry miles	Some reduction in the need for landfill. But major new composting sites will be needed.	Substantial reduction in landfill dependency will reduce longer term impact of taxes and prevent fines. But much of the green waste could be home-composted by residents, a much preferred outcome.	Extra recycling service in south subsidised by other areas	As above. May be reduced by expansion of workforce	Additional vehicles needed for much expanded green waste collection.	Much greater green waste tonnage will require additional composting sites - market, planning and licensing issues	Green waste quality risk	Lead times needed for vehicle purchase may be > 9 months	As above	Acceptance of AWC in North and South. Resistance to extra bins across county .	Services require equalities assessment	Seasonality of green waste tonnage	
		(b) Commence free green waste collection 01.06.11 Commence AWC 01.10.11	As above	As above	As above	As above	As above	As above plus numerous additional vehicles needed for free green waste collection before AWC savings realised	As above	Green waste quality risk	As above	As above	As above	Services require equalities assessment	Seasonality of green waste tonnage	

5	Extend AWC/ charged green waste/ extend plastic and card kerbside to whole County : Jan final leaflet option 3	(a) Commence all service changes 01.06.11	Rubbish collections alternating with recycling in all areas (less lorry miles) and increased recycling reduce carbon footprint , but additional plastic and card collection adds to lorry miles	Some reduction in need for landfill	Reduction in landfill dependency will reduce longer term impact of taxes and prevent fines		As above	Additional vehicles needed for P+C collection.	Likely to be P+C handling /baling capacity problems at WTSs / MRF	Need to transfer use of west Wilts green bins to P+C collection	As above	As above	Acceptance of AWC in North and South. Resistance to extra bins across county .	Services require equalities assessment	
		(b) Commence plastic and card kerbside and charged green waste 01.06.11. Commence AWC 01.10.11	As above	As above	As above		As above	As above, plus additional P+C vehicles need before AWC savings realised	As above	As above	As above	As above	As above	Services require equalities assessment	

6	NEW OPTION - Extend AWC / free garden waste / plastic and card kerbside to whole County – CONSULTATION PROPOSAL	(a) Commence all service changes 01.06.11	Rubbish collections alternating with recycling in all areas (less lorry miles) and increased recycling reduce carbon footprint, but much expanded garden waste and plastic/card collections add to lorry miles	Some reduction in the need for landfill. But major new composting sites will be needed.	Substantial reduction in landfill dependency will reduce longer term impact of taxes and prevent fines. But much of the green waste could be home-composted by residents, a much preferred outcome.		As above. But likely to be much reduced by expansion of workforce	Additional vehicles needed for much expanded green waste and plastic/card collections	Much greater green waste tonnage will require additional composting sites - market, planning and licensing issues. Also, likely to be P+C handling / baling capacity problems at WTSs / MRF.	Green waste quality risk	Lead times needed for vehicle purchase may be > 9 months. Also new sites	As above	Acceptance of AWC in North and South. Resistance to extra bins / bags across county	Services require equalities assessment	Seasonality of green waste tonnage
		(b) Commence plastic and card kerbside and green waste 01.06.11. Commence AWC 01.10.11	As above	As above	As above		As above	As above, plus additional P+C vehicles need before AWC savings realised	As above	As above	As above	As above	As above	As above	As above

7	Option 5 plus weekly food waste collection whole County NEW	Commence AWC, plastic and card kerbside and charged green waste collection 01.06.11. (Option 5) Commence food waste collection 01.04.13	High recycling reduces carbon footprint, but requires extra collection for food waste (lorry miles). With Lakeside and MBT (prob.) contracts, about 2/3 of food waste will be diverted from landfill anyway.	Very substantial reduction in need for landfill. But with Lakeside and MBT (prob.) contracts, about 2/3 of food waste will be diverted from landfill anyway.	Very substantial reduction in landfill dependency will reduce longer term impact of taxes and prevent fines. But with Lakeside and MBT (prob.) contracts, about 2/3 of food waste will be diverted from landfill anyway.		As above, plus further expansion of collection service from 2013	As above	As above	As above	As above	As above	As above	Acceptance of AWC in North and South. Resistance to multiple extra bins across county.	Services require equalities assessment	Food waste transfer and treatment will require new contract / compensation to contractor, and purpose built transfer station. Main timing factor. Needs anaerobic digestion plant to treat food waste. None in area to date. Needs purpose built transfer station. None in area to date. Needs market for digestate.
8	NEW OPTION - extend household recycling centre network	Open Marlborough mid 2010/11 Open Westbury mid 2012/13	May cut vehicle journeys to more distant HRCs. Also a small increase in recycling	Slight reduction in need for landfill. New HRCs may have	Support trend towards more recycling.	Some improvement in levels of access to HRCs by residents	Some duplication between HRC and kerbside services. However, HRCs offer	Improved service to the public with capture of a wider range of recyclable materials							Services require equalities assessment	

		Open 3rd site (Tidworth or Mere?) mid 2013/14		some local impact, but subject to planning and licensing control			much wider range of recycling	but limited additional recycling.							
		Open new Salisbury Site mid 2014/15													

Freepost Plus RSBA-HGRT-ZERT
 Wiltshire Waste Survey
 Wiltshire Council
 County Hall
 Bythesea Road
 TROWBRIDGE
 BA14 8JN

To find out more about this project

Please complete the attached reply paid card to let us know if you support the proposal or not. You can simply pop it into the post to the Freepost address, to reach us by Friday 20 August 2010.

If you would like to make specific comments, you can do so by writing to:

The Director, Department of Neighbourhood and Planning
 Wiltshire Council
 County Hall
 Trowbridge
 Wiltshire BA14 8JN

- Mark your letter 'Waste consultation'

You can reply and provide your feedback online if that is more convenient:

Do so by completing the survey at:
www.wiltshire.gov.uk/waste

and by emailing:
wasteconsultation@wiltshire.gov.uk

Please return all comments by Friday 20 August.

Information about Wiltshire Council's services can be made available on request in other languages and formats such as large print and audio. Please contact the council on 0300 456 0102, by textphone on 01225 712500 or by email on customerservices@wiltshire.gov.uk

For more details:

Visit www.wiltshire.gov.uk

Come along to one of our road shows where we will aim to answer any questions you may have:

Salisbury Market Place
 (Market Day)
 Tuesday 29 June
 10am – 2pm

Trowbridge Town Centre
 Wednesday 30 June
 10am – 2pm

Devizes Town Centre
 (Market Day)
 Thursday 1 July
 10am – 2pm

Chippenham Town Centre
 (Market Day)
 Friday 2 July
 10am – 2pm

Go along to your local Area Board meeting at which there will be opportunities to hear more during the summer.
 (Visit www.wiltshire.gov.uk/areaboards for dates, venues and agendas).

Waste collection and recycling

Proposing a first class service for all households in Wiltshire

Have your say



The proposal

A first class waste service for Wiltshire residents

The existing black box recycling collection will be complemented by:

A kerbside collection of plastic bottles and cardboard every 2 weeks.

This service is currently provided to residents in south Wiltshire, but would be a new service to residents in the north, east and west.

A non chargeable optional kerbside collection of garden waste every 2 weeks.

This service is currently provided to residents in west Wiltshire. All residents in north, south and east Wiltshire, including those who currently have a charged collection, will be able to apply.

However, these additional recycling services can only be offered if the waste that is left over is also collected every 2 weeks, to enable us to re-use existing resources and vehicles (this service is currently provided in east and west Wiltshire, but would be a change in the north and south of the county).

Page 27 of 28



Household rubbish
one week rubbish, next week recycling



Recycling - black box



Plastic bottles and cardboard
Fortnightly



Garden waste non chargeable, optional
Fortnightly

Note: The kerbside collection of food waste or tetra packaging is not included, due to a mix of technology and capacity issues. However this will be kept under review and may be considered in the future. Residents can recycle their Tetrapaks at our Household Recycling Centres, and the council continues to subsidise the cost of food waste digesters allowing residents to treat their food waste at home (see www.recycleforwiltshire.com).

This proposal recognises that residents want a wider range of materials to be collected for recycling, to help them manage their waste when it is collected every 2 weeks.

The existing fortnightly **kerbside black box collection** for glass bottles and jars, newspapers and magazines, food and drinks cans, aerosols, foil and textiles will continue.

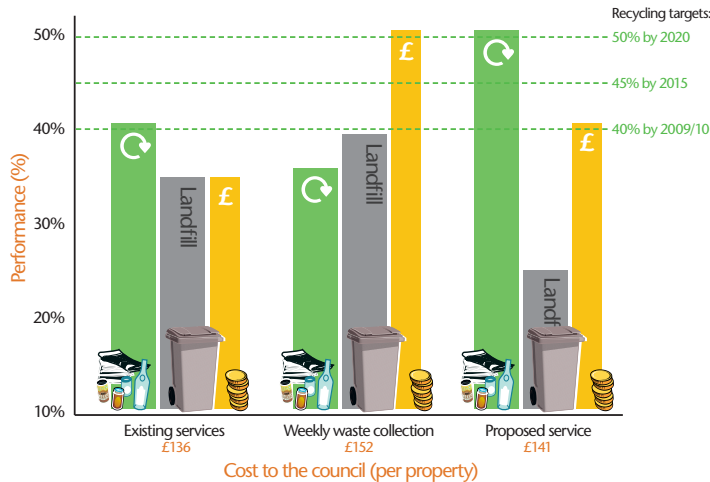
As well as reducing the amount of waste we send to landfill evidence shows that the proposal for a first class waste service will increase household recycling rates from the current average of 40.5% to over 50%. This will allow us to meet tough targets, reduce our landfill costs and avoid potentially huge EU fines. This service will be funded by using efficiency savings we have made from the move to one council, together with future savings in disposal costs.

The challenges we face

Residents of Wiltshire deserve the same first class recycling service no matter where they live in the county. Currently there are different waste collection and recycling arrangements across the county. We face many challenges:

- Landfill sites are filling up fast and we must reduce the gas emissions they produce. The proposal will mean we recycle more and landfill less waste, reducing the environmental impact on our county.
- We also risk incurring heavy fines (possibly in excess of £150 per tonne) if we do not reduce our landfilling of waste that decomposes.
- We want to hit future recycling targets (see graphic below).
- Using treatment technologies could divert more waste from landfill - 50,000 tonnes a year of Wiltshire's waste already goes to an Energy from Waste facility - but we also remain committed to recycling more.
- If we don't do this we know the yearly cost of sending waste to landfill will increase from about £12.5million to almost £17million by 2015 as landfill tax continues to rise.

The graphic below shows the difference in recycling performance, landfill reduction and cost for 3 scenarios:



Questionnaire

Please make sure that you have read the information in the leaflet carefully before completing this survey. These important details will help you decide whether or not you support the proposed waste and recycling service for Wiltshire residents.

The proposal

A first class waste and recycling service

Wiltshire residents will receive:

- A kerbside collection of plastic bottles and cardboard every 2 weeks.
- A kerbside black box collection for glass, papers, cans, foil and textiles every 2 weeks.
- A non chargeable optional kerbside collection of garden waste every 2 weeks.
- A collection of left over waste every 2 weeks.

I have read the information attached and I support the council's proposal:

Yes No

About you

This section is purely optional, but it will help us plan your services. This information cannot be used to identify you.

Could you also give us just a little information about you?

Gender: Male Female

Age: 18-24 35-44 55-64 75+

25-34 45-54 65-74

Where do you live? Please enter your postcode:

When finished please cut out this questionnaire and post it back to us, free of charge, to the Freepost address overleaf. You don't need to use a stamp! Please return by Friday 20 August 2010.

Waste Transformation Project Communications Strategy and Timetable

Background

Wiltshire Council has carried out a consultation with residents about introducing a new waste and recycling collection service. Currently there are different systems and arrangements in operation in different parts of the county. Bringing five councils into one has presented an opportunity to introduce a single, first class service to everyone in Wiltshire, no matter where they live.

During June, July and August phase 1 of the communications plan was delivered

Communication activities for phase 1 Consultation:

Proposal Leaflet

30,000 proposal leaflets giving Wiltshire residents the opportunity to have their say on the proposal, were produced and distributed through:

- The council's 31 libraries
- Roadshows in – Salisbury, Trowbridge, Devizes, Chippenham, Wilton Carnival and the Wiltshire Show
- All 18 Wiltshire area boards
- 4 Main hub receptions
- Posted on request via CCU and Waste department
- PDF download available on Wiltshire Council website
- 4 waste depots
- Hills recycling centres/recycling vehicles
- Made available through Parish councils and Town Council offices
- Carried on refuse vehicles
- Handed out at 7 supermarkets across the county (targeted areas)
- 23 Leisure facilities and City Hall
- Citizen advice bureaus
- Housing associations

Websites

The waste and recycling proposal was promoted through the council's website including information on the proposal itself, the aims of the proposal, diary dates for roadshows and area boards and FAQ's and an online electronic version of the proposal. There was also a link to the pages from the Recycle for Wiltshire website, and parish and town councils were invited to include a link from their websites.

Posters

An A4 poster was produced and distributed to:

- The council's 31 libraries
- 4 Main hub receptions
- 4 waste depots
- 23 Leisure facilities and City Hall
- Made available through Parish councils and Town Council offices

Publications

The waste and recycling proposal was promoted through:

- The councils Your Wiltshire magazine in the June and September issues (delivered to every household in Wiltshire)
- September edition of the councils Housing Matters newsletter
- June, July, August editions of the councils Parish Newsletter
- June to August weekly staff bulletin Electric Wire
- June to August council's Elected Wire
- ¼ page adverts in June in the Wiltshire Times, Gazette & Herald, Salisbury Journal and Blackmore Vale magazine
- Waste and recycling staff briefing notes
- Peoples Voice and Citizens Panel surveys undertaken

Face to face

The waste and recycling proposal was promoted through various face to face events, where waste staff met and talked to the public about the proposal this was done through:

- Roadshows in – Salisbury, Trowbridge, Devizes, Chippenham
- Wilton Carnival and the Wiltshire Show
- Supermarket visits in – Amesbury, Bradford on Avon, Marlborough, Salisbury, Tidworth, Warminster and Wootton Bassett
- Area board meetings (all 18 attended by senior Waste Officers, included presentation and Q&A's)

Displays

A series of visual display panels were produced 4 sets were used as static displays in Trowbridge, Salisbury, Devizes and Chippenham libraries, while another set was used as a mobile source to take to area boards.

Media

Press briefings were held and various press releases issued throughout the consultation period.

The consultation period ended on 20 August and if the findings support the proposal and it is formally accepted and approved by Cabinet, it is anticipated that the roll out of the new arrangements to all Wiltshire residents will be during October 2011. The new arrangements will be:

- A kerbside collection of plastic bottles and cardboard every two weeks
- A kerbside black box collection for glass, paper, cans, foil and textiles every two weeks
- A non-chargeable optional kerbside collection of garden waste every two weeks
- A collection of left-over waste every two weeks

This represents a significant culture change for residents across the county, therefore it is important that a comprehensive awareness and education programme is put in place to introduce the new system and support residents in using it to best effect.

The communications plan has been drafted by the communications and consultation Work Stream of the Waste Harmonisation Project Team both of whom will continue to work jointly throughout the project to achieve the best possible campaign and communication outcomes for the benefit of the council and the public. We also intend to work closely with WRAP (Waste and Resources Action Programme), The Wiltshire Wildlife Trust and Hills Waste in defining, planning and implementing the strategy.

The strategy has been put together using national guidance on communications tools and timings and indicative costs from WRAP and taking account of best practice from local councils successful in achieving high recycling rates.

The roll out programme is a complex one and will affect every household in Wiltshire. It is likely to be the largest service change the council is ever likely to roll out. Waste and recycling issues figure prominently on the national media agenda, and the government will report on the outcome of a national waste review next Spring. It is therefore crucial that all aspects of this plan are flexible and can evolve and respond to any shifting requirements.

New target audiences may become apparent, new communication channels may become available, and opportunities to take various messages into the public arena may present themselves. Negative publicity must be dealt with quickly and effectively. It will also need to react to any risks identified as part of the ongoing programme and respond in ways that mitigate these. The plan is therefore subject to review and addition at any stage.

The communication will operate on various levels:

Strategic – the council's 'big picture' approach to waste collection and recycling and how it fits with other council priorities linked with carbon emissions, customer access, value for money and service transformation planning.

Operational – to promote the single, first class service being proposed throughout the county and the basic detail as it affects residents.

Educational – to pinpoint geographic areas or target groups of people who currently don't recycle or achieve low levels of recycling

Area-specific operational – to promote information coming out of the implementation timetable directly to households affected. This will include details of rounds and collection dates.

