AGENDA

Meeting: Environment Select Committee

Place: Kennet Committee Room, County Hall, Bythesea Road, Trowbridge, BA14 8JN

Date: Tuesday 19 September 2017

Time: <u>10.30 am</u>

Please direct any enquiries on this Agenda to Natalie Heritage, of Overview and Scrutiny, 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 Ian Blair-Pilling
Cllr Derek Brown OBE
Cllr Matthew Dean
Cllr Peter Evans
Cllr Peter Fuller
Cllr Sarah Gibson
Cllr Mike Hewitt

Cllr Tony Jackson
Cllr Bob Jones MBE
Cllr Jacqui Lay
Cllr Ian McLennan
Cllr Nick Murry
Cllr Steve Oldrieve

Substitutes:

Cllr Ernie Clark
Cllr Brian Dalton
Cllr Sue Evans
Cllr Jose Green
Cllr Mollie Groom
Cllr Russell Hawker

Cllr Ross Henning
Cllr George Jeans
Cllr Brian Mathew
Cllr Stewart Palmen
Cllr Ricky Rogers

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If you have any queries please contact Democratic Services using the contact details above.

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 Meeting *(Pages 7 - 12)*

To approve and sign the minutes of the Environment Select Committee meeting held on 13 June 2017.

3   Declarations of Interest

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

4   Chairman's Announcements

To receive any announcements through the Chairman.

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 on the front of the agenda 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 on the front of this agenda no later than 5pm on **12 September 2017** in order to be guaranteed of a written response**.** In order to receive a verbal response questions must be submitted no later than 5pm on **14 September 2017**. Please contact the officer named on the front 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   **Municipal Waste Management Strategy** *(Pages 13 - 28)*

At the meeting of Environment Select Committee held on 25 October 2016, members considered a report which provided an update on the council's existing Joint Municipal Waste Management Strategy 2006 to 2016.

During the October 2016 meeting, the Committee resolved that elected members should have a greater role in the early development of the new strategy (post 2016). As a result member workshops were scheduled, in order to aid the discussion of key waste management challenges and the future of household waste and recycling services delivered by Wiltshire Council.

The Committee will receive the report on the outcome from the member workshops held in July 2017 and how this has been used to develop the questions for a public consultation survey.

7   **Amendments to the Wiltshire Local Transport Plan (LTP) - Car Parking Strategy 2011-2026** *(Pages 29 - 56)*

The current Wiltshire LTP Car Parking Strategy was approved by Cabinet at its meeting on 17 March 2015. This approval came after a comprehensive review of the strategy in 2014; which included a pre-consultation with key stakeholders to agree the method and objectives of the review, followed by a public consultation exercise which attracted over 5,000 responses from individuals and organisations.

At its meeting on 12 September 2017, Cabinet considered a report on possible car parking charging options. As part of this report, Cabinet was asked to consider and agree possible car parking charging options for inclusion in a subsequent public consultation exercise.

The Committee will consider a report on the Council's LTP Car Parking Strategy, as well as what the role of the Committee could be in the process of amendments to the Strategy.

8   **Final Report of the Public Transport Review Task Group** *(Pages 57 - 66)*

The budget for 2015/16 included strategic savings of £0.5m, to result from a complete review and transformation of public transport in the county. During the debate on this budget proposal, the Cabinet Member invited early engagement by overview and scrutiny in order to provide positive challenge during the review period. It was agreed by the Overview and Scrutiny Management Committee that the Environment Select Committee would establish a Task Group that would look into public transport; with representation from all of the select committees.

The Committee is asked to consider and endorse the findings and recommendations of the Task Group and then to refer this item to the Cabinet Member for Highways, Transport and Waste for a response.

9   Flood Risk Management *(Pages 67 - 80)*

Wiltshire has experienced severe flooding in previous years, especially in 2014 when over 500 properties were flooded and a number of roads had to be temporarily closed to traffic. Many communities in Wiltshire have experienced at first hand the damage, distress and disruption that flooding can cause.

The Flood and Water Management Act 2010 requires Wiltshire Council to act as Lead Local Flood Authority, and to develop a Local Flood Risk Management Strategy. The Council has set up local flood working groups and has a significant programme of drainage improvement, as well as flood alleviation schemes to help to manage flood risk in Wiltshire and to reduce the risk to our communities.

The Committee will receive a report on the annual update flood and the work that has been carried out in regard to flood risk management over the past 12 months.

10   Housing Board *(Pages 81 - 136)*

At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of Council housing; consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013. Thus, the Housing Board was established. The Board comprises a total of 9 positions and Board Members are remunerated for their position.

The Council is required to review governance arrangements in collaboration with its residents at least once every 3 years, in order to maintain regulatory compliance. In light of this, 4 options have been proposed for the future arrangements of the Board.

The Committee will receive a report on the Housing Board and will consider which option to follow for the Board's future arrangements, the remuneration level and whether recruitment to vacant positions on the Board could commence.

11   Task Group Update *(Pages 137 - 144)*

Written updates on Environment Select Committee Task Group activity are attached.

12   Forward Work Programme *(Pages 145 - 152)*

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 21 November 2017.

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ENVIRONMENT SELECT COMMITTEE

MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 13 JUNE 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Ian Blair-Pilling, Cllr Matthew Dean, Cllr Peter Evans, Cllr Sarah Gibson, Cllr Mike Hewitt, Cllr Bob Jones MBE, Cllr Jacqui Lay, Cllr Ian McLennan, Cllr Nick Murry, Cllr Steve Oldrieve, Cllr Sue Evans (Substitute), Cllr Jose Green (Substitute) and Cllr Mollie Groom (Substitute)

Also Present:

Cllr Alan Hill and Cllr Philip Whitehead

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16   **Election of Chairman**

The meeting was introduced by Edmund Blick- Democratic Services Officer, who called for nominations for the position of Chairman.

Cllr Matthew Dean was proposed by Cllr Peter Evans, which was seconded by Cllr Sue Evans. There were no further nominations.

Resolved:
Cllr Matthew Dean elected as Chairman by unanimous vote.

17   **Election of a Vice-Chairman**

The Chairman thanked the Committee for their support in his election and he called for nominations for the position of Vice Chairman.

Cllr Bob Jones MBE was proposed by Cllr Stephen Oldrieve, which was seconded by Cllr Nick Murry. There were no other nominations.

Resolved:
Cllr Bob Jones elected as Vice- Chairman by unanimous vote.

18   **Apologies**

Apologies were received from; Cllr Peter Fuller who was substituted by Cllr Sue Evans, Cllr Tony Jackson who was substituted by Cllr Jose Green and Cllr Derek Brown who was substituted by Cllr Mollie Groom.

19   **Minutes of the Previous Meeting**

        Resolved:
        The minutes of the meeting held on 22 February 2017 were agreed and
        signed as a true and accurate record.

20   **Declarations of Interest**

        There were no declarations.

21   **Chairman's Announcements**

        The Chairman announced that Agenda Item 9 - Procurement of Housing
        Repairs & Maintenance Service, had been deferred, as it was no longer being
        discussed by Cabinet on Tuesday 20 June 2017. The Chairman signalled that
        this item would return to the Committee, prior to its consideration at Cabinet.

        It was also announced that Agenda Item 11 - Forward Work Plan and the
        Agenda Supplement - Notice of Motion: Single-use Plastics, would be moved
        forward in the agenda, so that the appropriate Senior Officers could be present.

22   **Public Participation**

        There were no public questions or speakers.

23   **Forward Work Programme**

        The Chairman introduced the Forward Work Programme, explaining that it
        contained the recommendations of Overview and Scrutiny Management
        Committee under the last Council. These recommendations were formed
        following a "legacy process", which included a councillor workshop event in
        January, 'end of term' style reports to the select committees in the Spring, and,
        finally discussion and agreement by Management Committee at its final meeting
        on 28th March.

        Attention was also drawn to the Municipal Waste Management Strategy listed
        on page 28 of the agenda pack. The Chairman raised the proposition of the
        Waste Management Team, that they would like to arrange a seminar, to which
        all Members would be invited, to help inform a wider consultation with the
        public.

        A verbal update was given by Tracy Carter- Associate Director for Waste and
        Environment, who explained that the purpose of the seminar would to notify
        members of the current service and ask a series of questions; the responses to
        which would help to inform a wider consultation through area boards and direct
        with residents.

        Several Members expressed the view that it was important that the Scrutiny
        Committee was involved throughout the process, and that scrutiny should look
        at the implementation of existing contracts, along with future arrangements.

Tracy Carter, assured Members that the process would be open and transparent and that there would be an opportunity for the proposed strategy to be scrutinised at all levels.

The Chairman also drew attention to an amendment made by the Management Committee in regards to the 'planning' item, where it was felt this was a governance issue within their remit, rather than that of the Environment Select Committee.

The Chairman explained that the proposal was to support the establishment of a task group, headed by Overview and Scrutiny Management Committee, to review the council's planning committee system, of which Environment Select Committee Members would be invited, with the Chairman and Vice-chairman authorised to bring detailed proposals back to a future meeting.

The point was raised that there could be an opportunity for scrutiny involvement in regard to outcomes and delivery around the planning process In the debate that followed, it was confirmed that there was a distinction between the issues relating to 'planning process'; such as the administrative procedures (which would be considered by the Overview and Scrutiny Management Committee task group),and the issues of outcomes and delivery; such as poor planning and provision of infrastructure, to accommodate large numbers of new homes. Members expressed a willingness to approve the proposals in regards to the Management Committee's 'planning process' task group, but they voiced an interest in addressing the other substantive issue in 'planning outcomes and delivery'.

Resolved:
   1. **To support the arrangement of a seminar, to inform all Members of the work of the Waste Management Service and allow them to ask questions and make proposals for a new strategy, prior to a wider public consultation.**

   2. **To:**
        a. **Support Management Committee's establishment of the Planning Committee System Task Group on 6 June 2017, with its Chairman and Vice-chairman authorised to take this work forward.**
        b. **Note that the Chairman and Vice-Chairman of Environment Select Committee, plus other interested Members, will be invited to contribute to discussions of the Task Group's scope.**

   3. **That authority be delegated to the Chair and Vice-Chair, as well as Cllrs Lay and Murry, to liaise with relevant officers in regards to issues with 'Planning Outcomes and Delivery', to consider options and then to bring these recommendations back to Committee for approval.**

24   **Notice of Motion: Single-use Plastics**

The Chairman introduced this Supplementary Item, which asked Members to review the Notice of Motion and decide whether input from scrutiny could be beneficial.

Tracy Carter - Associate Director for Waste and Environment gave a brief overview as to the Council's current approach to recycling plastics and some of the options that were being considered.

Members spoke about the issue of single use plastics being a global issue, as opposed to a local one. Councillors were clear in offering their approval to an improved strategy in this area, but were keen to have the opportunity of considering all the relevant information, prior to passing judgement.

The Chairman explained that the options available to the Committee regarding scrutinising this item were as follows:

- A report at the next meeting of the Committee
- A rapid scrutiny exercise
- Await the outcome of the Waste Management Team's seminar before considering the best approach for scrutiny

Resolved:
The Committee resolved to await the Councillors' seminar on the Waste Management Strategy before considering scrutiny of waste plastics management and to ask the service to include a question on single use plastic at the seminar to inform the development of proposals.

25   **Wiltshire Council's Resident Engagement Strategy**

The Chairman introduced the Item, explaining that it was an update report on the progress of Wiltshire Council's Resident Engagement Strategy and its outcome, it having been agreed during 6 June 2016 meeting to provide a further update to Committee after 12 months.

James Cawley - Associate Director Adult Care Commissioning & Housing provided an update, stating that no decisions had yet been made and that all options were still on the table. He referred Members to the details of the report. He explained that the strategy would be brought to the Committee for approval, once it had been formulated.

Cllr Chuck Berry - Cabinet Member for Economic Development and Housing was present and gave his support to the representations made by James Cawley.

Members were asked to note the update report.

Resolved:
To note the update on the Wiltshire Resident Engagement Strategy.

26   **Procurement of Housing Repairs & Maintenance Service**

As mentioned in the Chairman's Announcements, this item was deferred.

Resolved:
For the Committee to note that this item will come to a future meeting of the Environment Select Committee, prior to consideration at a future Cabinet meeting.

27   **Re-commissioning of Housing Service Support Contracts Rapid Scrutiny Final Report**

The Chairman introduced the report and invited James Cawley - Associate Director of Adult Care Commissioning & Housing to provide additional comments.

Cllr Bridget Wayman - Lead Member for the rapid scrutiny exercise and Cabinet Member for Highways, Transport and Waste also spoke in regards to the Final Report.

A question was asked as to the potential role of Environment Select Committee in monitoring the on-going work of the Housing Service Support Contracts, in addition to the work already done under the rapid scrutiny project. It was discussed that whilst the role of the Committee was primarily in scrutiny, there could be some scope for future monitoring.

