Wiltshire Council
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# AGENDA

**Meeting**: **Environment Select Committee**

**Place**: **Kennet Room - County Hall, Trowbridge BA14 8JN**

**Date**: **Tuesday 12 April 2016**

**Time:** **10.30 am**

Please direct any enquiries on this Agenda to Natalie Heritage, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718062 or email natalie.heritage@wiltshire.gov.uk

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

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

**Membership:**

Cllr Brian Dalton
Cllr Dennis Drewett
Cllr Peter Edge (Vice Chairman)
Cllr Peter Evans
Cllr Jose Green
Cllr Jacqui Lay
Cllr Magnus Macdonald
Cllr Ian McLennan
Cllr Linda Packard
Cllr James Sheppard
Cllr Tony Trotman
Cllr Bridget Wayman (Chairman)
Cllr Philip Whalley

Substitutes:

Cllr Rosemary Brown
Cllr Trevor Carbin
Cllr Terry Chivers
Cllr Anna Cuthbert
Cllr Tony Deane
Cllr Nick Fogg MBE
Cllr Mike Hewitt
Cllr George Jeans
Cllr Bob Jones MBE
Cllr Ricky Rogers
Cllr Ian Tomes
Cllr Ian West

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# AGENDA

## PART I

### Items to be considered while the meeting is open to the public

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meetings** *(Pages 7 - 20)*

To approve and sign the minutes of the Environment Select Committee meeting held on 27 October 2015.

To approve and sign the minutes of the Environment Select Committee meeting held on 12 January 2016.

3 **Declarations of Interest**

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

4 **Chairman's Announcements** *(Pages 21 - 24)*

To receive the following announcements through the Chairman:

- Hydrocarbon Exploration – attached with the agenda
- Waste Contract – attached with the agenda
- A 303 Stonehenge Improvement – a verbal announcement to be provided
- Housing Board Annual Report – a verbal announcement to be provided

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so **at least 10 minutes prior to the meeting**. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

Questions

To receive any questions from members of the public or members of the Council

received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm** on **5 April 2016**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Leisure Services**

In May 2015 Cabinet approved that leisure be moved to be incorporated as a part of public health and, following this approval, the decision was made for community campuses to be established; where health, wellbeing, library and leisure facilities could be encompassed under one roof for the community.

A presentation on Leisure and the new structure, as well as the on-going plans for the future of the service, will be received at the meeting.

7 **Library Service** *(Pages 25 - 30)*

During the past year the library service has successfully remodelled mobile library services. This year it is developing a new community hub model at Calne Library; to increase access to the building and to enable more community use for events, activities and access to information, services and advice. If this new model is successful, it is intended to create the hub model at other suitable libraries across the county.

An update on the Library Service is attached for information and Officers will be present at the meeting, to answer any questions on the topic.

8 **Update on the Local Highways Investment Fund 2014 - 2020** *(Pages 31 - 76)*

Wiltshire Council is undertaking a major programme of investment in highway maintenance over six years, which is delivering a significant improvement in the condition of the county's highway network.

The programme is just reaching the end of its second year, and the report summarises the progress being made as well as proposals for 2016/17.

The following information has been included with the report:
Appendix 1 – Road Conditions by Area Board
Appendix 2 – Resilient Road Network
Appendix 3 – Outcome of HMEP Peer Review
Appendix 4 – Potholes and Carriageway Defects

9 **Budget 2016/17** *(Pages 77 - 92)*

The Committee is invited to consider the budget set for 2016/17 for the service areas within its remit (as detailed in the attached documents).

The Committee is requested to agree the way it wishes to monitor progress in delivering identified savings in these service areas, bearing in mind the work already undertaken by the Financial Planning Task Group.

10 **Resident Engagement Task Group** *(Pages 93 - 108)*

On 1 September 2015 Environment Select Committee received a briefing note on changes to the council's approach to resident participation and scrutiny arrangements. This followed a review of how well resident engagement and tenant-led scrutiny worked in practice, and whether the main residents' groups were achieving their objectives and demonstrating value for money. As a result, the Environment Select Committee established the Resident Engagement Task Group.

The Task Group has explored how well residents of Wiltshire have been able to engage with the Council to identify means of best practice.

The Committee is requested to consider the report of the Resident Engagement Task Group and endorse its recommendations.

11 **Task Group Update** *(Pages 109 - 114)*

Written updates on Environment Select Committee Task Group activity are attached, further verbal updates may be provided at the meeting by the Chair of Task Groups.

The Committee is requested to note the Task Group updates and consider any recommendations arising.

12 **Forward Work Programme** *(Pages 115 - 120)*

To note and receive updates on the progress of items on the forward work programme.

Under the revised Overview and Scrutiny (OS) arrangements there is now a single OS work programme controlled by the OS Management Committee, linked to priorities in the Business Plan.

Therefore it should be noted that, whilst any matters added by Members are welcome, they will be referred to the OS Management Committee for approval before formal inclusion in the work programme for the Environment Select Committee.

A copy of the Overview and Scrutiny Forward Work Programme for the Environment Select Committee is attached for reference.

13 **Urgent Items**

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

14 **Date of Next Meeting**

To confirm the date of the next scheduled meeting as 7 June 2016.

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# ENVIRONMENT SELECT COMMITTEE

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**DRAFT MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 27 OCTOBER 2015 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.**

**Present:**

Cllr Brian Dalton, Cllr Dennis Drewett, Cllr Peter Edge (Vice Chairman), Cllr Peter Evans, Cllr Jose Green, Cllr Jacqui Lay, Cllr Magnus Macdonald, Cllr Ian McLennan, Cllr Linda Packard, Cllr James Sheppard, Cllr Tony Trotman, Cllr Bridget Wayman (Chairman) and Cllr Philip Whalley

**Also Present:**

Carlton Brand, Cllr Chris Caswill, Cllr Terry Chivers, Cllr Tony Deane, Marie Gondlach, Cllr Alan Hill, Cllr Bob Jones MBE, Paul Kelly, Cllr Jeff Osborn, Fiona Rae, Cllr Jonathon Seed, Stephen Slater, Cllr Toby Sturgis and Cllr Philip Whitehead

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52 **Apologies**

There were no apologies for absence.

53 **Minutes of the Previous Meeting**

**Resolved:**

**To confirm as a true and correct record the minutes of the meeting held on 1 September 2015.**

54 **Declarations of Interest**

There were no declarations of interest.

55 **Chairman's Announcements**

The Chairman made the following announcements:

- **Fracking consultation response (Habitats Regulations Assessment)**

The Chairman drew attention to the robust response provided by Wiltshire Council to the consultation.

- **MiPermit**

The Chairman explained that Salt Lane Car Park had been identified as a site in Salisbury for the MiPermit trial. It was expected that the trials in Melksham, Royal Wootton Bassett, and Devizes would begin in February and the Salisbury trial would begin in March.

It was highlighted that there would be signage in each car park for the duration of the trial to advise members of the public how to contact Parking Services with any feedback and comments. The responses and car park occupancy data would be collated and further decisions would then be made on the potential of extending the trial.

- **HRC Traffic Management**

The Chairman read an update from the Associate Director for Waste and Environment. It was noted that opening times for the Household Recycling Centres (HRCs) had been publicised through the Communications Team and that this had included the use of local radio stations. However there had still been some traffic issues at HRCs probably caused by lack of awareness.

It was also explained that a series of measures had been introduced to relieve pressure to the HRCs including re-directing charities to transfer stations, on site direction of traffic by Hills' staff, and enforcement action against businesses attending HRCs.

The Chairman commented that the full response had been passed on to the Waste Task Group who would continue to monitor the traffic management at HRCs.

56 **Public Participation**

The Committee noted the rules on public participation.

57 **Energy Resilience Plan**

Louise Woollen, Development Officer, Green Economy, introduced the Energy Resilience Plan. It was explained that stakeholder engagement, including internal and external consultation, had been critical in the development of the Energy Resilience Plan. The Development Officer noted that there were four key action areas and that a detailed action plan was available in the Appendix to the Plan.

It was hoped to publish final document next month following comments.

It was explained that carbon emissions had been gradually reducing both locally and nationally. In addition, more efficient sources of energy had resulted in an overall reduction in the demand for energy.

It was highlighted the main source of carbon emissions in Wiltshire was electricity use in homes and businesses. It was also noted that transport accounted for 40% of emissions but that this was largely due to the size and rural nature of Wiltshire where personal vehicles were necessary for transportation.

The Development Officer drew attention to fact that Wiltshire was rated third in the South West region in terms of installed renewable electricity and heat capacity.

Members of the Committee enquired about the impact of the recent government changes to energy subsidies and the likely impact for solar parks. The Development Officer explained that the impact would be difficult to judge and that, although there would likely be a reduction in the installation of new renewable energy sources, other options were being investigated.

The Chairman highlighted that a key issue in Wiltshire was affordable warmth. The Committee raised concerns that a restricting factor was the connection points on the grid and commented that it would be beneficial to have more information about gas points in Wiltshire. The Development Officer explained that the Public Health team was doing some work in this area and that information gathering on this subject was being undertaken in association with the Energy Resilience Plan.

Following questions from the Committee, it was confirmed that there was a programme that installed biomass fuel into Wiltshire schools. At present, about 13 school buildings used biomass and a lot of work had been undertaken to ensure that the biomass had been sourced locally. It was also clarified that fracking was not covered in detail in the Energy Resilience Plan and explained that the Plan focused on the immediate short term.

The Committee expressed the importance of ensuring that the Energy Resilience Plan operated in harmony with all Wiltshire Council Plans, especially the Core Strategy, and the actions and decisions of central government.

Some members expressed concern that local community groups were no longer able to ensure returns on renewable energy projects. It was noted that the Energy Resilience Plan would support renewable energy groups through ongoing partnership work. It was explained that this would likely involve a number of avenues, including an investigation of funding at a European level. It was also noted that a government announcement on an alternative to the Green Deal was anticipated shortly.

It was clarified that the viability of ground source and air source heat was decided at a project level. The Energy Resilience Plan aimed to raise awareness of a number of technologies but to be technology neutral.

**Resolved:**

1. **To request an annual report on the Energy Resilience Plan.**

58 **Update on Street Lighting**

The Associate Director for Transport and Highways drew attention to the written report available in the agenda pack. It was highlighted that the changes to street lighting reductions had reduced energy consumption by almost 20% between August 2013 and August 2015.

Some members of the Committee commended the prompt action of officers in response to ongoing public consultation on the changes to street lighting.

It was noted that, in the case of new developments, lighting was provided by the developer but that Wiltshire Council was responsible for providing the electricity.

The Cabinet member for Highways and Transport explained that there had been public concern in about 3% of the changes to street lighting and that the majority of people in Wiltshire had welcomed the changes to street lighting as a sensible strategy in response to limited resources.

It was explained that about one third of street lights in Wiltshire used LEDs (Light Emitting Diodes). LED lights lasted longer and involved less maintenance than traditional street lights. It was noted that large scale installation of LED lighting in Wiltshire was very costly as it also involved a modification of street lighting columns.
The Committee expressed an interest in understanding better the use of S.106 monies and whether they could be used for street lighting, and if so how this could be done.

It was clarified that Wiltshire Council had been unsuccessful in securing Department for Transport Challenge Funding to improve the street lighting stock. It was noted that £275 million was available and that this had been oversubscribed by £1.4 billion.

**Resolved:**

1. **To note the update on Street Lighting.**

2. **To request further information on s.106 monies and how they could be used with regards to street lighting.**

59 **Wiltshire Local Flood Risk Management Strategy**

The Cabinet member for Housing, Leisure, Libraries, and Flooding explained that there had been fewer issues of flooding in the winter of 2014 when compared with previous years although there had been some flash flooding in September 2014. It was explained that Wiltshire Council was working well with all flooding partners and the Cabinet member commended the report to the Committee.

It was confirmed that the budget for the three flood working groups was controlled centrally had that the working groups had a clear understanding of how projects were prioritised.

It was noted that some local residents had concerns that the flood working groups met too often and that there was not a live action tracker online. The Cabinet member for Housing, Leisure, Libraries, and Flooding commented that regular attendees of the flood working groups considered the meeting frequency to be appropriate. It was also highlighted that parish councillors and partners could raise any issues through the Chairman in advance of the meetings.

Some members of the Committee commended the work of the flood working groups and encouraged parish representatives to attend when an issue of interest to their area arose. In relation to Sustainable Urban Drainage Systems (SUDS), the importance of long term maintenance was emphasised. It was confirmed that the Drainage Team considered the long term sustainability of any systems when consulting on planning applications.

It was highlighted that, following the flooding in September 2014, a report had been expected and the Cabinet member for Housing, Leisure, Libraries, and Flooding undertook to investigate progress on this issue. It was highlighted that flooding in early autumn was a different issue to prolonged flooding in winter. The Head of Highways Asset Management and Commissioning explained that where flooding was caused by a specific reason, Wiltshire Council was usually able to effect a prompt solution but that other issues were less clear and took several years to resolve.

The Cabinet member commented that flooding was likely to be a permanent issue in Wiltshire. The expertise of local residents in flooding issues was noted and the Cabinet member advocated the importance of local involvement.

It was noted that the Developers' Guidance Note did not include reference to the Wiltshire Council Core Strategy. It was suggested that the guidance should provide a clear statement that all developers are expected to comply with the Wiltshire Council Core Strategy. The Committee was informed that the full version of the Developers' Guidance was likely to be available shortly.

**Resolved:**

1. **To note the progress being made on managing flood risk in Wiltshire, and the work of the Operational Flood Working Groups, which have been particularly effective at working with local communities, the Environment Agency, and other organisations.**

2. **To note the development of the Groundwater Management Strategy and the Developers' Guides to augment the strategy set out in the Local Flood Risk Management Strategy.**

3. **To request that the annual report on the Local Flood Risk Management Strategy include information on Sustainable Urban Drainage Systems (SUDS).**

4. **To request an annual update be presented to the Committee.**

60 **Integrated Emergency Management Plan**

The Chairman introduced the Integrated Emergency Management Plan. The Committee's attention was drawn to the fact that, at its 8 September 2015 meeting, the Management Committee considered the new Wiltshire Council Integrated Emergency Management Plan, ahead of its adoption by Full Council. This Plan details the Council's policy on emergency planning, and how the Council would discharge its duties for major incidents, business continuity and recovery.

The Integrated Emergency Management Plan could be viewed in the Overview and Scrutiny Management Committee's agenda. The Management Committee recommended that the Environment Select Committee was aware of the purpose and content of the Plan when undertaking its work.

**Resolved:**

**1. That the committee remains aware of the Integrated Emergency Management Plan when undertaking its work.**

61 **Wholly Owned Subsidiary Rapid Scrutiny**

The Chairman explained that, on 8 September 2015, Cllrs Bridget Wayman, Peter Evans, and Magnus Macdonald took part in the Rapid Scrutiny Exercise, established by the Environment Select Committee, to consider the report on Future Delivery Model for the Repairs, Improvements and Maintenance of Council Owned Assets.

The outcome report of the Rapid Scrutiny Exercise was presented to Cabinet on 15 September 2015 was available in the Cabinet minutes on the Wiltshire Council website

It was explained that another Rapid Scrutiny Exercise was to be undertaken, prior to the formal start of the procurement process, to enable the scrutiny members to consider the details of the proposed Wholly Owned Subsidiary.

The Chairman highlighted that the recommendations included giving consideration to more than one contractor and the inclusion of an apprenticeship scheme in the Wholly Owned Subsidiary.

**Resolved:**

**To endorse the work done by the rapid scrutiny exercise.**

62 **Highways and Streetscene task group - early termination of the Highways and Streetscene Contract with Balfour Beatty Living Places**

Cllr Jeff Osborn, Chairman of the Task Group, explained that the Highways and Streetscene Contract had been terminated by mutual agreement. It was highlighted that the Audit reports had been made available after the Task Group meeting and the Chairman of the Task Group recommended closer working between Scrutiny and Audit in the future.

The Chairman of the Highways and Streetscene Task Group drew attention to the recommendations in the Task Group report and commended them to the Committee.

The Cabinet member for Highways and Transport drew attention to Recommendation 1 of the Task Group report and echoed the positive nature of scrutiny, the executive, and officers working in partnership. It was confirmed that the report proposed an extraordinary meeting of the Environment Select Committee in January in order to obtain the input of scrutiny before the new contract was taken to Cabinet in January. It was also clarified that Recommendation 5 of the Task Group report aimed to reflect the fact that highways issues were a priority for the public.

It was clarified that a Wiltshire Council lawyer had been involved in the drawing up of the Highways and Streetscene contract and had been a member of the project team throughout the process. It was also noted that the Legal Team was involved in all contracts entered into at Wiltshire Council. Some members requested a summary of key clauses in the Highways and Streetscene Contract for the next Committee meeting. The Chairman of the Task Group highlighted that issues of communication were dealt with under Recommendation 6 of the Task Group report.

It was confirmed that the quality assessment questionnaire had been sent out and that the European and UK Procurement Regulations were being followed. It was anticipated that the shortlist would be announced in mid-November; this would be followed by the tendering process.

**Resolved:**

**To endorse the recommendations from Task Group report:**

**1. To welcome the positive and open engagement with overview and scrutiny shown by the executive and officers in bringing reports to the Task Group and Environment Select Committee for discussion pre-Cabinet and the further opportunities for O&S involvement outlined in Recommendation 2.**

**2. Highways and Streetscene Task Group to meet in December 2015 and monitor the development of the tendering process and Environment Select Committee to hold an extraordinary meeting in January 2016 to consider the proposed contract decision.**

**3. To welcome the inclusion of Parish Stewards within the new Highways contracts.**

**4. To welcome the move away from an integrated model and towards more separated contracts for highways and amenities functions when they are retendered.**

**5. To note that the 2016/17 budget setting process will allow a considered and robust debate around what funding levels are needed to provide highways and amenities that meet expectations, particularly in service areas considered a priority by the public.**

**6. Arrangements for the delivery of highways and amenities services, both until and after new contracts commence in April 2016, are clearly communicated in order to maximise awareness amongst councillors, affected employees and the public.**

**7. Environment Select Committee and the Highways and Streetscene Task Group to be involved in the HMEP Strategic Peer Review to be held in the coming months.**

**8. O&S Management Committee to determine overview and scrutiny's involvement in the development of the My Wiltshire app as it becomes an increasingly important conduit through which residents can report a range of issues to the council.**

63 **Task Group Update**

The Chairman drew attention to the written updates available in the agenda pack.

Cllr Peter Evans, Chairman of the Public Transport Review Task Group, highlighted that the next meeting of the Task Group would take place on 17 November 2015, instead of 4 November 2015.

The Committee also noted that it would be beneficial for the Waste Task Group to investigate the impact of reduced Household Recycling Centres' hours and traffic management issues. It was also suggested that the Waste Task Group could investigate the impact of the new green waste collection service particularly in relation to flytipping.

**Resolved:**

**1. To agree the proposed membership of the Resident Engagement Task Group.**

**2. To ask the Waste Group Task Group to investigate the impact of reduced Household Recycling Centres' hours and traffic management issues and to investigate the impact of the new green waste collection service particularly in relation to flytipping.**

**3. To note the updates on Task Group activity.**

64 **Forward Work Programme**

It was explained that a meeting had taken place on 6 October 2015 regarding the Gypsy and Traveller Development Plan and that the position for consideration by the committee, or referral to task group, would be better known after January 2016.