It will be crucial to engage with everyone who is affected by the new arrangements. This communications strategy aims to achieve this through an effective communications plan agreed, supported and actioned by the project group and colleagues from the wider waste service.

The strategy will clarify who will be affected by the project; identify the best and most appropriate channels of communication for the target audience, who is responsible for each aspect of communication, and set out a timetable of communication actions to be delivered by the project. The communication timetable will be reviewed and updated by the lead officer in discussion with the appropriate project team officers.

Aims and objectives

- To promote key project information in a timely manner, ensuring this is tailored to its audiences using the appropriate communication channels
- To ensure all project communications verbal, written and electronic are consistent with the corporate communication protocols, branding and guidelines
- To work with stakeholders to ensure clear and positive messages.

Specifically,

Phase 2 –

- Inform residents of the result of the consultation, what happens next and when
- Explain further the rationale for the decision

Phase 3 -

- Emphasise why we need to improve recycling habits and how the new service will achieve these aims
- Profile the benefits of recycling and the various opportunities to recycle in Wiltshire through a sustained education and awareness campaign

Phase 4 -

- Inform residents how and when the new system will be introduced and how they can contribute to the success of the service

- Provide comprehensive range of documentation and practical advice channels during launch period and beyond

Target Audiences:

1. All households in Wiltshire
2. Certain target groups where improved recycling performance is required
3. Certain stakeholder groups e.g. parish councils, schools
4. Staff and councillors

Waste collection and recycling communications plan

Phase 1 – Consultation on waste collection and recycling proposal – June – August **(completed)**

Key message: To invite all stakeholders to make comment on the waste and recycling proposal

Communication Channel	Target Audience	When	How
Waste collection and recycling Proposal leaflets	1,3,4	June 2010	<p>30,000 proposal leaflets giving Wiltshire residents the opportunity to have their say on the proposal, were produced and distributed through:</p> <ul style="list-style-type: none"> • The council's 31 libraries • Road shows in – Salisbury, Trowbridge, Devizes, Chippenham, Wilton Carnival and the Wiltshire Show • All 18 Wiltshire area boards • 4 Main hub receptions • Posted on request via CCU and Waste department • PDF download available on Wiltshire Council website • 4 waste depots • Hills recycling centre's/recycling vehicles • Made available through Parish councils and Town Council offices • Carried on refuse vehicles • Handed out at 7 supermarkets across the county (targeted areas) • 23 Leisure facilities and City Hall • Citizen advice bureaus • Housing associations
Peoples Voice/citizens panel	1	June – July 2010	Consult on the proposal through the councils People's voice survey and citizens panel.

Press release	1	June 2010 Regular throughout consultation period	Brief media and issue press release, introducing the Waste collection and recycling proposal and consultation
Wiltshire Council Website	1,2,3,4	June 2010 – August 2010	The waste and recycling proposal promoted through the council's website including information on the proposal itself, the aims of the proposal, diary dates for road shows and area boards and FAQ's and an online electronic version of the proposal.
Recycle for Wiltshire website	1,2,3,4	June 2010 – August 2010	A link to the Wiltshire Council waste and recycling proposal pages from the Recycle for Wiltshire website.
Poster Campaign	1,3,4	June 2010 – August 2010	To promote consultation and proposal distributed to: <ul style="list-style-type: none"> • The council's 31 libraries • 4 Main hub receptions • 4 waste depots • 23 Leisure facilities and City Hall • Made available through Parish councils and Town Council offices • County Hall notice boards
Display boards	1,2,3,4	June – August 2010	A series of visual display panels 4 sets for use as static displays in Trowbridge, Salisbury, Devizes and Chippenham libraries, while another set to be used as a mobile source to take to area board meetings.
Advertising	1	June 2010	Advert to promote the proposal and consultation. Placed in: Wiltshire Times Gazette & Herald Salisbury Journal Blackmore Vale magazine

Your Wiltshire Magazine	1,2,3,4	June 2010	Double page spread introducing proposal and promoting road shows.
Road shows	1,,2,3	June 2010 – July 2010	Road shows in Trowbridge, Devizes, Chippenham and Salisbury town centre's, using trailer and Waste services staff to talk to resident about the proposal and hand out have your say proposal leaflet. Held on Market days where applicable. Also to attend Wilton carnival and the Wiltshire show.
Parish Newsletter	2,4	June, July, August 2010	The waste and recycling proposal and consultation promoted through the council's monthly Parish Newsletter, to encourage parishes to engage with the consultation, by making their parishes aware of the consultation, they were sent posters for display, proposal leaflets on request and asked to promote through links from their websites.
Telephone	1	June 2010 ongoing	Update CCU to ensure they are on message with the proposal etc.
Electric Wire	4	June – August 2010	Promote proposal to staff (as residents) through weekly staff electronic bulletin.
Elected Wire	4	June – August 2010	Promote proposal to councilors and keep them informed through weekly councilor's electronic bulletin.
Waste staff briefings	4	June – August 2010	Keep waste staff up to date with the consultation and proposal, through F2F meeting and briefing notes.
Supermarket visits	1,2	August 2010	Hand out proposal leaflet at supermarkets in areas where response so far has been low to encourage residents to have their say. Supermarkets visited: Amesbury, Bradford on Avon, Marlborough, Salisbury, Tidworth, Warminster and Wootton Bassett
Village walk round	2	August 2010	Hand out proposal leaflet through walk round in targeted areas of Tisbury and Mere
Customer Care	1,2,3,4	August 2010	Recorded message put on council phone line, informing residents of the consultation.
Staff f2f	4	August 2010	Waste officers to take the opportunity of DNP staff F2F sessions being held in Chippenham and Salisbury.

Waste collection and recycling communications plan

Phase 2 - Communicating the outcome of consultation – October, November, and December 2010

Key messages:

- Inform all stakeholders of consultation outcome and cabinet decision on the final waste and recycling harmonisation model
- Inform all stakeholders of the next steps towards harmonisation of the service

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire Magazine	1	November 2010 editions	Double page spread to include: update, next steps, reinforcement of key messages, reaction to early findings, thanks to all taking part Outcome of Cabinet meeting, highlights of new service	JG/VW Lucy to provide xmas collection details
Pre-cabinet briefing	1	End October 2010	Brief media on consultation results	CJ
Post cabinet Press releases	1	Starting October 2010 and then regularly throughout 2 nd phase.	Brief media and issue press release, updating on outcome of public survey, reactions etc	CJ
Wiltshire Council Website	1,2,3,4	October , prior to any other communication releases and ongoing	Update waste proposal web pages, post October cabinet to reflect outcomes of the consultation stage, and what happens next.	JG/VW
Recycle for Wiltshire website	1,2,3,4	Beginning Sept, prior to any other communication releases and ongoing	Update link to Wiltshire Council website.	VW
Parish Council ring round	3,4	October 2010 – post cabinet	Waste officer to telephone the Parish Clerks in their area to discuss outcome of consultation and see if they are happy to publish the result on their	LS/LM/NS/LS JG has provided contact lists split into areas.

			websites and in their newsletter, and also display a poster	
Parish Newsletter	2,4	November – December 2010	Update on waste proposal, to reflect outcomes of the consultation stage and what happens next.	JG
Elected Wire	4	October – ongoing as required	Update on waste proposal, to reflect outcomes of the consultation stage and what happens next.	JG
Telephone	1	October ongoing	Update CCU to ensure they are on message with the outcomes etc.	CJ
Senior Waste Officer update	4	October 2010	F2F Update to Senior waste officers at Urchfont away day.	TC/ML
Waste Staff Briefing note/F2F	4	October ongoing	Produce briefing note for waste staff, followed up by face to face meeting, to discuss outcomes and get feedback on how 1 st phase went in each area, and what happens next.	JG/VW/ML
Housing Matters Magazine	1 (specifically housing tenants)	Winter 2010 issue	To reach Wiltshire Council housing tenants- use page to promote proposal and FAQ's.	JG/VW
Area Board update	1,2,3,4	October 2010	Agenda update on waste proposal, to reflect outcomes of the consultation stage and what happens next	CJ
Poster campaign	1,2,3,4	October 2010	Publicise outcome of consultation and what happens next. Distribute through: <ul style="list-style-type: none"> • The council's 31 libraries • 4 Main hub receptions • 4 waste depots • 23 Leisure facilities and City Hall • Make available through Parish councils and Town Council offices • County Hall notice boards • Citizen advice bureaus • Housing associations 	CJ/JG/LS

			<ul style="list-style-type: none"> Local community centre's 	
Electric Wire	3,4	October and ongoing	Update on waste proposal, to reflect outcomes of the consultation stage, and what happens next.	JG/VW
Hill site Tour – Press only	3	Early November 2010	Take press on Hills site tour to get them on board and encourage positive press coverage.	VW to liaise with Monique at Hills.
Housing Associations	2	November 2010	F2f meetings with housing associations to update on waste proposal, to reflect outcomes of the consultation stage, and what happens next.	LS

Waste collection and recycling communications plan

Phase 3 - Education and awareness raising – targeted to geographic areas and/or specific groups currently showing poor recycling performance – and campaign to alert people new service is coming – January 2011 – TBC

Key messages:

To educate and raise awareness among all stakeholders regarding –

Awareness:

- waste minimisation
- why we are changing the service
- how we are changing the service
- what happens to waste materials
- climate change, carbon footprint

Education

- the recycling process (plastic bottles)
- change to service (AWC)
- how and what to recycle
- buying habits
- composting

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire magazine	1,2,3,4	Every issue through phase 3 from January 2011	Promote new service and educate and raise awareness about recycling.	
Housing Matters	1 (specifically housing tenants)	2011 Spring and Summer issues	Promote new service and educate and raise awareness about recycling	
Housing Association magazines	1 (specifically housing tenants)	Appropriate issues from Winter 2010	Promote new service and educate and raise awareness about recycling	
Wiltshire Council Website	1,2,3,4	Ongoing	Promote new service and educate and raise awareness about recycling link to recycle for wiltshire.	
Recycle for wiltshire website	1,2,3,4	Ongoing	Link to Wiltshire Council website	
Parish Newsletter	2,4	Ongoing monthly	Promote new service and educate and raise awareness about recycling, link to handy recycling fact sheet on council website.	
Elected Wire	4	Ongoing as required	Regular project updates as required.	
Electric Wire	3,4	Weekly	Promote new service and give weekly recycling tips.	
Waste Staff Briefing note/F2F	3	ongoing	Produce briefing note for waste staff, followed up by face to face meetings, to discuss and get feedback on project progression.	
Events/road shows	1,2,3,4	From January 2011	Hold a road show in each of the 18 area board towns and attend other relevant county events to promote new service and encourage and educate on recycling.	
Educational leaflets:- <ul style="list-style-type: none"> Black box recycling What happens to your waste Why do we 	1,2,3,4	January 2011	Produce a suite of 4 generic recycling leaflets to be used as an educational recycling tool at events, and distributed through:- <ul style="list-style-type: none"> The council's 31 libraries 4 Main hub receptions 4 waste depots 23 Leisure facilities and City Hall 	

<ul style="list-style-type: none"> need to recycle Plastic recycling 			<ul style="list-style-type: none"> Make available through Parish councils and Town Council offices County Hall notice boards Citizen advice bureaus Housing associations Local community centers 	
Promotional giveaways <ul style="list-style-type: none"> recycling bags pencils 	1,2	January 2011	To promote recycling at events and road shows.	
Web based you tube videos	1,2,3,4	TBC within phase 3	To educate on recycling and how new service will work. (see example on http://www.recycleforwiltshire.com/videos.html) This will help reduce telephone enquires and if visual enough will help people whose first language is not English.	
Area board update	1,2,3,4	TBC within phase 3	Update on introduction of new service, and promote recycling.	
Hills site tours	1,2,3,4	TBC within phase 3	Promote and educate recycling – possible competition to win a tour through Your Wiltshire magazine.	
Community talks	1,2,3	TBC within phase 3	(resident associations, housing associations, private landlords association, rotary groups, scout/brownies etc, allotment associations, town and parish councils, area boards, WI groups etc)	VW to collate data
School visits	1,2	TBC within phase 3	Recycling education	
Door stepping	1,2	TBC within phase 3	Targeted Face to face doorstep interviews, to gather and provide information on recycling, persuade people to participate	
Refuse vehicles	1	December 2010	Promote recycling on refuse vehicles, to educate. (Agrippa panels)	Group to discuss timing.

Phase 4- Implementation – Date TBC

Key messages:

To inform all stakeholders of the roll out of the new service, and to advise them of how the new policies and practices will affect them.

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire magazine	1,2,3,4	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Housing Matters	1 (specifically housing tenants)	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Housing Association magazines	1 (specifically housing tenants)	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Website (update to include service awareness information including links to recycle for wiltshire site)	1,2,3,4	From start of implementation	Promote and introduce implementation of new service, policies, practices and effects. Promote recycling.	
Parish newsletter	2,4	Ongoing monthly	Keep informed of implementation schedule of new service, policies, practices and effects. Promote recycling.	
Elected Wire	4	Ongoing as required	Keep informed of implementation schedule of new service, policies, practices and effects.	
Electric Wire	3,4	Weekly through phase 4	Promote and introduce implementation of new service, policies, practices and effects. Promote recycling.	
Waste & recycling	3	Ongoing through	Keep informed of implementation schedule of new	

staff briefing note and f2f sessions		phase 4	service, policies, practices and effects.	
Resident's information packs x 4 versions to include: <ul style="list-style-type: none"> • Change in service leaflet 6 fold DL • DL pre-paid card for garden waste applications • Fridge magnets • Bin stickers 	1	TBC	Distribute to every household in county, to ensure key information regarding implementation and new service is communicated. Distribution method TBC	
Collection calendars 8 fold DL x 10 versions	1	2 weeks before start of new schedule. TBC	Deliver by post information to every household of their new collection schedules.	
Radio campaigns Spire and Heart fm	1,2,3,4	2 weeks before start of new schedule. TBC	Radio campaign to remind and inform residents of new service implementation to include recycling messages.	
Housing association magazines	1,2,3,4	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Area board updates	1,2,3,4	Month leading up to implementation	To remind and inform of new service implementation to include recycling messages.	