Members also asked questions regarding the likely implementation of the 7 recommendations listed in the report proposals. James Cawley - Associate Director of Adult Care Commissioning and Housing, confirmed that there was no objection to any of the proposals and the Housing Team would look at implementing them all.

The Chairman proposed that the Committee approved the recommendations of the Rapid Scrutiny Report.

Resolved:
That Wiltshire Council's Cabinet Member for Economic Development and Housing note the following recommendations when considering the development of the re-commissioning of Housing Service Support contracts:
1. **To implement a system of monitoring and management of housing related support contracts.**
2. **To investigate offering contractors suitable incentives to move people on from the Housing Service Support process once they are ready.**
3. **To regularly review resource demands on the service to ensure that the service is meeting up-to-date needs and reacting to any changes in demand.**
4. **To retain the current high-level offender locations in Wiltshire.**

5. **To recommission high-risk offender services separately to other support services.**
6. **To reduce the amount of temporary accommodation with support attached from 44 units to 38.**
7. **To recommission the domestic abuse services together with public health outreach services.**

Also, that the Environment Select Committee:
1. **Continues scrutiny engagement in some form with the recommission of the Housing Service Support contracts process up to 1st April 2018.**

28   **Urgent Items**

There were no urgent items.

29   **Date of Next Meeting**

The date of the next meeting was set as Tuesday 19 September 2017.

(Duration of meeting: 10.30 - 11.40 am)

The Officer who has produced these minutes is Edmund Blick of Democratic Services, direct line 01225 718059, e-mail edmund.blick@wiltshire.gov.uk

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

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Pavement and footway Improvement scheme

Guidance for area boards

The Council has delegated responsibility and funding to Wiltshire's 18 area boards to enable them to improve pavements and footways in their communities. This paper sets out how the scheme will work and how communities can play a part.

Allocation of funding

The Council has devolved £150k to the area boards. This sum is allocated based on the length of highway in the area concerned. The funding will be incorporated into the budgets managed by the Community Area Transport Groups (CATG).

Scheme governance

The process for considering and approving projects will be the same as that used for the CATG funding. In summary:

- Proposals will be submitted to the Area Board using the online community issues system, in the future this will be incorporated into the My Wiltshire App.
- Parish and town council will be required to confirm that they support the proposal before it is taken further.
- Parish and own council's will be requested to contribute to the cost of schemes they support.
- Schemes supported by the parish or town council will be assessed and then considered by the community area transport group (CATG) who will prioritise schemes and make recommendations to the area board.
- The area board will consider all proposals and decide which schemes are implemented.

Proposals that can be considered for funding

- Repairing limited areas of uneven or damaged pavements, footways and its kerbing.
- Works to address small scale visual issues ensuring a consistent surface appearance and edging.
- General limited area resurfacing and kerbing maintenance works.
- Maintenance work to the footway asset ensuring widths and accesses are maintained.

Proposals that cannot be considered for funding

- Cleaning and litter removal
- New footways

Referring issues to the board

The public, parish and town councils and community groups may refer pavement and footway issues to the CATG using the online issues system.

Information required

In addition to general information describing the nature of the works required, the following information must be provided (if applicable).

1. The precise location
2. Whether the town or parish council supports the proposal

Timescale

You can submit your proposal at any time of the year. Your local CATG meets every 3 months and the Area Boards meet every two to months to consider recommendations.

Submitting your application

Applications must be submitted to your local Area Board using the online community issues system:

https://services.wiltshire.gov.uk/Forms/area_board/areaboards.php?firstpass_done=1

Contact your local community engagement manager

http://www.wiltshire.gov.uk/council-democracy-area-boards

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Wiltshire Council

Environment Select Committee

Date of meeting   19 September 2017

Subject: Update on the development of a new Wiltshire Council household waste management strategy

Cabinet member: Councillor Bridget Wayman, Cabinet Member for Highways, Transport and Waste

Key Decision: No

Executive Summary

Wiltshire's Municipal Waste Management Strategy 2006 to 2016 has provided strategic direction for the waste management service for the past 10 years. This strategy was last updated in 2016 to inform mobilisation of new waste services starting in 2018. A new strategy is needed to inform how we collect and manage household waste and recycling in Wiltshire over the next ten years.

Environment Select Committee have previously recommended that members be involved in shaping and developing council policies and strategies. As a result, all councillors were invited to attend one of four workshops held in July. These workshops provided elected members with an opportunity to start to shape a new waste strategy for Wiltshire Council through a number of structured small group discussions.

The key themes and outcomes of these workshops have been used to develop the questions for a public survey. This consultation is now live on the council's website and runs until 14 November 2017. The council is encouraging residents to contribute to the consultation in order to ensure the new strategy is representative of their opinions and reflects how they manage their waste at home.

Proposal(s)
That Environment Select Committee notes the update on the early development of a new household waste management strategy for Wiltshire Council, noting the key themes resulting from member workshops and how these have been used in shaping the questions for a public consultation.

Reason for Proposal
To ensure that Environment Select Committee members are updated on the development of a new waste management strategy.

Tracy Carter
Associate Director, Waste and Environment

Wiltshire Council

Environment Select Committee

Date of meeting

Subject: Update on the development of a new Wiltshire Council
                 household waste management strategy

Cabinet member: Councillor Bridget Wayman, Cabinet Member for Highways,
                     Transport and Waste

Key Decision: No

Purpose of Report

1. The purpose of this report is to update Environment Select Committee members
    on development of a new household waste management strategy for Wiltshire
    Council. The report will provide feedback from the members' workshops held in
    July 2017 and the development of a public consultation as a result of these
    workshops.

Relevance to the Council's Business Plan

2. Within the council's newly adopted 10 year business plan there is a key priority to
    develop stronger communities. One of the goals within this priority is to achieve
    high recycling rates and reduced litter. The business plan states that in order to
    achieve this goal the council will increase opening hours at household recycling
    centres, where appropriate; deliver a new waste contract and recycling collection
    service; and support community initiatives such as litter picks and activities that
    reduce waste.

3. An updated household waste management strategy which reflects the views and
    priorities of Wiltshire residents will provide the strategic framework for the council
    to help meet the goals outlined in the business plan.

Background

4. At the meeting of Environment Select Committee held on 25 October 2016,
    members considered a report which provided an update on the council's existing
    Joint Municipal Waste Management Strategy 2006 to 2016. The existing strategy
    was prepared by the Wiltshire Waste Partnership and adopted by the four district
    councils and the county council in 2006. This was then updated in 2012 following
    the formation of the Wiltshire Council unitary authority, to reflect emerging
    legislation and changing council priorities.

5. At the meeting held on 25 October 2016 Councillor Toby Sturgis, then Cabinet
    Member for Strategic Planning, Development Management, Strategic Housing,
    Operational Property and Waste, presented a report explaining that due to
    legislative and policy changes the strategy would need to be developed, and that
    an updated version of the current strategy had been prepared until a new
    strategy could be prepared in 2017.

6. At this meeting, the committee also resolved that elected members should have a greater role in the early development of the new strategy. As a result member workshops were scheduled, in order to aid the discussion of key waste management challenges and the future of household waste and recycling services delivered by Wiltshire Council.

Main Considerations for the Council

7. During July 2017, elected members were invited to attend one of four workshops to shape the early development of a new household waste management strategy for Wiltshire Council.

8. The workshops were attended by 38 council members.

9. These workshops provided members with information on our current waste management service and how we are performing in order to guide small group discussions on a number of key priorities:
   a. Encouraging residents to make full use of kerbside collection services;
   b. Encouraging residents to make full use of household recycling centres;
   c. Encouraging residents to reduce the amount of waste they produce;
   d. Making savings from the waste management budget.

10. The small group discussions were facilitated by senior waste management officers and member discussions were guided by a number of questions and prompts.

11. Following these workshops, the waste management team collated common discussion points and themes for each of the priorities in order to guide the development of a series of questions for a public consultation.

12. The table below summarises the common discussion points and themes noted for each of the priorities.

Priority	Common themes
Encouraging residents to make full use of kerbside collection services	• Communication and Education is key and the council should prioritise these. ➢ Printed communication, including stickers and fridge magnet should be considered. ➢ Communication should be regular, with the potential to be included with other council mailings. ➢ Communications and messages should be consistent ➢ Messages should be simple (but with more in-depth information available online). ➢ Communication should be visual and picture based. ➢ Communications to new residents needs to be improved. ➢ Improvements to the website are required. • Council should be targeting messages according to residents' recycling behaviours. Non recyclers and avid recyclers should have different messages. • Council should consider impacts of incentives or sanctions to encourage recycling. • Plastics are a key message, particularly with services changes coming. There is still confusion regarding types of plastic and recycling options. • Council should continue to encourage home composting and the use of food waste composters.

	• Council should provide information on the environmental impacts of recycling and wasted resources and the value and costs of waste management. • Council to consider the potential for collection of a larger range of materials or more frequent recycling collections. • Food waste collections do not suit all residents but Council to potentially consider trial in urban locations only.
Encouraging residents to make full use of household recycling centres	• There should be no reduction in current number of household recycling centres, locations and opening hours as residents would not be willing to travel further to visit the sites. • The council should consider investing in some of the busiest sites to make them more fit for purpose. • Encouraging reuse of materials should be a priority – preserving reusable items for reuse or resale. • Council should be working with charities offering reuse options to provide residents with a local network for reuse. • Residents' permits could be considered in Wiltshire subject to co-operative working with neighbouring authorities to potentially allow for some cross-border use where required. • Council needs to work with small and medium size enterprises to encourage them to recycle - although this is not household waste. • Council to investigate potential for bag-splitting for non-recycled waste to educate residents and encourage them to pre-sort their waste.
Encouraging residents to reduce the amount of waste they produce	• Council should work to lobby central government about packaging (minimisation, and recyclability). • Wide scale roll out of food waste collections are not encouraged. • The collection of non-recyclable waste on a three or four weekly basis is not encouraged. • Education is key (with a link to the value of waste and recycling collection and disposal). • Council should work to harmonise the size of bins for non-recyclable waste across the county, the reduction in bin size was not encouraged. • Consider initiatives to help individual households which are struggling to manage their waste, through community engagement groups. • Consider options for charity incentives to recycle. • Support the use of home composting and food waste composting.
Making savings from the waste management budget	• Residents' permits could be considered in Wiltshire subject to co-operative working with neighbouring authorities to potentially allow for some cross-border use where required. • Council should consider the development of their own small scale energy from waste plant and the use of local reprocessors. • Council should consider any further opportunities to make savings within the waste budget without cutting front line services. This is an important service for all residents. • Council should consider the reduction in size of bins for non-recyclable waste for some residents. • Council should consider the options for operational and contractor efficiencies and savings. • Council should consider utilising local networks to communicate, educate and advertise the waste service and key messages.

13. The questions and multiple choice responses for the consultation have all been written as a result of the discussions held at these workshops.

14. The public consultation survey is now underway. The council is actively encouraging residents to respond to the consultation. This should ensure the strategy is representative of their opinions and reflects how they manage their waste and recycling at home. The consultation is open until 14 November.

15. In addition to encouraging residents to contribute to the consultation we are also inviting the contribution of parish councils, elected members, residents' organisations and community groups.

16. The consultation is being promoted through the council's website and is signposted from the front page of the website, the consultation portal, the 'Rubbish and Recycling Collection Calendar' page and the 'Rubbish and Recycling' page. In addition, a press release has been issued and there will be continued promotion through social media.

17. Waste management staff have offered to attend each of the council's area board meetings in the current cycle to give a presentation about the development of the strategy and ask some sample questions. Officers will be encouraging all attendees to reply to the consultation in full and to encourage others to contribute.

18. Following completion of the consultation period, the draft version of the future household waste management strategy will be reported to Environment Select Committee in January 2018. It will be circulated to area boards and all respondents who provide email addresses, to ensure that it is reflective of consultees' comments. It will then be reported to Cabinet, and full Council to be adopted.

Safeguarding Implications

19. There are no specific safeguarding implications arising from this report.

Public Health Implications

20. There are no specific public health implications arising from this report.

Procurement Implications

21. There are no specific procurement implications arising from this report.

Equalities Impact of the Proposal

22. There are no specific equalities implications arising from this report.

Environmental and Climate Change Considerations

23. There are no specific environmental and climate change considerations arising from this report.

Risk Assessment

24. There are no specific risks associated with the proposed decision.

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

    25. Not applicable

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

    26. Not applicable

Financial Implications

    27. There are no specific financial implications arising from this report.

Legal Implications

    28. There are no specific legal implications arising from this report.

Options Considered

    29. This report provides an update on the development of the council's new waste management strategy, therefore at this point there are no options to be considered.

Conclusions

    30. The committee is asked to note the outcome from the member workshops and how this has been used to develop the questions for a public consultation survey.

    31. A link to the public consultation is available on the council's website at www.wiltshire.gov.uk/rubbishandrecycling (Appendix 1: Waste Management Strategy Consultation questions). The committee members are asked to respond to the consultation and encourage others to also contribute to ensure that the new household waste management strategy represents the views of a wide range of Wiltshire residents and stakeholders.