**Resolved:**

**To note updates on the progress of items on the forward work programme.**

65 **Urgent Items**

There were no urgent items.

66 **Date of the Next Meeting**

An additional meeting would be organised to January 2016 to consider the proposed contract decision as recommended by the Highways and Streetscene task group (minute item 62).

The next ordinary meeting would take place at 10.30am, 16 February 2016 in the Kennet Room.

67 **Exclusion of the Press and Public**

**Resolved:**

**In accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 17 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

68 **Highways and Streetscene Contract**

The considerations of the committee have been recorded in minute item 62.

(Duration of meeting: 10.30 am - 1.20 pm)

The Officer who has produced these minutes is Fiona Rae, of Democratic Services, direct line 01225 718062, e-mail fiona.rae@wiltshire.gov.uk

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

# ENVIRONMENT SELECT COMMITTEE

## MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 12 JANUARY 2016 AT KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

**Also Present:** Cllr Simon Killane, Cllr Jonathon Seed, Cllr Alan Hill, Cllr John Noeken, Cllr George Jeans, Cllr Rosemary Brown, Cllr John Walsh, Cllr Tony Deane, Cllr Mike Hewitt, Cllr Jeff Osborn, Cllr Atiqul Hoque, Cllr Bob Jones MBE, Cllr Philip Whitehead and Dr Carlton Brand

1 **Apologies**

Apologies were received from Cllr Ian McLennan, Cllr Brian Dalton who was substituted by Cllr Trevor Carbin and Cllr Whalley, who was substituted by Cllr Anna Cuthbert.

2 **Declarations of Interest**

There were no Declarations of Interest.

3 **Chairman's Announcements and Date of the Next Meeting**

There were no announcements. The date of the next meeting was noted as being on 16 February 2016.

4 **Public Participation**

There were no questions or statements submitted in relation to the item to be discussed for this extraordinary meeting.

5 **New Highways Contract Award**

A report was introduced by the Cabinet Member for Highways and Transport, Councillor Philip Whitehead and Dr Carlton Brand, Corporate Director. The Cabinet Member praised the work of officers in appropriately and robustly preparing and tendering for the contract in as short a time as was possible since the termination of the previous contract.

Following the early termination of the Council's existing Highways and Streetscene contract with Balfour Beatty Living Places (BBLP), a procurement exercise had been undertaken for a new highways contract. The new contract would include the provision of routine highways maintenance, Parish Stewards, pothole repairs, winter gritting and the implementation of safety and Community Area Transport Group (CATG) schemes. The new contract was anticipated to start on 1 April 2016, and it was anticipated that annual expenditure through the contract was likely to be in the region of £15,000,000.

In response to queries, the report was corrected to confirm that although the new highways contract was a joint procurement exercise with Swindon Borough Council, there would be separate contracts between each Authority and the Contractor.

The Cabinet member, Cllr Philip Whitehead, also explained that 65-70% of services within the previous contract had been retained by the Council and would run for another four years, therefore the new contract award was for the remaining 30-35% of the services within the previous contract.

The committee then discussed the report raising points including the following:

It was noted that score weighting for assessing the tenderers on price and quality had been amended from the previous contract to give a greater emphasis on the quality of the offer, moving from a 70/30 split between price/quality to 60/40. The Committee welcomed the change.

Concern was raised over the amount of road closures that BBLP undertook in the past, in order to service the highways. It was explained that the current preferred new contractor had their own health and safety systems and thus, road closures would continue, if this was deemed appropriate when carrying out work on Wiltshire's highways.

The Committee sought and received from the Cabinet Member and Corporate Director assurance that performance on the new contract would be monitored closely from the commencement of the contract, and performance levels would continue to be published, with the contract including termination clauses if necessary. It was also confirmed full referencing and proper assessment of all those who had submitted tenders had been undertaken.

The Committee especially welcomed the emphasis given to the role of Parish Stewards as a co-ordinating role in the process for the new contract, and requested detailed specifications of what the role would entail, and that this be made available as widely as possible. The Committee also recommended that a guide for councillors on common maintenance issues and the level at which intervention could be authorised would be of assistance to councillors and parish councils in dealing with queries, which would also reduce some need for reporting matters to the council directly.

Lastly, some members queried the description in the report of Overview and Scrutiny involvement in the process as having been 'active', with appreciation that involvement prior to the decision had occurred, but that it had been limited in nature and contributed to only 5% of the scoring of the process, while welcoming the receipt of a report ahead of Cabinet's determination. The Cabinet Member acknowledged the query and stated the description would be amended accordingly.

The Cabinet member stated in response to queries that the KPIs for the new contractor would continue to be published. He also welcomed the opportunity for further discussions on the level of information that could be made available to councillors on service intervention levels.

6 **Exclusion of the Public**

***Resolved:*** **To agree that in accordance with Section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 7 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

**Reason for taking item in private:**

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

7 **New Highways Contract Award (Part II)**

The Committee received the confidential report on the new highways contract award along with a presentation on the key aspects from Peter Binley, Head of Highways Asset Management and Dr Carlton Brand, Corporate Director. Details were provided on the process and results of the evaluation of each company which had submitted a tender, and how the preferred bidder had been selected.

**It was resolved that:**

- **The Environment Select Committee accepts the recommendations of officers to Cabinet as detailed in the report.**
- **The Environment Select Committee wishes for all councillors to receive a detailed specification for the proposed parish steward role.**
- **The Environment Select Committee requests that all councillors are informed of all intervention levels in a summary format.**

- **At the next full Environment Select Committee meeting, the Committee will consider whether the Highways and Streetscene Task Group should continue in its present format and establish how Overview and Scrutiny will best monitor, as early as possible, the implementation of the new contract (including reviewing KPIs).**

(Duration of meeting: 15:00-16:34)

The Officer who has produced these minutes is Natalie Heritage, of Democratic Services, direct line 01225 718062, e-mail natalie.heritage@wiltshire.gov.uk

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

# *Chairman's Announcements*

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| **Subject:** | **Hydrocarbon Extraction (also known as fracking)** |
| **Officer Contact Details:** | **Alistair Cunningham, 01225 713203, alistair.cunningham@wiltshire.gov.uk** |

The Department of Energy and Climate Change (DECC) received 95 licence applications to explore for onshore oil and gas covering 295 'blocks' in England, Scotland and Wales, of which 159 blocks were further considered - four of these related to Wiltshire.

Wiltshire Council responded to the consultation from DECC on 29 September 2015; giving its considered views both on the consultation in general, as well as on the technical assessment carried out, with particular reference to the four blocks identified in the Wiltshire area.

The Oil & Gas Authority granted four Petroleum Exploration and Development Licenses (PEDL) for Wiltshire. These licenses contain conditions which prohibit all or specific activities in parts of the block, to protect ecological sites.

The award of a PEDL does not of itself give permission for operations to begin. The necessary planning and regulatory consents will be required before development can take place. All proposals will be scrutinised by the Environment Agency, and by the Health and Safety Executive (HSE).

The licenses do not grant planning permission which is the role of either the Government, or Wiltshire Council as Mineral Planning Authority, should an application be called in. Wiltshire Council, as Mineral Planning Authority, has not received a planning application to date, nor has the Council been contacted by the company concerned regarding their license applications.

Following the granting of the PEDL, a motion on hydrocarbon extraction was put forward from Councillors Jeff and Helen Osborn at Full Council on 23 February 2016, which was referred to Overview and Scrutiny.

On 1 March 2016, the Overview and Scrutiny Management Committee requested that officers undertake an investigation into hydrocarbon extraction; to include technical explanations of the process, current national policy and the process of decision making; in particular, what functions are devolved to local authorities or retained at a national level and what policies are in place in Wiltshire Council, in relation to this issue.

Further information on hydrocarbon exploration is found in the following Briefing Notes:

- Briefing Note 252 – Habitat Regulations Assessment
- Briefing Note 257 – Habitats Regulation Assessment
- Briefing Note 270 – Consultation Surface Development Restrictions
- Briefing Note 271 – Oil and Gas Licensing

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# *Chairman's Announcements*

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| **Subject:** | **Contract for the Provision of Waste Recycling and Disposal Services (Waste Contract)** |
| **Officer Contact Details:** | **Tracy Carter, Associate Director Waste and Environment, tel: 01225 713258, e-mail: tracy.carter@wiltshire.gov.uk** |

On 21 July 2015, Cabinet resolved to award contracts to Hills Waste Solutions for:

- Lot 1 (materials recovery facility for dry recyclable materials)
- Lot 3 (garden waste composting) and
- Lot 4 (landfill or landfill diversion)

On 19 January 2016, Cabinet resolved to award contracts to Hills Waste Solutions for:

- Lot 2 (management of nine council owned household recycling centres) and
- Lot 5 (waste collection including the co-mingled collection of dry recyclables with separate glass - black boxes will be used solely for glass collection and blue lidded bins will take all other recyclables including a wider selection of plastics.)

All contracts would start from August 2017 and would run for eight years with the option for the council to extend each contract by a further eight years.

The contract award means that employees of Wiltshire Council involved in the operation and delivery of the waste collection services may be subject to TUPE (Transfer of Undertakings Protection of Employment).
The Council would work in partnership with Hills Waste Solutions, its current contractors, and the trade unions to support staff and keep councillors fully informed throughout the process.

On 9 February 2016, Cabinet delegated authority to the Associate Director Waste and Environment in consultation with the Cabinet Member for Waste and the Associate Director Legal and Governance to extend the Contract for the Provision of Waste Recycling and Disposal Services with Hills Waste Solutions until 31 July 2017.
This was to enable the Council to maintain service delivery for residents, to comply with its statutory duties to collect and dispose of waste and to continue to progress towards achieving statutory targets until new contracts commence on 1 August 2017.

The Waste Service Changes task group will monitor the implementation of the council's Mobilisation Plans (for lots 2 and 5) preparing for the commencement in August 2017 of new contracts for waste collection and HRCs. The Associate Director Waste and Environment attended a meeting of the task group held on 31 March and provided an update on mobilisation for all five contracts (Lot 1 to Lot 5). This will be reflected in the report of the task group to the committee.

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**Wiltshire Council**

**Environment Select Committee**

**12 April 2016**

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**Subject:** **Library Service briefing**

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

**Key Decision:** **No**

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**Executive Summary**
This report provides the committee with a briefing on the library service, the level of spending on stock, and the position on accepting donations of books.

During the past year the library service has successfully remodelled mobile library services and this year is developing a new community hub model at Calne Library to increase access to the building to enable more community use for events, activities and access to information, services and advice. If this new model is successful it is intended to create the hub model at other suitable libraries across the county.

Libraries recognise the need to change to reflect community needs and to be more sustainable in the future.

Currently the number of visitors to libraries is increasing, yet the number of people borrowing books and DVDs is decreasing. The visits are predominantly to participate in events, activities, to study, research and to access information.

**Name of Director**
Laurie Bell

**Wiltshire Council**

**Environment Select Committee**

**12 April 2016**

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**Subject:** **Library Service Briefing**

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

**Key Decision:** **No**

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## Purpose of Report

1. This report provides the committee with a briefing on the council's library service including an update on specific questions asked regarding the level of spending on stock, and the position on accepting donations of books.

## Main considerations

### Introduction and background information

2. Wiltshire Council has a statutory responsibility to provide a library service to all who live and work in Wiltshire. The council currently meets this requirement through a network of 31 static and 3 mobile libraries and a range of online services.

3. Libraries in Wiltshire are safe, neutral places that can be used by anyone. They help people to develop new skills, get online, access information, support learning and literacy and promote a love of books and reading in children. Libraries are key to helping the council to deliver its vision to build stronger and more resilient communities. Libraries offer safe space where communities can participate in learning and events and activities as well as access information, advice and support to assist with their general wellbeing. Libraries promote and encourage volunteers and with the support of more than 750 the council has been able to sustain this valuable service.

4. The library service also has an important role in supporting digital literacy and provides the access to online services and resources for those who do not have use of a computer. Library staff are skilled in supporting the move to accessing services digitally by default and the government's assisted digital programmes. Library staff are trained to help claimants access Universal Credit and Universal Jobmatch. Libraries also improve digital literacy through short courses and technology clubs, many in partnership with Learning Curve and Wiltshire Online.

**Mobile library review**

5. A review of mobile library services took place in 2015 as part of delivering corporate savings targets (£114K). Following extensive consultation with the local communities the mobile libraries were reduced from four to two.

6. New timetables with stops occurring monthly and fortnightly, rather than fortnightly and weekly were introduced and 245 (of the original 267) stops were retained (90%). 94% of mobile users surveyed said they would continue to use the revised service.

**Volunteers**

7. Wiltshire is a national leader in this field with the highest level of volunteering within both the regional and nearest neighbour groupings, and one of the highest levels of volunteer support in the country.

8. In total, 758 volunteers support the service in a variety of roles; 335 Community Library Volunteers, and 423 volunteers helping to extend our service offer with the homes service, summer reading challenge, rhyme times, and as computer buddies. In 2014/15 the service recorded 26,938 volunteer hours.

9. The ten smallest libraries in Wiltshire are operated by Community Library Volunteers. A further six operate a hybrid system with some staffed sessions and some volunteers sessions. Wiltshire Council continues to provide stock, self-service machines, IT, buildings costs, and some staff support to these volunteer operated libraries.

10. A new model of volunteer support where volunteers work front of house alongside staff in larger libraries is being piloted at the new Springfield Community Campus. This model will be adopted in other libraries as part of a service review to improve efficiencies and implement a management approach that is in line with organisational requirements.

**Opening hours and usage**

11. Since becoming a unitary council in 2009, Wiltshire has kept all of its static libraries open and operating and has not reduced opening hours since a service review in 2011. New libraries have opened in campuses/hubs in Trowbridge and Corsham and offer longer opening hours. All opening hours can be found on the library service website at http://www.wiltshire.gov.uk/librarylocations.htm

12. Usage of libraries is shown below. Active users have used their library card for any purpose in the preceding 12 months (e.g. borrowed a book or used a computer).

| | 2012/13 | 2013/14 | 2014/15 | % change |
|---|---|---|---|---|
| Loans | 2,496,382 | 2,351,195 | 2,220,016 | -11.1% |
| Visitors | 1,870,443 | 1,834,615 | 1,852,475 | -1.0% |
| Registered members | 205,728 | 203,196 | 200,889 | -2.4% |
| Active users | 101,953 | 100,393 | 102,981 | 1.0% |

Registered membership is 197,829 (42% of the county's population).

29% of active library users are aged 0-14.The service plays important role in supporting educational attainment and reading development through initiatives such as the annual Summer Reading Challenge which last year had 9,000 participants.

13. Wiltshire is just above the regional average for number of active borrowers and book issues per 1,000 population, and just below for number of visitors for library purposes per 1,000 population. Although there is a national trend towards a reduction in loans, Wiltshire still loans 4,154 books per 1,000 population compared with the national average of 3,483.

14. Salisbury Library is the second busiest library in the south west region for number of items borrowed, having issued 308,860 items in 2014-15.

15. Although library loans are declining, visitor figures remain reasonably stable and in some libraries; particularly Corsham and Trowbridge numbers have increased. The way people use libraries is changing, as well as borrowing books the purpose of a visit may be to participate in an event or activity, to study/research or to make use of the free internet connection. In October 2015, the library service took part in the national Chartered Institute of Public Finance and Accountancy (CIPFA) survey of library users. The table below gives the survey finding on what the public use Wiltshire's libraries for:

| | |
|---|---|
| Health and well being | 31.4% |
| Family/relationships | 18.5% |
| Meeting people | 25.1% |
| Study/learning | 43.0% |
| Getting online | 21.0% |
| Personal finance/consumer matters | 6.4% |
| Job seeking | 7.1% |
| Your job | 7.8% |
| Your retirement | 20.3% |

**Health and wellbeing centres (formerly campuses) and hubs**

16. The library at Springfield Community Campus is performing well following its opening in 2014. Visitors have increased by 56% and issues (books, DVDs etc) have increased by 38%.

17. Work is currently underway to develop a community hub in Calne Library. A building management system will be installed to allow the building to be programmed to open and close securely and be fully utilised by the local community outside of the current library opening hours. Libraries will move into new campus sites in Tisbury in 2016 and Melksham in 2018.

**Budget 2016/17**

18. Libraries, Heritage and Arts will deliver savings of 25% in 2016/17 as part of the overall organisational savings of £25 million. This will be achieved through a management restructure, back office savings, and a £250k (48%) reduction in the stock fund from £517k to £267k. The £250k reduction in the stock fund is expected to be for one year, it will be restored fully or in part next year. After essential non lending stock spend, the service will have £141,494 to spend on lending books. The essential non lending stock spend relates to: items purchased for income generation e.g. DVDs, reference materials, newspapers, online information services, catalogue data, interlending service subscriptions, RFID tags and other acquisitions costs.

    Although savings need to be delivered the council will retain all its static libraries. New models for delivering the service are being tried to ensure future sustainability of this valuable service.

19. The library service currently holds 585,680 items of stock. This includes reference items and the performing arts collection. To allow for a replacement rate of 12.5% for lending stock, based on an average shelf life of 8 years, the service needs to purchase 51,000 books per year. The reduced stock fund will mean approximately 16,250 books can be purchased.

**Donations**

20. Donations of recently published material in good condition are actively sought. Information on donations is available on the library website and via posters displayed in all libraries. In the 12 months to January 2016, the service added almost 5,000 donated items (this compares with 43,000 items purchased in 2014/15).

21. Whilst donations of stock are welcome they are not a substitute for a planned profile spend. The selection of stock donated is random and cannot alone provide the range and quantity the service requires to meet the diverse needs of library users and to keep the stock current.

**Customer satisfaction**

22. The library service is highly rated by its customers with 98.3% rating the standard of customer care as good or very good. The table below shows the results of the CIPFA customer satisfaction survey undertaken in 2015.

| | % of respondents who responded very good or good |
|---|---|
| What do you think of the library opening hours | 89.0% |
| What do you think of the attractiveness of the library outside | 74.3% |
| What do you think of the attractiveness of library inside | 91.0% |
| What do you think of the standard of customer care | 98.3% |
| What do you think of the choice of books | 80.1% |
| What do you think of the physical condition of the books | 91.6% |
| What do you think of the computer facilities | 77.6% |
| What do you think of the information provision | 85.1% |
| Overall, what do you think of this library | 94.6% |

**Recommendation**

That the Committee note the update listed in the report.

**Laurie Bell**
**Associate Director, Communities and Communications**

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Report Author:

Joan Davis, Head of Libraries, Heritage & Arts (joan.davis@wiltshire.gov.uk)

31 March 2016

**Background Papers**

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

None

**Wiltshire Council**

**Environment Select Committee**

**12 April 2016**

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**Subject:** **Local Highways Investment Fund 2014 – 2020**

**Report Author:** **Parvis Khansari, Associate Director Highways and Transport**

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**Executive Summary**

Wiltshire Council is undertaking a major programme of investment in highway maintenance over six years, which is delivering a significant improvement in the condition of the county's highway network.