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APPENDIX 5

Results of Consultation by Community Area

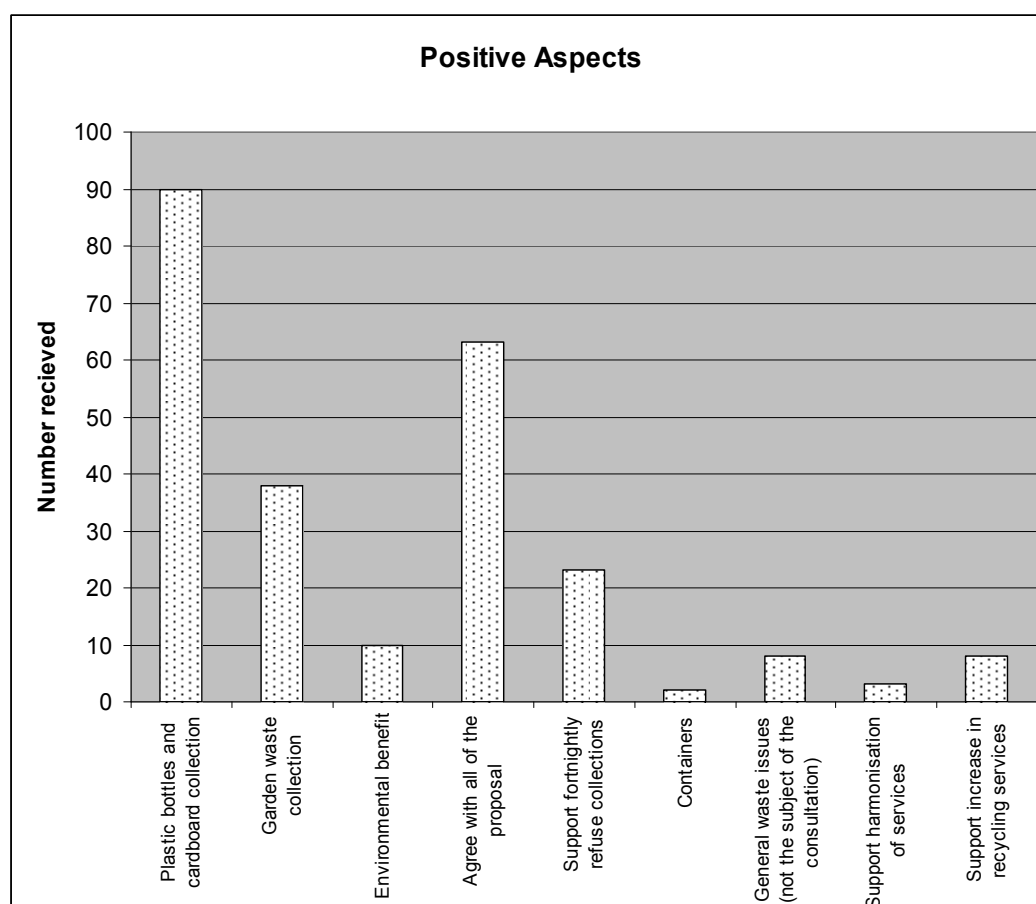
Includes all valid responses that could be geo-coded to Community Area – total 8791

Community Area * Q1. I have read the information attached and I support the council's proposal Cross-tabulation					
		Q1. I have read the information attached and I support the council's proposal			Total
		Yes	No		
Community Area	Malmesbury	Count	386	159	545
		% within Community Area	70.8%	29.2%	100.0%
	Wootton Bassett & Cricklade	Count	216	98	314
		% within Community Area	68.8%	31.2%	100.0%
	Chippenham	Count	414	135	549
		% within Community Area	75.4%	24.6%	100.0%
	Corsham	Count	286	124	410
		% within Community Area	69.8%	30.2%	100.0%
	Calne	Count	220	98	318
		% within Community Area	69.2%	30.8%	100.0%
	Marlborough	Count	506	17	523
		% within Community Area	96.7%	3.3%	100.0%
	Bradford-on-Avon	Count	365	33	398
		% within Community Area	91.7%	8.3%	100.0%
	Melksham	Count	304	32	336
		% within Community Area	90.5%	9.5%	100.0%
	Trowbridge	Count	550	34	584
		% within Community Area	94.2%	5.8%	100.0%
	Westbury	Count	228	21	249
		% within Community Area	91.6%	8.4%	100.0%
Devizes	Count	604	21	625	
	% within Community Area	96.6%	3.4%	100.0%	

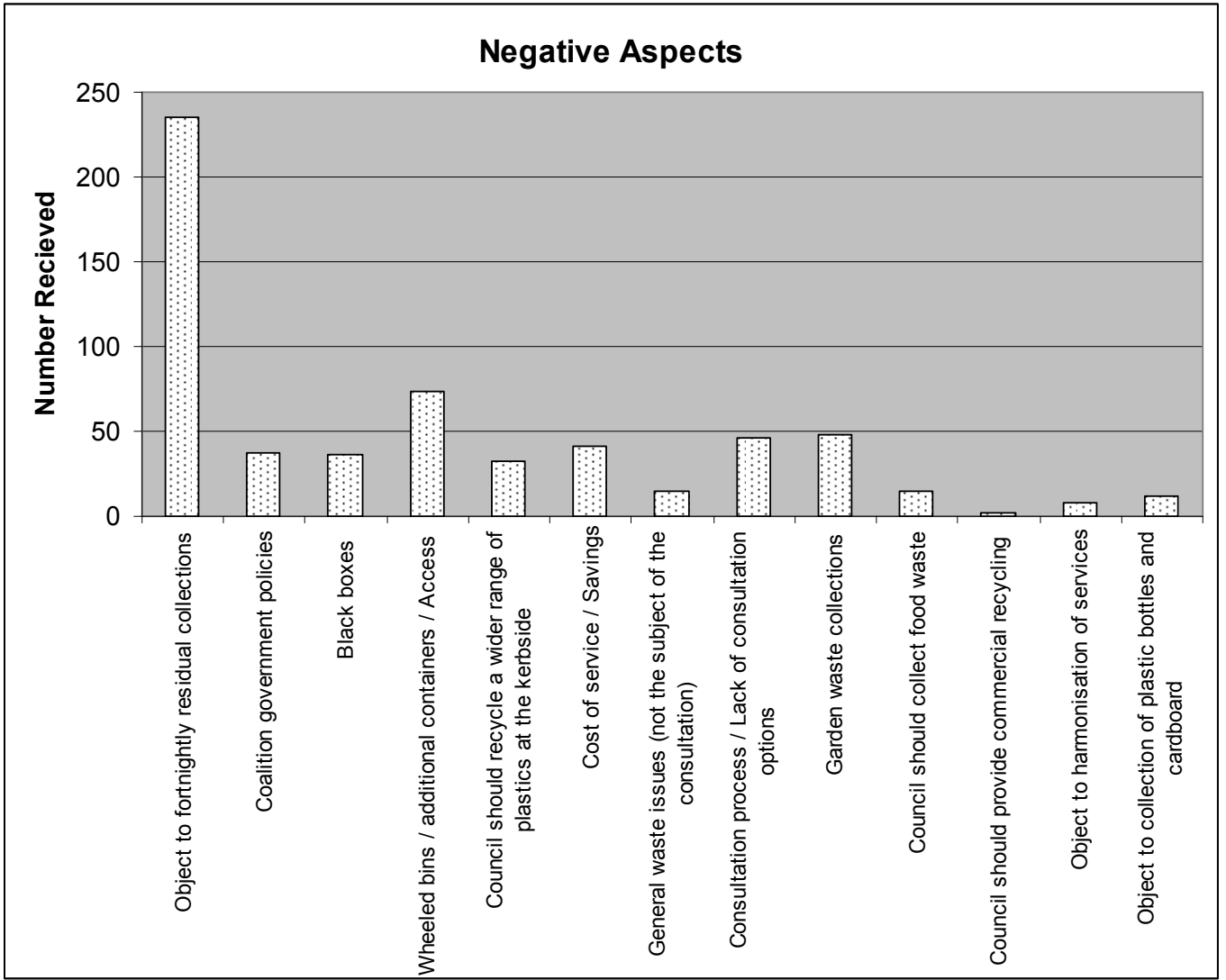
Pewsey	Count	459	10	469
	% within Community Area	97.9%	2.1%	100.0%
Tidworth	Count	525	32	557
	% within Community Area	94.3%	5.7%	100.0%
Warminster	Count	352	40	392
	% within Community Area	89.8%	10.2%	100.0%
Amesbury	Count	279	381	660
	% within Community Area	42.3%	57.7%	100.0%
Mere	Count	81	43	124
	% within Community Area	65.3%	34.7%	100.0%
Wilton	Count	154	174	328
	% within Community Area	47.0%	53.0%	100.0%
Salisbury	Count	322	420	742
	% within Community Area	43.4%	56.6%	100.0%
Southern Wiltshire (Downton)	Count	216	266	482
	% within Community Area	44.8%	55.2%	100.0%
Tisbury	Count	121	65	186
	% within Community Area	65.1%	34.9%	100.0%
Total	Count	6588	2203	8791
	% within Community Area	74.9%	25.1%	100.0%

Summary of Comments Received in Response to Consultation

Positive Comments	Number received
Plastic bottles and cardboard collection Residents would welcome the addition of a plastic bottle and cardboard recycling collection	90
Garden waste collection Residents would welcome the addition of a non-chargeable garden waste collection	38
Environmental benefit Residents supporting the environmental benefit of increased recycling collections and fortnightly refuse collections	10
Agree with all of the proposal Residents reinforcing their agreements with all elements of the proposal put forward in the consultation	63
Support fortnightly refuse collections Residents wishing to support the introduction of fortnightly refuse collections	23
Containers Residents are in support of the additional receptacles to contain their waste and recycling.	2
General waste issues (not the subject of the consultation) Support for waste issues not directly related to the subject of the consultation e.g household recycling centres	8
Support harmonisation of services Residents support the harmonisation of waste and recycling services across Wiltshire, so all residents receive the same services.	3
Support increase in recycling services Residents support the increase in recycling and composting services in the county.	8



Negative Comments	Number received
Object to fortnightly residual collections Concerns raised about the fortnightly collection of waste due to public health and hygiene, storage of waste, reduced capacity issues	235
Coalition government policies Concerns expressed that Council's proposed policy direction isn't consistent with speeches made by Government Ministers	37
Black boxes Concerns about the black boxes being too small, difficult to use and lift and difficult to store.	36
Wheeled bins / additional containers / Access Concerns expressed about the increase in wheeled bins or containers due to the new services. Concerns also raised about the suitability of properties to have additional containers, e.g. terraced properties, no gardens	74
Council should recycle a wider range of plastics at the kerbside Residents would like to see a recycling service for a wider range of plastics, not just limited to plastic bottles. Concern raised about amount of other plastic packaging besides bottles in residual waste	32
Cost of service / Savings Residents raised concerns about the increased cost of the service compared to existing collections, particularly in the current financial climate	41
General waste issues (not the subject of the consultation) Concern raised about waste issues not directly related to the subject of the consultation e.g household recycling centres	15
Consultation process / Lack of consultation options Residents expressed concern about the lack of options available to comment on. Residents felt decisions had been made and the consultation was a PR exercise. Concern was also raised about the communication of the consultation.	46
Garden waste collections Residents felt the additional non chargeable collection of garden waste was unnecessary as a successful chargeable service is already in place, and not all residents can utilise this service	48
Council should collect food waste Residents felt that the collection of food waste should form part of the proposal	15
Council should provide commercial recycling Concern was raised about the lack of recycling services available for businesses across the county	2
Object to harmonisation of services Residents felt that there was no need to harmonise services across the county as the different services work well and the areas are different	8
Object to collection of plastic bottles and cardboard Residents felt there was no need to collect plastic bottles and cardboard from the kerbside, residents' main concerns include the storage of the materials and the cost of running the service	12



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Proposed Guidance On Policy & Exceptions for the Collection of Household Waste

Comprising residual waste, clinical waste, recyclable materials and garden waste for composting from dwellings

1. **The Collection Service** (In accordance with Section 45 Environmental Protection Act 1990).
 - 1.1 Wiltshire Council will normally collect household waste and recyclable materials including garden waste in accordance with a published schedule where possible except in circumstances beyond our control. If this occurs then collections will be re-scheduled.
 - 1.2 Upon request Wiltshire Council will provide a collection of Clinical Waste from householders who self administer medication or treatment at home. (e.g. discharged sharps from injection of insulin for the control of diabetes or waste from home kidney dialysis treatment.) In accordance with Regulation 4, Schedule 2 Controlled Waste Regulations 1992 the Council may make a charge for the collection of this waste. (See section 3 for more detail on Clinical Waste collections.)

2. **Definitions used in this guidance**
 - 2.1 **Household Residual Waste**

Waste from a household as defined in s75 Environmental Protection Act 1990 and Reg 2 s 1 Controlled Waste Regulations 1992 but in the context of this guidance means those elements of household waste destined for disposal following the removal of recyclable materials and garden waste as defined in Note 2 and 3 as follows.
 - 2.2 **Dry Recyclable Materials**

Materials that can be separated from household waste for recycling. In the context of this guidance this comprises those materials that can be recycled using the council's kerbside collection services or Mini Recycling Centres ("Bring Sites"). Currently, paper, telephone directories, yellow pages, cans, aerosols, glass bottles and jars, foil and textiles can be recycled at kerbside. In south Wiltshire, there is a separate collection of plastic bottles and cardboard. Mini Recycling Centres provide a variety of collections with most offering paper, cans and glass bins. In north and west Wiltshire, there are some sites collecting cardboard and plastic bottles.
(Note: additional materials are recycled at the Council's main Household Recycling Centres.)

2.3 **Garden Waste**

Organic garden waste only e.g. grass cuttings, hedge clippings, shrub prunings, plants, leaves, weeds, etc. Not soil, stone/concrete, plastic, metal. Not vegetable peelings from food preparation.

2.4 **Designated Container**

The container provided to the householder for: 1) Household waste. 2) Plastic bottles and cardboard. 3) Paper, telephone directories, yellow pages, glass bottles and jars, food and drinks cans, aerosols, textiles and foil. 4) Garden waste.

2.5 **Assisted Collection**

Permitted exceptions to the Policy to enable the service to meet the needs of those who are disabled or infirm and unable to handle their waste as would be normally required and have no able bodied assistance available to them.

3. **Means of containment**

3.1 **Householders will place their household waste, recyclable materials or garden waste, as specified, for collection in the designated container provided by the Council.**

3.2 **It is the Council's Policy to collect:**

3.2.1 Household waste contained in wheeled bins or bags where appropriate.

3.2.2 Plastic bottles and cardboard in wheeled bins or issued bags where appropriate.

3.2.3 Other dry recyclable materials (currently glass bottles and jars, food and drinks cans, aerosols, paper, textiles and foil) in kerbside recycling boxes or baskets as provided. Additional recyclables will be collected if separately presented in carrier bags (not black sacks).

3.2.4 Garden Waste contained in wheeled bins or issued bags if appropriate.

3.3 **The Council will provide:**

3.3.1 One wheeled bin for household residual waste. Standard receptacle will be (Grey lid) size 180 litres.

3.3.2 One wheeled bin for plastic bottles and cardboard. Standard receptacle will be (Blue lid) size 240 litres.

3.3.3 Up to two kerbside recycling boxes or baskets for other dry recyclable materials. (Black). Second boxes made available upon request.

- 3.3.4 One wheeled bin for garden waste at no charge, upon request. Standard receptacle will be (Green lid) size 180 litres. Additional bins will be provided on request, at a charge of £30 per bin on a renewable yearly agreement.
- 3.3.5 The bins and other containers provided will remain the property of the Council.
- 3.3.6 Bins previously issued will remain in use until replacement is required due to loss or damage, however caused.

3.4 **Exceptions:**

- 3.4.1 Where, in the opinion of the Council, the storage space or access to/from the point of collection of the property occupied by a householder is not suitable for wheeled bins (see section 5.1) the Council will:
 - 3.4.1.1 For household residual waste, collect disposable refuse sacks up to a similar capacity if they have a council-issued label attached. An annual allocation of printed labels will be issued by the Council. These disposable plastic sacks for household residual waste will be provided by the householder
 - 3.4.1.2 For plastic bottles and cardboard, provide and collect a blue re-usable bag, or bags, up to a similar capacity.
 - 3.4.1.3 For garden waste, provide and collect a green re-usable bag, or bags, up to a similar capacity to the standard issue of a 180 litre bin.
 - 3.4.2 Where the Council is satisfied that the household(er) is entitled to an “assisted collection” (see section 4) an alternative means of containment may be provided if necessary to facilitate collection arrangements.
 - 3.4.3 For houses in multiple occupation, flats, grouped dwellings and sheltered accommodation the Council will determine the most suitable means of containment that may include a range of different containers including large capacity (<1100litre) wheeled bins for communal use.
 - 3.4.4 The Council will only collect household waste, recyclable materials or garden waste placed out for collection in containers approved by the Council.
- #### 3.5 **Additional Containers**
- 3.5.1 An additional container for the collection of dry recyclable materials (blue lidded bin for plastic bottles and cardboard and black box for other dry recyclates) is available without charge on request and at the discretion of the Council.

- 3.5.2 Additional garden waste containers are available but there will be a charge (see paragraph 3.3.4).
- 3.5.3 Where additional household waste is generated as a result of the householder's or a member of the household's illness or disability, which may include Category E Clinical Waste¹ which may be landfilled, additional household waste bins are available without charge at the discretion of the Council.
- 3.5.4 All requests for additional household waste containers will be subject to a waste audit by the Council. Where the Council is satisfied that all reasonable measures are being taken to reduce and recycle waste a further container may be provided.
- 3.5.5 Following a waste audit, if additional capacity is approved the appropriate container(s) will be provided. These will be reviewed on a regular basis.
- 3.6 Containers provided by the Council for the collection of household residual waste, recyclable materials and garden waste.**
- 3.6.1 Containers provided by the Council remain the property of the Council.
- 3.6.2 Wheeled bins, recycling boxes and baskets and re-usable bags are allocated to the property and not the householder/occupier unless in accordance with 3.5.5.
- 3.6.3 Householders/occupiers moving out of that property must leave the containers on that property, and inform the Council if they have approved containers in accordance with 3.5.5.
- 3.6.4 Householders are required to keep the containers in a safe location on their property, use them only for their designated purpose, keep them clean and report any loss or damage.
- 3.6.5 Wiltshire Council will replace/repair any container that is defective or damaged by the Council. Where the Council considers that the householder's or occupier's negligence resulted in the damage of the container a charge will be made for the repair or replacement.
- 3.6.6 Wiltshire Council may charge to replace wheeled bins/ black boxes/recyclable baskets/re-usable bags that are lost or stolen.
- 3.6.7 Householders are advised to include the wheeled bin on their household insurance cover for accidental damage or theft.