Tracy Carter
Associate Director, Waste and Environment

Report Author:

Vicki Harris, Senior Waste Services Officer

September 2017

Background Papers

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

None

Appendices

Appendix 1: Wiltshire Council Waste Management Strategy Survey 2017

Waste Management Strategy Survey 2017

The council wants to develop a new waste management strategy in order to shape how we collect and manage household waste and recycling in Wiltshire over the next 10 years. We are undertaking a public consultation in order to ensure that our strategy is representative of Wiltshire residents' opinions on the future delivery of household waste management services.

The new waste management strategy will need to be financially achievable. It currently costs the council upwards of £30 million per year to manage all of Wiltshire's household waste and recycling with each household producing an average of 566 kg of non-recycled waste per year. It is expensive to treat and dispose of non-recycled waste. In addition, not all recycling has a value; the council has to pay to collect and recycle some materials. Any income that is generated from recycling goes towards offsetting a small part of the cost of delivering the service.

Once you have completed the survey below please return to:

Waste Management
Wiltshire Council
County Hall
Bythesea Road
Trowbridge
Wiltshire
SP3 4SG

Thank you for taking the time to contribute to the waste strategy consultation.

Waste and Recycling Priorities

Qu 1. Wiltshire Council aims to reduce, reuse and recycle waste. If this cannot be done, we try to recover energy from waste where possible. Our least preferred option is to landfill waste. Which of the following do you think should be our priorities?
(you may tick up to two options only)

☐ Support residents to reduce the amount of waste and recycling they produce
☐ Support the reuse of items so they don't have to become waste
☐ Encourage more recycling
☐ Recover energy from waste

Qu 2. How strongly do the statements below reflect your attitudes and opinions on recycling at home?

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
Recycling is easy	☐	☐	☐	☐	☐
I understand the benefits of recycling	☐	☐	☐	☐	☐
Recycling is important to help the environment	☐	☐	☐	☐	☐
I find recycling fits into my normal routine	☐	☐	☐	☐	☐
I would like to be able to recycle a wider range of materials	☐	☐	☐	☐	☐
I understand the recycling system in Wiltshire	☐	☐	☐	☐	☐
I try to buy food and goods with reduced or recyclable packaging	☐	☐	☐	☐	☐

Qu 3. Which of these statements best describes how you currently recycle at home?
(tick one box only)

☐   **I recycle all I can, even if it requires additional effort**
☐   **I recycle but only if it does not require too much additional effort**
☐   **I recycle when I remember**
☐   **I recycle one or two materials**
☐   **I do not recycle**

If you do not recycle please state why below:

Qu 4. The council must continue to review its services to ensure that they are efficient in order to achieve necessary budget savings. In previous years, we have reviewed our waste collection rounds to maximise efficiency, reduced opening hours and days at household recycling centres, charged for the collection of garden waste, and introduced permits for vans and trailers at household recycling centres.

Do you have any ideas of how we could make further savings from the waste and recycling budgets? For example we could charge for certain materials at our household waste recycling centres which are not household waste (soil, rubble and tyres).

Encouraging Recycling

Qu 5. Which form of communication would most encourage you to recycle more at home?
(tick two boxes only)

☐   **More information available on the council's website**
☐   **Regular emails from the council's waste and recycling team with recycling information, leaflets and updates**
☐   **Social media updates from Wiltshire Council regarding recycling information and facts**
☐   **Stickers on the bin specifying what can and can't go into them**
☐   **An information leaflet posted to all households**
☐   **None of these I recycle all I can anyway**

Qu 6. Which of the following would most encourage you to recycle more at home?
(tick two boxes only)

☐   **Information on comparative costs of putting recyclables into the non-recycled waste bin**
☐   **Information on comparative environmental impacts of putting recyclables into the non-recycled waste bin**
☐   **If there was an incentive for you to recycle more**
☐   **If there were penalties in place for not recycling**
☐   **None of these I recycle all I can anyway**

Qu 7. What one thing would encourage you to recycle more?

Qu 8. Would you be more likely to increase your recycling if local charities or community projects were to financially benefit from an increase in recycling?

☐ **Yes**
☐ **No**

Qu 9. How do you currently dispose of the below items?

	Blue lidded recycling bin	Black recycling box	Household Recycling Centre	Ordinary waste bin
Cans	☐	☐	☐	☐
Glass bottles and jars	☐	☐	☐	☐
Plastic bottles	☐	☐	☐	☐
Plastic pots tubs and trays	☐	☐	☐	☐
Paper	☐	☐	☐	☐
Cardboard	☐	☐	☐	☐
Clothing (other than charity shop donations)	☐	☐	☐	☐
Food and drink cartons	☐	☐	☐	☐
Shredded paper	☐	☐	☐	☐
Aerosols	☐	☐	☐	☐
Small electrical items	☐	☐	☐	☐
Batteries	☐	☐	☐	☐
Plastic bags/plastic film	☐	☐	☐	☐

Qu 10. Which of the following do you think would be the best way to work with you and your community on waste and recycling?
(please tick your top three choices only)

☐ **Local volunteers working in communities to advise and answer any queries**
☐ **Council to work with town and parish councils through area boards to deliver local information, events or workshops**
☐ **Council to work with local charities or organisations to deliver local information, events or workshops**
☐ **Council to work with schools and pre-schools to deliver workshops and assemblies**
☐ **Council officers working in communities to advise and answer any queries**

Waste and Recycling Collections

From 30 July 2018 recycling collections in Wiltshire will change and will become easier. Residents will be able to recycle all of the materials they currently put in the black box (excluding glass) in their blue-lidded recycling bin, as well as their plastic bottles and cardboard. From this time, you will also be able to recycle plastic pots, tubs and trays and food and drink cartons in the blue-lidded bins. Glass will continue to be collected from the black box. We plan to continue this as a fortnightly collection.

Over the next 10 years, further service changes may be required.

Qu 11. Do you think that your recycling should be collected:

☐   **Weekly**
☐   **Fortnightly**
☐   **3-weekly**
☐   **4-weekly**

Qu 12. With the increase in the range of materials that you will be able to recycle at home from 30 July 2018, do you think that the size of your non-recycled bin will be:

☐   **Too big**
☐   **Too small**
☐   **About right**

Qu 13. Currently the council does not collect food waste separately. The reason for this has been that separate collections are very expensive to operate, particularly in large rural counties such as Wiltshire and it is usual practice to collect food waste weekly. In addition, other local authorities have introduced food waste collections but found they did not collect as much food waste as hoped due to people reducing their food waste once they saw how much they were throwing away, people not producing much food waste, or people not wanting to store food waste in a separate container. How would you prefer to manage your food waste?
(tick one box only)

☐   **Try to reduce my food waste as much as possible**
☐   **Compost this at home or use a food waste composter (cost subsidised by Wiltshire Council)**
☐   **Put it in my bin for non-recycled waste for the council to send to energy from waste or other treatment facility**
☐   **Separate food waste collections in town and city centres only**
☐   **Separate food waste collections county-wide**

Household Recycling Centres

Qu 14. Household recycling centres are available for Wiltshire residents only and, due to the cost of waste disposal, we believe that non-Wiltshire residents using these sites currently have a significant financial impact. Would you be happy to apply for a free 'Resident Permit' or provide proof of residency at the household recycling centre? There would be no limit on the number of visits householders could make.

☐   **Yes**
☐   **No**

Qu 15. How far do you currently have to travel to your nearest household recycling centre?

☐   **0-5 miles**
☐   **5-7 miles**
☐   **7-10 miles**
☐   **10-15 miles**
☐   **15-20 miles**
☐   **20+ miles**

Qu 16. Which of the following might encourage you to travel further to a household recycling centre?

	Yes	Maybe if not too far	No I don't want to travel any further
If there was reduced queuing	☐	☐	☐
If it was open for longer hours	☐	☐	☐
If it was open 7 days a week	☐	☐	☐
If it was a larger site with more bins	☐	☐	☐
If it was easier to access the site	☐	☐	☐
If there were less steps and bins themselves were easier to access	☐	☐	☐
If there was a reuse shop or charity reuse collection area	☐	☐	☐

Qu 17. Which of the following household recycling centres do you use in Wiltshire?

	Yes	Maybe if not too far
Amesbury	☐	☐
Devizes	☐	☐
Everleigh	☐	☐
Honeyball, near Calne	☐	☐
Marlborough	☐	☐
Melksham	☐	☐
Purton	☐	☐
Salisbury	☐	☐
Stanton St Quintin	☐	☐
Trowbridge	☐	☐
Warminster	☐	☐
I use one elsewhere	☐	☐
I use other methods to recycle	☐	☐

Currently 110,000 tonnes per year of Wiltshire households' non-recycled waste is diverted from landfill in two ways. Around 22 bin lorry loads of waste a day are sent to a mechanical biological treatment facility in Westbury where the waste is shredded, dried and becomes a fuel. This fuel is then sent to other European countries for use in energy from waste plants. In addition, nine articulated lorry loads of waste are sent daily to an energy from waste plant near Slough where waste is burnt to generate energy for export to the national grid. The Environment Agency are the regulatory body responsible for issuing environmental permits for the operation of waste management facilities. These permits contain conditions to protect human health and the environment.

More information on energy from waste plants can be found in a document published by the Department for Environment, Food and Rural Affairs: 'Energy from waste A guide to the debate' via the following link https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284612/pb14130-energy-waste-201402.pdf

Qu 18. If it was financially beneficial, would the council building an energy from waste plant within Wiltshire be something that you:

- ☐ **Strongly agree with**
- ☐ **Tend to agree with**
- ☐ **Neither agree or disagree with**
- ☐ **Tend to disagree with**
- ☐ **Strongly disagree with**

Qu 19. The majority of energy from waste plants are built at a large scale to ensure that the fee charged is affordable for each tonne of waste disposed. Although the affordable technology does not yet exist, if it did and it was financially beneficial, would the council building small scale, community based energy from waste plants within your community in Wiltshire be something that you;

- ☐ **Strongly agree with**
- ☐ **Tend to agree with**
- ☐ **Neither agree or disagree with**
- ☐ **Tend to disagree with**
- ☐ **Strongly disagree with**

About you

Qu 20. What is your post code - we use this to map responses not to identify you.

Qu 21. What is your age range?

- ☐ **Up to 18**
- ☐ **18-24**
- ☐ **25-34**
- ☐ **35-44**
- ☐ **45-54**
- ☐ **55-64**
- ☐ **65-74**
- ☐ **75+**

Qu 22. How many people live in your house?

- ☐ **1**
- ☐ **2**
- ☐ **3**
- ☐ **4**
- ☐ **5**
- ☐ **6**
- ☐ **6+**

Qu 23. Would you be interested in becoming a local recycling or composting champion?

☐   **Yes**
☐   **No**

Qu 24. Are you?

☐   **Male**
☐   **Female**

Qu 25. Would you like to receive email updates about the following?

	Yes	No Thanks
Information on the progress of the Council's waste strategy	☐	☐
General information on your waste and recycling collections and changes to services	☐	☐

Qu 26. If you said yes to any of the above please leave your contact details below.

Name_____

Email address_____

Thank you for taking the time to fill out this survey. If you want to find out more about the survey you can contact wasteandrecycling@wiltshire.gov.uk or call 0300 456 0102

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Wiltshire Council

Environment Select Committee

19 September 2017

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**Amendments to the Wiltshire Local Transport Plan (LTP)
2011-2026 – Car Parking Strategy**

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Purpose of Report

1.   To enable the Environment Select Committee to consider its role in the process to make any amendments to the Wiltshire LTP Car Parking Strategy (e.g. the setting up of a Task Group).

Relevance to the Council's Business Plan

2.   The Wiltshire LTP Car Parking Strategy is relevant to the following Business Plan 2017 - 2027 priorities:

Priority: Growing the economy
The car parking strategy can:
- Support the local economy (e.g. by making it easy for shoppers and visitors to park) and facilitate development growth (e.g. by enabling the planned housing and employment growth set out in the Wiltshire Core Strategy to 2026).
- Enhance the built and natural environment (e.g. by reducing the amount of land required for parking and by improving the look of streetscenes through the appropriate enforcement of parking contraventions).
- Manage residents' needs for car parking near their homes (e.g. by introducing residents' parking zones).
- Improve journey time reliability for road users (e.g. by designing and managing on-street parking facilities to reduce traffic conflicts and delays).
- Help fund public transport provision through the income generated on council owned car parks.