The flooding in 2013/14 had an adverse effect on road conditions, but the additional investment through the Council's 'Local Highways Investment Fund 2014 – 2020' has arrested this deterioration, and the county's road conditions continue to improve.

The investment has been targeted at those roads in worst condition, and includes minor roads as well as the main roads. The programme is just reaching the end of its second year, and has already seen a substantial amount of work completed, and an improvement in road conditions.

In 2016/17 it is proposed to increase expenditure on treating the smaller sites, many of which have been outstanding for some time, and to reduce the number of larger surfacing sites.

The length of classified road in poor condition has approximately halved since 2009, and the current programme of work is expected to see further improvements in the future. There are some variations between the condition of roads in different area boards, which it is intended to address in future years (see **Appendix 1**).

The Council is in the process of identifying a 'Resilient Road Network' (see **Appendix 2**), which will form the core network where specific measures would be considered in order to ensure the continuing availability of this route in extreme weather conditions.

The highways service has recently undergone a Peer Review. This was undertaken as part of the Highways Maintenance Efficiency Programme (HMEP), which is funded and supported by the Department for Transport. It involved officers and members from other authorities visiting the Council and, through interviews and focus groups with members and staff, reviewing the highway service.

The outcome of the Peer Review was very positive (see **Appendix 3)**. An action plan is being developed for discussion with the Peer Review team, and progress on implementing the recommendations will be reported to this committee in the future.

Wiltshire Council has an extensive programme of road resurfacing, but with a backlog of maintenance required on the road network nationally, it is necessary to make localised repairs of potholes and defects to keep the roads safe. The standards applied when inspecting defects are set out in the Highways Inspection Manual and summarised in a briefing note (see **Appendix 4**).

**Proposals**

The Committee is asked to note:

(i) the work completed so far in connection with the 'Local highways Investment Fund 2014 – 2020', and the progress being made in improving the county's roads;

(ii) a further report will be made to the Environment Select Committee in October regarding road conditions in the county, and work carried out in each Area Board;

(iii) the proposed 'Wiltshire Resilient Road Network';

(iv) the positive results of the recent HMEP Peer Review, and that progress on implementing its recommendations will be reported to a future meeting of this Committee.

**Reason for Proposal**

Wiltshire Council has a major programme of investment in highway maintenance over six years, which is already delivering a significant improvement in the condition of the county's highway network.

The identification of a resilient network will help consideration of future measures required to ensure the availability of the route in adverse weather conditions and other incidents.

**Dr Carlton Brand**
**Corporate Director**

**Wiltshire Council**

**Environment select Committee**

**12 April 2016**

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**Subject:** **Local Highways Investment Fund 2014 – 2020**

**Report Author:** **Parvis Khansari, Associate Director Highways and Transport**

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## Purpose of Report

1. To advise the Committee regarding progress on Wiltshire Council's Local Highways Investment Fund 2014 – 2020, and to review the proposed resilient network.

## Relevance to the Council's Business Plan

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

## Background

3. Expenditure on highways maintenance declined substantially during the 1990's, and there was underinvestment in roads maintenance nationally for many years. There was an increase in spending from 2000/1, with the introduction of Local Transport Plan funding, but there was still a large backlog of maintenance required on the network.

4. In 2014 Wiltshire Council started a major programme of investment in highway maintenance over six years to bring about a significant improvement in the condition of the county's highway network.

## Main Considerations for the Council

Local Highways Investment Fund 2014 - 2020

5. The Council's additional investment in road maintenance is initially being targeted at those roads in worst condition, and includes minor roads as well as the main roads. Assessments based on road safety information and road condition data has been used to prepare annual lists of priority sites for treatment which are presented annually to the Area Boards for consideration.

6. The principles of asset management are being applied to the county's road network in order to ensure there is timely intervention to make best use of the resources available. This includes carrying out a programme of surface dressing to prevent to deterioration of the rural network.

7. Some roads need to be treated as priorities in order to address skid resistance and safety problems. As well as addressing the roads in worst condition, improvements are being made to the drainage and footways to bring them up to standard.

8. Following the decision to terminate the highways contract with Balfour Beatty Living Places (BBLP) last year, the road surfacing sub-contracts were transferred to the Council to ensure the continuing delivery of the road maintenance and resurfacing service. The new contractual arrangements enabled the Council to establish a direct contract with the surfacing sub-contractors. This has seen an improvement in service with more certainty of delivery with a good quality of work.

9. The change in contract arrangements involved a number of staff in the reprocurement process. As a result, the circulation of proposed road maintenance information to the Area Boards this year was later than would have been wished. Arrangements are now being made to prepare the proposed list for 2017/18 to enable more time for consultation.

10. An area where delivery has improved significantly in recent months is with regard to the smaller sites where there is localised damage and potholes. These can be particularly difficult because they often need road closures and diversions to enable the works to be carried out safely. Programming these works, and integrating them with works by other on the network, is a challenge, but good progress is now being made.

11. It is proposed to increase the budget for this type of work in 2016/17 in order to address some of the smaller sites which it has not been possible to progress in recent years. It is intended that the local Highways staff will have greater input in identifying priorities, potentially with the CATGs also being involved. The procedures will be developed in more details over the next few months.

12. Unfortunately, during 2015/16 there were a number of sites which it was not possible to complete. These were primarily surface dressing sites, sometimes referred to as ‘tar and chip’, which is a cheap cost effective way of treating rural roads. However, it does need the underlying road structure to be in good condition as it provides a thin surface to improve skid resistance and seal the road construction, but does not add significantly to the strength to the road.

13. In the event the extent of structural repairs required on some of the minor roads proved larger than anticipated, mainly because of the effects of weather and underlying ground conditions. Consequently, some surface dressing sites had to be deferred into this year. The process has to be carried out during a short period in the summer, and it was not possible to complete the full programme of works last year. This mainly affected roads in rural areas, and the intention is to complete these sites in 2016/17.

14. There were also a few sites which had to be postponed because of public utilities work. This was to avoid the road being dug up soon after being laid. The intention is that that any public utility mains and cables should be laid completed before the road is resurfaced.

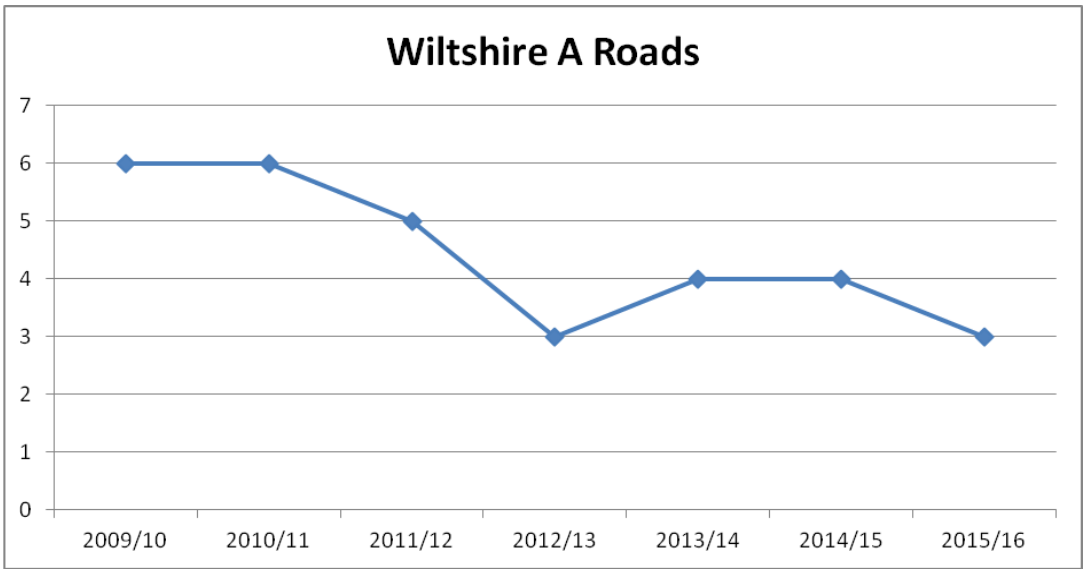
15. It is proposed that a report should be brought to the Environment Select Committee in October, detailing the progress to date in more detail and the effects of the work completed and likely future priorities. This will include a summary of the schemes reprogrammed this year in connection with the surface dressing programme, and information on road treatments in each Area Board.

Condition of Roads in Wiltshire

16. The condition of classified roads is measured by technical surveys carried out using vehicle mounted laser scanners to a methodology established by the Department for Transport (DfT). These reflect the overall road condition and have been reported as National Indicators for a number of years.

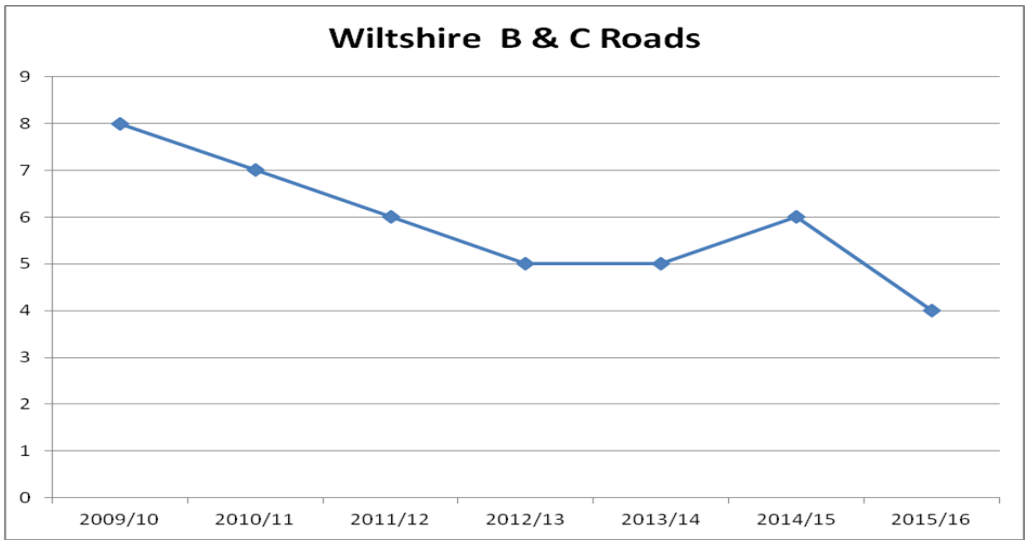
17. The condition of the classified roads in Wiltshire has improved considerably since 2009/10. The flooding in 2013/14 clearly had an adverse effect on the road network, but the additional investment through the Council's Local Highways Investment Fund has helped stem this deterioration.

18. The investment made by the Council over the years has seen a reduction in the length of A Class road where treatment should be considered:




Percentage of A Class Roads in Wiltshire in poor condition

19. The B and C class roads have also improved. There has been a reduction in the percentage of road where treatment should be considered in recent years:




Percentage of B and C Class roads in Wiltshire in poor condition

20. The condition data on the unclassified roads is not as robust as for the classified roads, but indications are that these roads are also starting to improve. Data is being collected on the unclassified road network using the same methodology as for the classified roads, but this will take a few years to achieve the same level of detail. At present about 20% of the unclassified network is assessed using this method. Initial analysis of this data indicates that approximately 6% of the surveyed unclassified network is in poor condition.

21. The road conditions in Wiltshire have been compared to other south-west counties. Conditions of the A class roads in Wiltshire, based on the 2013/14 figures published by DfT, are broadly similar to those in Dorset and Somerset, but not as good as those in Devon and Cornwall. The B and C Class roads, which are an important part of the network in Wiltshire, have been better than those of the adjoining counties for a number of years.

22. An assessment has been made of road conditions for each Area Board (see **Appendix 1**). There are some variations between the road types and geographical area, and these will be taken into account in developing the future programmes. However, overall the condition of the county's road network compares favourably with many other highway authorities.

Resilient Road Network

23. The major maintenance work is improving the condition of the highway network and making it more resilient to extremes of weather. The flooding during 2014 affected a number of key routes in the county, and there is a need to identify a core network where specific measures should be considered in order to ensure the continuing availability of the route.

24. The Council already has an identified network of main roads which is the priority to keep open in the event of an extreme snow event. This comprises the busiest main roads, and is about 10% of the network. Once these have been cleared other roads are then treated in accordance with local priorities and conditions. There is a much more substantial network of roads which is subject to precautionary salting when ice is forecast.

25. It is proposed that the core network (see **Appendix 2**) should be designated the 'Wiltshire Resilient Road Network', and should be reviewed to determine whether specific measures are necessary to ensure its continued availability in adverse weather conditions of all types.

26. Any comments on the proposed resilient network, or areas of concern, would be appreciated, especially with regard to any sections of the route which may be considered particularly vulnerable. The proposed network has been included in a recent report to the Area Boards to allow local comments to be made.

27. Extending the length of roads to be included in the core network would not be feasible because of resource limitation with regard to snow ploughing or specific works to improve resilience. If the proposed resilient network is too large it could divert funding away from other roads on the network.

Peer Review

28. The highways service has recently undergone a Peer Review. This was undertaken as part of the Highways Maintenance Efficiency Programme (HMEP), which is funded and supported by the Department for Transport. It involved officers and members from other authorities visiting the Council and, through interviews and focus groups with members and staff, reviewing the highway service.

29. The Peer Review Team included representatives from Surrey, Oxfordshire, Gloucestershire, Dorset and Kent County Councils and from the LGA. The outcome of the Peer Review was very positive (see **Appendix 3**).

30. The review identified that services strengths are:

(a) There is strong political and officer leadership.
(b) Members support the service, and have a positive relationship with officers.
(c) Communities are involved in decision making with CATGs allowing local ownership, decision making and influence.
(d) Highways is a lean organisation with many skilled and knowledgeable people.
(e) Contract termination and challenging procurement and transition was managed effectively.
(f) Work done on asset management so far recognised.
(g) Positive intent by staff and partners/contractors to make the service successful.

31. Areas for consideration include:

(a) Aligning strategic vision with corporate outcomes.
(b) Capacity review, staff development and succession planning.
(c) Significant short term challenge with contract mobilisation, change management and increased capital programme.
(d) application of asset management to all assets.

32. The review identified a number of key strengths of the service in connection with highways asset management, and reported that:

(i) The case has been successfully made for investment in the infrastructure and in an asset management approach/methodology.

(ii) The development of long-term depreciation modelling has started for key assets.

(iii) Realised opportunity to create benefits for communities from being a unitary authority:

- Asset transfer and service delegation project,
- Communities involved in decision making through Area Boards.

33. The review recommended that a performance management framework should be developed, and that depreciation modelling should be rolled out to all assets to enable longer term programmes.

34. The recommendations of the review will be developed into an action plan for further discussion with the Peer Review Team shortly. Progress on implementing the recommendations of the Peer |Review will be reported to a future meeting of this Committee.

Potholes and Carriageway Defects

35. Wiltshire Council has an extensive programme of road resurfacing, but with a backlog of maintenance required on the road network nationally, it is necessary to make localised repairs of potholes and defects to keep the roads safe. The standards applied when inspecting defects are set out in the Highways Inspection Manual and summarised in a briefing note (see **Appendix 4**).

**Safeguarding Implications**

36. Does not apply.

**Public Health Implications**

37. Increased investment in road maintenance has benefits for public health. The improved road surfaces, better skid resistance and associated safety improvements help reduce the numbers killed and injured on the road network. These improvements complement the other measures to improve road safety, such as traffic calming and speed limits, being introduced through the Local Transport Plan funding and the Community Area Traffic Groups.

38. The improved road surfaces, particularly on the minor urban roads, will be of benefit to cyclists and pedestrians. At present the condition of some of the urban roads may discourage cycling as cyclists are adversely affected by poor road conditions and uneven or damaged surfaces. The current investment supports the strategy to encourage cycling as set out in the Local Transport Plan.

39. Roads in poor condition in urban areas can result in disturbance and noise for residents, especially on busier routes carrying heavy goods vehicles at night. Better road surfaces should result in reduced background noise in residential areas, with potential mental and physical health benefits.

40. The Council monitors road collision data in order to focus safety improvements at those sites with the worst accident records. With the additional funding this process will continue, and where appropriate other alterations to signing, drainage, street lighting or road markings could be incorporated into resurfacing work and schemes to improve safety.

**Environmental and Climate Change Considerations**

41. The road network is particularly vulnerable to the effects of climate change. In the past we have seen the effects of a series of severe winters which have resulted in damage to the roads and an increase in the number of potholes. In early 2014 flooding damaged a number of roads in Wiltshire, and increased deterioration, and last winter was particularly wet causing damage to road surfaces.

42. In the longer term a more robust highway network, with roads in better condition, would require less reactive maintenance and reduced travelling to respond to potholes and localised defects. A planned maintenance regime enables the traffic disruption to be kept to a minimum. With unplanned maintenance the delays to traffic and associated fuel consumption could be considerable.

43. The identification of a Resilient Road Network for the county will help identify the key areas where measures may be required to ensure the continuing availability of main routes in extreme weather conditions.

**Equalities Impact of the Proposal**

44. The improvements in road safety anticipated with increased investment in road maintenance would be expected to benefit all road users, but especially the more vulnerable, including pedestrians, cyclists and other non vehicle users.

45. The highway network is important to local businesses, and to public transport operators. The delays due to un-programmed maintenance and road repairs have been identified as concerns by local businesses. The high profile programme of works to address road conditions will help send the message that transport is important in Wiltshire and could help to promote inward investment and job creation.

**Risk Assessment**

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

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

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

48. The risks to the Council from lack of road maintenance are in terms of claims against the Council as the result of accidents, or in extreme cases prosecution as a result of particular incidents. As well as the safety and cost aspects, there are also significant reputational implications of such events.

49. Not carrying out highway maintenance would lead to declining public satisfaction in the future as road conditions remain the same and no progress is made on improving them.

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

50. There is a risk that the current programme will not deliver the improvements in road condition anticipated. This risk will be managed by using the technical data to focus the necessary investment on those sections of road where work is required to meet safety requirements, and on those places where it would improve road conditions the most. Effective asset management will reduce this risk and make sure the investment is effective.

51. There is a risk that the investment will not increase public satisfaction with the service. In view of the initial results from those authorities which have made a substantial investment it would appear that satisfaction levels will improve with the investment.

**Financial Implications**

52. The Council's approved budget has included increased investment to deliver the Council's Business Plan with regard to road maintenance. This has been £21 million for the past two years, with a further £3 million for bridge maintenance. This investment above the Local Transport Plan (LTP) funding levels provided by government is making a significant improvement to the condition of the highways asset.

## Legal Implications

53. The Council has a duty under the Highways Act to maintain the county's roads. The highway inspection procedures, policies and improvement plans ensure that this duty is fulfilled. The increased investment and improved road conditions is helping the Council meet its responsibilities with regard to road maintenance.

## Options Considered

54. The Council reviews its proposed road maintenance programme annually in order to make best use of the latest information and take into account deterioration of the road conditions because of weather or other factors.

## Conclusions

55. The conditions of the road network are important to the public, and this is reflected through the People's Voice and National Highways and Transportation surveys.

56. In Wiltshire there has been expenditure above anticipated LTP funding levels in Wiltshire which is improving the condition of Wiltshire's highway network. The Highways Investment Fund 2014 – 2020 over the six years will provide a significant improvement to the condition of the network, including improving the condition of the unclassified roads, and improving safety on the classified roads.