¹ Category E Clinical Waste is considered to be Clinical Waste that poses no significant infection risk, and normally consists of sanitary and/or colostomy waste. A healthcare professional would normally undertake a COSHH (Control of Substances Hazardous to Health) assessment and recommend whether the waste requires separate collection and treatment, or is safe to be placed out with normal refuse. The Council provides a separate collection for Clinical Waste considered to have an infection risk, upon request. This waste is treated not landfilled (see para. 1.2 above).

- 3.6.8 Householders are recommended to apply their house name or number to the bin, box or bag. The use of adhesive letters/numbers is preferred. No signage, advertising material or decoration is permitted, unless supplied by the Council.
- 3.6.9 Where possible the Council will use agreements under Section 106 of the Town and Country Planning Act 1990, or similar legislation, to obtain money from developers to secure money for new containment for new builds with 10 or more properties. For cases where the development is under 10 properties the Council will pay for the containment for the properties unless they are subject to 3.6.5 and 3.6.6.
4. **Presentation of household waste, recyclable materials or garden waste for collection**
- 4.1 **Timing of collections**
- 4.1.1 Whilst every endeavour will be made to adhere to planned daily routes this is not always possible due to unforeseen circumstances and routes will be changed.
- 4.1.2 Household waste, recyclable materials or garden waste should be placed for collection in the designated container (see Section 3) at the prescribed point of collection (see Section 4.4) by 7:00 a.m. on the day of collection but no earlier than 7:00 p.m. on the day prior to collection.
- 4.1.3 Waste that is not placed out for collection as required in 4.1.2 and as a result is not collected will not be collected until the next scheduled collection day.
- 4.1.4 Containers for household waste, recyclable materials or garden waste should be removed from the point of collection as soon as possible after collection but no later than 10:00 p.m. on the day of collection.
- 4.1.5 If containment is continually left out after the agreed time then enforcement action may be taken, after appropriate warnings have been issued.
- 4.2 **Presentation**
- 4.2.1 Lids of wheeled bins containing household waste, recyclable materials or garden waste must be closed. The Council may not empty bins when the lids are not closed.
- 4.2.2 The Council will not collect household waste placed alongside the wheeled bin or in containers other than as approved in Section 3. If this occurs then the enforcement team will be requested to investigate, following receipt of a report from a member of the waste team, and only after appropriate warnings have been issued.
- 4.2.3 Disposable plastic sacks for household waste must be securely tied to prevent escape of contents where applicable and have an approved label as supplied by the Council (see 3.4.1.1).

4.2.4 Re-usable bags, boxes or baskets for recyclable materials or garden waste must not be overfilled so as to prevent escape of material. Reasonable quantities of bagged additional dry recyclates will be collected.

4.2.5 If we are unable to empty containment due to lids not being fully closed, if the Council determines the containment to be overweight, or if a bin is damaged then the Council may not empty the bin and affix a sticker to the bin to inform the householder of the reason why.

4.3 **Contamination of designated containers**

4.3.1 Household waste containers will not be collected if containing clinical, commercial or industrial waste, liquid waste, hazardous waste (as defined in the Consolidated European Waste Catalogue)² or Waste Electronic or Electrical Equipment.

4.3.2 Household waste may not be collected if containing garden waste.

4.3.3 Recyclable materials will not be collected in any container if contaminated with household, commercial or industrial waste.

4.3.4 The Council will not collect recyclable materials placed for collection in a “designated container” if containing materials other than those specified for that container.

4.3.5 If we are unable to empty containment due to contamination then the Council may affix a sticker to the bin to inform the householder.

4.3.6 If the Council believes that Commercial waste is contained in household waste bins then the bin may not be collected. If this occurs then enforcement action may be taken.

4.4 **Assisted Collections**

4.4.1 The Council will provide an assisted collection where it is satisfied that the householder is unable to place their household waste at the appropriate point for collection by reason of illness, physical inability or infirmity, whether permanent or temporary, and there is no other able bodied person available in the household to assist.

4.4.2 All requests will be dealt with on an individual basis and the assistance may be provided by changing the point of collection, the container provided or both.

4.4.3 Householders requesting this service will be sent an application form to be completed, signed and returned to the Council’s Department of Neighbourhood and Planning. Medical evidence is not required but the application should provide sufficient information

² Hazardous Waste is defined as wastes featuring on a list drawn up by the European Commission (the Consolidated European Waste Catalogue) because they possess one or more of the hazardous properties set out in the Hazardous Waste Directive. Examples are toxic and explosive wastes.

of the householder's condition and its affect on their ability to place their household waste at the appropriate point for collection.

- 4.4.4 An authorised officer of the Council will visit each applicant to discuss and consider the application with the householder. Unless the officer considers there are obvious reasons to refuse the request, he/she will agree the assistance most appropriate in that situation.
- 4.4.5 All applications, approved or rejected, will be entered into the Assisted Collection Service database. Applications to renew the service will be sent annually to those householders registered.
- 4.5.6 Where applications are refused, the householder will be informed in writing and they will have the opportunity to appeal.

5. **Supporting Criteria**

5.1 **Property or access to property unsuitable for wheeled bins.**

An alternative means of containment to a similar capacity as the wheeled bins will be approved for use if, in the opinion of the Council, a householder's property has:

- 5.1.1 No adequate front storage area and access to a rear storage area only through the dwelling.
- 5.1.2 No adequate front storage area and access to a rear storage area is via a communal alleyway that is unsuitable.
- 5.1.3 No adequate external storage area.
- 5.1.4 No suitable access to the point of collection for the following reasons:
 - 5.1.4.1 Width and associated condition of communal accesses.
 - 5.1.4.2 Excessive number of/or difficult steps
 - 5.1.4.3 Steep paths
 - 5.1.4.4 Steep grass verges

- 5.2 Distance from the storage area to the point of collection will be considered in association with other factors.
- 5.3 If the Council deems a property unsuitable for wheeled bins, the occupier of the property may request that they have one. If this is the case, then an assessment will be made.

5.4 **Point of collection unsuitable for wheeled bins**

An alternative means of containment to the same capacity as the wheeled bins will be approved for use if, in the opinion of the Council:

- 5.4.1 The placement of the householder's wheeled bin (singularly or in combination with other households) is considered to present an increased risk or greater obstruction to pedestrians.

In this context the factors to be considered will include:

- 5.4.1.1 Width of verge or footway and volume of pedestrian traffic
- 5.4.1.2 Width of vehicular highway and volume of vehicular traffic
- 5.4.1.3 Vehicular speed limit
- 5.4.1.4 Risk to road users and collection crews
- 5.4.1.5 Proximity of parked vehicle
- 5.4.1.6 Obstruction of communal accesses
- 5.4.1.7 Number of households affected

Estimated Mileage Impact of the Waste and Recycling Collection Proposal

Calculation based on estimated weekly averages

		Existing Services					Proposed Services				
		east	north	south	west	Wiltshire	east	north	south	west	Wiltshire
1	number of households	32200	56000	50100	56600	194900	32200	56000	50100	56600	194900
2	number in garden waste collection	9700	8500	5500	53800	77500	30600	53200	47600	53800	185200
Estimated number of households served <u>each week</u> by:-											
	residual collection	16100	56000	50100	28300	150500	16100	28000	25050	28300	97450
	plastic bottles and card			25050		25050	16100	28000	25050	28300	97450
	black box	16100	28000	25050	28300	97450	16100	28000	25050	28300	97450
	garden waste	4850	4250	2750	26900	38750	15300	26600	23800	26900	92600
	total	37050	88250	102950	83500	311750	63600	110600	98950	111800	384950
	check					311750					384950
	Percentage change in number of household lifts each week						72%	25%	-4%	34%	23%
1	land area in hectares	96662	76767	100413	51692	325534	96662	76767	100413	51692	325534
	households per hectare	0.33	0.73	0.50	1.09	0.60	0.33	0.73	0.50	1.09	0.60
3	recorded residual collection weekly mileage		5800					5800			
4	mileage per household		0.10					0.10			
	est likely mileage per one weekly collection to										
5	households (taking account of households per hectare)	4199	5800	6787	3947	20734	4199	5800	6787	3947	20734
6	Estimated weekly mileage for all current collections	4832	9140	13947	5823	33742	8294	11455	13405	7797	40951
	Increase in weekly collection mileage due to the proposal										7209
	Percentage increase in weekly collection mileage due to the proposal						72%	25%	-4%	34%	21%
	Est Impact of Trip Reductions to bring sites and HRCs by residents										
	average RCV mpg					7					
7	average private car mpg					38					
	Therefore car mileage saving required to offset RCV mileage increase					39135					

8	mean trip length by residents to/from HRCs in miles	6	
9	assumed mean trip length residents using cars to from bring sites in miles	2	
			m
			il
			e
	to save	39135	s
			household
	number of households needing to cancel HRC trip per week	6522	s
	Percentage of households cancelling HRC trip per week	3.3%	of total households
	or		
			household
	number of households needing to cancel local bring site trip per week	19567	s
	or	10.0%	of total households
	for a combination of HRC and local bring site trip cancellations		
	mileage saved if 2% of households cancel a weekly trip to their nearest HRC	23388	
	mileage saved if 4% of households cancel a weekly trip to their nearest local bring site	15592	
	<hr/>		
	total mileage saved	38980	

notes

- 1 DNP planning service estimates for 2010. no growth assumed for purpose of this calculation.
- 2 Collection service estimates for garden waste customers 2010. (assume 95% in west)
- 3 N Wilts collection service automatic records for average week, residual collections only
- 4 N Wilts residual collection mileage per week, divided by number of households
- 5 N Wilts mileage per household multiplied by households in area, adjusted for difference in scale of land area
- 6 Est mileage per one collection (see note 5) multiplied by number of households collected from each week
- 7 <http://www.fuel-economy.co.uk/stats.shtml> The calculation is kept simple by assuming that the relative impact per mile of diesel and petrol use is similar.
- 8 Based on trip length data in HRC Visitor Survey Report 2004, Wiltshire Council. The great majority of residents travel 6 miles or less. Assume mean trip length = 3 miles or 6 miles return
- 9 Assumption based on distribution of local bring sites. Many residents will travel on foot, but car use is also common.

notes

- 1 DNP planning service estimates for 2010. No growth assumed for purpose of this calculation.
- 2 assume 95% take up of optional service (rounded)

**CORPORATE RISKS RELATING TO THE PROPOSAL
WILTSHIRE COUNCIL RISK ACTION PLAN**

Risk Ref: CR001	Risk: Delivery of a successful Waste management and landfill strategy				Date of Action Plan Update: August 2010										
Current Risk Rating: I = 4 L = 4 Current Score = 16 High	Target Risk Rating: I = 4 L = 2 Target Score = 8 Medium		Progress on Risk Action Plan: RAG = Amber												
Comment on Current Status of Risk (for use in risk management update reports)															
<p>Waste Strategy approved 2006. Significant action has been taken to improve waste reduction and recycling, and increase waste diversion from landfill. Waste reduction has been assisted by the economic slowdown, plus national and local action. LAA targets for waste reduction (NI 191) are being reached. However, economic recovery or changes to collection services (planned for 2011) could lead to renewed waste growth (see risk CR027). Recycling / composting has been increased to pass the 40% target for 2010/11 (NI 192). Significant additional investment will be needed to achieve the 50% target for 2020/21. Waste and recycling collection changes proposed for 2011 (subject to council decision following consultation) are forecast to increase recycling significantly (see risk CR027) . One contract for the further diversion of waste from landfill has been commenced (Hills /Lakeside), securing enough capacity to avoid LATS fines to about 2014 and reduce the landfill tax bill. A second contract (Hills / Entsorga MBT project) is under negotiation and close to completion (Sept 2010). Planning permission has been granted for construction of the Mechanical Biological Treatment (MBT) plant at Westbury. Environmental permits have been issued. If this contract is signed, the Council would have sufficient diversion capacity to about 2019, on current forecasts. Therefore, the second contract would reduce the likelihood of this risk. The council would also meet the Corporate Plan 2010-14 target for reducing waste to landfill (25% by 2014 : NI 193). The proposed changes to waste and recycling collections (see above) will provide further scope to reduce landfill. The MBT procurement process is being overseen by senior officers. Advice is being taken from consultants on key legal, financial and technical aspects.</p> <p>Whilst the above measures will reduce pressures on the Council, it is certain that the costs of waste management will still increase significantly (see Scope of Risk). The following additional control measures are in place</p> <ol style="list-style-type: none"> (1) Consideration for control of waste management as part of Medium Term Financial Plan and budget planning cycles (2) the Waste Service is currently reviewing longer term issues and will formally review the council's waste management strategy during 2011. (3) action by Head of Waste Management, working with the Head of Waste Collection, to increase recycling and other diversion performance within budget allocations (see above for performance). Also wood waste has been diverted from landfill to energy from waste production since Dec. 2008. (4) monitoring of the Landfill Allowances Trading Scheme (LATS) for availability and cost of allowances. <p>The target risk rating is dependent upon funding being made available to support the mitigation measures. In March 2010 the required funding was forecast to increase the council's budget for waste management, as follows:</p> <table border="1"> <tr> <td>2010/11</td> <td>2011/12</td> <td>2012/13</td> <td>2013/14</td> <td>2014/15</td> </tr> <tr> <td>£21.4 m</td> <td>£21.7 m</td> <td>£24.3 m</td> <td>£27.1 m</td> <td>£27.7 m</td> </tr> </table> <p>These forecasts will need to be regularly updated, to reflect such variables as contract price inflation and RPI, Landfill Tax and LATS, waste tonnage, progress with recycling, the effects of harmonisation of waste and recycling collections (2011) and progress with other diversion contracts. The two major step increases in cost shown in the forecast are related primarily to the net effects of the proposed MBT project, and are therefore dependent upon this. It is apparent that costs will rise by more than £1 million. If these costs are not covered in the Council's MTFs and successive annual budgets, the target likelihood rating of the risk will need to be increased to a 4 as these costs will be incurred. The above cost forecasts do not yet include the forecast effects of the proposed changes to waste and recycling collections, which will increase both waste management and waste collection budgets in the shorter term, and require significant capital investment during the start-up period.</p>						2010/11	2011/12	2012/13	2013/14	2014/15	£21.4 m	£21.7 m	£24.3 m	£27.1 m	£27.7 m
2010/11	2011/12	2012/13	2013/14	2014/15											
£21.4 m	£21.7 m	£24.3 m	£27.1 m	£27.7 m											

Action Plan			
Risk Owner	Mark Boden	Key Officer/s	Tracy Carter / Andy Conn
Scope / Background to Risk			
(Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)			
Page 314	<p>Cause: The EU Landfill Directive requires a major change in waste management, with much more emphasis on waste reduction, re-use and recycling, or production of energy from waste, and much less disposal to landfill. The UK government has created two powerful financial incentives to reduce landfill. (1) The Landfill Allowances Trading Scheme has a reducing landfill allowance for each waste disposal authority to 2020. This applies to biodegradable waste (about 68% of Municipal Solid Waste). Fines for exceeding the allowance have been set at £150 per tonne of biodegradable waste, although trading, banking and borrowing can be used as short term measures in most years. (2) Landfill Tax has risen significantly and is set to rise from the 2010/11 rate of £48 per tonne, by £8 increments to £80 per tonne in 2014/15. There is also increasing public support for recycling and waste minimisation.</p>		
	<p>Impact: Diversion from landfill by means of recycling and energy from waste projects is relatively expensive in the short term. Benefits realisation assessments of EfW projects and the current proposal to harmonise waste and recycling collections show initial outlay leading to major cost avoidance in a few years' time. Markets and prices for recyclables are unpredictable. These factors combine to create a risk of failure to manage the overall costs of waste management. The major identified additional risks for the service and budget are:- (1) from 2006/07 – payment of increased landfill tax per tonne (certain) and purchase of LATs allowances (possible), subject to waste reduction and landfill diversion achieved (2) from 2009/10 – payment for diversion contracts. (Hills / Lakeside EfW commenced June 2009). (3) from 2016 - a new payment regime for waste management services, including a large recycling operation, following the conclusion of the current contract. (4) Risk of further penalties associated with the LATS scheme in certain "scheme" years, as a pro rata share of any EU penalty charged to the UK. (5) The LATS and Landfill Tax schemes or the definition of council waste management responsibilities may be changed by government, affecting the Council's financial assessments (6) Possible additional government measures to further restrict use of landfill. The previous government consulted on possible measures, including landfill bans, during Spring 2010. An additional area of risk, currently more limited, is the increased scope of Landfill Tax. In Autumn 2009, the government announced that the low rate of landfill tax (£2.50 per tonne) would be extended to (inter alia) all material used as landfill cover (previously exempt). The Council now pays LFT on this tonnage. (7) the government review of waste policy during 2011 may result in pressure to revert to weekly waste collections, increasing both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT.</p>		
Controls in place to manage risk			
<ol style="list-style-type: none"> 1. Waste minimisation programme - joint venture Recycle for Wiltshire work with Wiltshire Wildlife Trust and subsidised sale of food waste digesters to Wiltshire residents 2. Actions to increase recycling and composting - The heads of waste management and waste collection are working to increase opportunities for recycling and composting, within budget allocations (see above for performance) 			

The council consulted on proposed changes to harmonise waste and recycling collections during June-August 2010. If the proposal is agreed following consultation, significant additional diversion of waste to recycling and composting is forecast to result.