Priority: Strong Communities
The car parking strategy can:
- Enable community groups to take over (ownership and/or management) identified off-street car parks in accordance with the Council's Community Asset Transfer (CAT) Policy.
- Enable community groups to run identified car parking services in accordance with the Council's Delegation of Services to Town and Parish Councils and Funding of Delegated Services Policy.
- Make Wiltshire a safer place (e.g. by ensuring that car parks are 'safer by design').
- Encourage the use of sustainable travel modes and reduce reliance on the private car (e.g. by setting parking charges at appropriate levels).
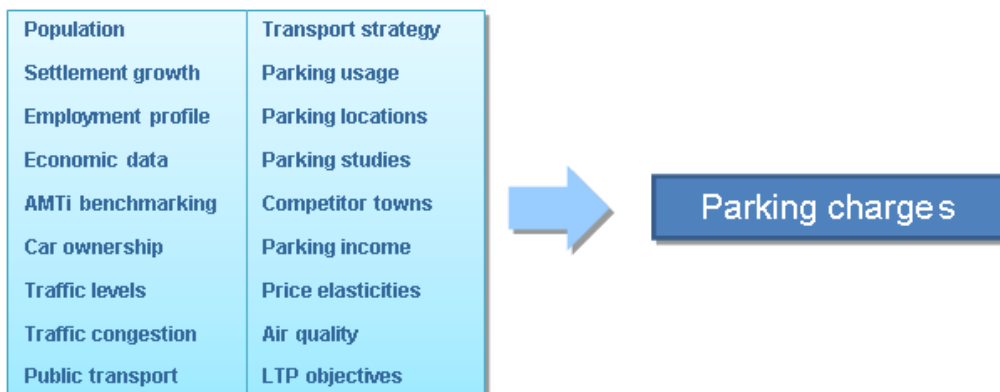
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Priority: Protecting the Vulnerable
The car parking strategy can:

- Provide access to key services and facilities for special needs groups and mobility impaired (e.g. by providing appropriate Blue Badge spaces).

Background

3. The current Wiltshire LTP Car Parking Strategy was approved by Cabinet at its meeting on 17 March 2015.

4. This approval came after a comprehensive review of the strategy in 2014 which included a pre-consultation with key stakeholders to agree the method and objectives of the review, followed by a public consultation exercise which attracted over 5,000 responses from individuals and organisations.

5. While there are a number of aspects to car parking management, in essence a balance needs to be found between three key factors:

- **Regeneration**: using parking measures to support town centre regeneration (e.g. providing more and / or cheaper parking to attract shoppers).
- **Restraint**: using parking controls as a means of restraining / managing traffic (e.g. to reduce congestion) and improving environmental quality (e.g. air pollution), or to encourage the use of sustainable transport modes (e.g. cycling and buses).
- **Revenue**: securing sufficient revenue to cover the costs of providing car parking, and using any surplus revenue to fund other important local services (e.g. subsidising non-commercial but essential local bus services).

6. It should be noted that the pursuit of one of these factors alone will potentially result in the other two being compromised.

7. In order to help find the right balance between the above factors, town profiles (based on economic, social and environmental data for each settlement), car park usage data and other relevant data was used to inform the review and included as part of the public consultation exercise. A key outcome of this process was the move to a more 'fine grained' approach to car parking management, and in particular charges, based on the local circumstances of each car park / settlement (see below).

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8. A key proposal agreed by Cabinet was that:

"…a full review of parking charges will be undertaken by the Council at approximately five year intervals based on the factors outlined in Policy PS3 [of the Car Parking Strategy] and delegates authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport to undertake any necessary annual interim reviews of parking charges at a car park or town level".

9. Policy PS3 of the Car Parking Strategy includes that "Parking charges will be set by the Council following consultation with the public, stakeholders and Area Boards".

10. In addition, Cabinet recognised the need for introducing new technologies to better manage car parking and for ongoing studies into various aspects of the parking service. In doing so, Cabinet delegated authority to the Associate Director for Highways and Transport to develop and implement any changes in consultation with the Cabinet Member for Highways and Transport.

Main Considerations for the Council

11. At its meeting on 12 September 2017, Cabinet considered a report on possible car parking charging options for inclusion in a subsequent public consultation exercise. The report also included a number of technology and operational proposals. This report is attached as **Appendix 1**.

Overview and Scrutiny Engagement

12. Overview and scrutiny engagement is the subject of this report.

Safeguarding Considerations

13. There are no direct safeguarding implications arising from the proposal in this report.

Public Health Implications

14. There are no direct public health implications arising from the proposal in this report.

Corporate Procurement Implications

15. There are no direct corporate procurement implications arising from the proposal in this report.

Environmental and Climate Change Considerations

16. There are no direct environmental and climate change considerations arising from the proposal in this report.

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Equalities Impact of the Proposal

17. There is no direct equalities impact arising from the proposal in this report. An Equalities Analysis Evidence Document (EAED) will be developed as part of the process to determine any amendments to the LTP Car Parking Strategy.

Risk Assessment

18. There are no direct risks arising from the proposal in this report.

Financial Implications

19. There are no direct financial implications arising from the proposal in this report.

Legal Implications

20. There are no direct legal implications arising from the proposal in this report.

Options Considered

21. The charging options considered are set out in the report to Cabinet at its meeting on 12 September 2017 (see **Appendix 1**).

Conclusions

22. A report on amendments to the Wiltshire LTP Car Parking Strategy was presented to Cabinet at its meeting on 12 September 2017. As part of this report, Cabinet was asked to consider and agree possible car parking charging options for inclusion in a subsequent public consultation exercise.

23. Environment Select Committee is asked to consider its role in the process to make any amendments to the Wiltshire LTP Car Parking Strategy (e.g. the setting up of a Task Group).

Proposal

24. That Environment Select Committee considers its role in the process to make any amendments to the Wiltshire LTP 2011 - 2016 Car Parking Strategy.

Parvis Khansari
Associate Director for Highways and Transport

Report Author:
Robert Murphy
Principal Transport and Development Manager
robert.murphy@wiltshire.gov.uk, Tel: 01225 713458
6 September 2017

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

None

Appendices

Appendix 1: 'Amendments to the Wiltshire Local Transport Plan (LTP) 2011-2026 – Car Parking Strategy' (report presented to Cabinet at its meeting on 12 September 2017).

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Wiltshire Council

Cabinet

12 September 2017

Subject: Amendments to the Wiltshire Local Transport Plan (LTP) 2011-
2026 – Car Parking Strategy

Cabinet Member: Councillor Bridget Wayman – Cabinet Member for Highways,
Transport and Waste

Key Decision: Yes

Executive Summary

The current Car Parking Strategy was approved by cabinet at its meeting on 17 March
2015. The strategy sets out how parking management, including charging, is
undertaken in Wiltshire. The strategy focused on three key factors:

- **Regeneration**: using parking measures to support town centre
  regeneration (such as providing more and / or cheaper parking to attract
  more shoppers).
- **Restraint**: using parking controls as a means of restraining / managing
  traffic (e.g. to reduce congestion) and improving environmental quality
  (e.g. air pollution), or to encourage the use of sustainable transport
  modes (e.g. cycling and buses).
- **Revenue**: generating revenue to cover the costs of providing car parking,
  and using any surplus to fund other important local services (such as
  subsidising non-commercial, but essential local bus services).

Since implementing the strategy the council has continued to face financial challenges
as a result of reduced funding from central government, and the increasing demand for
key front line services. To meet this demand there has been a need to look at all
services and consider where further efficiencies can be made, and/or where there is an
opportunity to generate additional income.

The council's Parking Services is also facing significant cost pressures. These include
business rate payments, essential equipment upgrades and maintenance works, and
inflation costs. The demands on the service are also increasing; particularly requests
from residents, schools, businesses and parish / town councils asking for extra parking
enforcement and maintenance to be undertaken. It is important to note that surplus
revenue from parking charges supports other transport measures including non-
commercial, but essential local bus services. This is one of the main reasons why the
council has been in a position to retain the vast majority of these bus services, in
contrast to other local authorities which have seen significant cuts to services.

The 2016/17 net income budget for car parking was £3.695 million. This consisted of a

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gross income budget of £7.666 million and a gross expenditure budget (including business rates overheads and depreciation) of £3.971 million. The net income budget (£3.695 million) contributes towards the provision of public transport revenue support and concessionary fares which had a net expenditure budget of £7.838 million in 2016/17.

To address the pressures outlined above and other pressures highlighted in the council's Medium Term Financial Strategy (MTFS), it is considered that a number of charging policies and practices need to be looked at and possibly reviewed.

Significantly, despite rising operational costs and increasing service demands, the council has not applied any inflationary increases to car parking charges since 2011.

To help address the pressures, improvements to the service, both technology and operational based on a 'one off' cost of £125,000 and ongoing costs of £133,000 per annum, have been identified. To fund these essential service improvements seven proposed charging options have been identified (two further options; introducing evening parking charges and changes to Blue Badge holders charging regime have been discounted). The seven options are:

- Option 1: Apply an inflation increase to all parking charges
- Option 2: Introduce Sunday and Bank / Public Holiday charging at all car parks
- Option 3: Charge in all Wiltshire Council car parks
- Option 4: Discontinue free event parking in November and December
- Option 5: Base season ticket charges on the standard rate charges
- Option 6: Harmonise residents' parking permit charges
- Option 7: Reduce the parking grace period to ten minutes

Cabinet is asked to consider the above seven car parking charging options and if these proposals should form the basis for a public consultation exercise.

Following the public consultation exercise, and subject to any responses received, it is proposed that Option 1 would be implemented over an 8 to 12 week period via a variation notice to the existing Traffic Regulation Orders (TROs). For the remaining options, the outcome of the public consultation would be presented to a future cabinet meeting ahead of any agreed options (and any relevant technology and operational improvements) being implemented via an amendment to the existing TROs (which includes a statutory consultation period). The outcome of the TRO amendment process would be subject to a cabinet member decision.

Proposals

That cabinet:

(i)   Notes the technology and operational improvement proposals outlined in this report.

(ii)   Considers the seven proposals for car parking charging options and if all of

these should be included in a public consultation exercise.

(iii)   Approves the suggested format for the public consultation exercise as set out in paragraphs 49 to 54.

(iv)   Agrees that, subject to any responses received during the public consultation, Option 1 is implemented as soon as possible through a variation notice to the Traffic Regulation Orders and delegates authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways, Transport and Waste to consider any suggestions from respondents for alternative ways in which the estimated income increase from the option could be met by other means, and, with the advice of legal and parking services, to negotiate and agree any resulting legal agreements.

Reason for Proposals

To seek comments and approval from cabinet to undertake consultation on proposed parking charging options to address the identified financial, technology and operational pressures faced by Parking Services.

Alistair Cunningham
Corporate Director

Wiltshire Council

Cabinet

12 September 2017

Subject:	**Amendments to the Wiltshire Local Transport Plan (LTP) 2011-2026 – Car Parking Strategy**
Cabinet Member:	**Councillor Bridget Wayman – Cabinet Member for Highways, Transport and Waste**
Key Decision:	**Yes**

Purpose of Report

1. To enable Cabinet to consider and agree possible car parking charging options for inclusion in a subsequent public consultation exercise.

Relevance to the Council's Business Plan

2. The Wiltshire LTP Car Parking Strategy is relevant to the following Business Plan 2017 - 2027 priorities:

    Priority: Growing the economy
    The car parking strategy can:
    *   Support the local economy (e.g. by making it easy for shoppers and visitors to park) and facilitate development growth (e.g. by enabling the planned housing and employment growth set out in the Wiltshire Core Strategy to 2026).
    *   Enhance the built and natural environment (e.g. by reducing the amount of land required for parking and by improving the look of streetscenes through the appropriate enforcement of parking contraventions).
    *   Manage residents' needs for car parking near their homes (e.g. by introducing residents' parking zones).
    *   Improve journey time reliability for road users (e.g. by designing and managing on-street parking facilities to reduce traffic conflicts and delays).
    *   Help fund public transport provision through the income generated on council owned car parks.

    Priority: Strong Communities
    The car parking strategy can:
    *   Enable community groups to take over (ownership and/or management) identified off-street car parks in accordance with the Council's Community Asset Transfer (CAT) Policy.
    *   Enable community groups to run identified car parking services in accordance with the Council's Delegation of Services to Town and Parish Councils and Funding of Delegated Services Policy.
    *   Make Wiltshire a safer place (e.g. by ensuring that car parks are 'safer by design').

- Encourage the use of sustainable travel modes and reduce reliance on the private car (e.g. by setting parking charges at appropriate levels).
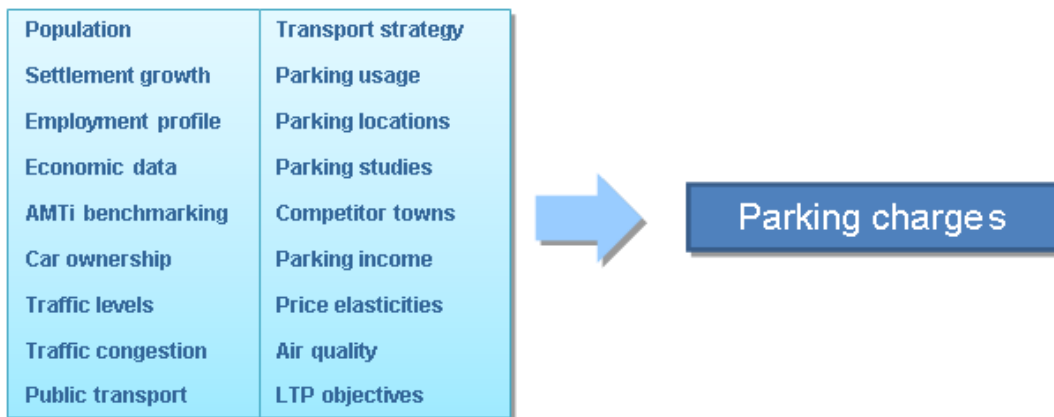
Priority: Protecting the Vulnerable
The car parking strategy can:
- Provide access to key services and facilities for special needs groups and mobility impaired (e.g. by providing appropriate Blue Badge spaces).