**Parvis Khansari**
**Associate Director Highways and Transport**

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Report Author:
**Peter Binley**
Head of Highways Asset Management,
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## Background Papers

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

## Appendices

Appendix 1 – Road Conditions by Area Board
Appendix 2 – Resilient Road Network
Appendix 3 – Outcome of HMEP Peer Review
Appendix 4 – Potholes and Carriageway Defects

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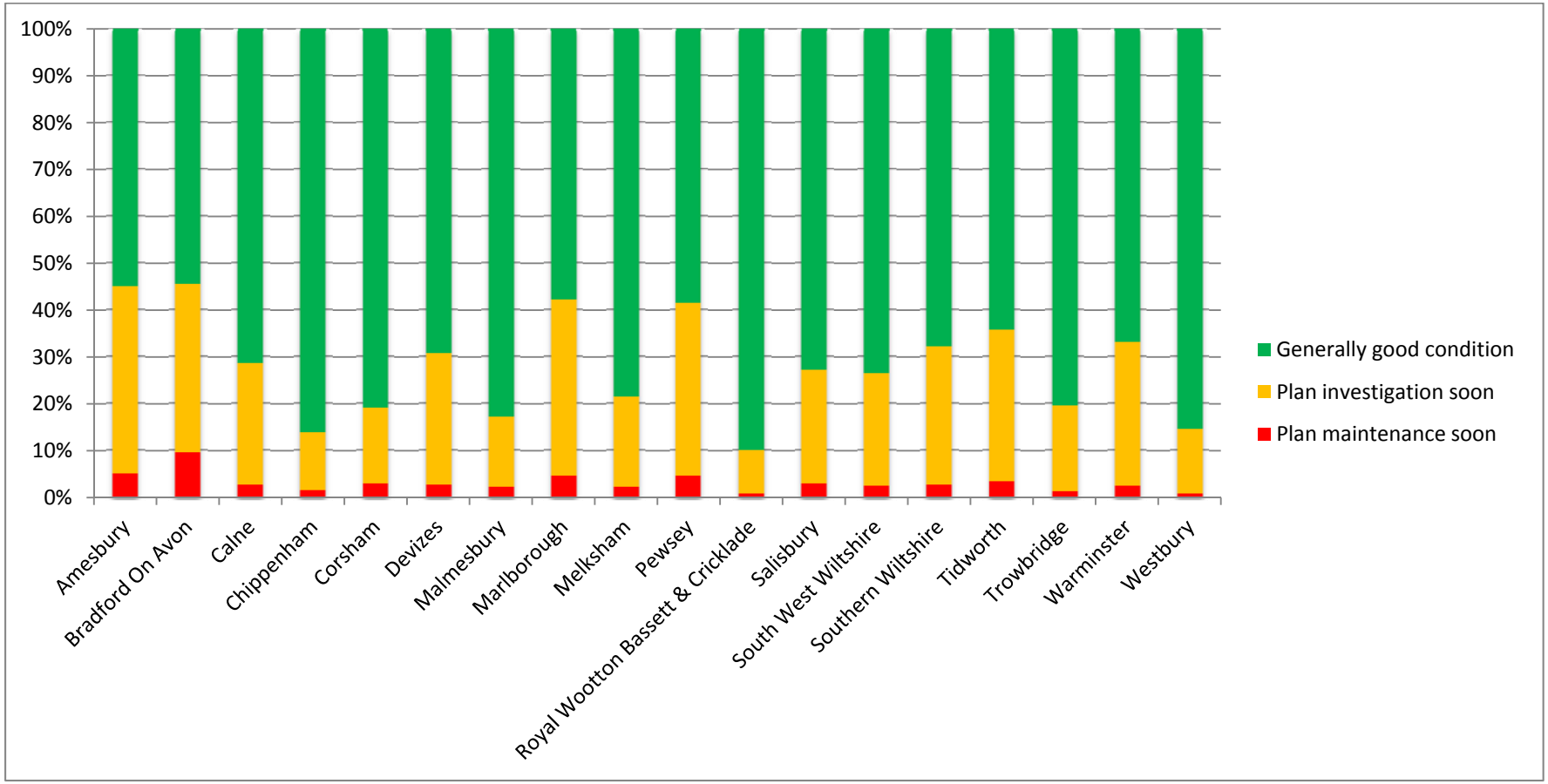
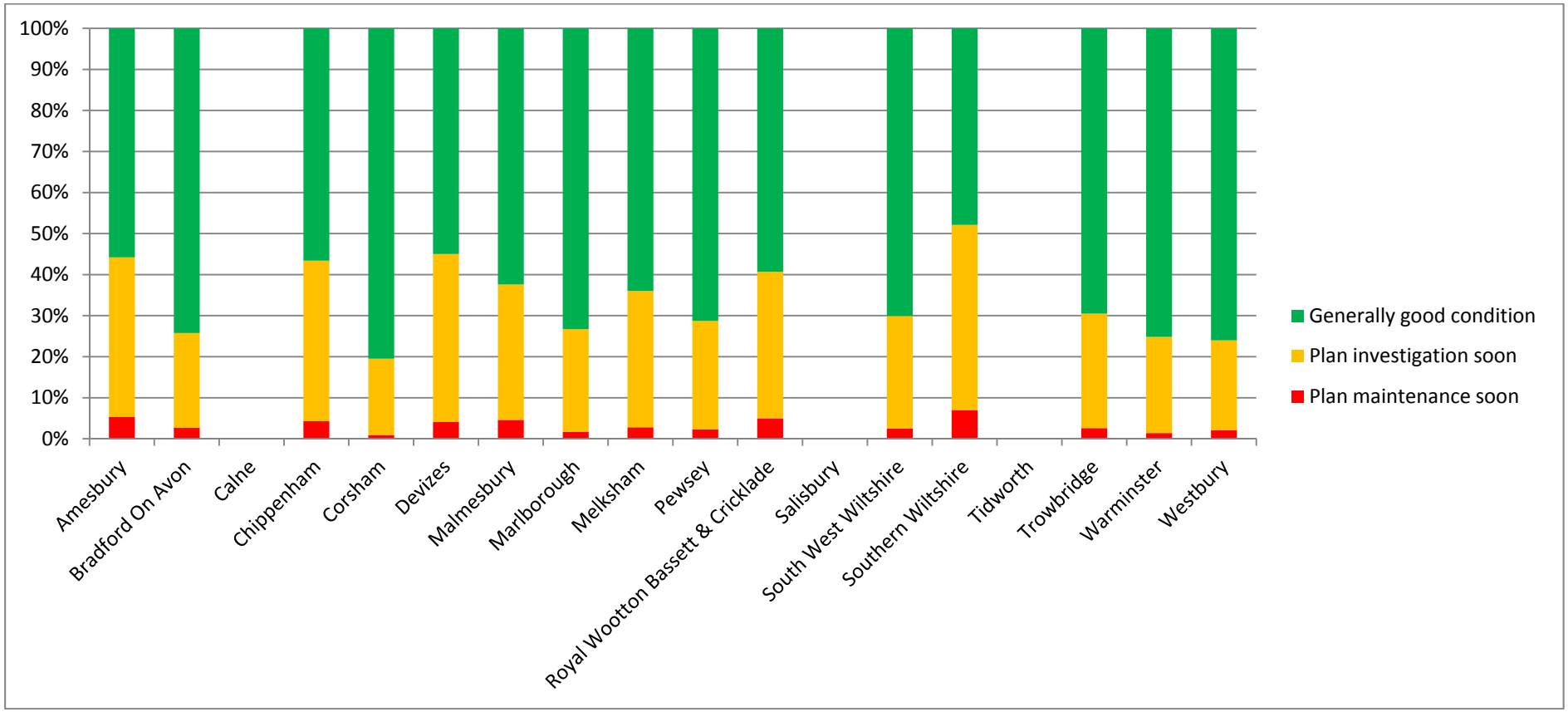
**Condition of A Roads by Area Board**

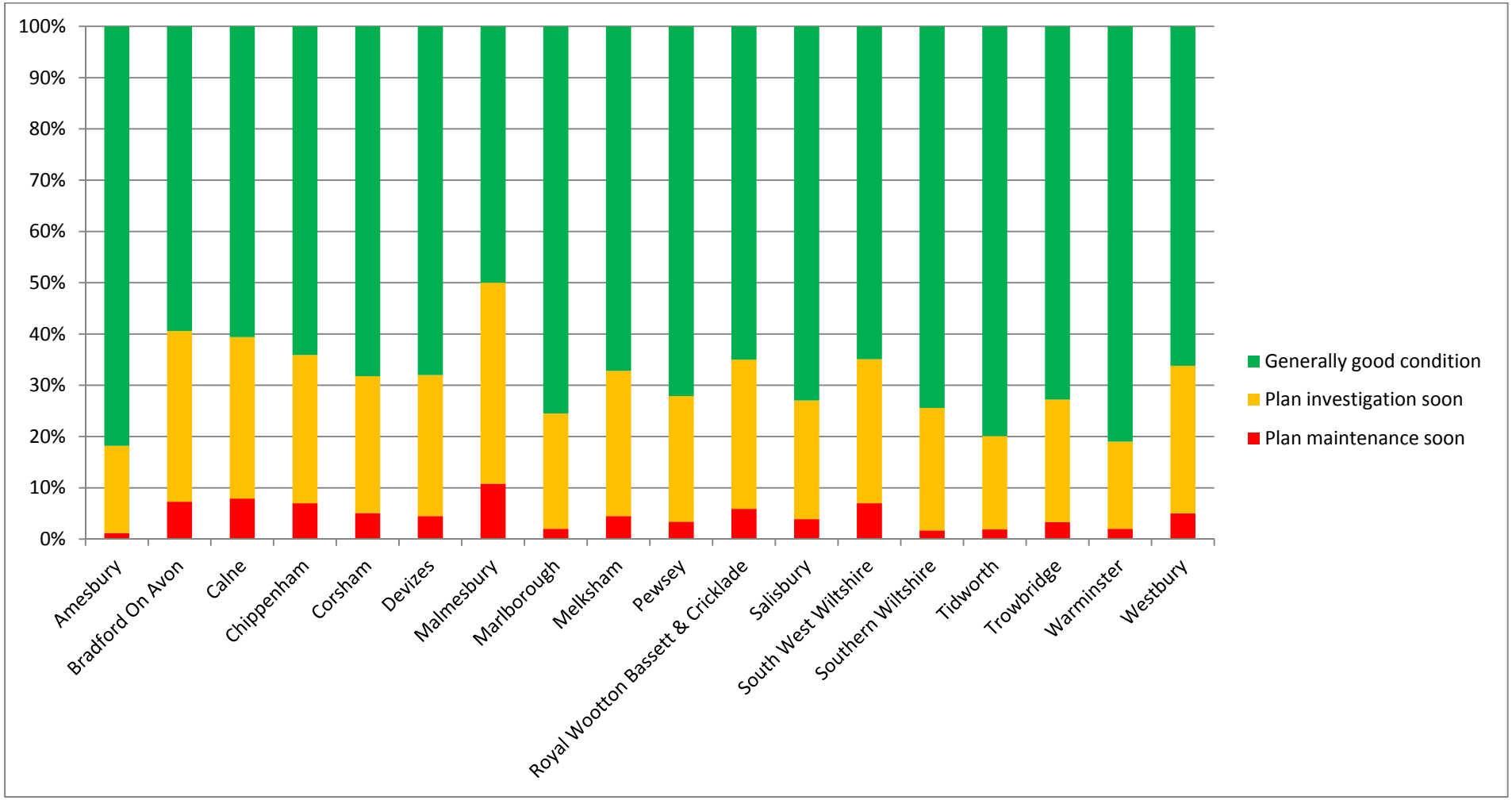


**Condition of B Roads by Area Board**

(Note: There are no B class roads in Calne, Salisbury or Tidworth)

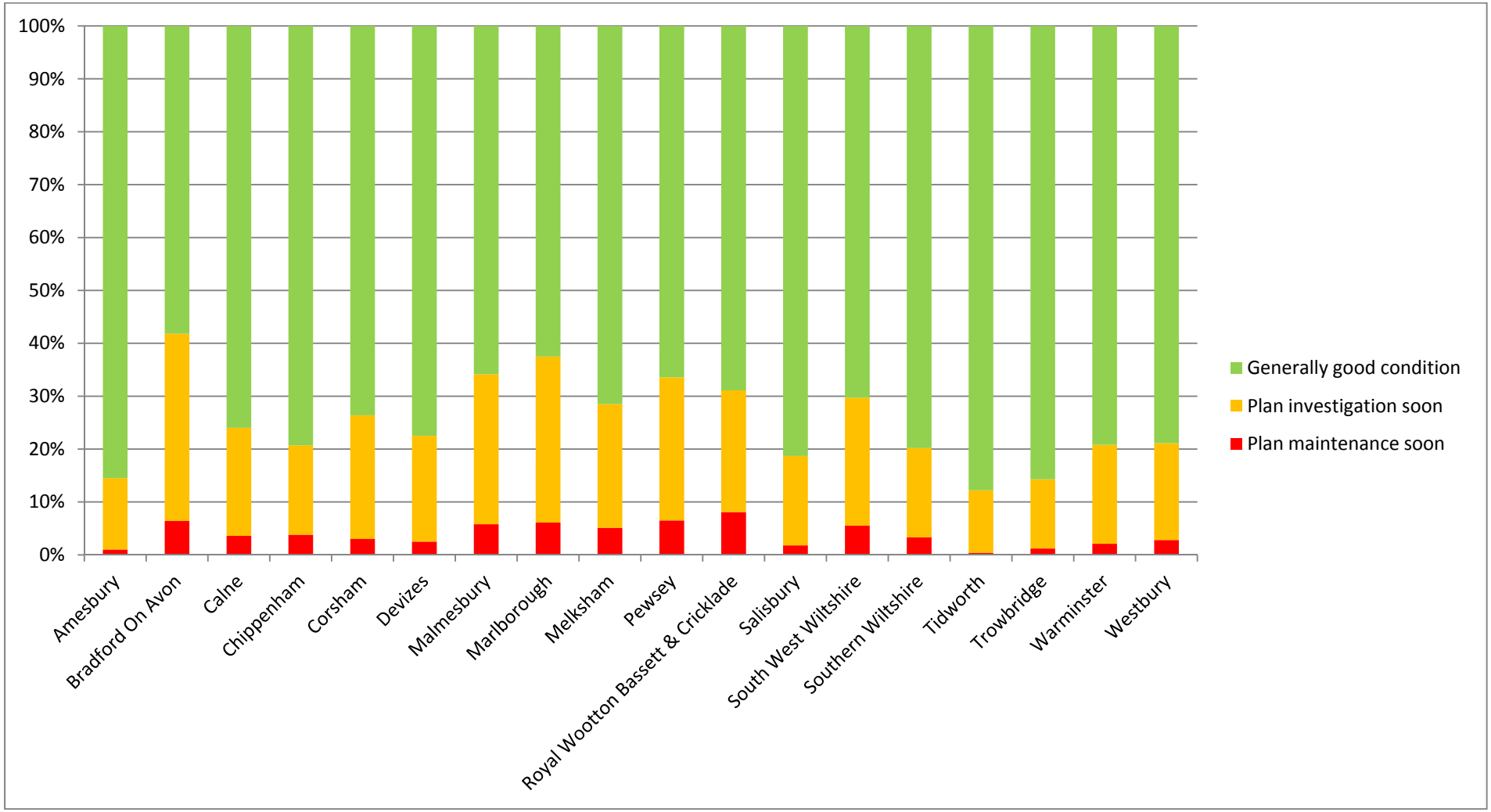


**Condition of C Roads by Area Board**



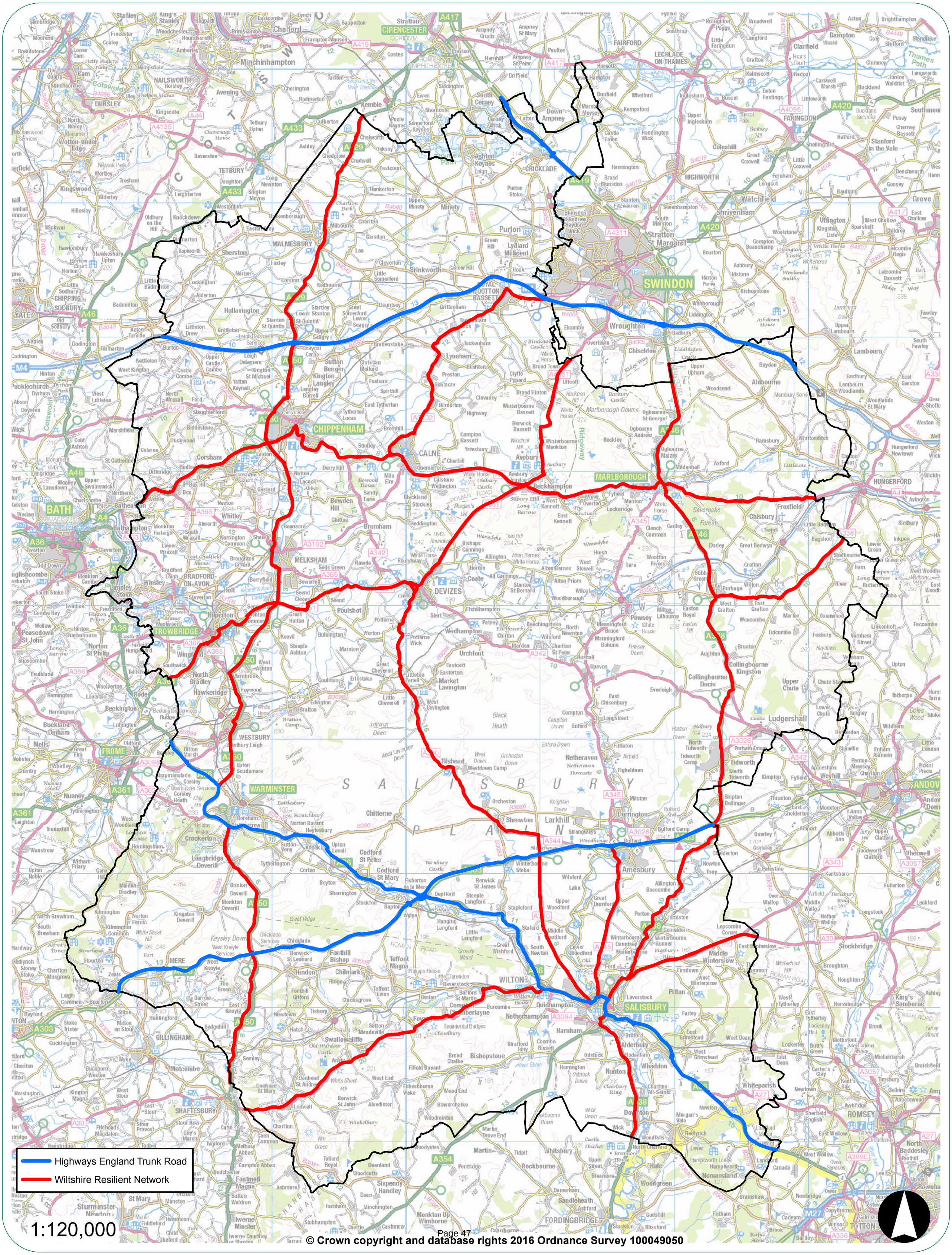
Highway Condition by Area Board

**Condition of more important Unclassified Roads by Area Board (20% of county unclassified roads surveyed using SCANNER)**



Wiltshire Council
Where everybody matters

# Wiltshire Resilient Road Network



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Local Government Association

HMEP

Highways Maintenance Efficiency Programme

# Wiltshire Council

## Highways Maintenance Efficiency Programme (HMEP) Strategic Review



22-24 February 2016

www.local.gov.uk

# This peer challenge feedback

- The peer team
- The process and themes
- Feedback in key questions format
  - Strengths
  - Areas for consideration
- Your reflections and questions
- Next steps

# The peer challenge process

- It is part of the Highways Maintenance Efficiency Programme (HMEP) offer to support sector-led improvement
- Not an inspection – invited in as “critical friends”
- Non attributable information collection
- People have been open and honest
- Very grateful for all the support we have had…and in particular from Megan Mounty and Suzanne Simpson
- Our feedback is based on the triangulation of a range of views from various sources (i.e. hat we have read, heard and seen). These have come from across the political spectrum, council staff and other stakeholders.