A new recycling centre is under construction at Marlborough and is due to open Autumn 2010.

A project is underway to increase access to kerbside recycling services by residents of flats in north and west Wiltshire (completed elsewhere).

3. Actions to divert additional waste from landfill, to energy from waste production -

The Lakeside contract commenced June 2009 (50,000 TPA)

The Westbury MBT contract is approaching completion of negotiations (see above)

Household wood waste delivered to recycling centres (about 8000 TPA) is being sent to energy from waste production under the existing waste management contract.

4. Consideration for control of waste management as part of Medium Term Financial Plan and budget planning cycles

5. Monitoring of the Landfill Allowances Trading Scheme (LATS) for availability and cost of allowances and reporting accurate data on waste tonnages to the national (statutory) Waste Data Flow system

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
<p>The waste service is currently reviewing longer term issues and will formally review the council's waste management strategy during 2011, to update forecasts, targets and priorities from 2011 onwards. Strategic Environmental Assessment / Sustainability Appraisal of the revised strategy will be required. This will require consultancy support, the cost of which may exceed the current budget allocation. Cabinet approval of the revised strategy will be required.</p> <p>2. The waste service will also be preparing for the continued operation of contracted out services as the FOCSA west Wiltshire collection contract (2014) and the Hills waste disposal and recycling contract (2016) expire. Options for future service delivery and costs will be investigated. Again, significant consultancy support may be required. A Cabinet decision on preferred options will be required.</p> <p>3. Use of project management techniques within the waste service, to improve operation of service improvement projects</p>	<p>1. Andy Conn</p> <p>2. Tracy Carter</p> <p>3. John Geary</p>	<p>1. 31/12/2011</p> <p>2. Various from 2011 onwards</p> <p>3. Ongoing</p>	<p>Action 1 - the waste service is carrying out vision / blueprint work during the Summer and Autumn of 2010. Work on the strategy review is programmed for 2011. Staff capacity is expected to be limited, due to the demands of the planned harmonisation of waste and recycling collection services.</p> <p>Action 2 - to follow the early stages of Action 1</p> <p>Action 3 has commenced and is being applied to work required to implement the proposed collection service changes.</p>

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<p>4. Improve collection and management of waste data in the newly formed waste service</p>	<p>4. Andy Conn and Martin Litherland</p>	<p>4. 31/03/11</p>	<p>Actions 4 and 5 have commenced. A relatively long time scale will be needed, due to the time required for finalisation of the waste collection service staff structure, resolution of pay and terms / conditions harmonisation issues (departmental and 4 area services) and recruitment to vacancies in the waste management service</p>
<p>5. Increase co-ordination of staff resources across the newly formed waste service to help deliver the Recycle for Wiltshire joint venture, encouraging residents to minimise and recycle more waste</p>	<p>5. Andy conn and Martin Litherland</p>	<p>5. 31/03/11</p>	<p>Actions 4 and 5 have commenced. A relatively long time scale will be needed, due to the time required for finalisation of the waste collection service staff structure, resolution of pay and terms / conditions harmonisation issues (corporate and 4 area services) and recruitment to vacancies in the waste management service</p>

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR027	Risk: Delivery of a transformed Waste Collection Service	Date of Action Plan Update: August 2010
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 1 L = 3 Target Score = 3 Low	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
<p>Resolution of role remodelling issues is key to the future of the service. (1.) The waste directorate's management team will work closely with the Pay Harmonisation Team (see risk CR023) to minimise risks of the pay harmonisation process creating poor industrial relations in this service or disrupting waste collections. A project has commenced to remodel the waste collection service. Information is being shared and verified with the pay harmonisation team and HR. (2.) The Management Team has also recognised the ongoing work on transformation of collection services and the need for timely and effective consultation on service options. The consultation timetable was "on hold" until after the general election, to avoid any waste of public funds consulting on options that may become the subject of national government policy. The consultation period has now ended and a decision on the implementation of the proposed new services should be made by Cabinet at its meeting in October.</p> <p>Progress with waste and recycling collection changes following consultation on the harmonisation proposal (June to August 2010) could be affected by (a) significant reductions in central government funding to local authorities during the period 2010 - 2014 and (b) the government announcement that national waste strategy will be reviewed during 2011. It is likely that one of the key topics for review will be the frequency of waste collections.</p>		
Action Plan		
Risk Owner	Mark Boden	Key Officer/s Tracy Carter / Martin Litherland
Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)		
<p>Cause: 1) Failure to implement harmonisation of pay and conditions exposing the Council to possible legal challenge.</p> <p>2) Failure to transform the four current waste collection systems into a single, consistent service covering the whole council area.</p> <p>3) The government review of waste policy during 2011 may result in pressure to revert to weekly waste collections, increasing both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT.</p> <p>4) Lack of space in existing network of depots to accommodate vehicles and staff for new services.</p> <p>Impact: 1) Could seriously damage and undermine the pay harmonisation process across the council as a whole and failure to achieve a negotiated collective agreement with the unions could lead to poor industrial relations in the longer term and disruption of a key service used by every resident;</p>		

Page 3

2) Public complaints about inequality and discrimination due to different collection systems remaining in place, possible multiple ombudsman cases, criticism and low assessment by central government and to some boycotting of recycling by residents, leading to failure to hit landfill diversion targets, and to budget pressures.

3) Increases in both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT.

4) May not be possible to deliver services if staff and vehicles cannot be accommodated.

Controls in place to manage risk

1. The council consulted on proposed changes to harmonise waste and recycling collections during June-August 2010. If the proposal is agreed following consultation, significant additional diversion of waste to recycling and composting is forecast to result.
2. Project teams have been established to progress various workstreams.
3. Regular meetings take place with union representatives and staff representatives have been consulted on JEQs for new roles within the waste collection service.

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
Page 318 1. Use of project management techniques within the waste service, to improve operation of service improvement projects	1. John Geary	1. Ongoing	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.
2. Alternatives to using Wiltshire Council depots for delivery of new services are being explored	2. Martin Litherland	2. October 2010	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.
3. Communications strategy is being developed to ensure that all staff are kept informed of proposed changes.	3. Martin Litherland	3. September 2010	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.

Wiltshire Council

Cabinet

19 October 2010

Subject: Workplace Transformation Programme - Update

Cabinet member: Councillor John Noeken - Resources

Key Decision: No

Purpose of Report

1. To provide Cabinet with a regular update on activity within the Workplace Transformation Programme.

Background

2. Cabinet has previously approved the Workplace Transformation Programme (WTP).
3. The WTP currently has 64 active work streams and overall progress has been assessed by the board as being 'good'.
4. A recent high level review of the financial aspects of the programme has confirmed that the over all budget approved by Cabinet and Council remains appropriate for the programme and that the future disposal values indicated previously to Cabinet remain achievable.

Workstream Updates

Bourne Hill

5. Final finishing work is now virtually complete. The ICT installation and other key elements of the programme are nearing completion. We remain confident that the building will open as planned and that the wedding scheduled for 25th October will represent the first public use of Bourne Hill.
6. An invite only open day for some of the local residents who have supported the build programme will be held during late October.
7. An interim approach to staff parking has been approved by the Programme Board and this will be evaluated over the next 16 weeks as part of the work to inform a revised county wide staff parking policy. The local residents Construction Working Group have supported this, including the provision of time limited 'hot parking' for staff. Bourne Hill should be fully occupied by 6th December.

- 8 Two refurbished and enhanced estate offices are in the process of being completed. These are located on the Bemerton and Friary Estates and will be used by Housing, Revenues and Benefits and Adult Social Care staff as required. These will be operational from the end of October and represent an enhanced local service.
- 9 Three additional customer desks have been developed within the Milford Street Customer Access Centre. Planning reception has been operating from Milford Street since the 1st September and Housing reception will also move to Milford Street on 1st October, quickly followed by Adult Social Care and Children's Services so that the move of functions to Bourne Hill does not impact on customer service delivery.

Children and Families Operational Properties

- 10 In line with the previous Cabinet decision regarding the provision of operational estate on 15th December, after initial consideration by the Head of Financial Planning, the Cabinet Member for Resources and the Cabinet Member for Children and Families the Leader of Council and Corporate Director for Resources have approved the following activity:-
 - The refurbishment of Towpath Road to provide increased residential provision and accommodation to reduce out of county placements. The new facility is due to open at the end of October and has cost approximately £50,000.
 - The purchase, subject to planning permission, of a specific property in Castle Road, Salisbury for use as a Children and Families Resource Centre. An application for 'Change of Use' planning consent will be made in the next two weeks. If approved, the new provision should be operational by 31st March 2011 and the total cost of purchase and refurbishment will be in the order of £850,000.
 - The refurbishment of Trowbridge Children and Families Resource Centre. This will be completed by the March 2011 and the cost will be in the order of £215,000.
 - The purchase, subject to planning permission, of a specific property in High Street, Devizes for use as a Children and Families Resource Centre. An application for 'Change of Use' planning consent will be made in the next two weeks. If approved, the new provision should be fully operational early in the 2011/12 financial year. The total cost of purchase and refurbishment will be in the order of £950,000.
 - The purchase, subject to planning permission, of a specific property in Melksham for use as a Children's Residential Home. An application for 'Change of Use' planning consent will be made during October with the aim of the new unit being operational early in the new financial year. Total costs will be in the order of £625,000 and the new provision will be a key element of the Department for Children and Families approach to reducing high cost out of county placements.
 - Work continues to provide a suitable property for use as a Residential Children's Home for High End Autistic Behaviour Home.

Pewsey Operational Hub

- 11 With the support of the Cabinet Member for Library Services and the Cabinet Member for the WTP a proposal was made to the Leader of Council and Corporate Director for Resources to alter the design of the new Library in Pewsey so that it became a wider hub or mini-campus. This building, complete with 8 hot desks, a personal care room and a bookable meeting room that will be used by council staff and the police as well the new library will open to schedule in December of this year.

Olympiad Leisure, Youth and Learning Disability Campus

- 12 The new facility within the Olympiad Leisure Centre is nearing completion and will open on schedule in December 2010, the new facility will not only provide for a wide range of activities for clients with a Learning Disability such as training kitchens and activity space and direct access to the wider Leisure Centre, but will also provide a wide range of options for Youth Services. The new facilities will include general activity space, a recording studio, music practice rooms, a 'quiet' room and access to the training kitchen. The refurbished space includes the provision of two personal care rooms. Service users and carers have been heavily involved in the development of the design of the facilities which should be delivered within the original budget.

County Hall and George Ward

- 13 Work continues to prepare the old George Ward School and Bradley Road for the staff that will be decanting to them. We remain on schedule to commence the decant in February 2011. To avoid difficulties with post and possible confusion with the old George Ward School, we are proposing to use the previous name of the site – Shurnhold – as the office name.
- 14 Cabinet have already considered and approved the general principles that will underpin the refurbished County Hall design and operation, but three areas of design activity are currently being completed. These are:-
- A staff and public open day which will be held on 11th October at County Hall to show the external designs of the new County Hall and Library Campus, prior to attendance at the Area Board on 18th November.
 - Work to finalise the internal detail design of the new Library continues, which as been supported by the Area Board and B14 Culture Group continues. This will include a joint reception with the rest of the campus.
 - The design and overall approach for hot and cold food and general refreshment facilities within the refurbished building will be considered by the board at it's November meeting
 - The programme is exploring with colleagues the scope for developing a district energy hub to support this campus and other locations in Trowbridge.

Operational Hubs / Campuses / Partnership Working

- 15 At the most recent WTP Scrutiny meeting, the Cabinet Member for Leisure, Sport and Culture and the Cabinet Member for WTP confirmed that the property related aspects of the Leisure Review will be delivered via the WTP. This is necessary in order that the wider opportunities and financial savings represented by the development of multi-function buildings can be maximised and a coordinated approach taken to any devolvement of capital assets. This is especially important in areas where additional drop in facilities could be beneficial to the council's commitment to 'take services to the customer' and reduce overall staff mileage.
- 16 As part of this approach, the WTP is currently working with the Area Board in Melksham, the Town Council and CCAN amongst other partners in Corsham and the elected members of the Salisbury Area Board to develop separate outline proposals for campuses in these locations that will form part of a future cabinet paper once the Leisure Review is completed.
- 17 In Warminster, we are working with Warminster Town Council to develop a co-location project at the Assembly Rooms in the town. We have formally responded to the current consultation on the refurbishment proposals and officers are due to meet with local Town Council members in October to discuss indicative plans. This would enable the provision of hot desks, a flexible shared meeting space for Council representatives along with a personal care room.
- 18 The PCT had agreed that, as far as possible, a single approach to asset management and disposal would be taken between them and the council. We continue to work towards this, but at this time are unclear of the impact that wider changes within NHS Wiltshire will have on this arrangement.
- 19 We have agreed with Wiltshire Police to provide free access to our meeting rooms for their officers in return for a reciprocal arrangement that provides the council with access to larger meeting rooms in both Melksham and Salisbury.
- 20 We are in the final stages of finalising arrangements for staff from Neighbourhood Policing Teams to operate from our reception areas in Trowbridge, Devizes and Chippenham and have agreed arrangements to cross train reception staff from both organisations in the work of the other.
- 21 Following a request from the Service Director for Public Protection and Community Safety, we have reached an agreement in principle to relocate the Community Safety Team and Youth Offending Team to Trowbridge Police Station and are currently undertaking a feasibility study into the building work and ICT changes that this would require. We hope to have completed the collocation of these teams by the beginning of the new financial year.

Monkton Park

- 22 Officers have obtained the detailed external legal advice requested by Cabinet in relation to the PFI agreement. Final advice is now being sought from the

DCLG regarding the position of the PFI Credits. At this time, officers believe that there is a sound business case for 'stepping into' the PFI arrangement and have been in discussion with Barclays regarding this.

- 23 However, this business case is dependant on the continuation of the PFI Credits and it is this assurance that officers are seeking from the DCLG. Upon clarification of the DCLG position, officers will be in a position to make a finalised proposal to the member group previously identified by Cabinet. This should be possible before the next meeting of Cabinet.

Environmental Impact of the Proposal

24. This paper has no specific environmental impact, although the projected savings in Carbon emissions continue to be in line with the indicative 40% reduction previously highlighted to Cabinet.

Equalities Impact of the Proposal

25. This paper has no specific Equalities impact.

Risk Assessment

- 26 The Programme Boards current assessment of risk for the WTP is that it remains on track to deliver the required outcomes and timelines to cost and budget. Pressures remain and it will be important to continue to take a robust and consistent approach to governance, but at this time there are no unmitigated major risks and over all the level of risk is reducing, Staff engagement from across the council remains strong, as does attendance at the Programme Board which includes three Cabinet Members.

Financial Implications

- 27 Whilst the programme represents a significant financial commitment by the authority, this paper has no additional financial implications and the overall programme remains within budget allocation.
- 28 The total WTP capital budget in 2010/11 is £35.101 million. The original budget showed works starting much earlier in the year on County Hall refurbishment and Browfort. Various factors such as the logistical challenges of the decant to George Ward have pushed back the start of these works. Taking these into account £19.821 million of slippage into future financial years has been identified and reported to cabinet in the capital programme monitoring report.
- 29 The current revenue position in relation to property costs is forecasting a nil variance. This is mostly due to the recent massive and complicated undertaking of the centralisation of all property related budgets and then the splitting out of properties within the programmes control and those remaining under strategic property services control. It is vital this that all properties that relate to WTP are correctly allocated to it to ensure savings are delivered.

30 At this early stage the officers are confident that the original forecast revenue savings are achievable, the position however will become more visible once the actual base position is known following the completion of the work outline above.

31 The WTP project budget for 2010/11 is £0.359 million. The programme also has an earmarked reserve set aside of £0.228 million. The current year forecast is a nil variance although officers are working to ensure the maximum capitalisation where possible to ensure revenue costs are kept to a minimum and within budget.

28 The programme continues to work closely with staff from across the finance community to ensure that financial governance remains strong. The Head of Financial Planning is a full member of the Programme Board.