Background

3. The current Wiltshire Local Transport Plan Car Parking Strategy was approved by cabinet at its meeting on 17 March 2015.

4. This approval came after a comprehensive review of the strategy in 2014 which included a pre-consultation with key stakeholders to agree the method and objectives of the review, followed by a public consultation exercise which attracted over 5,000 responses from individuals and organisations.

5. While there are a number of aspects to car parking management, in essence a balance needs to be found between three key factors:

- **Regeneration**: using parking measures to support town centre regeneration (e.g. providing more and / or cheaper parking to attract shoppers).
- **Restraint**: using parking controls as a means of restraining / managing traffic (e.g. to reduce congestion) and improving environmental quality (e.g. air pollution), or to encourage the use of sustainable transport modes (e.g. cycling and buses).
- **Revenue**: securing sufficient revenue to cover the costs of providing car parking, and using any surplus revenue to fund other important local services (e.g. subsidising non-commercial but essential local bus services).

6. It should be noted that the pursuit of one of these factors alone will potentially result in the other two being compromised.

7. In order to help find the right balance between the above factors, town profiles (based on economic, social and environmental data for each settlement), car park usage data and other relevant data was used to inform the review and included as part of the public consultation exercise. A key outcome of this process was the move to a more 'fine grained' approach to car parking management, and in particular charges, based on the local circumstances of each car park / settlement (see below).

Population	Transport strategy
Settlement growth	Parking usage
Employment profile	Parking locations
Economic data	Parking studies
AMTi benchmarking	Competitor towns
Car ownership	Parking income
Traffic levels	Price elasticities
Traffic congestion	Air quality
Public transport	LTP objectives

→ **Parking charges**

8.   A key proposal agreed by Cabinet was that:

      "…a full review of parking charges will be undertaken by the council at approximately five year intervals based on the factors outlined in Policy PS3 [of the Car Parking Strategy] and delegates authority to the Associate Director for Highways and Transport in consultation with the Cabinet Member for Highways and Transport to undertake any necessary annual interim reviews of parking charges at a car park or town level".

9.   Policy PS3 of the Car Parking Strategy includes that "Parking charges will be set by the council following consultation with the public, stakeholders and Area Boards".

10.   In addition, cabinet recognised the need for introducing new technologies to better manage car parking and for ongoing studies into various aspects of the parking service. In doing so, cabinet delegated authority to the Associate Director for Highways and Transport to develop and implement any changes in consultation with the Cabinet Member for Highways and Transport.

Main Considerations for the Council

11.   As outlined in the above section, the review of the Car Parking Strategy was based on an assessment of relevant local circumstances in each settlement to try and achieve the best balance between the three factors identified in paragraph 5. The council's Parking Services is facing significant operational cost pressures. These include business rate payments, essential equipment upgrades and maintenance works, and inflation costs. The demands on the service are also increasing; particularly requests from residents, schools, businesses and parish / town councils asking for extra parking enforcement and maintenance to be undertaken. It is important to note that surplus revenue from parking charges supports other transport measures including non-commercial, but essential local bus services. This is one of the main reasons why the council has been in a position to retain the vast majority of these bus services, in contrast to other local authorities which have seen significant cuts to services.

12.   The 2016/17 net income budget for car parking was £3.695 million. This consisted of a gross income budget of £7.666 million and a gross expenditure budget (including business rates overheads and depreciation) of £3.971 million. The net income budget (£3.695 million) contributes towards the provision of

public transport revenue support and concessionary fares which had a net expenditure budget of £7.838 million in 2016/17.

13. To address the pressures facing the council and this service as outlined and other pressures highlighted in the council's Medium Term Financial Strategy (MTFS), it is considered that a number of charging policies and practices need to be looked at and possibly reviewed.

14. It should be noted that, despite rising operational costs and increasing service demands, the council has not applied any inflationary increases to car parking charges since 2011. The current range of parking charges (including residents' parking permit charges and park and ride charges) in Wiltshire and in key competitor towns are set out in **Appendix 1** and **Appendix 2** respectively.

15. As outlined above, the council continues to fund a number of transport measures, including supported bus services from car parking income. Failure to adequately meet the increasing cost and demand pressures facing Parking Services could result in an adverse impact on the council's ability to continue to fund some of these transport services.

16. To help address the pressures outlined above, a number of technology and operational improvements, with a 'one off' total cost of £125,000 and ongoing costs of £133,000 per annum, have been identified by officers as set out in paragraphs 20 to 24 below.

17. To meet the operational and demand pressures and to fund the proposed technology and operational improvements, seven possible charging options have been identified. These are set out in paragraphs 32 to 45 below. It should be noted that if implemented, some changes to charges could have positive, negative or a mixed impact on local economic, social and environmental factors. For example; town centre regeneration issues (such as footfall levels and the number of vacant shops), the use of sustainable transport modes (such as walking, cycling and public transport) and unintended consequences (such as increased parking on residential streets).

Technology Improvements

18. Officers are currently looking at the possible use of smart phone technology which uses sensors to provide real time information on available car park spaces. And, as part of the council's National Productivity Investment Fund (NPIF) award for 2017/18, the Cabinet Member for Highways and Transport has recently agreed an allocation of £50,000 to fund a feasibility study to investigate parking technology improvements in Chippenham and Salisbury. The cost and benefits of implementing such a system will be evidenced and reported as part of this study.

19. Paragraphs 20 to 24 below set out a number of technology improvements which can help address the rising demand from residents, schools, businesses and parish / town councils for parking enforcement at a time of constrained resources.

20. Mobile Automatic Number Plate Recognition (ANPR) is in essence a car with an ANPR system fitted for use on residential parking streets. It is a surveillance technology which uses optical character recognition on camera images to read a

vehicle's number plate. This technology is currently used in private car parks and offers significant advantages to standard charging methods:

- system links directly to pay and display machines;
- optimises use of parking facilities; and
- copes with banded charging periods, including free parking.

21.   Local authorities are not currently allowed to use mobile ANPR management for automatic enforcement and sending Penalty Charge Notices (PCNs) in the post. However, placing a Civil Enforcement Officer (CEO) in the vehicle, so allowing drive pass checking of resident parking areas, is permitted where the CEO issues physical PCNs on illegally parked vehicles. Implementation of this system option will allow faster and more efficient checking due to the speed of movement of a car, which allows checking at speeds of up to 30 mph with modern technology. The forecast estimate identifies a 'one off' cost of £40,000 and operational revenue costs of £5,000 per annum.

22.   The council's Parking Services is currently facing constant requests from schools to address parking enforcement issues outside schools. Use of a static ANPR system is permitted on safety grounds where there is a Traffic Regulation Order (TRO) outside of an establishment such as a school. The static ANPR system will offer a fixed deterrent to reduce the unsafe and illegal parking on yellow lines, zig zags, etc. The proposal would be for the council to purchase three cameras for a 'one off' cost of £60,000 with an on-going annual management and maintenance cost of £10,000. The schools or local community in question would fund the erection and removal costs.

23.   Body Worn Video Cameras (BWVC) ensure that enforcement decisions are undertaken in a transparent way and, where evidence is required, that this is robust and available in a timely fashion. In addition, they ensure the safety of CEOs who often face both verbal and physical abuse and can be subject to accusations of inappropriate behaviour; currently two to three such incidents per month. Regrettably, this is an increasing occurrence locally and nationally. Many comparative councils have already introduced BWVCs in recognition of the risk to officers and for their protection. This will become an escalating risk to the council and a potential staffing claim when issues occur. Alternatively, the council could look at double shifting staff to work together and ensure safety. However, this will severely hamper staff effectiveness of resources and potential income.

24.   Wiltshire Police has recently trialled and are introducing BWVC equipment for their officers. BWVC was first introduced to Wiltshire Police in 2006 and has been used by officers in neighbourhood policing and response teams in a number of small initiatives since then. The council would work in partnership with the police and utilise the police BWVC system. The 'one off' cost of purchasing the system is £25,000 and £2,000 per annum is required to maintain the system.

25.   As part of the parking review undertaken in 2014/15, it was identified that the council should look at extending its existing pay-by-phone system and as part of the public consultation, four car parks were identified for a 'MiPermit only' trial: Sheep Street, Devizes; Union Street, Melksham; Wood Street, Royal Wootton Bassett; and Salt Lane, Salisbury. These car parks were chosen as they are used by a variety of users including shoppers, tourists and residents. Furthermore, excluding Salt Lane, the chosen car parks are relatively small and would allow

officers to determine how successful cashless parking could be without having a significant detrimental impact on users as there are other Council pay and display car parks nearby. The trial was undertaken at the start of February 2016, and was scheduled to run for six weeks. Comments were invited via the displayed signage within the relevant car parks.

26. During the trial, however, it became clear that there were two main factors affecting the uptake of customers using the service. Firstly, the 'convenience charge' of 20p levied on users was a cause of concern for some customers especially if they were only parking for one hour. Over the coming months officers will be working with the service provider, using the findings from the trial, to reduce the 'convenience charge' where possible.

27. Secondly, some customers do not have mobile phones. Given this understanding that some customers may have difficulty using the new system and working with officers in the council's library service, a POD was set-up in Devizes library where customers could log into the online portal and pay for parking using this cashless method. Unfortunately, the facility saw very little usage.

28. The option of contactless payments via the pay and display machines at one car park in Salisbury has also been explored. However, contactless payments need to go through a third party (such as Credit Call) and the associated charges, payable by the council, are significant. As a result, the contactless option in Salisbury was withdrawn. Officers will continue to work with service providers and explore other opportunities to see if contactless modules can be added to the council's newer stock of pay and display machines.

29. Given the above, it is considered that both cash and MiPermit options need to be offered in the majority of council car parks at this time. Where possible, however, the number of pay and display machines will be reduced making efficiency savings in terms of cash collection, maintenance, etc.

Operational Improvements

30. To help meet the challenge of reduced overall council funding, maintenance of council car parks has been reduced to a minimum level. If continued, this could result in safety issues and claims for compensation from users. There are also areas where parking enforcement can no longer be undertaken as the signs and lines are not being maintained at an appropriate level. To apply the adequate level of maintenance at car parks as prescribed by the agreed standards, £116,000 of revenue funding per annum is required.

Charging options rejected by the Cabinet Member

31. Based on early discussions with the cabinet member, a decision was been taken to reject the following charging options:

- The introduction of evening charges at all car parks. Reason: While a number of key competitor towns have evening charges (see Appendix 2 for details), it is felt that their introduction in Wiltshire would harm the evening economy.

- Changes to Blue Badge holders charging regime. Reason: In view of the councils priority to 'Protect the Vulnerable' in its Business Plan 2017 – 2021, it is considered that this option should not be taken forward.

Charging Options

32. As stated previously, a number of possible charging options (see below) have been identified to address the pressures facing the council and the service as outlined and other pressures highlighted in the council's MTFS. It is proposed that Option 1 would be implemented via a variation notice to the existing Traffic Regulation Orders (TROs) at a 'one off' cost of £35,000 for the required TRO process and to make changes to ticket machines and signage. It is then proposed that where applicable, the remaining agreed options would be implemented via an amendment to the existing TROs at a further 'one off' cost of £35,000. Further information on the TRO processes are set out in paragraphs 49 to 54 and the Legal Implications section.

Option 1: Apply an inflation increase to all parking charges

33. As stated in paragraph 14, despite rising operational costs, the council has not applied any inflationary increases to car parking charges since 2011. Applying a forecast annual inflation rate[1] to all existing car parking charges would generate approximately £140,000 per annum. However, as every annual increase would cost £35,000 to implement (for the required TRO process and changes to ticket machines and signage), it is proposed that the inflation increase be applied for a five year period. This would avoid the large implementation cost of repeating the process each year. The net annual increase from this option would be £708,000 per year. The schedule of proposed increased charges for each car park where charges are currently levied is shown in **Appendix 3**.

Option 2: Introduce Sunday and Bank / Public Holiday charging at all car parks[2]

34. Currently Sunday charging is applied only in Salisbury, and Bank / Public Holiday charging in Amesbury, Bradford on Avon, Melksham, Salisbury, Trowbridge, Warminster and Westbury. By comparison, charges are applied Monday to Sunday (including Bank / Public Holidays) in all or most council car parks in the following key competitor towns (see Appendix 2 for details): Bath; Bournemouth; Newbury; Southampton; and Swindon. In addition, Bank / Public Holiday charges are applied in: Cirencester and Frome. In the interest of improved fairness (i.e. between different towns in Wiltshire and between those people who park on Sundays and those who park Monday to Saturday) and efficiency (i.e. charging for the use of the car park service and asset), if Sunday and Bank / Public Holiday charging was applied throughout Wiltshire then this would increase income by an estimated £78,000.