# The Strategic Review process

**Pre-onsite**

- Agreeing scope
- Document and data analysis

**Onsite**

- A range of meetings
- Collation of information and triangulation
- Feedback presentation

# HMEP Strategic Review-Core Components

1. Context and priority setting: This looks at assessing how the council's delivery takes into account national and local transport policy, corporate vision, stakeholder expectations, legal and financial constraints
2. Planning and performance: This covers the council's strategy, performance, data and information, and lifecycle planning and works programmes
3. Enablers: This component focusses on leadership, risk management, asset management, and performance monitoring
4. Delivery: This considers programme and service delivery and procurement

The team were asked to focus the HMEP Strategic Review for Wiltshire in a number of areas:

# Wiltshire Council Focus areas (1)

You wanted the team's views on:

- Delivering a Highways Service in a way in which it can contribute to an authority's wider corporate vision. Also - the Local Enterprise Partnership (LEP) Growth Fund and your engagement with the wider LEP agenda.
- The performance, capability and capacity of the Highways Service to deliver a modern Highways service in the context of the resource pressures that Wiltshire (like all other councils) is facing. Particularly in terms of innovation and understanding further opportunities for continuous improvement.
- The effectiveness of the communication of the vision for Highways with Wiltshire Council's internal and external stakeholders. How effectively you are devolving delivery to a local level alongside views on what you might do the Government's devolution agenda.

# Wiltshire Council Focus areas

And…

- Your application of the right procurement and contract governance to purchasing services and goods.
- For the Review, where appropriate, to recognise and validate improvements and any notable practice in Wiltshire
- Provide signposting to practice from elsewhere which would be of benefit to both Wiltshire and any other authorities.
- Where appropriate an external view of how you compare with other authorities in terms of performance whilst recognising that there is a local context to Wiltshire which influences what (and how) you deliver.

# The Peer Challenge Team

1. **Lead Peer** Jason Russell (Surrey County Council)
2. **Member Peer** Cllr. Nick Chard (Kent County Council)
3. **Senior Officer Peer** Owen Jenkins (Oxfordshire County Council)
4. **Senior Officer Peer** Andrew Martin (Dorset Council)
5. **Senior Officer Peer** Martin Pollard (Local Partnerships)
6. **Senior Officer Peer** Scott Tompkins (Gloucestershire County Council)
7. **Review Manager** Ernest Opuni (Local Government Support Team, Local Government Association)

# Context and Priority Setting - Strengths

1. The Council has a clear strategic vision and has been on a consistent journey for several years
2. There is strong political and officer leadership
3. The Council has an effective approach to achieving its vision – transition before transformation
4. The transition to a unitary authority has been managed effectively, and achieves a balance between County wide and local priorities.
5. Members are supportive of the service – strong cabinet member, cross party support and recognition of where the authority is with contract change and issues
6. Area Boards and CATG's effective at enabling local ownership, decision making and influence

# Context and priority setting – areas for consideration

1. Clarity needed about how the wider Council vision and transformation cascades to the highways and transport service:
    - Consider the development of a clear vision and strategic outcomes for the service, linked to the Council's priorities, and supported and understood by all stakeholders
    - Opportunity to align/link wider service activities (maintenance, congestion, resilience, procurement) with economic growth and social value agenda (apprenticeships, local suppliers etc.)

# Planning and Performance - strengths

1. The case has been successfully made for investment in the infrastructure and in an asset management approach/methodology
2. The development of long-term depreciation modelling has started for key assets
3. Realised opportunity to create benefits for communities from being a unitary authority:
    - Asset transfer and service delegation project
    - Communities involved in decision making through Area Boards

# Planning and Performance – areas for consideration

1. Consider the development of a performance management framework to underpin delivery of strategic outcomes:
   - Will assist in expectation management
   - Critical if the authority is to achieve Band 3
   - Will assist effective benchmarking
2. Depreciation modelling still to be rolled out to all assets to enable long term prioritised lists to lead to longer term programmes
3. Consider development of service improvement plans to achieve key service objectives (e.g. Band 3, winter service transformation)

# Enablers - strengths

1. Harnessing the knowledge and energy in local communities has led to improved outcomes and additional funding
2. Many skilled and knowledgeable people in the service
3. There is a clear positive intent amongst staff and partners to ensure the service is successful
4. There is a positive and effective relationship between Members and Officers
5. Strong and capable senior political leadership which gives clear and consistent vision

# Enablers – areas for consideration

1. Recognise and plan for the risks associated with the significant challenges faced over the coming months:
   - Contract mobilisation
   - Service reviews and restructuring
   - Major infrastructure pipeline
2. You are a lean organisation, reliant on key individuals in business critical roles; consideration should be given to capacity, succession planning and development needs
3. Ensure IT systems support integration and workflow/ feedback
4. Consider whether supply chain management is effective and Client role in managing new model
5. Ensure there is a shared understanding between Members and Officers of contract and performance management

# Delivery - strengths

1. The service managed the termination of the highways contract and the very challenging procurement of the new contract effectively
2. Service delivery teams are an effective vehicle for collaboration between the partners
3. You have successfully delivered LEP schemes on time and to budget
4. Local delivery and decision making is effective:
    - Area Boards have devolved decision-making increasing community involvement
    - The reinstatement of the steward scheme, which further empowers parish councils and communities
    - The CATGs help to manage local expectations, allowing local communities to resource, influence and deliver services

# Delivery – areas for consideration

1. Ensure you fully understand the benefits and cost of each stage in the delivery process, e.g. the balance between detailed scheme design vs ‘walk, talk and build’
2. Ensure that you are fully realising the potential in the supply chain and further utilisation of early contractor involvement
3. Ensure contract performance management is aligned with the service performance management framework and stakeholder expectations
4. Consider option for further innovation in technology, such as exploring again a transition to LEDs, gang scheduling efficiency

# Key messages (1)

- The service has successfully overcome some significant difficulties in the last few months
- There will need to be strong leadership and focus on the challenges you face over the coming months
- The new arrangements are universally welcomed, but ensure that you stay awake to the issues that are impacting on delivery
- Consider how shared learning/alignment with wider Council initiatives can assist the service in its development

# Key messages (2)

- Once you have stabilised the operational issues, consideration should be given to longer term strategies and sustainability, including:
  - Creating the vision and key strategic outcomes for the service
  - Consider the strategies required to achieve this vision
  - Consider the delivery strategies that you need in the future
  - Consider the contract and procurement strategy for future highways contracts
  - Consider the role of the Client organisation and the capabilities you will need in the future

# Your reflections & questions?

# Next steps

- We will give you time to reflect on the messages from today and give some thought to how you wish to take this forward
- A follow-up Action Planning Day has been agreed for **26 April 2016.** This will allow you take turn some of these reflections into action.
- You determine the shape and outcomes you want for the day and the team has made itself available to support this as you see fit.
- We will stay in touch with you between now and the Action Planning to agree the input you would find most valuable from the team.

# Contact details

**Ernest Opuni**
Local Government Support Team
**Local Government Association**
Tel: 07920 061193
Email: ernest.opuni@local.gov.uk

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# Potholes and Carriageway Defects

# Briefing Note

# Potholes and Carriageway Defects Briefing Note

Potholes and other defects appear in our roads not only because of the age of the surfacing material, but because of the effects of weather, traffic loading and ground conditions. Wiltshire Council has an extensive programme of road resurfacing, but with a backlog of maintenance required on the road network nationally, it is necessary to make localised repairs to keep our roads safe.

Repairs are prioritised so that the most urgent defects are dealt with first.

Wiltshire council uses a number of processes to treat potholes, including tubs of ready mixed materials, excavating and laying new material, and velocity patching which sprays material into the defect. The type of treatment can depend on the nature of the defect, its location and weather conditions.

The repairs may not look attractive, but their purpose is to keep the road safe.

Safety Inspections are carried out on the highway network to identify all defects likely to create danger or serious inconvenience to users of the network or the wider community. Such defects include those that will require urgent attention within 24 hours as well as those where the locations and sizes are such that longer periods of response would be acceptable.

This document summarises the standards applied when responding to potholes and defects on the highway network.

## Potholes on main roads

## (A, B and some C class roads)

On main roads defects more than 75mm deep are treated as priorities.

| Size of Pothole | Response |
|---|---|
| More than 75mm (3”) deep and wider than 250mm (approx 10”). | Normally dealt with within 24 hours. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Potholes between 40mm and 75mm (3ins) wider than 250mm (approx 10”) | Normally dealt with within 7 working days. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Potholes less than 40mm (1 ¾”) deep. | Site would be considered for inclusion in future maintenance programme, and will continue to be monitored. |

Carriageway defects of less than 40mm depth, including areas of delamination (where the road surface is deteriorating) will be considered for repair or resurfacing as resources permit.

Other surface depressions and irregularities may require temporary signing to warn of uneven road surface or slippery road signs, depending on circumstances.

## Potholes on minor roads

## (Most C class roads and all unclassified roads)

On minor roads defects over 100mm are treated as priorities.

| Size of Pothole | Response |
|---|---|
| More than 100mm (4”) deep and wider than 250mm (approx 10”). | Normally dealt with within 24 hours. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Potholes between 40mm and 100mm (4”) wider than 250mm (approx 10”) | Normally dealt with within one month. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Potholes less than 40mm (1 ¾”) deep. | Site would be considered for inclusion in future maintenance programme, and will continue to be monitored. |

Carriageway defects of less than 40mm depth, including areas of delamination (where the road surface is deteriorating) will be considered for repair or resurfacing as resources permit.

Other surface depressions and irregularities may require temporary signing to warn of uneven road surface or slippery road signs, depending on circumstances.

## Verge over –run

During wet weather rural grass verges can be damaged by vehicles leaving the carriageway. Verge over-run adjacent to main roads is prioritised.

| Type of Road | Type of defect | Response |
|---|---|---|
| On main roads (A, B and some C class roads) | An area immediately adjacent to the road more than 150 mm deep and width greater than 200 mm. | Normally dealt with within one month. In some cases temporary signing and guarding may be required. |
| Minor Roads | An area immediately adjacent to the road more than 150 mm deep and width greater than 200 mm. | Will be considered for future treatment. |

Verge over-run damage less the 150mm deep or 200mm wide will be monitored and considered for treatment as resources permit. In the winter or during wet weather extensive damage can be caused to verges by large vehicles and repairs may have to wait for better weather in order to be treated.

## Footways and cycle tracks

Footways trips with upstands greater than 20mm are treated as priorities, but temporary signing and guarding may be required.

| Defect | Defect | Response |
|---|---|---|
| Footway and cycle tracks trip hazards | Trip with upstand greater than 20mm. | Normally dealt with within 24 hours. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Footway and cycle track potholes | Potholes greater than 20 mm deep with a maximum dimension greater than 150 mm. | Normally dealt with within 24 hours. In some cases where an immediate repair is not possible temporary signing and guarding may be required. |
| Footway cracks and gaps in main shopping and urban areas. | Footway in main shopping and urban areas crack or gap with a width or depth greater than 25mm. | Normally dealt with within 7 days. |
| Other footways cracks and gaps. | Footway crack or gap with a width or depth greater than 25mm. | Normally dealt with within 3 months. |

**Service budget summary – overview of the service areas within the remit of the Environment Select Committee**

| Service line<br><br>(all £m) | Revised 2015-16 Net Base Budget | Growth & investment | Breakdown of growth | Savings & efficiencies | Breakdown of savings Vacancy / restructure = A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | Other | Breakdown of other | Total savings | Total savings as % of 2015-16 budget | Base budget after savings 2016-17 | Change 2015-16 to 2016-17 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Housing services | 4.174 | 0.335 | Salary 0.085<br>Housing needs 0.250 | (0.200) | Review of Supporting people contract with (0.200) | (0.150) | Salary saving from vacant post (0.050)<br>Review of staff (0.100) | (0.350) | 8% | 4.159 | (0.015) |
| Leisure | 0.580 | 0.191 | Salary 0.191 | (0.100) | Leisure income target (0.100) | (0.050) | Vacancy / restructure (0.050)<br>Procurement Savings allocations (0.050) | (0.150) | 25% | 0.621 | 0.041 |
| Economy and planning | 4.207 | 0.421 | Salary growth 0.421 | (0.579) | Restructure Service to achieve savings and focus work on the Council's economic priorities and away from non priority areas. (0.150)<br>Re-negotiate 'Visit Wiltshire' agreement for marketing Wiltshire and DMO (0.100)<br>Move planning to cost neutral service through increased income projections (0.250)<br>Enforcement Savings contribution (0.066)<br>Increase charges / non statutory income by 10% (0.013) | (0.432) | Vacancy / restructure (0.232)<br>Procurement Savings allocations (0.200) | (1.011) | 24% | 3.617 | (0.590) |
| Highways | 13.911 | 3.587 | Salary Growth 0.237<br><br>Street lighting energy bill funding gap 0.200 / Increasing staff to deal with drainage and flooding issues 0.180 / Better streetworks coordination and dealing with parking restrictions 0.100 / Increase gully emptying and highway flood protection 0.250 / Weed control to avoid damage 0.320 / Improve street sweeping 0.410 / Improve litter | (0.178) | Increase charges / non statutory income by 10% (0.111)<br>Reduce enforcement (0.067) | (0.292) | Vacancy / restructure (0.292) | (0.470) | 3.5% | 17.028 | 3.117 |

| Service line<br><br>(all £m) | Revised 2015-16 Net Base Budget | Growth & investment | Breakdown of growth | Savings & efficiencies | Breakdown of savings Vacancy / restructure = A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | Other | Breakdown of other | Total savings | Total savings as % of 2015-16 budget | Base budget after savings 2016-17 | Change 2015-16 to 2016-17 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | collection 0.880 / Improve grounds maintenance 0.720 / Better play area maintenance 0.190 / Reintroduce Parish Stewards scheme 0.100 | | | | | | | | |
| Transport | 17.437 | 0.050 | Salary Growth 0.050 | (0.028) | Increase charges / non statutory income by 10% (0.028) | (0.352) | Vacancy / restructure (0.152)<br>Procurement Savings allocations (0.200) | (0.380) | 2% | 17.107 | (0.330) |
| Car parking | (6.103) | 0.063 | Salary Growth 0.063 | 0.000 | | 0.000 | | 0.000 | | (6.040) | 0.063 |
| Waste | 32.236 | 1.138 | Salary Growth 0.238<br>Waste (new household demand and contract inflation) 0.900 | (0.328) | Stop 3rd sector policy subsidy (0.050)<br>Charging at HRCs for some items (0.050)<br>Increase charges / non statutory income by 5% (0.228) | (0.177) | Vacancy / restructure (0.077)<br>Procurement Savings allocations (0.100) | (0.505) | 1.5% | 32.869 | 0.633 |
| Environment Services | 4.538 | 0.138 | Salary Growth 0.138 | (0.384) | Reduction in fleet (0.200)<br>Increase non statutory income by 10% (0.117)<br>Enforcement team (0.067) | (0.281) | Vacancy / restructure (0.181)<br>Procurement Savings allocations (0.100) | (0.665) | 14% | 4.011 | (0.527) |
| Libraries, Heritage and Arts | 3.671 | 0.343 | Salary Growth 0.193<br>Prior year changes needing amending due to legislative change 0.150 | (0.842) | Review Libraries heritage and arts (0.325)<br>One year reduction in Book Fund (0.517) | (0.260) | Reduce grant funding to arts organisations (0.040)<br>Reduce grants to museums (0.020)<br>Review City Hall budgets (0.200) | (1.102) | 30% | 2.912 | (0.759) |

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 APPENDIX 1C

| Wiltshire Council Service Area | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| **Adult Social Care Operations** | | | | | |
| Older People | 49.987 | 5.326 | (3.500) | (0.337) | 51.476 |
| Other Vulnerable Adults | 11.556 | 0.147 | 0.000 | 0.000 | 11.703 |
| Mental Health | 22.048 | 1.139 | 0.000 | 0.000 | 23.187 |
| **Adult Care Commissioning, Safeguarding & Housing** | | | | | |
| Resources, Strategy & Commissioning | 1.651 | 0.075 | 0.000 | (0.263) | 1.463 |
| Housing Services | 4.174 | 0.335 | (0.200) | (0.150) | 4.159 |
| **Public Health & Public Protection** | | | | | |
| Public Health Grant | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Other Public Health & Public Protection | 2.904 | 0.184 | (0.300) | (0.282) | 2.506 |
| Leisure | 0.580 | 0.191 | (0.100) | (0.050) | 0.621 |
| **Operational Children's Services** | | | | | |
| Children's Social Care | 30.506 | 2.661 | (1.903) | 0.000 | 31.264 |
| 0-25 Service: Disabled Children & Adults | 12.807 | 3.641 | (0.650) | (0.198) | 15.600 |
| Early Help | 2.267 | 0.220 | (0.330) | (0.174) | 1.983 |
| **Learning Disability** | | | | | |
| Learning Disability | 45.269 | 2.074 | 0.000 | (0.150) | 47.193 |
| **Quality Assurance, Commissioning & Performance, Schools & Early Years Effectiveness** | | | | | |
| School Effectiveness | 1.864 | 0.637 | (0.060) | (0.360) | 2.081 |
| Safeguarding | 1.315 | 0.072 | 0.000 | 0.000 | 1.387 |
| Funding Schools | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Commissioning and Performance | 8.473 | 0.496 | (0.668) | (0.231) | 8.070 |
| **Economy & Planning** | | | | | |
| Economy & Planning | 4.207 | 0.421 | (0.579) | (0.432) | 3.617 |
| **Highways & Transport** | | | | | |
| Highways | 13.911 | 3.587 | (0.178) | (0.292) | 17.028 |
| Transport | 17.437 | 0.050 | (0.028) | (0.352) | 17.107 |
| Car Parking | (6.103) | 0.063 | 0.000 | 0.000 | (6.040) |
| **Waste & Environment** | | | | | |
| Waste | 32.236 | 1.138 | (0.328) | (0.177) | 32.869 |
| Environment Services | 4.538 | 0.138 | (0.384) | (0.281) | 4.011 |
| **Communications, Community Area Boards, Libraries, Heritage & Arts** | | | | | |
| Communications & Marketing | 1.396 | 0.072 | (0.110) | (0.250) | 1.108 |
| Communities, Area Boards and Health & Wellbeing Centres | 1.916 | 0.433 | (0.256) | (0.240) | 1.853 |
| Libraries, Heritage & Arts | 3.671 | 0.343 | (0.842) | (0.260) | 2.912 |
| **Corporate Function & Procurement** | | | | | |
| Corporate Function & Procurement | 5.214 | 0.261 | (0.200) | (0.398) | 4.877 |
| **Finance** | | | | | |
| Finance, Revenues & Benefits & Pensions | 2.818 | 0.316 | (0.250) | 0.233 | 3.117 |
| Revenues & Benefits - Subsidy | 0.000 | 0.000 | (0.500) | 0.000 | (0.500) |
| **Legal & Governance** | | | | | |
| Legal & Governance | 2.353 | 0.590 | (0.120) | (0.316) | 2.507 |
| **People & Business Services** | | | | | |
| HR & Organisational Development | 3.213 | 0.220 | (0.200) | (0.041) | 3.192 |
| Business Services | 3.370 | 0.161 | (0.010) | (0.160) | 3.361 |
| Strategic Asset & Facilities Management | 12.154 | 0.132 | (0.250) | (0.225) | 11.811 |
| Information Services | 10.291 | 0.826 | (0.805) | (0.025) | 10.287 |
| **Corporate Directors** | | | | | |
| Corporate Directors | 0.801 | 0.026 | 0.000 | 0.000 | 0.827 |
| Members | 2.006 | 0.000 | 0.000 | 0.000 | 2.006 |
| **Corporate** | | | | | |
| Movement To/ From Reserves | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital Financing | 23.199 | 0.000 | (1.300) | 2.000 | 23.899 |
| Restructure and Contingency | 4.144 | (1.010) | (11.203) | 9.195 | 1.126 |
| General Government Grants | (31.049) | 0.000 | 0.000 | (6.893) | (37.942) |
| Corporate Levys | 7.859 | 0.000 | 0.000 | 0.000 | 7.859 |
| **Budget Requirement** | 314.983 | 24.965 | (25.254) | (1.109) | 313.585 |
| **HRA Budget** | (1.497) | 0.522 | 0.000 | 0.000 | (0.975) |