Legal Implications

29. None identified.

Proposals

30. That Cabinet note this report,

Mark Boden

Director of Neighbourhoods and Planning.

Report Author

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Workplace Transformation Programme Director

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The following unpublished documents have been relied on in the preparation of this Report: None

Wiltshire Council

Cabinet

19 October 2010

Subject: Revenue Budget Monitoring 2010-11 (as at the end of Period 5)

**Cabinet Member: Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

Executive Summary

To advise Cabinet of the revenue budget monitoring position as at 31st August 2010 for financial year 2010-11. At this point in time, if no further action were taken, a £1 million overspend is projected. This is a £2.3m reduction in the forecast position in the last monitoring report of £3.3m, reflecting action taken by Officers to reduce previously identified overspends. Further action is being drawn up to return a balanced budget by the end of the year. Future revenue monitoring reports will highlight progress to achieve this.

Proposal

That Members note the report pending future monitoring reports that will highlight actions being taken to continue to reduce the overspend back to a balanced budget, and recommend to Council, in line with Financial Procedure Rules 15.7, the approval of the virements from reserves as highlighted at paragraphs 10 and 11 of this report.

Reasons for Proposals

That Members can approve a corporate approach to managing the financial pressures and government reductions.

**Michael Hudson
Interim Chief Finance Officer**

Wiltshire Council

Cabinet

19 October 2010

Subject: Revenue Budget Monitoring 2010-11 (as at the end of Period 5)

**Cabinet Member: Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

Purpose of Report

1. To advise Cabinet of the revenue budget monitoring position as at the end of Period 5 (31st August 2010) for financial year 2010-11.

Background

2. In line with sound financial management this report updates Members on the Council's progress in delivering its 2010-11 revenue budget, based on outturn projections at the end of period 5 (31st August 2010). Assumptions around financial pressures previously identified are being effectively managed.
3. Members should note that, as requested by Members, the appendices have been amended to aid clarity, so that overspends are now reported as positive, and underspends are reported in parenthesis.
4. In setting the 2010-11 revenue budget the Council agreed delivery of £24 million savings and efficiencies that were identified during the 2010-11 budget process. These are being tracked and managed by the Council's various transformation programmes and boards e.g. Commissioning and Procurement Board.
5. In addition, Corporate Directors and Service Directors monitor their budgets each month to identify and manage costs and income. This report updates members of the progress of that monitoring.

The Council's Overall Position

6. The last monitoring report to Cabinet in September based on projections as at the end of Period 4 showed the Council's overall position as a projected overspend of £3.328 million. That was a reduction of £1.487 million from £4.811 million previously reported at the end of period 2 (31st May 2010). The previously reported overspend projections were largely due to Central Government funding reductions discussed in the following section. The forecast position as at the end of period 5 (31st August 2010) has seen an increase in

service related pressures within the Department of Community Services (DCS), arising largely from a higher than expected demand for services. This has been recognised in the Council's Business Plan going forward, and corporate measures are proposed to mitigate the projected overspend for the Council overall.

7. As a result the forecast overspend has reduced further and as at the end of period 5 (31st August 2010) now stands at £1.038 million. This can be summarised in the table below:

	Pressures £ million	Action Agreed £ million	Forecast Outturn £ million
Central government (see paragraphs 12 – 18)	5.101	4.001	1.100
Service related (see paragraphs 19 – 37)	14.042	8.918	5.124
Other (see paragraphs 38 – 42)	1.380	6.566	(5.186)
Total	20.523	19.485	1.038
Previously reported position	17.399	14.071	3.328
Difference	3.124	5.414	(2.290)

8. The projections across departments are as follows:

Department	Net Forecast Overspend / (Underspend)				Difference from Period 4 £ million
	Central Govt £ million	Service Related £ million	Other £ million	Total £ million	
Children & Education (paragraphs 20 - 25)	0.710	0.405	0.380	1.495	0.405
Community Services (paragraphs 26 - 28)	0.300	4.929	-	5.229	2.579
Neighbourhood & Planning (paragraphs 29 - 30)	0.050	0.497	0.750	1.297	(0.281)
Health & Wellbeing (paragraphs 31 - 32)	0.040	0.143	-	0.183	(0.027)
Resources (paragraphs 33 - 37)	-	(0.850)	0.250	(0.600)	(0.400)
Corporate Headings (paragraphs 38 - 42)	-	-	(3.000)	(3.000)	(1.000)
One off Provision release (para 10)	-	-	(3.566)	(3.566)	(3.566)
Total	1.100	5.124	(5.186)	1.038	(2.290)
Previously reported position	1.381	2.567	(0.620)	3.328	
Difference	(0.281)	2.557	(4.566)	(2.290)	

9. The increase in the forecast shortfall being faced within DCS is explained in detail further in the report. In the long term the cost pressures faced in relation to these services will be resolved by the Council's Business Plan.

Reserves

10. Following the successful closure of its 2009-10 accounts, Council Officers have carried out an assessment of current provisions and earmarked reserves held on the balance sheet. That assessment, having regard to an acceptable level of risk, has identified that £3.566 million can be removed without adversely affecting the Council's long term financial position. A breakdown of the £3.566 million one off release has been detailed below.

Description Provision \ Earmarked Reserve	£ million	Comments
Harmonisation Team Costs	0.729	See bulleted explanation below
Highway Compensation claims	0.530	
Business rates	0.203	
Department of Justice	0.085	
Insurance reserve	1.019	
Capital revenue reserve	1.000	
Total Planned One Off Release	3.566	

- Due to the restructure and revised approach to evaluation, the second and third year of the three year provision to meet the costs of the harmonisation team can be released. This will need to be built into the future business plan.
 - The majority of compensation claims have been settled and the remainder can prudently be released.
 - Provision for fees relating to an outstanding court hearing is no longer required as the case has been settled.
 - The provision dating back to early 2006 regarding the Department of Justice initiative is no longer required.
 - An officer review of the insurance reserve balance recommends a risk assessed level of £4m. £1m therefore can be taken now to offset in year pressures, and £1m discussed below.
 - Reserves held to finance capital programme can be partly used; funding will now be undertaken by prudential borrowing in later years.
11. In moving ahead with plans to deliver the Council's Business Plan the Authority is in the process of agreeing amendments to its redundancy policies. These will be considered by the Staffing Policy Committee on 12th October 2010. As a result proposals to restructure the Council's management are likely to be brought forward to early November 2010. Due to the greater than forecast level

of Central Government funding reductions in the next few years, the level of reductions in posts and redundancies are likely to be higher than forecast. To help manage cashflow it is recommended that £5 million of reserves are released in 2010/11 to fund the initial current estimate of the redundancies based on the revised policy. This will be recovered in later years from the resultant savings. It is proposed that funding is found from the following reserves:

Reserve	£ million	Comment
PFI	2	See bulleted explanation below
General Fund	2	
Insurance	1	
	5	

- The PFI reserve is used to counter the difference between future inflation increases in the PFI contracts held by the Council against the PFI Government grant credits received to offset the payments which are not index linked. As the contracts run over 15 years there is adequate time in the business plan process to resolve future funding requirements.
- The Medium Term Financial Plan provides for a £1.8m contribution to General Fund Reserves in 2010/11. As the Business Plan actions are brought forward it is proposed that the General Fund cash flow is reprofiled to aid transformation. This will be factored into the Business Plan to recover in the next two years and ensure General Fund balances remain at the recommended level. This will be reported in more detail in the next budget update.
- An officer review of the insurance reserve balance recommends a risk assessed level of £4m. £2m will be taken now to offset in year pressures with action being taken in the business plan to bring this back up to recommended levels.

Central Government Impact

12. The monitoring report to Cabinet in July detailed the impact of the new coalition Government's emergency budget that was announced in June 2010. The position reported to Cabinet in September on the impact of the measures that were introduced was a net forecast shortfall of £1.381 million, the updated forecast is shown below.

Emergency Budget	Impact on Council £ million	Action Agreed £ million	Forecast Shortfall £ million
Area Based Grant (ABG)	2.720	1.670	1.050
Free swimming grant	0.281	0.281	-
Housing & Planning Delivery grant	1.800	1.800	-
VAT Jan 2011 increase	0.300	0.250	0.050
Total	5.101	4.001	1.100
Previously reported position	5.101	3.720	1.381

13. All services in the Council are actively looking at measures to address the remaining shortfall in Area Based Grant (ABG). The intention is to protect frontline services by identifying a range of efficiency measures.
14. Action has been taken within Department for Neighbourhood and Planning (DNP) to fully address the loss of ABG for road safety, £0.370 million, through the winding down of the Road Safety Camera Partnership and road safety activities.
15. Action has been taken within Department for Children and Education (DCE) to identify savings to address the reduction in ABG, with £1.3 million being delivered by savings in staffing costs through vacancy control and reductions in payments to clusters of schools for extended schools activities.
16. The DNP and DCE £1.670 million of plans have been reflected in the appendices of this report. As a result the Council's overall total net service budget has reduced from £348.547 million to £346.877 million.
17. A decision was made at the last Cabinet to reintroduce charging for swimming for the under 16's and over 60's following the Governments June announcement to cease the free swimming grant that was used to fund the activity.
18. The increase in VAT cannot be applied in time for January 2011 to car parking due to the process in increasing fees and the current consultation on existing charging regime. The cost is forecast at £0.050 million.

Service Related Pressures

19. The Council is taking a corporate approach in dealing with the reduction in government grant funding and also in dealing with ongoing forecast service demand budget pressures that have been identified in its draft Business Plan as needing to be addressed in the longer term that are anticipated during the

financial year. The service demand pressures facing the Council are detailed below and in more detail at Appendix 1.

Department	Pressures £ million	Agreed Actions £ million	Net Forecast Overspend/ (Underspend) £ million	Difference from Period 4 £ million
Children & Education	1.426	1.021	0.405	0.405
Community Services	7.750	2.821	4.929	2.619
Neighbourhood & Planning	2.506	2.009	0.497	0
Health & Wellbeing Resources	0.210 2.150	0.067 3.000	0.143 (0.850)	(0.067) (0.400)
Total	14.042	8.918	5.124	2.557
Previously reported position	10.918	8.351	2.567	
Difference	3.124	0.567	2.557	

Department for Children and Education (DCE) – £0.405 net overspend projected

20. The Department is facing a number of financial pressures in 2010-11 mainly around demand led pressures and the impact of legislative change within social care. These were originally forecast at £1.021 million, £0.921m of which was against the childrens social care budgets, however a £0.405 million overspend is now projected against the childrens social care budget.
21. The £0.405 million overspend is due to the increased demand in the number of looked after children (LAC) which have increased since the start of the financial year above the level that was originally anticipated.
22. Although the external agency placement budget is projected to underspend in line with the proposed recovery plan the in house foster care budget is now projected to overspend due to increased volume of placements.
23. Within the projected overspend legal costs are projected to overspend by £167,000, all relating to in house legal costs. Currently there are 50 court proceedings ongoing. This is related to the aftermath of the Baby P case, increased awareness of safeguarding issues and a likely increase in family pressures due to the recession.
24. Recovery actions are being developed and it is expected that these actions will mitigate further increases in LAC numbers. Numbers are increasing for a number of reasons include unaccompanied asylum seeking children, the Southwark Judgement, and increasing number of vulnerable adolescents.
25. A potential liability has been included in the corporate risk register in relation to a claim against a Wiltshire school by a building contractor. Work is ongoing to fully quantify the potential liability.

Department of Community Services (DCS) - £4.929 net overspend projected

26. At the end of August 2010, the Department of Community Services is reporting a revised over spend forecast of £5.229m, £0.300m of this is the in year central government ABG reduction. This revised forecast reflects a number of demand related trends that the Department has faced over the last 2 financial years.

These have included:

- The average number of referrals under the Community Care Act has increased per month by 6.7% since September 2008 leading to an increase in demand for assessments and packages of care. Each month we are now assessing 1,681 people compared to 1,576 people per month last year;
- Wiltshire's older population grew by 5.1% between 2008 and 2010, in particular the population aged 65 – 74 grew faster (6.7%) and life-expectancy caused an increase in the population aged 85+. Overall this equates to approximately 4,100 more people in Wiltshire aged 65+ this year than there were in 2008, of which 600 are 85+. This has meant that we are caring for 330 more people currently than we did this time last year. This latest analysis of demographic demand trend reflects a continuing increase that is higher than previous forecasts used to inform budget settings. This is to be addressed in the Business Plan;
- The period of time that people need social care is lengthening, with more complex care packages that last longer and cost more. In Wiltshire the average length of stay in a residential setting has increased by 4% in the last 12 months.
- The above areas of demand pressure are reflected through increases in the number of older people supported by the department. The current number of older people supported in residential and nursing placements is 116 more than budgeted placements, resulting in an additional full year gross cost of £3.117m, because people are living for longer and remain in the system for longer at the same time as new people come into the system. In addition, there are in excess of 200 more domiciliary care packages than budgeted for at an additional full year gross cost in excess of £3m.
- In Wiltshire, those living with dementia is increasing at a rate of 3% per year. This is reflected through actual residential and nursing placements for older people with mental health problems being 45 more than the budgeted number of placements at an additional full year gross cost of £0.580k.
- There is a significant cost pressure from the number of people coming to social care through the Criminal Justice System (Mental Health Forensic Cases). As the court dictates the type of placement and the length of time prior to total discharge, these are uncontrollable, and in most cases, expensive placements. An average placement costs £1,200 per week (£62,500 per annum). During 2009/10 the department was supporting 8 forensic cases at an annual cost of some £350k. There are a further 14 cases at a cost in excess of £800k with estimated discharge dates occurring

during 2010/11, which were flagged as a significant risk at the beginning of the year.

- Within the Learning Disability service there are ongoing cost pressures from the increase in the life expectancy of those with a learning disability.
 - The economic recession has also resulted in increased cost pressures, as the number of people who will meet our funding criteria has increased since December 2008 (by as much as 12%).
 - The number of people supported with physical impairment in the last 18 months has increased by 63. This has resulted in an additional full year cost above the budget provided in excess of £1m.
27. The Department continues to ensure that expenditure is tightly controlled. All packages of care are agreed through a panel process, against strict criteria to ensure that the most cost effective placement are always made as well as meeting a person's needs. Further tightening of spending controls has been implemented to control spending with formal authorisation of care packages now at Service Director level. The Department has also reviewed its existing programme of targeted reviews for domiciliary services to Older People and Mental Health Older Adults. Domiciliary care packages will be reviewed to ensure that the Council provides an appropriate level of care whilst minimising dependency and cost. Delivering the FOCUS ways of working ensures that people are offered more information and advice at the front door to avoid people becoming dependent on services.
28. In the longer term, the corporate business plan seeks to address these demand pressures through additional investment and the radical redesign of services in a measured and considered approach to transform them for the future and to make them sustainable. For example the development of the accommodation strategy designed to help people avoid residential care whilst also delivering significant longer term savings. Corporate Support in line with the business plan is required to help manage the position through this financial year. As a result, paragraph 10 of this report starts to begin to redress the demand pressures in 2010/11 ahead of the previous planned date to reflect the importance of this area of services, the people of Wiltshire and the ability to shape the service for the future needs on a sound financial footing.

Department for Neighbourhood and Planning (DNP) - £0.497m projected overspend

29. Overall the Department is projecting an overspend of £1.289 million, as shown in appendix 1. This is a combination of pressures announced in the emergency budget and significant service cost pressures, totalling £2.506 million, which are being addressed across the Department by a number of savings and efficiencies.
30. The service related pressures remain unchanged from the last report to Cabinet in September at a forecast overspend of £0.497 million. The main element of this is the forecast shortfall in income arising from car parking, which is not anticipated to be fully recouped by year end.

Department for Health and Wellbeing (DHW) - £0.143m projected overspend

31. The Department has forecast an overspend of £0.143 million, a reduction from the £0.210 million overspend in the previous report. The overspend has reduced due to the jointly funded Corporate Director post being funded centrally from the DoR budget.
32. The forecast variance is predominantly associated with issues around the current staffing budgets. These are currently being examined with a view to being fully resolved.