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[1] Based on the Bank of England's Consumer Prices Index inflation projections
[2] The policy in the LTP Car Parking Strategy (Policy PS3) includes that: *"Sunday parking charges will be considered where there is an identified traffic congestion or air quality issue, or where there is a strong and established parking demand from shoppers or visitors."*

Option 3: Charge in all Wiltshire Council car parks

35.   There are a small number of parking facilities where currently charges are not
       applied (see **Appendix 4**). In the interest of improved fairness (i.e. between
       different towns in Wiltshire) and efficiency (i.e. charging for the use of the car
       parking service and asset), if charges were applied in all council parking facilities
       this would result in a projected annual increase of £95,000. Where this change
       may affect an Air Quality Management Area (e.g. as a result of a reduction in
       'searching' traffic for free spaces), this will be assessed through the council's air
       quality monitoring programme.

Option 4: Discontinue free event parking in November and December

36.   The council currently provides a number of free parking spaces to town councils
       to allocate on a discretionary basis to help support local events, initiatives and
       businesses. However, a number of town councils have used this initiative to
       provide free parking in the Christmas / New Year shopping period when parking
       demand is already high. Given this, it is proposed that this initiative is withdrawn
       for use by town councils in November and December. This proposed change is
       estimated to increase income by £5,000.

Option 5: Base season ticket charges on the standard rate charges

37.   Season tickets are available for designated car parks (they are not valid in on-
       street parking areas). While a season ticket does not guarantee a parking space,
       they do offer considerable savings when compared to standard charges. As a
       result however, and particularly as they are popular with commuters, season
       tickets can increase car use (particularly at peak times), discourage the use of
       sustainable transport modes (as people have already paid for parking) and
       reduce the availability and turnover of parking spaces (as commuters often park
       for eight hours).

38.   The increased take up of season tickets has impacted on the income of the
       council due to the lower cost of parking for season ticket holders; currently,
       depending on the car park, season ticket holders receive up to an 85% discount
       on full day rate ticket prices. To address the income impact and help deal with
       the implications of season tickets outlined above, it is proposed that all season
       tickets should be based on a standard discount percentage. If season ticket
       charges were 50% of the day rate for five days a week and for 48 weeks of the
       year (including those season tickets which are currently not directly related to full
       day rate ticket prices), this would increase income by an estimated £280,000 per
       annum (see **Appendix 5**).

Option 6: Harmonise residents' parking permit charges

39.   Residents' parking permits are issued to residents living within residents' parking
       zones for use with their own vehicle[3]. Permits issued can only be used with the
       vehicle assigned to the permit and are only valid for one year.   Currently there

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[3] The residents' parking scheme process is set out in Appendix B of the LTP Car Parking Strategy and includes that
"The charging structure for Resident Parking Permits is generally set by Wiltshire Council's parking enforcement
service although in some cases consideration may need to be given to site specific needs".

are considerable differences between the rates charged across Wiltshire (i.e. Salisbury residents' permits cost £20 for permits in limited waiting zones and £40 for permits in residents' only zones, whereas £90 is charged in other areas).

40. Residents' parking permit charges in neighbouring areas are provided in Appendix 2. This also identifies that many neighbouring authorities charge more for a second residents' parking permit.

41. In addition, the council receives a number of complaints from permit holders regarding the level of enforcement in residents' parking zones. Investment in and the use of a mobile ANPR system (as set out in paragraphs 19 and 20) would enable more effective and efficient enforcement to be undertaken in the residents' parking zones. In so doing, this would allow officers to concentrate more time on central areas to help reduce the impact of inappropriately parked vehicles on traffic flows.

42. It is proposed that two options are put forward in the public consultation:

   - Option A: Increase the residents' permit in limited waiting zones from £20 to £60 and the permit in residents' only zones from £40 to £90.
   - Option B: Introduce a two tiered charging regime where residents' permits in limited waiting zones would be £60 for the first permit and £80 for the second permit (at the same address). The charge for the permits in residents' only zones would then be £90 for the first permit and £110 for the second permit (at the same address).

43. If these charges were introduced then this would increase income in 2018/ 19 by an estimated £190,000 for Option A and £215,000 for Option B.

   Option 7: Reduce the parking grace period to 10 minutes

44. The council currently offers a grace period for parking overstays of 15 minutes. The statutory period is 10 minutes. If the council adopted the statutory 10 minute period this would increase income by a projected £5,000.

45. It should be noted that as this stage, all the above projected income figures associated with each option are high level estimates and would require further detailed analysis and due diligence. This would include a price elasticity model similar to that used in the previous car parking review. It should also be noted that the income estimates for options 2 to 7 are based on current charges.

   Relevant responses to 2014 consultation exercise

46. The overall response to the question "*Should the council introduce Sunday charges, evening charges and overnight charges across all car parks?*" in the 2014 public consultation exercise was as follows: 11.1% Agree; 81.5% Disagree; and 7.5% Neither. In particular, a number of negative consultation responses to introducing Sunday charges were received from religious and other organisations.

47. The overall response to the question "*Should the council increase season ticket prices to encourage commuters who tend to park for several hours, to explore*

alternative travel methods?" in the 2014 public consultation exercise was as follows: 32.3% Agree; 46.8% Disagree; and 20.9% Neither.

Proposed Public Consultation Exercise and Implementation Timetable

48.   As stated previously, the review of the LTP Car Parking Strategy undertaken in 2014 included a comprehensive consultation exercise based on a pre-consultation element with key stakeholders and a public consultation element using a questionnaire survey with significant supporting information.

49.   Given the more limited nature of the review proposed in this report and the need to implement changes as soon as possible, it is proposed that the public consultation exercise is:

- based on a questionnaire survey supported by readily available information (e.g. parking changes in competitor towns and links to relevant documents such as Joint Strategic Assessments); and
- run for eight weeks as opposed to the normal 12 week period stated in the Wiltshire Compact (the statutory TRO amendment process (see below) would provide a further opportunity for comments to be made on charging options 2 to 7).

50.   As part of the consultation, and particularly in relation to Option 1, respondents (primarily parish and town councils and Business Improvement District organisations) would be asked to suggest alternative ways in which the estimated income increase from an option could be met by other means.

51.   Following the public consultation exercise, the timetable for the implementation of any approved changes needs to build in a number of key TRO stages. To implement the variation notice to the existing TROs in relation to Option 1 the key stages would be:

(i)   Drafting of press notice and site notices.
(ii)   Public notice placed with advertising company and documents sent out to town councils, etc.
(iii)   Public notice appears in local publications and site notices placed in affected car parks with an operation date at least 21 days hence.
(iv)   Ticket machines re-calibrated and new signs erected in affected car parks, and formalities completed.

52.   It is anticipated that the above process would take between 8 and 12 weeks to complete.

53.   To implement the amendment notice to the existing TROs in relation to charging options 2 to 7 the key stages would be:

(v)   Preparation of the TROs and supporting documents allowing for advice to be sought from the council's legal team to ensure that once implemented, the TROs will be legally enforceable and not subject to challenge.
(vi)   Required processes for public and other consultation on the TROs.

(vii)   Preparation of a report to the relevant Wiltshire Council Cabinet Member who will consider any objections received during the TRO public consultation exercise before making a decision.

(viii)   Required processes as set out in the relevant legislation for the implementation of the TROs.

54.   The proposed overall timetable to implement options 2 to 7 is set out below:

	Sep 17	Oct	Nov	Dec	Jan 18	Feb	Mar	Apr	May	Jun	Jul	Aug
Cabinet meeting	■											
Public consultation	■	■	■									
Review public consultation comments			■	■								
Cabinet meeting					■							
TRO documents drafted liaising with Council's legal team					■	■						
Documents checked / approved						■						
Advert sent to press and appears in local press							■					
TRO public consultation							■	■				
Objections received and report drafted and submitted to Cabinet Member								■	■			
Cabinet Member report process									■			
Cabinet Member decision advised to people who made representations										■		
TRO(s) sealed and advertised											■	
TRO(s) operational												■

Overview and Scrutiny Engagement

55.   This topic will be taken to the Environment Select Committee meeting on 19 September 2017. It will be proposed that during the consultation process an Overview and Scrutiny Task Group is formed to comment on the proposals in the final cabinet report to be submitted on conclusion of the consultation exercise.

Safeguarding Implications

56.   There are no direct safeguarding implications as a result of the proposals put forward in this report. It is proposed that during the consultation process the views of relevant officers will be sought.

57.   Currently, policy PS 12 'Improving access and use' in the LTP Car Parking Strategy includes the following:

The council will promote the convenient access to parking facilities in Wiltshire by ensuring that:

- *parking for disabled motorists (Blue Badge holders) is provided in line with recognised national guidance (as a minimum)*
- *where appropriate (e.g. at supermarkets and retail centres), provision is made for 'parent and child' spaces*
- *parking facilities are 'safer by design'.*

Public Health Implications

58.   There are no direct public health implications as a result of the proposals put forward in this report. It is proposed that during the consultation process the views of relevant officers will be sought.

59.   The LTP Car Parking Strategy was subject to a Strategic Environmental Assessment (SEA) which includes consideration of a number of relevant topics (see table below). No significant effects were identified in the SEA Environmental Report.

Relevant Public Health SEA Topics

SEA Topic	Significance of the effect
Air quality and environmental pollution	Partial positive/partial negative effect
Population	Partial positive/partial negative effect
Healthy communities	Partial positive/partial negative effect
Inclusive communities	Partial positive/partial negative effect
Transport	Partial positive/partial negative effect

Corporate Procurement Implications

60.   There are no direct procurement implications as a result of the proposals put forward in this report. It is proposed that during the consultation process the views of relevant officers will be sought.

61.   This report outlines where improvements can be made with investment in updating and buying into new technologies. A clear procurement strategy will be implemented to support the transition to the new model for Parking Services.

Equalities Impact of the Proposal

62.   There are no direct equality impacts as a result of the proposals put forward in this report. The LTP Car Parking Strategy was subject to an Equalities Analysis Evidence Document (EAED). In terms of the possible impacts identified for each Protected Characteristic group, the following issues are considered relevant:

Age:
- Issue: Young people and the elderly are more likely to be on low incomes and are therefore more likely to be adversely impacted by any higher parking charges.

- Issue: Some elderly people may struggle with the introduction of new technologies (e.g. paying parking charges by mobile phone).

Disability:
- Issue: Some people may struggle with the introduction of new technologies (e.g. paying parking charges by mobile phone).

Other (including caring responsibilities, rurality, low income, military status, etc):
- Issue: People on low incomes are more likely to be adversely impacted by any higher parking charges.

- Issue: People living in rural areas with little public transport and who therefore need to use a car to access shops and services in the towns, are more likely to be adversely impacted by any higher parking charges.

- Issue: Increased parking charges may have some influence on reducing the numbers of people accessing local towns and businesses (i.e. increased charges may result in people not visiting certain areas so often).

63.   The EAED would be reviewed as part of the consultation exercise in liaison with relevant officers.

Environmental and Climate Change Considerations

64.   There are no direct environmental and climate change considerations as a result of the proposals put forward in this report. It is proposed that during the consultation process the views of relevant officers will be sought.

65.   The LTP Car Parking Strategy was subject to a SEA which includes consideration of a number of relevant topics (see table below). No significant effects were identified in the SEA Environmental Report.

SEA Topic	Significance of the effect
Biodiversity	Partial positive/partial negative effect
Land, soil and water resources	Minor negative effect
Air quality and environmental pollution	Partial positive/partial negative effect
Climatic factors	Partial positive/partial negative effect
Historic environment	Partial positive/partial negative effect
Landscapes (and townscapes)	Partial positive/partial negative effect
Population	Partial positive/partial negative effect
Healthy communities	Partial positive/partial negative effect
Inclusive communities	Partial positive/partial negative effect
Transport	Partial positive/partial negative effect
Economy and enterprise	Partial positive/partial negative effect

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

(i)   Failure to meet the council's budget requirement.
(ii)   Inability to effectively enforce regulations and increasing likelihood of insurance claims.
(iii)   Reductions in supported bus services as a result of lower surpluses in off-street parking income.

	(iv)	Parking Services unable to operate efficient parking management processes.
	(v)	Reduced ability to adequately deal with abuse incidents against Civil Enforcement Officers.

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

Risk	Action to mitigate the risk
Reputational impact of conducting another review of parking charges.	The consultation material would make it clear why another review of parking charges is necessary.
Adverse impact of increased parking charges on businesses and local economies.	The public consultation would provide the opportunity for comments to be made by all interested parties. Some relevant economic data (e.g. links to Joint Strategic Assessments) would be included in the consultation material.
Adverse impact of increased parking charges on some Protected Characteristic groups.	An EAED would be undertaken as part of the consultation process.
Increase in inappropriate parking (e.g. in residential streets) as a result of increased parking charges.	Town parking reviews will continue in line with a prioritised programme. Better management and control of parking will be enabled by the increased investment from parking income and use of modern technologies.