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**GENERAL FUND SUMMARY**

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 145.113 | 5.998 | (4.146) | (4.776) | 142.189 |
| Premises | 16.827 | 0.000 | (0.200) | (0.200) | 16.427 |
| Transport | 5.580 | 0.000 | (0.028) | 0.000 | 5.552 |
| Supplies and Services | 103.745 | 10.363 | (13.972) | 9.850 | 109.986 |
| Contract Payments / Third Party | 208.435 | 7.793 | (1.655) | 0.000 | 214.573 |
| Transfer Payments and recharges | 424.893 | 0.811 | (1.563) | 2.000 | 426.141 |
| **Gross Expenditure** | **904.593** | **24.965** | **(21.564)** | **6.874** | **914.868** |
| Gross Income | (589.610) | 0.000 | (3.690) | (7.983) | (601.283) |
| **Gross Income** | **(589.610)** | **0.000** | **(3.690)** | **(7.983)** | **(601.283)** |
| **Net Base Budget** | **314.983** | **24.965** | **(25.254)** | **(1.109)** | **313.585** |
| **HRA Budget** | **(1.497)** | **0.522** | **0.000** | **0.000** | **(0.975)** |

# WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 APPENDIX 1C

**ASSOCIATE DIRECTOR:** James Cawley
**SERVICE AREA:** Adult Care Commissioning, Housing, Adult Safeguarding
**SERVICE:** Housing Services

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 1.920 | 0.085 | | (0.150) | 1.855 |
| Premises | 0.828 | | (0.200) | | 0.628 |
| Transport | 0.049 | | | | 0.049 |
| Supplies and Services | 4.053 | 0.250 | | 0.000 | 4.303 |
| Contract Payments / Third Party | 2.226 | | | | 2.226 |
| Transfer Payments and Recharges | (0.376) | | | | (0.376) |
| **Gross Expenditure** | **8.700** | **0.335** | **(0.200)** | **(0.150)** | **8.685** |
| Gross Income | (4.526) | | | | (4.526) |
| **Gross Income** | **(4.526)** | **0.000** | **0.000** | **0.000** | **(4.526)** |
| **Net Base Budget** | **4.174** | **0.335** | **(0.200)** | **(0.150)** | **4.159** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.085 | |
| Demand re Homeless from Welfare Act & Extra Housing Needs | 0.250 | |
| **Total Growth** | | **0.335** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Review of Supporting People Contract with Partners | (0.200) | |
| **Total Savings** | | **(0.200)** |

**Breakdown of Other**

| | | |
|---|---|---|
| Salary Savings allocations- from vacant posts | (0.050) | |
| Procurement Savings allocations - review of staff may require redundancies | (0.100) | |
| **Total Breakdown of Other** | | **(0.150)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Frances Chinemana
**SERVICE AREA:** Public Health & Public Protection
**SERVICE:** Leisure

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 5.587 | 0.191 | | (0.050) | 5.728 |
| Premises | 0.113 | | | | 0.113 |
| Transport | 0.045 | | | | 0.045 |
| Supplies and Services | 0.856 | | | | 0.856 |
| Contract Payments / Third Party | 0.354 | | | | 0.354 |
| Transfer Payments and Recharges | (1.200) | | | | (1.200) |
| **Gross Expenditure** | **5.755** | **0.191** | **0.000** | **(0.050)** | **5.896** |
| Gross Income | (5.175) | | (0.100) | | (5.275) |
| **Gross Income** | **(5.175)** | **0.000** | **(0.100)** | **0.000** | **(5.275)** |
| **Net Base Budget** | **0.580** | **0.191** | **(0.100)** | **(0.050)** | **0.621** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.191 | |
| **Total Growth** | | **0.191** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Leisure Income Target | (0.100) | |
| **Total Savings** | | **(0.100)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.050) | |
| Procurement Savings allocations | 0.000 | |
| **Total Breakdown of Other** | | **(0.050)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

# WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Alistair Cunningham
**SERVICE AREA:** Economy & Planning
**SERVICE:** Economy & Planning

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 7.887 | 0.421 | (0.216) | (0.232) | 7.860 |
| Premises | 0.232 | | | | 0.232 |
| Transport | 0.186 | | | | 0.186 |
| Supplies and Services | 1.866 | | (0.100) | (0.200) | 1.566 |
| Contract Payments / Third Party | 0.000 | | | | 0.000 |
| Transfer Payments and Recharges | 0.215 | | | | 0.215 |
| **Gross Expenditure** | **10.386** | **0.421** | **(0.316)** | **(0.432)** | **10.059** |
| Gross Income | (6.179) | | (0.263) | | (6.442) |
| **Gross Income** | **(6.179)** | **0.000** | **(0.263)** | **0.000** | **(6.442)** |
| **Net Base Budget** | **4.207** | **0.421** | **(0.579)** | **(0.432)** | **3.617** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.421 | |
| **Total Growth** | | **0.421** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Restructure Service to achieve savings and focus work on the Council's economic priorities and away from non priority areas. | (0.150) | |
| Re-negotiate 'Visit Wiltshire' agreement for marketing Wiltshire and DMO | (0.100) | |
| Move planning to cost neutral service through increased income projections | (0.250) | |
| Enforcement Savings contribution | (0.066) | |
| Increase charges / non statutory income by 10% | (0.013) | |
| **Total Savings** | | **(0.579)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.232) | |
| Procurement Savings allocations | (0.200) | |
| **Total Breakdown of Other** | | **(0.432)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Parvis Khansari
**SERVICE AREA:** Highways & Transport
**SERVICE:** Highways

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 4.778 | 0.237 | (0.067) | (0.292) | 4.656 |
| Premises | 0.949 | | | | 0.949 |
| Transport | 0.172 | | | | 0.172 |
| Supplies and Services | 0.813 | | | | 0.813 |
| Contract Payments / Third Party | 9.833 | 3.350 | | | 13.183 |
| Transfer Payments and Recharges | (0.627) | | | | (0.627) |
| **Gross Expenditure** | **15.918** | **3.587** | **(0.067)** | **(0.292)** | **19.146** |
| Gross Income | (2.007) | | (0.111) | | (2.118) |
| **Gross Income** | **(2.007)** | **0.000** | **(0.111)** | **0.000** | **(2.118)** |
| **Net Base Budget** | **13.911** | **3.587** | **(0.178)** | **(0.292)** | **17.028** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.237 | |
| Street lighting energy bill funding gap | 0.200 | |
| Increasing staff to deal with drainage and flooding issues | 0.180 | |
| Better streetworks coordination and dealing with parking restrictions | 0.100 | |
| Increase gully emptying and highway flood protection | 0.250 | |
| Weed control to avoid damage | 0.320 | |
| Maintain street sweeping | 0.410 | |
| Maintain litter collection | 0.880 | |
| Maintain grounds maintenance | 0.720 | |
| Better play area maintenance | 0.190 | |
| Reintroduce Parish Stewards scheme | 0.100 | |
| **Total Growth** | | **3.587** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Increase charges / non statutory income by 10% | (0.111) | |
| Reduce enforcement | (0.067) | |
| **Total Savings** | | **(0.178)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed<br>Procurement Savings allocations | (0.292) | |
| **Total Breakdown of Other** | | **(0.292)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

# WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 APPENDIX 1C

**ASSOCIATE DIRECTOR:** Parvis Khansari
**SERVICE AREA:** Highways & Transport
**SERVICE:** Transport

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 1.067 | 0.050 | | (0.152) | 0.965 |
| Premises | 0.000 | | | | 0.000 |
| Transport | 0.165 | | | | 0.165 |
| Supplies and Services | 0.351 | | | (0.200) | 0.151 |
| Contract Payments / Third Party | 17.923 | | | | 17.923 |
| Transfer Payments and Recharges | 0.000 | | | | 0.000 |
| **Gross Expenditure** | **19.506** | **0.050** | **0.000** | **(0.352)** | **19.204** |
| Gross Income | (2.069) | | (0.028) | | (2.097) |
| **Gross Income** | **(2.069)** | **0.000** | **(0.028)** | **0.000** | **(2.097)** |
| **Net Base Budget** | **17.437** | **0.050** | **(0.028)** | **(0.352)** | **17.107** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.050 | |
| **Total Growth** | | **0.050** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Increase charges / non statutory income by 10% | (0.028) | |
| **Total Savings** | | **(0.028)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.152) | |
| Procurement Savings allocations | (0.200) | |
| **Total Breakdown of Other** | | **(0.352)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Parvis Khansari
**SERVICE AREA:** Highways & Transport
**SERVICE:** Car Parking

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 1.239 | 0.063 | | | 1.302 |
| Premises | 0.136 | | | | 0.136 |
| Transport | 0.005 | | | | 0.005 |
| Supplies and Services | 0.183 | | | | 0.183 |
| Contract Payments / Third Party | 0.000 | | | | 0.000 |
| Transfer Payments and Recharges | 0.000 | | | | 0.000 |
| **Gross Expenditure** | **1.563** | **0.063** | **0.000** | **0.000** | **1.626** |
| Gross Income | (7.666) | | | | (7.666) |
| **Gross Income** | **(7.666)** | **0.000** | **0.000** | **0.000** | **(7.666)** |
| **Net Base Budget** | **(6.103)** | **0.063** | **0.000** | **0.000** | **(6.040)** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.063 | |
| **Total Growth** | | **0.063** |

**Breakdown of Savings**

| | | |
|---|---|---|
| **Total Savings** | | **0.000** |

**Breakdown of Other**

| | | |
|---|---|---|
| Procurement Savings allocations | | |
| **Total Breakdown of Other** | | **0.000** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Tracy Carter
**SERVICE AREA:** Waste & Environment
**SERVICE:** Waste

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 6.212 | 0.238 | | (0.077) | 6.373 |
| Premises | 0.039 | | | | 0.039 |
| Transport | 0.020 | | | | 0.020 |
| Supplies and Services | (0.627) | | (0.050) | (0.100) | (0.777) |
| Contract Payments / Third Party | 32.128 | 0.900 | | | 33.028 |
| Transfer Payments and Recharges | 0.000 | | | | 0.000 |
| **Gross Expenditure** | **37.772** | **1.138** | **(0.050)** | **(0.177)** | **38.683** |
| Gross Income | (5.536) | | (0.278) | | (5.814) |
| **Gross Income** | **(5.536)** | **0.000** | **(0.278)** | **0.000** | **(5.814)** |
| **Net Base Budget** | **32.236** | **1.138** | **(0.328)** | **(0.177)** | **32.869** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.238 | |
| Waste (new household demand and contract inflation) | 0.900 | |
| **Total Growth** | | **1.138** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Stop 3rd sector policy subsidy | (0.050) | |
| Charging at HRCs for some items | (0.050) | |
| Increase charges / non statutory income by 5% | (0.228) | |
| **Total Savings** | | **(0.328)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.077) | |
| Procurement Savings allocations | (0.100) | |
| **Total Breakdown of Other** | | **(0.177)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Tracy Carter
**SERVICE AREA:** Waste & Environment
**SERVICE:** Environment Services

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 2.619 | 0.138 | (0.067) | (0.181) | 2.509 |
| Premises | 0.190 | | | | 0.190 |
| Transport | 2.439 | | | | 2.439 |
| Supplies and Services | 0.565 | | (0.200) | (0.100) | 0.265 |
| Contract Payments / Third Party | 0.338 | | | | 0.338 |
| Transfer Payments and Recharges | 0.000 | | | | 0.000 |
| **Gross Expenditure** | **6.151** | **0.138** | **(0.267)** | **(0.281)** | **5.741** |
| Gross Income | (1.613) | | (0.117) | | (1.730) |
| **Gross Income** | **(1.613)** | **0.000** | **(0.117)** | **0.000** | **(1.730)** |
| **Net Base Budget** | **4.538** | **0.138** | **(0.384)** | **(0.281)** | **4.011** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.138 | |
| **Total Growth** | | **0.138** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Reduction in fleet | (0.200) | |
| Increase non statutory income by 10% | (0.117) | |
| Enforcement team | (0.067) | |
| **Total Savings** | | **(0.384)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.181) | |
| Procurement Savings allocations | (0.100) | |
| **Total Breakdown of Other** | | **(0.281)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Laurie Bell
**SERVICE AREA:** Communications, Community Area Boards, Libraries, Heritage & Arts
**SERVICE:** Communities, Area Boards and Health & Wellbeing Centres

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 1.653 | 0.083 | (0.100) | | 1.636 |
| Premises | 0.170 | | | | 0.170 |
| Transport | 0.060 | | | | 0.060 |
| Supplies and Services | 0.433 | 0.350 | | (0.240) | 0.543 |
| Contract Payments / Third Party | 0.000 | | | | 0.000 |
| Transfer Payments and Recharges | (0.400) | | (0.156) | | (0.556) |
| **Gross Expenditure** | **1.916** | **0.433** | **(0.256)** | **(0.240)** | **1.853** |
| Gross Income | 0.000 | | | | 0.000 |
| **Gross Income** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| **Net Base Budget** | **1.916** | **0.433** | **(0.256)** | **(0.240)** | **1.853** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.083 | |
| Prior year changes needing amending due to legislative change | 0.350 | |
| **Total Growth** | | **0.433** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Health & well being team capitalisation of staff | (0.156) | |
| Review communities and marketing staffing budgets | (0.100) | |
| **Total Savings** | | **(0.256)** |

**Breakdown of Other**

| | | |
|---|---|---|
| Reduction in area boards grant | (0.240) | |
| **Total Breakdown of Other** | | **(0.240)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 APPENDIX 1C

**ASSOCIATE DIRECTOR:** Laurie Bell
**SERVICE AREA:** Communications, Community Area Boards, Libraries, Heritage & Arts
**SERVICE:** Libraries, Heritage & Arts

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 4.288 | 0.193 | (0.325) | | 4.156 |
| Premises | 0.007 | | | | 0.007 |
| Transport | 0.045 | | | | 0.045 |
| Supplies and Services | 1.055 | 0.150 | (0.517) | (0.260) | 0.428 |
| Contract Payments / Third Party | 0.008 | | | | 0.008 |
| Transfer Payments and Recharges | (0.008) | | | | (0.008) |
| **Gross Expenditure** | **5.395** | **0.343** | **(0.842)** | **(0.260)** | **4.636** |
| Gross Income | (1.724) | | | | (1.724) |
| **Gross Income** | **(1.724)** | **0.000** | **0.000** | **0.000** | **(1.724)** |
| **Net Base Budget** | **3.671** | **0.343** | **(0.842)** | **(0.260)** | **2.912** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.193 | |
| Prior year changes needing amending due to legislative change | 0.150 | |
| **Total Growth** | | **0.343** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Review Libraires heritage and arts | (0.325) | |
| One year reduction in Book Fund | (0.517) | |
| **Total Savings** | | **(0.842)** |

**Breakdown of Other**

| | | |
|---|---|---|
| Reduce grant funding to arts organisations | (0.040) | |
| Reduce grants to museums | (0.020) | |
| Review City Hall budgets | (0.200) | |
| **Total Breakdown of Other** | | **(0.260)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** Barry Pirie
**SERVICE AREA:** People & Business Services
**SERVICE:** Strategic Asset & Facilities Management

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 2.818 | 0.132 | | (0.025) | 2.925 |
| Premises | 12.669 | | | (0.200) | 12.469 |
| Transport | 0.036 | | | | 0.036 |
| Supplies and Services | 0.798 | | | | 0.798 |
| Contract Payments / Third Party | 0.056 | | | | 0.056 |
| Transfer Payments and Recharges | (0.071) | | | | (0.071) |
| **Gross Expenditure** | **16.306** | **0.132** | **0.000** | **(0.225)** | **16.213** |
| Gross Income | (4.152) | | (0.250) | | (4.402) |
| **Gross Income** | **(4.152)** | **0.000** | **(0.250)** | **0.000** | **(4.402)** |
| **Net Base Budget** | **12.154** | **0.132** | **(0.250)** | **(0.225)** | **11.811** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Salary Growth | 0.132 | |
| **Total Growth** | | **0.132** |

**Breakdown of Savings**

| | | |
|---|---|---|
| Police charge correction | (0.250) | |
| **Total Savings** | | **(0.250)** |

**Breakdown of Other**

| | | |
|---|---|---|
| A reduction is being found from removing vacancies, specific service reviews and restructures still being discussed | (0.025) | |
| Procurement Savings allocations | (0.200) | |
| **Total Breakdown of Other** | | **(0.225)** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

## WILTSHIRE COUNCIL BUDGET BOOK SUMMARY 2016/2017 — APPENDIX 1C

**ASSOCIATE DIRECTOR:** James Cawley
**SERVICE AREA:** Housing Revenue Account (HRA)
**SERVICE:** Housing Revenue Account (HRA)

| | Revised 2015/2016 (£m) | Growth & Investment (£m) | Savings & Efficiencies (£m) | Other (£m) | Proposed 2016/2017 (£m) |
|---|---|---|---|---|---|
| Employees | 3.081 | 0.130 | | | 3.211 |
| Premises | 4.385 | | | | 4.385 |
| Transport | 0.146 | | | | 0.146 |
| Supplies and Services | 1.455 | | | | 1.455 |
| Contract Payments / Third Party | 0.013 | | | | 0.013 |
| Transfer Payments and Recharges | 15.559 | | | | 15.559 |
| **Gross Expenditure** | **24.639** | **0.130** | **0.000** | **0.000** | **24.769** |
| Gross Income | (26.136) | 0.392 | | | (25.744) |
| **Gross Income** | **(26.136)** | **0.392** | **0.000** | **0.000** | **(25.744)** |
| **Net Base Budget** | **(1.497)** | **0.522** | **0.000** | **0.000** | **(0.975)** |

**Breakdown of Growth**

| | | |
|---|---|---|
| Rent adjustment due to rent capping | 0.392 | |
| Salary Growth | 0.130 | |
| **Total Growth** | | **0.522** |

**Breakdown of Savings**

| | | |
|---|---|---|
| **Total Savings** | | **0.000** |

**Breakdown of Other**

| | | |
|---|---|---|
| **Total Breakdown of Other** | | **0.000** |

**Signed:**
**Cabinet Member** _____

**Signed:**
**Corporate Director** _____

**Signed:**
**Associate Director** _____

**Wiltshire Council**

**Environment Select Committee**

**12 April 2016**

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## Final Report of the Resident Engagement Task Group

### Purpose of the report

1. To present the findings and recommendations of the task group for endorsement by the committee and referral to the Cabinet Member for Housing, Leisure, Libraries and Flooding.