Department of Resources (DoR) - £0.850m projected underspend

33. The Department originally had identified financial pressures totalling £2 million but these pressures are being effectively managed and contained within the Department and no further significant pressures have been identified. A small overspend is still forecast within the Shared Services & Customer Care service largely due to pressure around staffing for customer services.
34. The main pressure on ICT in this year was surrounding the in-housing and termination of the Steria contract. Work is ongoing in this area however it is anticipated that the majority of costs will now fall in 2011/12 and the Councils emerging business plan will have to be reflected accordingly.
35. Scrutiny and effective monitoring of the ICT budget, and control of spend on areas such as closure of WAN & VPN lines whilst maximising capitalisation of items relating to workplace transformation, has led to an anticipated underspend of circa £0.500 million. Work is ongoing with budget managers to ensure this forecast is robust and spend is controlled.
36. The recent harmonisation of the insurance contract led to a significant revenue saving forecast at circa £0.500 million. Relevant budgets across the Council's departments are now being centralised and after this process has been finalised the final variance will be confirmed.
37. An overspend of £0.100 million is forecast within the procurement service due to a shortfall in the base budget in respect of the PFI contract for the offices at Monkton Park. This will be rectified in the Business Plan for future years.

Other and Corporate Issues – net £3.0 million release of funds

38. Across the Council planned redundancy costs remain at a projected level of circa £1.380 million for the financial year. These relate to £0.750 million following the merger of EDPH & TEL departments into DNP; the cost arising from the redundancies of non teaching school staff, estimated at £0.380 million; and £0.250 million from the planned transformation and restructure of the design and print service. These pressures will have to be absorbed by the Council as the transition fund was fully utilised in 2009-10.

39. As mentioned in the previous monitoring report, and in line with managing redundancies corporately and assessing the merits on a business case i.e. obtaining future savings through service transformation, redundancy costs that cannot be absorbed by department's are shown as a one line under corporate headings in the Councils overall summary. This is discussed in more detail in the earlier section of this report (paragraph 11).
40. In the last monitoring report a technical swap of capital financing in the 2009-10 accounts led to a forecast underspend of £2.000 million against the capital financing budget line, contained within the central financing line under corporate headings in appendix 1.
41. The re-profiling of capital spend as reported in the capital programme monitoring report has led to the delay in financing costs and will result in a revenue saving in this financial year. This has led to a further £1.000 million underspend against the capital financing budget on top of the £2.000 million mentioned in paragraph 40.
42. The Council has an approved invest to save pot of £0.300 million. So far one scheme associated with street lighting, at a cost of £0.100 million, has been approved. Further proposals are being assessed and will be approved via a delegated decision by the cabinet member for Finance, Performance and Risk.

Main Consideration for the Council

43. To note the current budget monitoring report, and approve virements on reserves.

Environmental Impact of the Proposal

44. None have been identified as arising directly from this report.

Equality and Diversity Impact of this Proposal

45. No equality and diversity issues have been identified or arising from this report.

Legal Implications

46. None have been identified as arising directly from this report.

Risk Assessment

47. Significant service financial pressures, including Central Government grant reductions, have been identified across departments in year amounting to £20.5 million. Actions to manage these pressures have been agreed previously with a further one off use of reserves proposed in this report. Ways of managing the remaining £1 million pressures are being developed. Failure to deliver these actions will result in an overspend for the Council.
48. The Council has identified in its corporate risk register various elements which are covered within this monitoring report, most notably the impact the current

economic climate has on the Council's finances and the recent potential liability surrounding the claim against a Wiltshire school.

Financial Implications

49. These have been examined and are implicit throughout the report.

Proposals

50. That Members note the report pending future monitoring reports that will highlight actions being taken to continue to reduce the overspend back to a balanced budget, and recommend to Council, in line with Financial Regulation 15.7, the approval of the virements from reserves as highlighted at paragraphs 10 and 11 of this report.

Reasons for Proposals

51. That Members can approve a corporate approach to managing the financial pressures and government reductions.

Michael Hudson
Interim Chief Finance Officer

Report Authors: Andy Brown, Matthew Tiller and Michael Hudson

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

Appendix 1 – Wiltshire Council Revenue Budget Monitoring Report

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
SUMMARY							
Children and Education	Gross	389.757	114.501	132.688	390.872	1.115	0.3%
	Income	(340.189)	(33.005)	(49.755)	(340.189)	-	-
	Net	49.568	81.496	82.933	50.683	1.115	2.2%
Community Services	Gross	146.237	59.808	68.647	152.489	6.252	4.3%
	Income	(29.203)	(11.934)	(8.529)	(30.226)	(1.023)	3.5%
	Net	117.034	47.874	60.118	122.263	5.229	4.5%
Neighbourhood and Planning	Gross	120.806	49.677	47.910	118.974	(1.832)	(1.5%)
	Income	(38.904)	(16.297)	(15.767)	(36.525)	2.379	(6.1%)
	Net	81.902	33.380	32.143	82.449	0.547	0.7%
Health and Wellbeing	Gross	6.617	2.758	2.933	6.819	0.202	3.1%
	Income	(1.475)	(0.615)	(0.917)	(1.494)	(0.019)	1.3%
	Net	5.142	2.143	2.016	5.325	0.183	3.6%
Department of Resources	Gross	195.778	76.322	74.741	197.464	1.686	0.9%
	Income	(130.622)	(63.425)	(62.768)	(133.158)	(2.536)	1.9%
	Net	65.156	12.897	11.973	64.306	(0.850)	(1.3%)
Corporate Headings							
Exceptional Costs - Redundancy		-	-	1.000	1.380	1.380	
One off provision release		-	-	-	(3.566)	(3.566)	
Movement To / From Reserves		1.875	-	-	1.875	-	-
Invest to Save Fund		0.200	-	-	0.200	-	-
Central Financing		26.000	4.875	2.457	23.000	(3.000)	(11.5%)
Net		28.075	4.875	3.457	22.889	(5.186)	(18.5%)
WILTSHIRE COUNCIL GENERAL FUND TOTAL							
Gross		887.270	307.941	330.376	889.507	2.237	0.3%
Income		(540.393)	(125.276)	(137.736)	(541.592)	(1.199)	0.2%
Net		346.877	182.665	192.640	347.915	1.038	0.3%
Housing Revenue Account	Gross	21.180	8.812	7.605	21.180	-	-
	Income	(22.472)	(9.011)	(8.472)	(22.472)	-	-
	Net	(1.292)	(0.199)	(0.867)	(1.292)	-	-
TOTAL INCLUDING HRA		345.585	182.466	191.773	346.623	1.038	0.3%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
DETAIL							
Children and Education							
Schools & Learning							
Early Years	Gross Costs	28.582	11.501	9.773	28.582	-	-
	Income	(28.601)	(0.650)	(3.640)	(28.601)	-	-
	Net	(0.019)	10.851	6.133	(0.019)	-	-
School Buildings & Places	Gross Costs	0.738	0.306	0.250	0.738	-	-
	Income	(0.383)	(0.013)	(0.031)	(0.383)	-	-
	Net	0.355	0.293	0.219	0.355	-	-
School Improvement	Gross Costs	17.122	7.104	12.504	17.361	0.239	1.4%
	Income	(12.595)	(1.243)	(9.898)	(12.595)	-	-
	Net	4.527	5.861	2.606	4.766	0.239	5.3%
Traded Services	Gross Costs	18.283	8.062	11.719	18.283	-	-
	Income	(18.414)	(0.430)	(1.188)	(18.414)	-	-
	Net	(0.131)	7.632	10.531	(0.131)	-	-
Special Educational Needs	Gross Costs	18.948	6.256	5.642	18.983	0.035	0.2%
	Income	(12.606)	(0.189)	0.337	(12.606)	-	-
	Net	6.342	6.067	5.979	6.377	0.035	0.6%
Targeted Services							
Youth Development Service	Gross Costs	3.053	1.246	0.728	3.064	0.011	0.4%
	Income	(0.543)	(0.198)	(0.429)	(0.543)	-	-
	Net	2.510	1.048	0.299	2.521	0.011	0.4%
Connexions Service	Gross Costs	2.687	1.113	1.084	2.992	0.305	11.4%
	Income	(0.086)	(0.017)	(0.113)	(0.086)	-	-
	Net	2.601	1.096	0.971	2.906	0.305	11.7%
Youth Offending Service	Gross Costs	2.024	0.843	0.851	2.030	0.006	0.3%
	Income	(1.426)	(0.594)	(0.237)	(1.426)	-	-
	Net	0.598	0.249	0.614	0.604	0.006	1.0%
Young People's Support Service	Gross Costs	3.095	1.276	0.799	3.095	-	-
	Income	(2.967)	(0.187)	(0.038)	(2.967)	-	-
	Net	0.128	1.089	0.761	0.128	-	-
Other Targeted Services	Gross Costs	4.412	1.797	1.867	4.412	-	-
	Income	(2.082)	(0.055)	(0.180)	(2.082)	-	-
	Net	2.330	1.742	1.687	2.330	-	-
Commissioning & Performance							
Commissioning & Performance	Gross Costs	9.166	4.441	2.783	9.238	0.072	0.8%
	Income	(7.970)	(1.222)	0.086	(7.970)	-	-
	Net	1.196	3.219	2.869	1.268	0.072	6.0%
Funding Schools	Gross Costs	251.715	58.993	66.538	251.715	-	-
	Income	(251.715)	(27.980)	(33.923)	(251.715)	-	-
	Net	-	31.013	32.615	-	-	-
Children's Social Care							
Safeguarding	Gross Costs	0.639	0.310	0.230	0.643	0.004	0.6%
	Income	(0.088)	(0.051)	(0.048)	(0.088)	-	-
	Net	0.551	0.259	0.182	0.555	0.004	0.7%
Children's Social Care	Gross Costs	29.293	11.253	17.920	29.736	0.443	1.5%
	Income	(0.713)	(0.176)	(0.453)	(0.713)	-	-
	Net	28.580	11.077	17.467	29.023	0.443	1.6%
Total	Gross Costs	389.757	114.501	132.688	390.872	1.115	0.3%
	Income	(340.189)	(33.005)	(49.755)	(340.189)	-	-
	Net	49.568	81.496	82.933	50.683	1.115	2.2%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

		Revised Budget 2010-11	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year	Variation as % of Approved Budget
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Community Services							
Older People	Gross Costs	47.443	18.654	22.665	54.286	6.843	14.4%
	Income	(9.606)	(3.805)	(3.705)	(11.022)	(1.416)	14.7%
	Net	37.837	14.849	18.960	43.264	5.427	14.3%
Physical Impairment	Gross Costs	7.684	3.026	4.133	9.152	1.468	19.1%
	Income	(1.070)	(0.423)	(0.323)	(0.935)	0.135	(12.6%)
	Net	6.614	2.603	3.810	8.217	1.603	24.2%
Learning Disabilities	Gross Costs	43.927	18.781	19.982	39.487	(4.440)	(10.1%)
	Income	(12.918)	(5.461)	(1.545)	(12.254)	0.664	(5.1%)
	Net	31.009	13.320	18.437	27.233	(3.776)	(12.2%)
Mental Health	Gross Costs	23.852	9.617	11.108	25.539	1.687	7.1%
	Income	(3.971)	(1.584)	(2.045)	(4.261)	(0.290)	7.3%
	Net	19.881	8.033	9.063	21.278	1.397	7.0%
Resources Strategy & Commissioning	Gross Costs	4.095	1.704	2.285	4.320	0.225	5.5%
	Income	(0.381)	(0.157)	(0.172)	(0.452)	(0.071)	18.6%
	Net	3.714	1.547	2.113	3.868	0.154	4.1%
Supporting People	Gross Costs	7.467	3.111	3.490	8.367	0.900	12.1%
	Income	-	-	-	-	-	
	Net	7.467	3.111	3.490	8.367	0.900	12.1%
Libraries Heritage & Arts	Gross Costs	7.086	2.960	3.190	6.747	(0.339)	(4.8%)
	Income	(1.008)	(0.397)	(0.353)	(1.053)	(0.045)	4.5%
	Net	6.078	2.563	2.837	5.694	(0.384)	(6.3%)
Community Leadership & Governance	Gross Costs	4.683	1.955	1.794	4.591	(0.092)	(2.0%)
	Income	(0.249)	(0.107)	(0.386)	(0.249)	-	-
	Net	4.434	1.848	1.408	4.342	(0.092)	(2.1%)
Total	Gross Costs	146.237	59.808	68.647	152.489	6.252	4.3%
	Income	(29.203)	(11.934)	(8.529)	(30.226)	(1.023)	3.5%
	Net	117.034	47.874	60.118	122.263	5.229	4.5%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

Appendix 1

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Neighbourhood and Planning							
Highways & Streetscene	Gross Costs	20.510	8.371	8.797	20.424	(0.086)	(0.4%)
	Income	(4.498)	(1.874)	(2.050)	(4.498)	-	-
	Net	16.012	6.497	6.747	15.926	(0.086)	(0.5%)
Highways - Strategic Services	Gross Costs	10.988	4.395	4.644	10.726	(0.262)	(2.4%)
	Income	(1.198)	(0.446)	(0.759)	(1.288)	(0.090)	7.5%
	Net	9.790	3.949	3.885	9.438	(0.352)	(3.6%)
Passenger Transport	Gross Costs	26.735	10.623	9.652	26.495	(0.240)	(0.9%)
	Income	(5.355)	(2.306)	(2.566)	(5.549)	(0.194)	3.6%
	Net	21.380	8.317	7.086	20.946	(0.434)	(2.0%)
Car Parking	Gross Costs	2.310	0.962	1.000	2.160	(0.150)	(6.5%)
	Income	(8.983)	(3.832)	(3.135)	(8.433)	0.550	(6.1%)
	Net	(6.673)	(2.870)	(2.135)	(6.273)	0.400	(6.0%)
Waste Services	Gross Costs	30.896	12.873	11.718	30.592	(0.304)	(1.0%)
	Income	(3.539)	(1.126)	(1.127)	(3.235)	0.304	(8.6%)
	Net	27.357	11.747	10.591	27.357	0.000	0.0%
Leisure	Gross Costs	8.896	3.923	4.383	8.896	-	-
	Income	(4.759)	(1.887)	(2.025)	(4.759)	-	-
	Net	4.137	2.036	2.358	4.137	-	-
Economic Development	Gross Costs	5.669	2.362	2.438	5.860	0.191	3.4%
	Income	(0.922)	(0.384)	(0.212)	(0.802)	0.120	(13.0%)
	Net	4.747	1.978	2.226	5.058	0.311	6.6%
Development Services	Gross Costs	8.003	3.335	2.887	7.145	(0.858)	(10.7%)
	Income	(6.841)	(3.271)	(2.818)	(5.416)	1.425	(20.8%)
	Net	1.162	0.064	0.069	1.729	0.567	48.8%
Housing Management	Gross Costs	4.847	2.020	1.637	4.724	(0.123)	(2.5%)
	Income	(2.809)	(1.171)	(1.075)	(2.545)	0.264	(9.4%)
	Net	2.038	0.849	0.562	2.179	0.141	6.9%
Management & Business	Gross Costs	1.952	0.813	0.754	1.952	-	-
	Income	-	-	-	-	-	-
	Net	1.952	0.813	0.754	1.952	-	-
Total	Gross Costs	120.806	Page 49.677	47.910	118.974	(1.832)	(1.5%)
	Income	(38.904)	(16.297)	(15.767)	(36.525)	2.379	(6.1%)
	Net	81.902	33.380	32.143	82.449	0.547	0.7%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Health and Wellbeing							
Health and Wellbeing	Gross Costs	0.419	0.175	0.120	0.419	-	-
	Income	(0.074)	(0.031)	(0.267)	(0.074)	-	-
	Net	0.345	0.144	(0.147)	0.345	-	-
Public Protection	Gross Costs	4.876	2.032	2.157	5.019	0.143	2.9%
	Income	(1.114)	(0.464)	(0.544)	(1.114)	-	-
	Net	3.762	1.568	1.613	3.905	0.143	3.8%
Community Safety	Gross Costs	1.055	0.440	0.528	1.095	0.040	3.8%
	Income	(0.287)	(0.120)	(0.087)	(0.287)	-	-
	Net	0.768	0.320	0.441	0.808	0.040	5.2%
Emergency Planning	Gross Costs	0.267	0.111	0.128	0.286	0.019	7.1%
	Income	-	-	(0.019)	(0.019)	(0.019)	
	Net	0.267	0.111	0.109	0.267	-	-
Total	Gross Costs	6.617	2.758	2.933	6.819	0.202	3.1%
	Income	(1.475)	(0.615)	(0.917)	(1.494)	(0.019)	1.3%
	Net	5.142	2.143	2.016	5.325	0.183	3.6%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 5 (31 August 2010)