Financial Implications

66. The council's approved 2017/18 budget requires a recurring increase in car parking revenue of £165,000. There is an additional expectation as part of the MTFS that future savings in this area will be achieved.

67. In addition to this, the outturn from 2016/17 and 2015/16 shows that the current charges and current demand cannot meet the current set budget and would require a recurring £90,000 increase.

68. Technology and operational improvements are being considered that would require a 'one off' increase of £125,000 and recurring annual increase of £133,000. However, this is not part of the current decision making process and will be brought forward in the future.

69. There are associated costs with the TROs for implementing the revised charges. Using experience from the previous revision of parking charges, these are estimated at around £35,000 per process and cover the advertisement cost of the TROs and updating machines and signage for the new charges.

70. In **Appendix 6** there is an options summary which summarises the options and proposals, and provides income and cost estimates. All income estimates require further due diligence and sensitivity analysis, once options are approved for consultation. This would include a price elasticity model similar to that used in the

previous car parking review. It should be noted that the income estimates for options 2 to 7 are based on current charges.

71.   When charges are approved, the income levels will be monitored through the budget monitoring process to ascertain the reaction of the parking users and identify whether they have had a negative impact on income levels. Parking data provided by the pay and display machines and MiPermit payment application will allow Parking Services to monitor ticket sales with detail and accuracy and identify the trend of sales following implementation.

72.   The current MTFS that is being reviewed as part of the budget setting for 2018/19 has an additional savings target of £1 million for car parking income in 2018/19. This additional target needs to be considered when reviewing the options proposed and is why options have been presented that exceed the 2017/18 requirement.

73.   It should be noted that, with the possible exception of Option 1, these option proposals will not generate additional income until 2018/19 due to the need to undertake the public consultation and TRO processes. The budget pressures of £255,000 in 2017/18 will need to be monitored and managed in year.

   Legal Implications

74.   Any significant changes to the terms and conditions applicable to car parks will require the processing of a TRO under the Road Traffic Regulation Act 1984 ('the 1984 Act') and the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. In deciding whether or not to make a TRO, and exercising any of their powers under the 1984 Act, the council also has a duty to (having regard to the matters specified in s.122 (2)) secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway. The matters referred to in s.122 (2) are; the desirability of securing and maintaining reasonable access to premises; the effect on the amenities of any locality affected; the importance of regulating and restricting the use of roads by heavy commercial vehicles; the national air quality strategy; facilitating the passage of public service vehicles including the safety and convenience of persons using public service vehicles and any other matters the council considers to be relevant. Failure to adhere to any of the statutory processes could potentially result in the proposed changes being successfully challenged in the High Court.

75.   The making of a TRO includes a statutory public consultation process over a period of 21 days to permit responses including any objections to be made. Any objections must then be considered before an Order is made.

76.   For these purposes, a significant change would include:

        (i)   Imposing a charge where one did not previously exist.
        (ii)   Introducing free parking areas into a charging car park.
        (iii)   Changing the class of vehicle permitted to use a car park.

77.   Failure to adhere to the statutory processes could potentially result in:

(i)   The new charges being successfully challenged in the High Court resulting in loss of income and/or loss of reputation for the council.

(ii)   Delay arising from the council being unable to increase the charges on the anticipated implementation date.

78.   Where the only change proposed is an increase in parking charges, there is no statutory requirement to make a new TRO. Such changes can be implemented by notice. This involves publishing a notice of the changes in a local newspaper at least 21 days before the changes come into effect and also placing a similar notice in the car park(s) affected. However, the council's LTP Car Parking Strategy provides that, before any parking charges are set, the council will consult the public, stakeholders and Area Boards. Such consultation should, therefore, be carried out before notice of the increases is given.

Options Considered

79.   The options considered are as set out in this report.

Conclusions

80.   The council's Parking Services is facing significant operational cost pressures. These include business rate payments, essential equipment upgrades and maintenance works, and inflation costs. The demands on the service are also increasing; particularly requests from residents, schools, businesses and parish / town councils asking for extra parking enforcement and maintenance to be undertaken. It is important to note that surplus revenue from parking charges supports other transport measures including non-commercial, but essential local bus services. This is one of the main reasons why the council has been in a position to retain the vast majority of these bus services, in contrast to other local authorities which have seen significant cuts to services.

81.   The 2016/17 net income budget for car parking was £3.695 million. This consisted of a gross income budget of £7.666 million and a gross expenditure budget (including business rates overheads and depreciation) of £3.971 million. The net income budget (£3.695 million) contributes towards the provision of public transport revenue support and concessionary fares which had a net expenditure budget of £7.838 million in 2016/17.

82.   To address the pressures facing the council and this service as outlined and other pressures highlighted in the council's Medium Term Financial Strategy (MTFS), it is considered that a number of charging policies and practices need to be looked at and possibly reviewed.

83.   Significantly, despite rising operational costs and increasing service demands, the council has not applied any inflationary increases to car parking charges since 2011.

84.   To help address technology and operational pressures, improvements with a 'one off' total cost of £125,000 and ongoing costs of £133,000 per annum, have been identified.

85. To meet the operational and demand pressures and to fund the proposed technology and operational improvements, seven possible charging options have been identified (two further options – introducing evening charges and changes to Blue Badge holders charging regime – were rejected based on early discussions with the cabinet member):

- Option 1: Apply an inflation increase to all parking charges
- Option 2: Introduce Sunday and Bank / Public Holiday charging at all car parks
- Option 3: Charge in all Wiltshire Council car parks
- Option 4: Discontinue free event parking in November and December
- Option 5: Base season ticket charges on the standard rate charges
- Option 6: Harmonise residents' parking permit charges
- Option 7: Reduce the parking grace period to 10 minutes.

86. Cabinet is asked to consider the seven proposals for car parking charging options and if all of these should be included in a public consultation exercise.

87. Following the public consultation, it is proposed that, subject to the responses received, Option 1 would be implemented over an 8 to 12 week period via a variation notice to the existing TROs. For the remaining options, the results of the public consultation would be presented to a future cabinet meeting ahead of any agreed options (and any relevant technology and operational improvements) being implemented via an amendment to the existing TROs (which includes a statutory consultation period). The outcome of the TRO amendment process would be subject to a cabinet member decision.

Parvis Khansari
Associate Director for Highways and Transport

Report Authors:
Adrian Hampton
Head of Local Highways & Streetscene (Northern Area)
adrian.hampton@wiltshire.gov.uk,

Robert Murphy
Principal Transport and Development Manager (West and South)
robert.murphy@wiltshire.gov.uk

Joanne Pattison
Parking Services Manager
joanne.pattison@wiltshire.gov.uk

31 August 2017

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

None.

Appendices

Appendix 1: Range of Parking Charges in Wiltshire
Appendix 2: Range of Parking Charges in Key Competitor Towns
Appendix 3: Schedule of Proposed Increased Car Parking Charges
Appendix 4: Proposed Charges in Currently Free Car Parks
Appendix 5: Proposed Season Ticket Charges
Appendix 6: Options and Improvements Summary

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Wiltshire Council

Environment Select Committee

19 September 2017

Final Report of the Public Transport Review 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 response.

Background

2. The budget for 2015/16 included strategic savings of £0.5m to result from a complete review and transformation of public transport in the county.

3. During the debate on the budget proposal, the Cabinet Member invited early engagement by overview and scrutiny in order to provide positive challenge during the review period.

4. The Management Committee, in recognising the cross-cutting nature of the review, agreed that a joint task group with representation from all of the select committees be established with the Environment Select Committee taking the lead.

5. The Management Committee, in recognising the cross-cutting nature of the review, agreed that a joint task group with representation from all of the select committees be established with the Environment Select Committee taking the lead.

6. The Business Plan 2013-15 includes the following under the heading "what we will do to deliver the 12 key actions":

    a. We will develop sustainable, community-based local transport supported by local volunteers, to improve Wiltshire's transport infrastructure and influence the government for improvements to rail links and key road networks, such as the A303 and A350
    b. We will develop sustainable, community-based local transport – we will work with communities to explore the potential to develop community owned and operated transport schemes supported by local volunteers.

Terms of reference

7. The following terms of reference for the task group were endorsed by the Environment Select Committee on 1 September 2015.

    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.

Membership

8. The task group comprised the following membership:

    Cllr Peter Evans (Chairman)
    Cllr Mollie Groom
    Cllr Jacqui Lay
    Cllr Magnus Macdonald
    Cllr Graham Wright

Methodology

9. The task group has received written and/or verbal evidence from the following witnesses:

    Wiltshire Council witnesses:

    Cllr Philip Whitehead
    Cllr Horace Prickett
    Parvis Khansari, Associate Director for Highways and Transport
    Ian White, Head of Service - Passenger Transport
    Robert Murphy, Principal Officer Transport Policy, Sustainable Transport
    Matthew Croston, Project Officer, Programme Office

10. The task group also considered the following evidence sources:

    -   LTP Public Transport Review 2015: Overview and Scoping Paper

- Passenger Transport Review 2015/16: Project Board Terms of Reference
- Wiltshire Local Transport Plan Public Transport Strategy Review: Pre-Consultation Paper
- Wiltshire Local Transport Plan Public Transport Strategy Review: Public Consultation Paper
- Councillors Briefing Note No. 259: Consultation on proposed changes to the Connect2 Wiltshire Hopper service to the Royal United Hospital
- Passenger Transport Review 2016: Task Group 20th April 2016 Briefing Paper
- Wiltshire Local Transport Plan 2011-2026 Public Transport Strategy Review
- Results of Supported Bus Service Savings Options Consultation (Report to Environment Select Committee and Cabinet)
- Passenger Transport Review (Report to Cabinet)

11. The task group members attended meetings with bus providers, community transport groups and other community-based organisations, and internal stakeholders to gather information prior to the pre-consultation.

12. The task group was also invited to appoint a representative to the Public Transport Review Board. Cllr Peter Evans, as Chairman of the task group, was appointed and the invitation from the Executive was appreciated.

13. The task group met eight times between 10 June 2015 and 28th September 2016.

14. Early on the task group appreciated how difficult any decision would be as efficiency had been strived for over the past few years. Recommendations on the consultation were made at the 03 December 2015 meeting, and recommendations on work to be done regarding the data collected from the consultation were made at the 20 April 2016 meeting.

Evidence

Pre-Consultation:

15. A review of public transport had already been held previously, starting in 2009 and reporting in 2011. This had looked at all areas of public transport, including procurement and design. The overall policy review looked at discretionary areas (withdrawal of denomination home to school transport which achieved a £300,000 savings) and led to a revised procurement strategy.

16. Since the previous review in 2011 £5M in savings have been achieved, but £2.5M of further savings had been identified from passenger transport. It was acknowledged by the task group that passenger transport played a key role in the vision for Wiltshire, as it underpinned a vast number of services.

17. Concessionary fares were noted as a statutory duty. The reimbursement of fees to bus operator is based on a national formula. Wiltshire Council's reimbursement was placed on the lower side of the national average.

18. Home to school transport and SEND were respectively the first and second highest of Wiltshire's statutory passenger transport costs.

19. Where potential savings were identified, various options were considered beyond simply withdrawing a service.

20. Task group members attended the 16 meetings planned with operators, with different members to attend different meetings. Task group members also attended the 4 pre-consultation workshops as well as different workshops throughout the consultation.

21. Included in the 200+ responses to the questions asked during the pre-consultation was that people would prefer less frequency over 5 days than maintaining the same frequency over 3 days.

22. The answers to the pre-consultation demonstrated that it may be difficult to apply a "one size fits all" approach. This was because there were significant differences in what the different bus operators and community schemes were prepared, or able to do regarding expanding or changes to the routes. There were differences in the needs and usage across the county, such as urban and rural.

Consultation

23. The task group received a short presentation on the current routes in Wiltshire and the options considered:

    - Option 1: withdraw funding for all supported evening services (running after 7pm);
    - Option 2: withdraw funding for all supported Sunday services;
    - Option 3: reduce the hourly services Mon-Fri to a two-hourly service on the strategic bus network which links the small market towns and larger villages in Wiltshire with the nearest large town;
    - Option 4: reduce rural bus services to 2-3 buses a day on regular routes and withdraw most of the infrequent services except those that are the only service to a group of villages;
    - Option 5: reduce town services to 2-3 buses a day on regular routes. Existing buses used by pupils within Warminster, Devizes, Bradford on Avon and Melksham would be retained;
    - Option 6: withdraw all funding for council-supported services.

24. Following the consultation there had been a high number of responses, with at least 3,000 responses from bus users (these were classified as questionnaires which were completed on buses).

25. 22% of the people having responded to the consultation would support Option 6 (Withdraw all funding for all Council subsidised services).

26. Some responses had been about all bus services, despite the consultation making it clear that it was not about commercial services.