### Background

2. As part of its commitment to providing high quality, customer driven services, the Wiltshire Council Housing Board agreed to critically review housing management services' approach to resident participation and scrutiny arrangements. This review was carried out externally during March 2014.

3. Following the review a three year resident engagement strategy and an accompanying action plan were produced, along with the implementation of a new resident engagement structure.

4. On 1 September 2015 Environment Select Committee received a briefing note on the changes to the council's approach to resident participation and scrutiny arrangements. This followed the review of how well resident engagement and tenant-led scrutiny worked in practice, and whether the main residents groups were achieving their objectives and demonstrating value for money. The outcome of the review was that:
    - Overall, the Council's tenant participation and co-regulation arrangements at Wiltshire Council were weak.
    - The Council was unable to demonstrate that it effectively consult with residents (tenants and leaseholders) about strategies and policies, nor that co-regulation is helping to deliver continuous improvement.
    - Resident engagement and co-regulation strategies were not fit for purpose as they lacked direction and objectives, and lack evidence of effective arrangements for delivery.
    - Formally engaged residents did not consult with, nor were clearly accountable to, the people they represented.

5. The committee considered that there was an opportunity to engage with other housing associations in the county and agree a more cohesive (though not necessarily identical) model of tenant participation.

6. It was resolved by the Environment Select Committee on 1 September 2015 to notify Overview and Scrutiny of the Environment Select Committee's intention to form a Resident Engagement Task Group.

## Terms of reference

7. The following terms of reference for the task group were endorsed by the Environment Select Committee on 12 April 2016:

   i. To learn about the resident engagement arrangements in place at Wiltshire's three largest Registered Social Landlords (RSL): Greensquare, Selwood Housing, and Aster Communities.

   ii. To consider areas of good practice from all three RSL's, and to compare these with the resident engagement arrangements in place at Wiltshire Council.

   iii. To draw conclusions about best practice and make recommendations to the cabinet member for housing.

## Membership

8. The task group comprised the following membership:
   Cllr Richard Britton (Chairman)
   Cllr Terry Chivers
   Cllr Jose Green
   Cllr Mollie Groom
   Cllr Graham Payne

## Methodology

9. The task group received evidence from the following witnesses:

   Wiltshire Council witnesses:

   | | |
   |---|---|
   | James Cawley | Associate Director for Adult Care and Housing |
   | Cllr Richard Clewer | Portfolio Holder for Housing and Libraries |

   External witnesses:

   | | |
   |---|---|
   | Jenny Spoor | Head of Neighbourhoods (Greensquare) |
   | Julie Bielby | Community Involvement Manager (Greensquare) |
   | Antony Higgins | Involvement and Improvement Manager (Selwood) |
   | Marc Robins | (Selwood) |
   | David Allford | Customer Engagement Manager (Aster) |
   | Kerry Muir | Customer Involvement Facilitator (Aster) |

   The Task Group is grateful to all witnesses for giving their time to contribute to this scrutiny review.

10. The following evidence was received by the task group:

- Wiltshire Council Resident Engagement Strategy
- Wiltshire Council Resident Engagement Scrutiny Briefing (October 2015)
- Tenant Involvement and Empowerment Standard (April 2012) – Homes and Communities Agency
- Family Mosaic – Changing Places: How Can We Make Resident Involvement Relevant?
- Aster Communities and Synergy Housing Customer Involvement and Community Development Strategy 2013 – 2016
- Greensquare – Empowering Customers
- Selwood Housing - Community Engagement Strategy 2013-16

11. The task group performed visits to the following housing providers within Wiltshire:

    Greensquare,
    Selwood Housing,
    Aster Communities.

    The aims of the meetings were to gather evidence of existing resident engagement arrangements outside of Wiltshire Council in order to learn from particular areas of good practice within the organisations, and to note any improvements which had been performed regarding engagement methods and the lessons which had been learnt from them.

12. The Task Group met five times with the aims of each meeting demonstrated in the table below:

| Date of meetings | Item / topic | Details |
|---|---|---|
| **2015** | | |
| 16 Nov | Scoping | Meeting with James Cawley and Cllr Richard Clewer. |
| **2016** | | |
| 18 Jan | Meeting with Greensquare | Evidence gathering meeting between the task group and representatives from Greensquare Housing. |
| 29 Jan | Meeting with Selwood | Evidence gathering meeting between the task group and representatives from Selwood Housing. |
| 01 Feb | Meeting with Aster | Evidence gathering meeting between the task group and representatives from Aster Communities. |
| 24 March | Final Report | To consider the evidence and information from the task group's meetings with housing providers, and what recommendations should be included in the final report. |

13. Some initial conclusions and findings were discussed by the Task Group with James Cawley, Associate Director for Adult Care and Housing, and Cllr Richard

Clewer, Portfolio Holder for Housing and Libraries at a meeting on 24 March 2016.

## Key Findings

### The Importance of Purpose and Objective Setting

14. One of the three housing providers posed a number of questions to the task group:

    - Why is resident involvement needed?
    - What is the minimum resident engagement needed/required to be performed, and how far above this does it make sense to go?
    - What are the key challenges?
    - How is successful res ident engagement measured?

15. The questions above emphasised the importance of defining a purpose before defining resident engagement mechanisms so that the methods and selection of techniques best suit the organisation's purpose. Dependent on the organisation's reasons for seeking to engage residents, it can be used to meet one or more of the following incentives:

    - An existing obligation to do so (e.g. from government development funding or governance reviews).
    - Tenants are a resource with relevant knowledge and experience that can be harnessed to improve processes.
    - Resident engagement improves tenant satisfaction and as a result benefits the provider and its image.

16. The defined purpose (either one or a combination of the above) would impact upon the way resident engagement was measured and the subsequent methods which were chosen and implemented.

### Target Setting

17. Two providers set a target for resident engagement of 10% involvement across the provider's properties. The total engagement figures were based upon counting each engaged property only once.

18. The third provider considered that it was important to ensure that resident engagement methods created meaningful results which added value to the business as a result of their work. As a result their targets were based upon measuring the number of positive organisational changes arising directly from resident engagement. The target set was a figure of 50 annual organisational changes resulting from resident engagement activities. Organisational changes were measured through the monitoring of recommendations from resident engagement groups and their subsequent implementation.

19. The task group were not aware of any such budgeting process taking place at Wiltshire Council.

**Resource Allocation**

20. Two providers had dedicated budgets to support resident engagement and the achievement of their engagement targets. The third provider's budget was set through a discussion with the resident engagement team over what budget was required to meet their specified purpose and objectives. After this discussion a budget was set which reflected what resources were required to perform engagement which would meet the organisation's targets.

21. The task group is not aware of any corresponding process at Wiltshire Council.

**Methods Observed as Functioning Well**

22. Whilst there was a degree of continuity between the providers regarding the methods which were demonstrating good practice, differences were observed in the implementation of some of the methods. There were also examples of methods which were unique to a single provider.

Resident Scrutiny

23. All resident scrutiny panels were comprised entirely of residents who decided their topics of focus and agendas. Assistance was offered from staff members to help ensure that the work was performed in areas where practical recommendations could be formed and implemented.

24. Across all providers scrutiny panels were noted as a means of positive and effective resident engagement which successfully identified areas capable of improvement and added value to the organisations.

25. One provider followed the scrutiny process with an initial response to the scrutiny panel, with subsequent follow-ups after three months and six months.

Standing/Focus Groups

26. Standing and focus groups were formed to address specific aspects of ongoing work or engagement. These included:

    - Homes, repairs, and planned maintenance
    - Some aspects of new development plans
    - Anti-social behaviour
    - Diversity
    - Learning and disability

27. One-off focus group meetings consultations were organised by Aster based on their particular priorities for the year, with room to adapt if these changed. Residents were invited based on whether or not their profile showed them as having an interest in the particular consultation.

28. Difficulties with focus groups arose when a large number of residents were in attendance at a meeting. This resulted in a potentially chaotic discussion during the session, which made reaching clear and constructive outcomes difficult. Focus groups were more successful when a smaller number of representatives from the relevant communities were in attendance to put forward the collective views from their localities.

Surveys

29. Surveys were in use by all three providers as a form of engagement and were noted by providers as a cheap and effective form of resident engagement. The surveys were made available through a number of means: online, phone, door to door, and through short text surveys. Selwood also made surveys available to residents through a freestanding Ipad station located in their reception.

30. Answers to surveys were most effective and valuable when they were targeted towards residents who were known to be relevant to the survey's topic. Selwood targeted their surveys specifically to customers who had a relevant interest; one method of this was conducting door-to-door surveys in areas with a relevant interest in the survey topic. Greensquare was currently using an online survey mechanism titled "Greenview" which allowed residents to create an account and respond to incentivised surveys and polls. By using Greenview as a method allowing residents to decide which surveys to respond to Greensquare had experienced 40% engagement with their online surveys.

Community Representatives

31. The community representative scheme generally consisted of a single volunteer within a locality or estate who performed monthly inspections of their local area. The inspections resulted in a report which detailed various issues identified as needing addressing.

32. In response to the reports produced by the community representatives, an annual summary would be produced which listed the issues and any responsive actions. Issues which were not the responsibility of the provider were discussed with the community representatives.

33. The scheme was noted as an effective form of issue reporting with a good response to the request for community volunteers. However, it was noted that it was important to create a clear distinction between the responsibilities of the community representatives and the Housing Managers to avoid any confusion for residents.

Training

34. Training was offered through a variety of methods including links to organisations providing opportunities for free training. Many training schemes involved improving IT skills. "On the job" training was also provided through membership to resident engagement bodies, such as the scrutiny panels. Basic training such as gardening or DIY skills was also sometimes provided.

**Methods Observed as Having the Potential for Improvement**

Recruitment

35. Some challenges were experienced with recruitment onto resident scrutiny panels or focus groups. Those recruited were typically from the older demographic. This was particularly noted on groups such as the resident scrutiny panels, where both pre-existing skills and knowledge along with spare time to perform scrutiny work was required. Because of this there was a degree of acceptance that those with the skills and time available would typically be of retirement age.

Incentives

36. Incentives were offered at all providers for resident engagement, however they were either being withdrawn, reviewed, or reduced. This was due to evidence suggesting that incentives had either a minor or no measurable impact on the levels of resident engagement. In some cases the incentives were converted into rewards to thank residents for their involvement.

Magazines

37. Magazine publications were noted as having varying degrees of success at each housing provider. Greensquare's resident magazine was under review due to a low take-up and the level of resources required maintaining publication.

38. Selwood's magazine was designed by a standing group comprised of residents. This magazine was reported as receiving good feedback from each issue.

Digital Involvement

39. Providers noted that relevant information was available online, but not always frequently accessed by residents. This was in part due to the website not being clear enough with directions to the information. As such importance was placed on providing residents with a website that not only contained relevant information but also provided a logical and friendly customer journey structure.

40. Progress with training and providing more digital engagement was also anticipated to give important wider benefits, such as encouraging residents to use digital for other functions, such as online payments and repairs reporting.

Social Media

41. Social media was generally used to share positive stories on work performed by the organisation, event publicity and invitations, and "meet the team" introductions from staff. However, social media profiles and activity only received, at best, moderate engagement levels from residents. It was noted by a provider that this method could be better utilised in the future.

## Conclusions from Observed Resident Engagement Methods

Community Representatives

42. Community representatives successfully provide an effective form of connection between local communities and Head Office through the local Housing Manager. It was important however to ensure that there is a clear distinction between the roles of the Community Representative and the Housing Manager so that residents knew who to speak to regarding local issues.

43. Voluntary representatives provide key information on issues within a local community such as fly-tipping in a monthly report. Value added to the community was clearly seen through the production of six-monthly reports detailing the actions taken in response to reported issues.

Scrutiny

44. Scrutiny panels are generally allowed the freedom to decide their own areas of work with advice from staff to help ensure relevance. Effective areas of scrutiny focus included policies and procedure. Assistance could be provided to ensure that the scrutiny panel is able to provide realistic and practical recommendations.

45. To ensure that both members of the scrutiny panel and residents are aware of the positive value added by this function it was important to provide an initial response to the scrutiny panel's work. Subsequent follow-up responses were also important to further track the progress of their recommendations. This work can be promoted by the organisation to allow other residents to see the positive impact of resident engagement work, and attract potential recruits to the engagement process.

Focus Groups

46. Focus groups work best when tailored to respond to a specific issue or topic; this gives the focus group a sense of importance for residents. As a result it promotes involvement from residents.

47. Focus groups are used when there is a single issue that requires addressing within a short space of time. Relevant resident representatives can be invited to the focus group meeting along with staff members to discuss the topic and create a meaningful and realistic actionable outcome.

48. Focus groups appear to work best when they are kept small and focused on a single issue. This helps avoid situations where meaningful debate and outcomes are overshadowed by the number of people contributing to the discussion.

Surveys

49. Surveys provided the best value to an organisation when they were in some form targeted to residents who had an interest in the survey's topic. Relevance could be identified through digital methods, where resident profiles are created and the organisation can target surveys to the relevant resident profiles. Engagement styles can be identified through allowing residents to submit a preference on how they would like to get involved, either through new styles (digital) or traditional (post, phone etc.).

50. Through digital surveys residents could also be allowed to decide for themselves which surveys are relevant to them. This requires the promotion of the survey's online location to ensure that residents are aware of its availability.

51. Surveys were least successful when they were lengthy and non-specific. Residents did not engage with surveys they felt would take up too much time, held little or no relevance to them, or would not provide any meaningful outcome to their wellbeing.

Digital Engagement and Training

52. Digital skills training can be offered to residents as a key learning and development area for all ages. Advantages noted from providing free access to digital skills workshops included providing residents with the abilities necessary to engage digitally in all aspects of the organisation, such as online payments. Traditional methods of contact can be maintained whilst a move towards digital is implemented.

53. In order to promote online engagement the website for residents should be structured clearly to predict where they would look for information. The website should also be made mobile and tablet friendly. Once these are in place and promoted then residents can become accustomed to accessing the digital information which may already be available, but considered too much effort to locate.

54. Digital engagement should be strongly promoted as a form of training for residents to become accustomed to using digital methods for other tasks, such as various payments or the "MyWilts App" for reporting issues.

## Conclusions from the Task Group's Wider Considerations

### Setting a Defined Purpose for Resident Engagement

55. Before deciding upon resident engagement methods it is important first to define why it is being implemented. The defined purpose of resident engagement by the organisation should guide what objectives need to be set to measure what is defined as "successful engagement".

56. The diagram below illustrates how once a purpose has been defined then so can the objectives. Once this has been done it is easier to define the resources required and the most appropriate resident engagement methods.

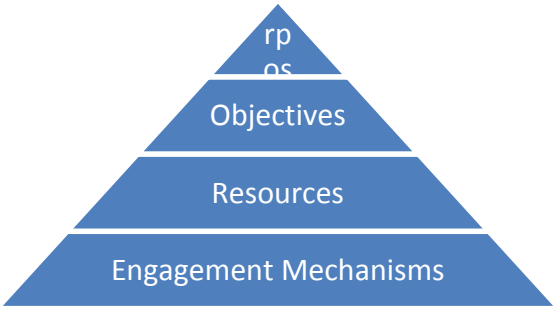

Diagram 1.

57. If the purpose of resident engagement is to meet legal requirements, or as a way to improve a successful bid for government funding, then all that is needed is to meet the minimum expectations for resident involvement.

58. If tenants are viewed as a resource with relevant knowledge and experience which can be used to benefit the organisation then an extensive use of focus groups and scrutiny acting as an 'internal consultancy' might be most appropriate. The effects and positive outcomes from resident participation need to be maximised through clear identification of tenants with relevant skills and interest to get the most from involvement.

59. If the process of engagement is aimed primarily to improve satisfaction among tenants and as a result benefit the organisation then extensive communication with tenants is required to promote the awareness of tenant participation. Investment in Focus Groups, Scrutiny Panels and other mechanisms of engagement is also required to improve their performance.

60. It should be noted that the above purposes are not mutually exclusive and that one or a combination of them can be used to define an organisation's reasons for performing resident engagement.

**Target Setting and Objectives**

61. Objectives and targets are needed to measure the meaningful forms of resident engagement as defined by the organisation's purpose. Until both the purpose and objectives have been defined then discussion of specific resident engagement activities takes place in a vacuum.

62. Objectives are best used to measure the overall success of the resident engagement strategy in how far it has achieved whichever purpose has been defined. This can be done through one or more of the following methods:

    i. The percentage of total tenants engaged
    ii. The total number of overall engagements
    iii. The total number of process/organisational changes implemented as result of tenant engagement

63. Measuring the percentage of engaged tenants or the overall number of engagements illustrates raw levels of tenant engagement, whereas measuring

the total number of process/organisational changes implemented as a result of tenant engagement provides a mechanism which illustrates the level of meaningful engagement created by the organisation's resident engagement strategy.

**Resources**

Budget Setting

64. Whilst two providers were currently performing resident engagement through a dedicated pre-set budget, this approach may not provide the most effective way of allocating a budget. This was due to the possible risk of setting the budget without adequate consideration of the strategy's purpose and objectives.

65. The method used by the third provider, where the budget was negotiated in consultation with the resident engagement team, demonstrated a more effective means of meeting a specified resident engagement purposes and its objectives.

**Resident Engagement Mechanisms**

66. Resident engagement mechanisms should be chosen and implemented to specifically meet the defined objectives and overarching purpose of resident engagement as stated by the organisation. This appears to contrast with the current Wiltshire Council approach as specified in their Resident Engagement Strategy, which appears to the Task Group to seek to provide a comprehensive and all-embracing set of engagement mechanisms.