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Resources							
Chief Executive	Gross Costs	0.514	0.214	0.295	0.514	-	-
	Income	(0.027)	(0.011)	(0.006)	(0.027)	-	-
	Net	0.487	0.203	0.289	0.487	-	-
Policy & Communications	Gross Costs	2.217	0.924	0.864	2.217	-	-
	Income	(0.370)	(0.154)	(0.007)	(0.370)	-	-
	Net	1.847	0.770	0.857	1.847	-	-
Corp Director / Central Resources	Gross Costs	0.195	0.081	0.094	0.195	-	-
	Income	-	-	-	-	-	-
	Net	0.195	0.081	0.094	0.195	-	-
Finance (including Revs & Bens)	Gross Costs	22.457	9.356	7.631	21.957	(0.500)	(2.2%)
	Income	(10.492)	(4.372)	(3.179)	(10.492)	-	-
	Net	11.965	4.984	4.452	11.465	(0.500)	(4.2%)
Benefits - Subsidy & Payments	Gross Costs	110.697	40.123	40.839	113.233	2.536	2.3%
	Income	(110.490)	(55.037)	(55.447)	(113.026)	(2.536)	2.3%
	Net	0.207	(14.914)	(14.608)	0.207	-	-
HR	Gross Costs	2.840	1.183	1.338	2.840	-	-
	Income	(0.324)	(0.135)	(0.275)	(0.324)	-	-
	Net	2.516	1.048	1.063	2.516	-	-
ICT & Business Transformation	Gross Costs	20.446	8.519	8.356	19.946	(0.500)	(2.4%)
	Income	(0.290)	(0.121)	(0.144)	(0.290)	-	-
	Net	20.156	8.398	8.212	19.656	(0.500)	(2.5%)
Corporate Procurement	Gross Costs	3.218	1.341	1.213	3.318	0.100	3.1%
	Income	(0.799)	(0.333)	(0.195)	(0.799)	-	-
	Net	2.419	1.008	1.018	2.519	0.100	4.1%
Legal & Democratic	Gross Costs	5.617	3.090	3.208	5.617	-	-
	Income	(0.779)	(0.324)	(0.033)	(0.779)	-	-
	Net	4.838	2.766	3.175	4.838	-	-
Performance & Risk	Gross Costs	0.393	0.164	0.183	0.393	-	-
	Income	(0.004)	(0.002)	(0.013)	(0.004)	-	-
	Net	0.389	0.162	0.170	0.389	-	-
Shared Services & Customer Care	Gross Costs	9.195	3.831	4.521	9.245	0.050	0.5%
	Income	(1.981)	(0.825)	(1.039)	(1.981)	-	-
	Net	7.214	3.006	3.482	7.264	0.050	0.7%
Strategic Property Services	Gross Costs	17.989	7.496	6.199	17.989	-	-
	Income	(5.066)	(2.111)	(2.430)	(5.066)	-	-
	Net	12.923	5.385	3.769	12.923	-	-
Total	Gross Costs	195.778	76.322	74.741	197.464	1.686	0.9%
	Income	(130.622)	(63.425)	(62.768)	(133.158)	(2.536)	1.9%
	Net	65.156	12.897	11.973	64.306	(0.850)	(1.3%)

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council

Cabinet

19 October 2010

Subject: Capital Budget Monitoring 2010-11

**Cabinet Member: Councillor Fleur de Rhe-Philippe, Finance,
Performance and Risk**

Key Decision: No

Executive Summary

The report reflects the position of the 2010-11 capital programme as at 31 August 2010.

The report also details budget changes which are to be noted by Cabinet.

Proposal

- a) To note the current position of the 2010-11 capital programme.
- b) Note the budget changes in section 1 of Appendix B

Reasons for Proposals

To inform cabinet of the current position of the 2010-11 capital programme and identify issues which need to be resolved as a result of cuts in funding from Central Government.

Michael Hudson

Interim Chief Finance Officer

Wiltshire Council

Cabinet

19 October 2010

Subject: Capital Budget Monitoring 2010-11

Cabinet Member: Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. To update Cabinet on the position of the Capital Programme as at 31 August 2010.

Background

2. Since the last Cabinet meeting the budget has been adjusted as follows;

	£m	Notes
2010-11 Capital budget (as per Cabinet 14th September 2010)	169.801	
Budget adjustments awaiting Cabinet approval since July's meeting (CFO Delegations)	0.080	Net budget adjustments as detailed in Appendix B of this report.
Reduction in budgets to match cut in Central Government grant funding	(2.809)	Cabinet decision at September's meeting to manage cuts by a corresponding reduction in budget.
The addition of new Waste schemes to Capital Programme	0.400	Cabinet decision at September's meeting to approve scheme at Marlborough Household Recycling Centre
Revised Capital budget 2010-11	167.472	

Summary of Current Position

3. The financial position of the 2010-11 capital budget is summarised below.

Department	2010-11 Budget £m	Actual Spend as at 31 August 2010 £m	Forecast Outturn £m	Full Year Projected Variance* £m
Children & Education	70.472	15.182	52.875	(17.597)
Resources	39.909	7.413	20.088	(19.821)
Neighbourhood & Planning	53.529	16.238	48.942	(4.587)
Community Services	3.563	0.195	2.554	(1.009)
Total	167.472	39.028	124.459	(43.014)

* Underspends are shown in brackets

4. A breakdown of the position of schemes within the capital programme can be seen in appendix A.
5. The variance on the full year projection is £43.014 slippage, of which all relates to re-profiling of expenditure.
6. The Sure Start Early Years and Aiming High for Disabled Children (AHDC) capital schemes are funded by Central Government grant. Early indications are that the grants are likely to be cut as part of the Government spending reviews. No confirmation has been received regarding cut in grants but budget managers have reprioritised the commissioning of schemes to allow for anticipated budget cuts.
7. Comments on schemes which are forecasting a significant year end variance are included in the following paragraphs.
8. Various aspects of the **Additional Accommodation** scheme have been delayed due to unforeseen circumstances and the current economic climate and overall the project is currently showing a slippage of £5.204m. This relates to a need for the budget to be reprogrammed into 2011/12 with the main drivers detailed below:
- **Clarendon Tidworth scheme** – The project is linked to a Ministry of Defence (MOD) housing development which will provide additional S106 funds to joint fund the scheme. The MOD development has been delayed which in turn has delayed the start of the scheme.

- **Trafalgar scheme** – The project has been delayed as a result of a local consultation regarding the possibility of a private leisure facility being built adjacent to the school scheme. Tenders have now been submitted for the Council managed scheme but the majority of expenditure will now occur in 2011/12.
 - **Amesbury Archer Scheme** – The project is linked to a major housing development which will provide S106 funds to compliment the Council's resource in order to see the project completed. Due to the economic conditions, the housing development has experienced delays and so this has resulted in the scheme being delayed.
 - **Paxcroft Scheme** – The project is partly funded by S106 funds and due to economic conditions in the housing market and uncertainties around future build rates has meant the scheme has experienced delays.
9. The **Primary Capital Programme** scheme is currently projecting a slippage of £3.199m, all of which relates to the need for the scheme to be reprogrammed due to longer than anticipated consultation periods and the confirmation of Central Government grant funding. Schemes at Lydiard Millicent, Marlborough St Peters and Purton have been reassessed and now are likely to span across the 2010/11 and 2011/12 financial years.
 10. The **Target capital 14-19 Special Education Needs (SEN)** scheme is currently projecting a slippage of £4.815m, all of which relates to the need for scheme to be reprogrammed. The largest element of the budget is a scheme at Exeter House with an allocation of £5.00m. The project has experienced delays due to a SEN review which until results were confirmed did not detail the funding available to SEN projects in 2010/11. Now this has been finalised, the scheme can progress, but as a result it is likely most of expenditure will occur in 2011/12. The complex nature of scheme arising from the sensitivities associated with SEN schemes has contributed to pushing expenditure into future financial years.
 11. The **New Housing** scheme is currently projecting a slippage of £1.823m, all of which relates to the need for scheme to be reprogrammed. The largest element of the reprogramming relates to Pembroke Road Salisbury scheme which has experienced delays. Work was due to start on Site in March 2010 but this has been delayed until February 2011 due to issues with sale of the land to a developer. This has been resolved but the planning application for site is still be decided in October 2010, meaning a project commencement after this decision. As a result most of the expenditure will occur in 2011/12 financial year.
 12. The position of schemes are to be confirmed with budget managers and reprogrammed in future reports.

Main Considerations for the Council

- a) To note the current financial position of the 2010-11 Capital Budget.
- b) To note the budget changes in section 1 of Appendix B.

Environmental Impact of the Proposal

- 13. Wiltshire Council is preparing for its mandatory inclusion to the Carbon Reduction Commitment (CRC). The CRC is the UK's mandatory climate change and energy saving scheme, due to commence in April 2010. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It's calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint.

Equality and Diversity Impact of the Proposal

- 14. No equality and diversity issues have been identified arising from this report

Risk Assessment

- 15. The capital budget for 2010-11 has a number of potential risks arising from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the monthly reporting process. Members may wish to bear in mind that the capital programme has been set for three years and therefore risks will be appraised over the whole period (2010-11 through to 2012-13).

Financial Implications

- 16. These have been examined and are contained within the report.

Legal Implications

- 17. There are no legal implications arising from this report.

Michael Hudson

Interim Chief Finance Officer

Report Author: Lloyd Brown

Unpublished documents relied upon in the preparation of this report: NONE
Environmental impact of the recommendations contained in this report: NONE

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APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT PERIOD 5 (31 AUGUST 2010)

SCHEME NAME	DEPT	2010/11 BUDGET £m	EXPENDITURE TO PERIOD 5 £m	FORECAST OUTTURN SPEND £m	PROJECTED VARIANCE £m	PROJECTED VARIANCE ANALYSED	
						SLIPPAGE £m	(UNDERSPEND)/ OVERSPEND £m
Wellington Academy	DCE	14.077	4.449	14.077	0.000		
Salisbury Academy	DCE	0.940	0.179	0.828	(0.112)	(0.112)	
Extended Schools	DCE	1.422	0.444	1.422	0.000		
Additional Accommodation	DCE	7.678	0.178	2.474	(5.204)	(5.204)	
Access and Inclusion	DCE	1.366	0.046	0.843	(0.523)	(0.523)	
NDS Maintenance	DCE	2.761	0.433	2.650	(0.111)	(0.111)	
NDS Modernisation	DCE	1.622	0.066	1.622	0.000		
Devolved formula Capital	DCE	4.382	1.736	4.095	(0.287)	(0.287)	
DCSF Primary Capital programme	DCE	10.022	0.605	6.823	(3.199)	(3.199)	
Melksham Oak School	DCE	4.352	2.601	4.352	0.000		
DCSF Targeted Capital 14-19 SEN	DCE	7.340	0.193	2.525	(4.815)	(4.815)	
Other DCSF Initiatives	DCE	0.000	0.008	0.000	0.000		
Targeted Capital Food Technology General	DCE	0.916	0.287	0.916	0.000		
Targeted Capital School Kitchens General	DCE	0.929	0.929	0.929	0.000		
Other Projects New Schools	DCE	3.571	0.073	1.605	(1.966)	(1.966)	
Other Schools Projects - Expansions	DCE	2.287	0.021	1.338	(0.949)	(0.949)	
Other Schools Projects - Replacements	DCE	0.866	0.042	0.436	(0.430)	(0.430)	
DCSF 14-19 Diplomas reforms	DCE	0.696	0.617	0.696	0.000		
DCSF Information System Parents & Providers	DCE	0.000	(0.010)	0.000	0.000		
Sure Start early years	DCE	4.375	2.169	4.375	0.000		
LPSA PRG (DCE)	DCE	0.104	0.000	0.104	0.000		
Aiming High for Disabled Children	DCE	0.639	0.048	0.639	0.000		
Youth Projects	DCE	0.126	0.070	0.126	0.000		
DCE TOTAL		70.472	15.182	52.875	(17.597)	(17.597)	0.000
BMP/SAP	DOR	0.455	0.000	0.455	0.000		
LPSA PRG (Resources)	DOR	0.043	0.000	0.043	0.000		
Area Boards	DOR	0.345	0.119	0.345	0.000		
Revenue & Benefits Systems.	DOR	0.750	0.000	0.750	0.000		
OWTP	DOR	35.101	6.633	15.280	(19.821)	(19.821)	
Buildings repair & Maintenance	DOR	2.552	0.597	2.552	0.000		
The Shambles	DOR	0.380	0.000	0.380	0.000		
County Farms	DOR	0.050	0.001	0.050	0.000		
DDA Works	DOR	0.198	0.038	0.198	0.000		
Other DOR Initiatives	DOR	0.034	0.025	0.034	0.000		
DOR TOTAL		39.909	7.413	20.088	(19.821)	(19.821)	0.000
SCHEME NAME	DEPT	2010/11 BUDGET	EXPENDITURE TO	FORECAST OUTTURN	PROJECTED VARIANCE	PROJECTED VARIANCE ANALYSED	
						SLIPPAGE	(UNDERSPEND)/ OVERSPEND

APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT PERIOD 5 (31 AUGUST 2010)

		£m	PERIOD 5 £m	SPEND £m	£m	£m	OVERSPEND £m
LTP – Integrated Transport	DNP	4.490	1.143	3.990	(0.500)	(0.500)	
LTP – Maintenance of Principal/Non Principal roads Inc Bridges	DNP	13.328	6.026	13.328	0.000		
Additional Highway Maintenance	DNP	2.639	0.206	2.639	0.000		
Footways	DNP	0.249	0.000	0.249	0.000		
Land Drainage	DNP	0.473	0.187	0.473	0.000		
Highways Depot and office strategy	DNP	3.060	0.390	3.060	0.000		
Major Integrated Tr. Improvements	DNP	0.034	0.032	0.034	0.000		
Major Highway Improvements	DNP	0.541	0.006	0.300	(0.241)	(0.241)	
Waste Vehicles (Purchase)	DNP	2.068	0.191	2.068	0.000		
Leisure & Amenities	DNP	0.563	0.056	0.563	0.000		
Car Park Maintenance	DNP	0.000	0.000	0.000	0.000		
Waste Management	DNP	2.348	1.254	2.150	(0.198)	(0.198)	
LPSA PRG (TEL)	DNP	0.225	0.211	0.225	0.000		
Road Maintenance Vehicles	DNP	0.092	0.000	0.092	0.000		
Pest Control vehicles	DNP	0.015	0.015	0.015	0.000		
PTU Vehicles	DNP	0.000	0.000	0.000	0.000		
Other LHA Initiatives	DNP	0.000	0.000	0.000	0.000		
Corporate Carbon Reduction	DNP	0.500	0.135	0.500	0.000		
Consolidated IT System	DNP	0.350	0.000	0.350	0.000		
Tidworth Castledown	DNP	0.181	0.012	0.181	0.000		
Economic Development	DNP	2.221	0.011	2.221	0.000		
Disabled facilities grants Housing	DNP	3.035	0.849	2.800	(0.235)	(0.235)	
Corporate other housing grants	DNP	3.024	0.791	1.433	(1.591)	(1.591)	
Strategic Housing	DNP	3.003	1.821	3.003	0.000		
New Housing	DNP	7.301	1.144	5.478	(1.823)	(1.823)	
HRA	DNP	3.790	1.758	3.790	0.000		
	DNP TOTAL	53.529	16.238	48.942	(4.587)	(4.587)	0.000
Libraries, Heritage & Arts	DCS	1.188	0.149	0.744	(0.444)	(0.444)	
Adult Social Care Strategy & Commissioning - Older People	DCS	1.340	0.004	0.942	(0.398)	(0.398)	
Adult Social Care Strategy & Commissioning - Learning Disability	DCS	0.055	0.000	0.055	0.000		
Adult Social Care Strategy & Commissioning - Mental Health	DCS	0.796	0.035	0.629	(0.167)	(0.167)	
Resources Other	DCS	0.127	0.007	0.127	0.000		
Safer, Stronger Communities Fund	DCS	0.057	0.000	0.057	0.000		
	DCS TOTAL	3.563	0.195	2.554	(1.009)	(1.009)	0.000
TOTAL CAPITAL PROGRAMME 2010-2011		167.472	39.028	124.459	(43.014)	(43.014)	0.000

**CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES
WITHIN THE CAPITAL PROGRAMME**

Cabinet Meeting: 19 October 2010
 Financial Year: 2010/11

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc,etc which fund the addition, "

Project Name: NTA Money
 Budget Change: 2010/11 2011/12 2012/13
 80,000
 Funding Source: Grant
 Description: Implementation of an electronic Case Management System to support remodelling of adult treatment services into a new recovery orientated Integrated Treatment System.

80,000 Total Delegated Changes Approved by Section 151 Officer

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"

Project Name:
 Budget Change: 2010/11 2011/12 2012/13
 Funding Source:
 Description:

SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"

Project Name:
 Budget Change: 2009/10 2010/11 2011/12
 Funding Source:
 Description:

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Michael Hudson

SIGNED:

DATE: October 2010

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