67. The following diagram shows a suggested analysis of three different focuses for the selection of the most appropriate forms of resident engagement which are explained further below (paras 68 – 71):

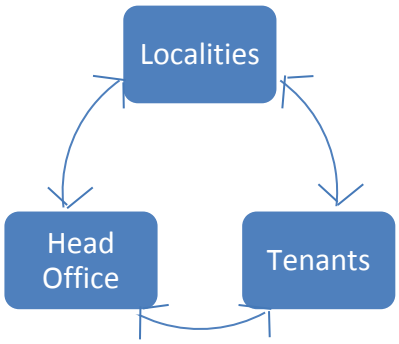


Diagram 2.

Localities

68. For each locality/neighbourhood there should be community representatives acting as a link between the tenants and the Housing Manager at the Head Office (see para's 42 and 43).

Head Office

69. The Head Office focus deals with internal issues, systems, and procedures where the most appropriate engagement method would be the scrutiny panel (see para's 44 and 45).

Tenants

70. This focus of activity is concerned with communications with and inter-relations between tenants and Head Office, on matters such as:

i. Rent collection
ii. Arrears
iii. Repairs
iv. Maintenance

71. The most effective and appropriate form of engagement here would be focus groups (see paras 46 to 48).

**Selection and Outcomes/Feedback of Engagement Work**

72. The below diagram illustrates the way the above structure could be implemented:

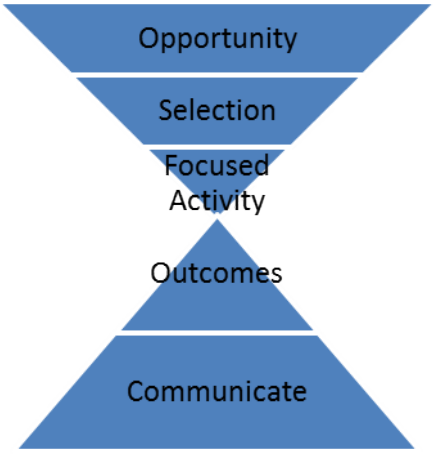


Diagram 3.

Opportunity and Selection

73. The opportunity section at the top of the diagram represents the importance of extending engagement opportunities to every resident. This can then be followed by more targeted methods to recruit focus groups and the scrutiny panel, leading into their very focused engagement.

Outcomes/Feedback

74. Feedback from the outcomes of all aspects of the work from all resident engagement mechanisms needs to be given maximum possible exposure to all

tenants. This ensures that both those engaged and those currently not engaged are aware of the meaningful results being performed as a result of resident engagement work.

75. Promotion can be done through a variety of means, including social media and organisation publications. This form of promotion is an important activity as not only does it advertise the positive aspects of becoming an engaged resident, but it also promotes the good workings of the organisation itself.

**Recommendations**

**The Task Group recommends that the Cabinet Member for Housing, Leisure, Libraries and Flooding considers the following:**

1. **To ensure that Wiltshire Council has defined a precise purpose and overarching aims for its resident engagement programme as a framework for the identification of the most appropriate resident engagement mechanisms.**

2. **To ensure that the Wiltshire Council Resident Engagement team has targets and objectives for their engagement programme developed in line with the agreed purpose(s) set for resident engagement. These targets and objectives should be based on either or both of the following:**

    a. **Involvement-based: objectives which measure the number of residents involved in resident engagement activities or engagements performed.**

    b. **Outcomes-based: objectives which measure the total number of meaningful outcomes or organisational changes made as a result of resident engagement activities.**

3. **To follow the more focused approach as defined within the report (paras 55 to 75) in order to enable an inevitably limited budget to be used more cost effectively, and to agree priorities with the resident engagement team as a crucial part of the resource allocation process.**

4. **That the following methods should be pursued by Wiltshire Council as ways to perform the various resident engagement roles explained in diagram 2 (para 67):**

    a. **To establish Community Representatives who will perform routine local surveys to check for issues and provide a point of contact for local residents within every estate/locality where the council has housing stock.**

    b. **To develop a resident scrutiny panel that considers topics in discussion with Wiltshire Council officers to develop effective and realistic recommendations.**

c. **To set up Focus Groups to address single topics of importance as they arise in order to make practical recommendations and for the implementation of such recommendations to remain the discretion of management, but reasons should be given for any decision not to implement.**

5. **That the following methods should be pursued by Wiltshire Council as ways to implement the various resident engagement roles explained in diagram 3 (para 72):**

    a. **To ensure that all tenants are provided with an equal opportunity to engage.**

    b. **To work towards collecting tenant data to assist in the identification of residents for the role of community representatives and participation on focus groups and the scrutiny panel.**

    c. **To review the cost effectiveness of the housing magazine as a means of communicating the outcomes of resident engagement with the possibility of developing it into an annual publication created with the involvement of voluntary residents in a standing task group, and to develop a more frequent associated newsletter detailing, among other things, the outcomes of the tenant engagement activities.**

6. **For the results of successful resident engagement activity to be fed back to all residents to actively demonstrate the extent, and effect of tenant engagement.**

7. **To raise social media as a topic to be examined by the resident scrutiny panel as a potential marketing method to promote, among other things, resident engagement.**

8. **To review the resident engagement information available on the Wiltshire Council website and ensure that it is relevant and provided in a logical structure which is friendly to the customer's journey in order to encourage resident's IT usage and communication.**

9. **To recognise the importance of digital training and to continue encouraging residents to take up available training opportunities.**

10. **To raise the development of customer-friendly surveys as a topic to be examined by the resident scrutiny group and to make available to residents narrowly-focused surveys which are targeted to relevant residents and are provided through a variety of methods both online and offline.**

**11. For the Environment Select Committee to receive an update report on the progress of Wiltshire Council's resident engagement strategy and its outcomes in twelve months.**

**Proposal**

76. To endorse the report of the Task Group and refer it to the Cabinet Member for Housing, Leisure, Libraries and Flooding for response at the Committee's next meeting.

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**Cllr Richard Britton, Chairman of the Resident Engagement Task Group**

Report author: Adam Brown, Senior Scrutiny Officer, 01225 718038, adam.brown@wiltshire.gov.uk

**Appendices**

None

**Background documents**

None

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Wiltshire Council

Environment Select Committee

12 April 2016

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**Task group update**

**Purpose**

1. To provide an update on recent task group activity and propose any decisions requiring Committee approval.

2. Further verbal update will be provided by the Chairmen of the task groups as appropriate.

**Highways and Streetscene task group**

3. Membership

   Cllr Jeff Osborn (Chair)
   Cllr Bob Jones
   Cllr Gordon King
   Cllr Linda Packard
   Cllr Anthony Trotman
   Cllr John Walsh

   Scrutiny / support officer: Marie Gondlach

4. Terms of Reference

   The task group will propose its terms of reference at the next available meeting of the committee.

5. Recent activity

   The task group has not met since the last meeting of the committee but is scheduled to meet soon to scope its future work and terms of reference.

**Public Transport Review task group**

6. Membership

   Cllr Peter Evans (Chair)
   Cllr Mollie Groom
   Cllr Jacqui Lay
   Cllr Magnus Macdonald

Cllr Graham Wright

Scrutiny / support officer: Marie Gondlach

7. Terms of reference

a. To scrutinise the pre-consultation(s) and consultation(s) and recommend that the range of transport option(s) offered take into consideration the needs of communities in rural and urban areas.
b. To scrutinise the pre-consultation(s) and consultation(s) and recommend that the option(s) offered take into account the impact of reducing spending on public transport and that the scope for alternative methods of delivery and / or mitigation of the impacts is adequate.

c. To scrutinise how the public transport funding is invested and recommend that community priorities are reflected and that investments represents the best value for money whilst supporting the delivery of outcomes related to health and wellbeing, education, economy and employment. To recommend, where appropriate, that consideration is given to an integrated transport strategy.

d. To scrutinise the decision to be made on the adoption of a new policy / strategy framework, in the light of future budget availability. If applicable, to engage with the development of the policy / strategy framework.

e. To monitor the implementation of the option(s) selected following the public transport review.

8. Recent activity

The task group has not met since the last Environment Select Committee as the consultation was taking place. The task group is scheduled to meet on 20 April to review the outcome of the consultation and proposals. It is planned for the task group to present a report to the committee at its June meeting.

**Resident Engagement task group**

9. The final report of the task group is included in this agenda.

10. Membership

Cllr Richard Britton (Chairman)
Cllr Terry Chivers
Cllr Graham Payne
Cllr Mollie Groom
Cllr Jose Green

Scrutiny / support officer: Adam Brown

11. Terms of reference

a. To learn about the resident engagement arrangements in place at Wiltshire's three largest Registered Social Landlords (RSL): Greensquare, Selwood Housing, and Aster Communities.

b. To consider areas of good practice from all three RSL's, and to compare these with the resident engagement arrangements in place at Wiltshire Council.

c. To draw conclusions about best practice and make recommendations to the cabinet member for housing.

12. Recent activity

The final report of the task group is considered elsewhere on the agenda.

**Waste Service Changes task group**

13. Membership

Cllr Jose Green (Chair)
Cllr Pat Aves
Cllr Rosemary Brown
Cllr Peter Evans
Cllr Mollie Groom
Cllr Jacqui Lay

Scrutiny / support officer: Adam Brown

14. Terms of reference

a. To consider the impact of changes to Household Recycling Centre (HRC) locations and opening times on:
   - volume of waste received and recycled
   - incidences of fly-tipping
   - customer experience

b. To consider the impact of the introduction of fees for garden waste collections on:
   - garden waste recycling rates (including food composters)
   - residual waste volumes
   - incidences of fly-tipping

c. To monitor implementation of the council's Mobilisation Plans (for lots 2 and 5) preparing for the commencement in August 2017 of new contracts for waste collection and HRCs.

15. Recent activity

The task group's first meeting was held on 25 November 2015 to consider the impact of changes to HRCs and implementation of garden waste fees. The Associate Director for Waste and Environment was in attendance to provide information and answer questions. Key points of discussion included:

- The rationale for the revised opening times and the entitlement for use of HRC's, along with waiting times, and the number of complaints received and recorded at HRC's.
- The volumes of waste received and recycled and numbers of fly-tipping incidents.
- Take-up and volumes of garden waste collected.

It was decided by the Task Group that separate meetings would be organised to consider HRC's and the garden waste collection, and that site visits to three HRC's would be organised for the members.

Household Recycling Centres

The Task Group met on 03 February to consider information on HRC's. Key points of discussion included:

- The quality and quantity of signage at HRC sites along with the site layouts and the impact on the customer's journey through the HRC.
- Staffing levels and the quality of guidance from staff regarding waste disposal, recycling and charges at HRC's.
- The monitoring of the new provider's performance.

Formal visits to three of Wiltshire's HRC's were arranged for members of the Task Group to investigate customer experience of HRC use. The Task Group made the following visits to three of Wiltshire's HRC's:

- 29th February – Churchfields, Salisbury
- 7th March – Trowbridge
- 7th March – Warminster

Members were accompanied by Wiltshire Council Officers and staff members from Hills during the visits. Key considerations included:

- Interviewing members of staff on site regarding their perceived impacts of the newly issued contract for waste collection and HRC's.
- Discussing with staff the impact of changes to HRC locations and opening times, such as Site capacity, queueing issues, and the impact of this on the HRC and surrounding area.
- Viewing first-hand the process involved with the identification of permitted and non-permitted disposal of commercial waste at HRC sites, and the use of the Trade Waste Disclaimer form.
- Discussion with customers and staff regarding the customer experience whilst visiting the HRC's, including:

- Queueing
- Interactions with HRC staff
- The ease of the customer's journey through the site locations

Garden Waste

A meeting was held on 17 February to discuss to receive information on the impact of the introduction of fees for garden waste collections on garden waste recycling rates, residual waste volumes, and the total incidences of fly-tipping.

Consideration at the meeting was given to:

- Wiltshire Council's promotion of green waste collection and the amount of total subscribers and re-subscribers.
- The advice available to those who have green waste but have not signed up to green waste collection.
- Total incidences and types of fly-tipping experienced within Wiltshire.
- The identification and prosecution of fly-tippers, and the best possible deterrents available to prevent fly-tipping incidents.

Monitoring of the Mobilisation Plan

On 31 March the task group received a briefing on the mobilisation plan for the new contract, which is to be completed by August 2017. The task group received information on:

- The mobilisation timetable
- Perceived risks and their mitigation plans
- Key actions and activities within lots 1-5 and their timescales

The task group will consider this information provided and develop a plan to take forward regarding the monitoring of the mobilisation plan.

The next meeting of the task group is scheduled for 15 April and will focus on the content of their interim report which will address the first two terms of reference: the impact of changes to Household Recycling Centre (HRC) locations and opening times and the introduction of fees for garden waste collections. Consideration will also be given to the future work of the task group in monitoring the mobilisation plan.

**Proposals**

16. To note the update on task group activity provided.

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# Environment Select Committee - Forward Work Programme - April 2016

Last Updated 9 MARCH 2016

| Environment Select Committee - Current / Active Task Groups | | | |
|---|---|---|---|
| **Task Group** | **Details of Task Group** | **Start Date** | **Final Report Expected** |
| Highways And Streetscene Contract Task Group | website | 10 December 2013 | tbc |
| Public Transport Review Task Group | website | 10 June 2015 | 7 June 2016 |
| Residents Engagement Task Group | tbc | 16 November 2015 | tbc |
| Waste Service Changes Task Group | website | 25 November 2015 | tbc |

| Environment Select Committee - Rapid Scrutiny | | |
|---|---|---|
| **Topic** | **Details** | **Date** |
| **Wholly Owned Subsidiary (WOS)** | Another rapid scrutiny of the WOS (following meeting on 8 September 2015) to enable scrutiny members to consider the details of the proposed WOS | Date to be confirmed |
| **Housing Bill**<br><br>NB could be a task group depending on the scale of the work to be undertaken | To consider the impact of the Housing Bill for Wiltshire Council and its residents and housing tenants (to include communication, management of changes and support to tenants). | After publication of the Housing Bill (The provisional date for the first day of remaining stages on the bill is Tuesday 5 January 2016.) |

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| **Meeting Date** | **Item** | **Details / Purpose of Report** | **Associate Director** | **Responsible Cabinet Member** | **Report Author / Lead Officer** |
| 7 Jun 2016 | Election of Chairman | To elect a Chairman for the Committee for the forthcoming year. | | | |
| 7 Jun 2016 | Election of Vice-Chairman | To elect a Vice-Chairman for the Committee for the forthcoming year. | | | |
| 7 Jun 2016 | Final report of the Highways and Streetscene task group | To receive the final report of the Highways and Streetscene task group. | Parvis Khansari | Cllr Philip Whitehead | Marie Gondlach |
| 7 Jun 2016 | Litter picking | To receive an update on the holistic approach planned by the council (school programme, work with fast food outlets, etc.) – last update received on 1 September 2015.<br><br>To include the outcome of the “Clean for the Queen” initiatives and information on any future litter picking community projects.<br><br>Service area to be confirmed. | | | |
| 7 Jun 2016 | Passenger Transport Review | To receive the report on the outcomes of the consultation and proposed actions before it is presented to Cabinet. | Parvis Khansari | Cllr Philip Whitehead | Karen Jones |

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| **Meeting Date** | **Item** | **Details / purpose of report** | **Associate Director** | **Responsible Cabinet Member** | **Report Author / Lead Officer** |
| 7 Jun 2016 | Public Transport Review task group – final report | To receive the final report of the Public Transport Review task group | Parvis Khansari | Cllr Philip Whitehead | Marie Gondlach |
| 7 Jun 2016 | Update on the gypsy and traveller's reference group | TBC | Frances Chinemana | | Steve Maddern |
| 7 Jun 2016 | Waste storage and collection: guidance for developers (SPD) | The draft Supplementary Planning Document (SPD) sets out technical information to allow developers to make suitable space for waste collection services at new developments and the level of section 106 contributions requested per qualifying new development.<br><br>The committee will receive information on the consultation. | Tracy Carter | Cllr Toby Sturgis | Gareth Jones |

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| **Meeting Date** | **Item** | **Details / purpose of report** | **Associate Director** | **Responsible Cabinet Member** | **Report Author / Lead Officer** |
| 30 Aug 2016 | Housing Allocation Policy | To receive an update on the implementation of the Housing Allocation Policy and the latest housing register figures.<br>Background: it was agreed at the committee meeting on 1 September 2015 that there would be continued monitoring of the Housing Allocation Policy. | James Cawley | Cllr Jonathon Seed | Nicole Smith |
| 30 Aug 2016 | Housing Bill | To receive a report highlighting the potential and actual impact of the Housing Bill. | James Cawley | Cllr Jonathon Seed | Nicole Smith |
| 30 Aug 2016 | Progress on social housing developments | To receive a report detailing progress on social housing developments. | James Cawley | Cllr Jonathon Seed | |
| 30 Aug 2016 | Public Transport Review task group – Executive Response | To receive the Executive Response to the final report of the Public Transport Review task group. | Parvis Khansari | Cllr Philip Whitehead | Karen Jones |
| 30 Aug 2016 | Wiltshire Council's Housing Board Annual Report | Wiltshire Council's Housing Board Annual Report as received by Cabinet on 15 March 2016. | James Cawley | Cllr Jonathon Seed | |

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| **Meeting Date** | **Item** | **Details / purpose of report** | **Associate Director** | **Responsible Cabinet Member** | **Report Author / Lead Officer** |
| 25 Oct 2016 | Annual report - Highways – major maintenance programme | To review the delivery of the planned major maintenance programme for the past year and consider the planned major maintenance for the year ahead. | Parvis Khansari | Cllr Philip Whitehead | Peter Binley |
| 25 Oct 2016 | Annual Report - Wiltshire Local Flood Risk Management Strategy | To receive an annual report on the Wiltshire Local Flood Risk Management Strategy. | Parvis Khansari | Cllr Jonathon Seed | Peter Binley |
| 25 Oct 2016 | Energy Resilience Plan - annual update | As resolved on 27 October 2015 to receive an annual update on the Energy Resilience Plan. | Alistair Cunningham | | Louise Woollen |
| 25 Oct 2016 | Parking Services update | Report to include:<br>• Outcomes of “mi permit” only trials - update requested by Committee (1 September 2015) for 6 months after commencement of trials;<br>• Outcomes of the Car Parking review;<br>• Update on Car Parking strategy;<br>• Update on transfer of car parks. | Parvis Khansari | Cllr Philip Whitehead | Robert Murphy, Adrian Hampton |

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| **Meeting Date** | **Item** | **Details / purpose of report** | **Associate Director** | **Responsible Cabinet Member** | **Report Author / Lead Officer** |
| 25 Oct 2016 | Waste strategy | An opportunity for the committee to be involved in the review of the waste strategy to reflect recent changes. | Tracy Carter | Cllr Toby Sturgis | |
| | TBC Gypsy and Traveller Plan | Topic to be considered as the plan becomes available. | Alistair Cunningham | Cllr Toby Sturgis | Carolyn Gibson, Georgina Clampitt-Dix |
| | TBC - Business Plan | To review any changes for any impact on the areas of the business covered by the Environment Select Committee - currently no date scheduled for Cabinet | Robin Townsend | Cllr Dick Tonge | David Bowater |