27. Evening services were defined as services from 7pm onwards. Officers met with Option 24/7 to look at the options proposed, and there was continued engagement with bus operators.

28. The task group was also informed of the changes to legislation (Bus Bill) which would give local authorities more power to run buses themselves with community interest groups, with greater power around partnership working.

29. No surprises had been identified in the results from the consultation, which matched with the results of the pre-consultation. The results reflected the national trends from other local authorities.

30. One small surprise noted was the number of respondents to the consultation (11,000), which was much better than some other local authorities.

Other Work

31. The task group also considered the following areas during their work:
    - Any actions to be taken to lobby government regarding funding for Public Transport;
    - Raising public awareness of existing services ("use them or lose them") and being able to link the different services (either maps displayed in Town Hall/ Tourist Information Centre or on-line);
    - In market towns ask all supermarkets to consider co-ordinating their buses to provide better coverage;
    - Increase advertising for car sharing schemes

32. The proposed changes to the Connect2 Wiltshire Hopper bus had been taken out to consultation and made available through online and paper copies (also available on the Hopper service itself). People had been asked to supply their postcode which would enable a "geographical analysis" of the answers received.

Conclusions

Pre-Consultation:

33. During the task group's consideration of the pre-consultation responses the following points were observed:

    - Supported routes were not seen as viable without funding;
    - Services were marketed on the commercial services;
    - No scope had yet been identified to improve usage on rural services;
    - There were difficulties in recruiting volunteer drivers (availability and issue of cost with required training);
    - Adjusting charges is actively looked at on a regular basis;
    - The knock-on cost to other services of the council (e.g. adult care, social services, etc.) could not be identified, although some services were already thinking about alternatives;

- Stakeholders would be consulted again when the options have been identified.

Consultation:

34.   The task group expressed a few concerns including: Clarity over the number of regular "bus users"; How to use the data collected if a lot of responses to the consultation were provided by people who are not regular "bus users"; How to provide accurate information to the public about the availability of services; Ensuring that the "right people" are targeted to complete the questionnaire.

35.   A full list of recommendations was presented to the executive regarding the consultation; questionnaire; public consultation paper; frequently asked questions document; and advertising/promotion of the consultation. These are included as Appendix A of this report.

36.   The task group supported all the suggestions made by the Public Transport Review Board, as these were similar to suggestions the task group had made during its briefing.

37.   The task group provided the following suggestions to the executive at their meeting on 20th April 2016 on further work to be done with the responses to the consultation:

- Investigating the reason(s) for the reduction in number of volunteers for community transport schemes;
- Cross-referencing the responses to the specifics of the people responding (e.g. age group, disability, etc.);

Other Work:

38.   Regarding the Hopper Bus consultation, the task group felt that based on the assumed customer base for the service (with 15,000 journey a year) there had been a good number of responses to the consultation.

Proposal

39.   To endorse the report of the Task Group and refer it to the Cabinet Member for Highways and Transport for response at the Committee's next meeting.

Recommendations

That the Cabinet Member for Highways and Transport:

1. **Note the report and recommendations made regarding the Public Transport Review over the course of the task group's work.**

That the Environment Select Committee:

1. **Receive an update in 12 months regarding the implementation of the options selected following the public transport review.**

2. **Cease the work of the Public Transport Review task group.**

Cllr Peter Evans, Chairman of the Public Transport Review Task Group

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

Appendices

Appendix 1 – Task Group Recommendations on Public Consultation – 03 December 2015

Background documents

None

Appendix 1 – Task Group Recommendations on Public Consultation – 03 December 2015

Resolved

The task group made the following recommendations.

Consultation

To find out the savings achieved for different times for the evening services (there may be areas where the services are commercially viable after 7pm) and consider the different impact at different times (and on different days) as part of the EIA.

Questionnaire

To add a question about ownership of bus passes (and whether the bus pass is used in Wiltshire or elsewhere).

To add information about the frequency of the service in the tables showing the service number for each options (agenda pages 49-52, document pages 40-43).

To keep a record of the number of paper questionnaires returned to inform future consultations.

To have packs including the questionnaire, FAQs and public consultation paper available on buses and "promoted" by the drivers if possible when issuing tickets.

The on-line questionnaire to show people the progress they have made in completing it (e.g. 25% complete, etc.) and to indicate how long completing it should take.

To include the savings to be achieved in the introduction paragraph "This survey is part of...".

To add an option for people to quantify how each option would have a big impact on them personally (if they tick the "this would have a big impact on me personally" add a line for "reason(s)").

To consider whether there would be a way for the IT system to "split" the responses provided to the consultation according to the type of bus users; as this would ensure that the information provided by regular users can be fully taken into account.
This would probably be best as two categories, such as regular users (at least 5 days a week, 2-3 times a week, once a week) and non/low user (once or twice a month, a few times a year, i never use the bus) based on question 7 "how would describe your use of bus services in Wiltshire".

Public consultation paper

Page 66

To include the number of people and percentage of the population using buses in Wiltshire.

To include the figures on usage of the routes that would be affected (in terms of number of people using the route).

To include all the information in the document presented to the task group today, but to start by explaining the financial constraints and savings that must be achieved (rather than the importance of public transport).

FAQs

That the task group would be sent the FAQs in their draft form so that they could contribute to it.

To avoid receiving suggestions that would not be legal options to include in the FAQs information, about the options having already been dismissed on that ground (e.g. charging a small fee for people with bus pass, etc.)

Advertising / promotion of the consultation

Information to be provided to all councillors to enable them to promote the consultation to their constituents and town and parish councils.

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Wiltshire Council

Environment Select Committee

19 September 2017

Subject: **Wiltshire Local Flood Risk Management**

Cabinet Member: **Councillor Baroness Scott of Bybrook OBE**

Portfolio Holder: **Councillor Jonathon Seed – Flooding and Military Covenant**

Key Decision: **No**

Executive Summary

Wiltshire has experienced severe flooding in previous years, especially in 2014 when over 500 properties were flooded and a number of roads had to be temporarily closed to traffic. Many communities in Wiltshire have experienced at first hand the damage, distress and disruption that flooding can cause.

The Flood and Water Management Act 2010 requires Wiltshire Council to act as Lead Local Flood Authority, and to develop a Local Flood Risk Management Strategy.

The Council's Strategic Flood Risk Management Group is chaired by Portfolio Holder, Councillor Seed, who works closely with the three Operational Flood Working Groups (OFWGs), chaired by Councillors Hewitt, Jacobs and Brown.

The OFWGs cover the north and south of the county, based broadly on river catchment areas, with a separate group for Salisbury. They usually meet every two months. The meetings are well attended, often with representatives from the Environment Agency (EA), Wessex Water, Thames Water, Highways England, Network Rail, Wiltshire Fire and Rescue, Country Land and Business Association, Canal and Waterways Trust and other organisations having an interest in flooding and drainage matters, including town and parish councils.

The groups work with local communities on initiatives to reduce flood risk, and encourage the development of local Flood Plans and the appointment of Flood Wardens. There are now 148 communities with Flood Plans and Flood Wardens across the county.

The Council's Parish Emergency Assistance Scheme (PEAS) provides sand bags and equipment to local town and parish councils so that they can store these locally, and deploy them as necessary, making them less reliant on this Council during flooding. There are 97 communities taking part in the scheme. Those communities currently without Flood Plans are being encouraged to prepare them, as a number are known to be at risk from flooding.

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The Council has an ongoing programme of work to improve drainage and protect properties from flooding. A substantial amount of work to improve drainage and protect communities has been completed in the past year (see **Appendix 1**), and studies have been undertaken to provide information to support future bids for schemes.

Proposal

The Committee is requested to note that:

(i)   The Operational Flood Working Groups continue to be a successful way of working with local communities, the Environment Agency and other organisations to manage flood risk in Wiltshire.

(ii)   There are currently 148 communities with Flood Plans and Flood Wardens, with 97 communities taking part in the Council's Parish Emergency Assistance Scheme (PEAS), which provides sand bags and equipment to local town and parish councils so that they can store these locally, and deploy them as necessary.

(iii)   The Council carries out a large programme of flood alleviation and drainage projects which are managed and co-ordinated through the Operational Flood Working Groups, and bids for additional funding as opportunities arise.

Reason for Proposal

The Flood and Water Management Act 2010 requires the Council to act as Lead Local Flood Authority, to prepare a Local Flood Risk Management Strategy, and to investigate flooding.

The Council takes its responsibilities seriously with regard to flood risk management, and has set up local flood working groups, and has a significant programme of drainage improvement and flood alleviation schemes to help to manage flood risk in Wiltshire and to reduce the risk to our communities.

Alistair Cunningham
Corporate Director

Wiltshire Council

Environment Select Committee

19 September 2017

Subject:	**Wiltshire Local Flood Risk Management**
Cabinet Member:	**Councillor Baroness Scott of Bybrook OBE**
Portfolio Holder:	**Councillor Jonathon Seed – Flooding and Military Covenant**
Key Decision:	**No**

Purpose of Report

1. To update members on progress made with regard to flood risk management since the last report to this Committee on 25 October 2016.

Relevance to the Council's Business Plan

2. The overall aim of the Council's flood risk management strategy is to support the Wiltshire Council Business Plan 2017 – 2027 priorities for growing the economy, strong communities and protecting the vulnerable. Reduced risk of floods and other threats is one of the goals of the Business Plan, which sets out what the Council will do, including:

    •   Consideration in planning decisions and highways work to implement the appropriate levels of drainage;
    •   Work with partners to ensure that emergency and recovery plans are in place and regularly tested;
    •   Implement capital schemes to reduce the risk of flooding to properties.

Background

3. The Flood and Water Management Act 2010 requires Wiltshire Council to act as Lead Local Flood Authority (LLFA). It is also required to develop a Local Flood Risk Management Strategy (LFRMS), which it is responsible for maintaining, applying and monitoring, and ensuring that it is consistent with the National Flood and Coastal Risk Management Strategy. The Wiltshire LFRMS was previously considered by this Committee at its meeting on 27 October 2015, and no major changes are envisaged at present.

4. Wiltshire experienced severe flooding between December 2013 and March 2014, with over 500 properties flooded and a number of roads having to be closed to traffic for substantial periods. Flooding in September 2014 affected over 100 properties, and in September 2015 there were 20 properties flooded in Salisbury and the south of the county. Many communities in Wiltshire had previously been seriously affected by flooding in 2007 and in 2008. Many

communities in Wiltshire have experienced at first hand the damage, distress and disruption that flooding can cause.

5. Flood risk within Wiltshire is often a complex interaction between river, surface, ground water and sewer flooding, and the local geology is a significant factor. The northern part of the county is predominately underlain by clay, with flooding generally caused by river or excessive surface water runoff. The south of the county is characterised by underlying chalk deposits, with potential risk of ground water flooding in many areas.

6. The risk of flooding is considered to be increasing due to pressures in urban environments, and with climate change more severe rainfall events are predicted. These will create additional challenges for communities and have implications for the developed environment.

Main Considerations for the Council

Local Flood Risk Management Groups

7. The Council's strategic and operational flood groups are important elements of flood risk management in Wiltshire, and usually meet every two months. The Strategic Flood Risk Management Group is chaired by Portfolio holder, Councillor Seed, and met on 26 July 2017.

8. The Portfolio Holder works closely with the three Operational Flood Working Groups, which last year were chaired by Councillors Hewitt, Jacobs and Clewer. The Operational Flood Working Groups (OFWGs) cover the north and south of the county, based broadly on river catchment areas, with a separate group for Salisbury because of the significant flood risk in the city. Councillor Brown has now been appointed chair of the Salisbury group.

9. The OFWGs meetings are well attended, including attendance by representatives from the Environment Agency (EA), Wessex Water, Thames Water, Highways England, Wiltshire Fire and Rescue, Canal and Waterways Trust and other organisations having an interest in flooding and drainage matters, including town and parish councils.

10. The Council has a significant budget for drainage improvement and flood alleviation works, and bids for additional funding as opportunities arise. The local priorities are set by the OFWGs who co-ordinate the work with other organisations.

11. The OFWGs have continued to operate successfully and are often held up as an example of good practice by the EA and other organisations with an interest in flood risk management. Members of this committee are welcome to attend the meetings, especially if they are aware of particular flood risks in their area.

Regional Flood and Coastal Committees

12. The Wessex Regional Flood and Coastal Committee (WRFCC) is a committee established by the EA under the Flood and Water Management Act 2010 that brings together members appointed by Lead Local Flood Authorities (LLFAs)

and independent members with relevant experience. It ensures there are coherent plans for managing flood risks across catchments and encourages targeted investment. It also provides a link between the EA, LLFAs, other risk management authorities and relevant bodies to build an understanding of flood and coastal erosion risks in its area.

13.   The Wiltshire Council representative on the WRFCC last year was Cllr Hewitt, supported by officers from the drainage team. A small part of Wiltshire is also in the Thames area and the Council is represented on that committee by Oxfordshire County Council. It is important that the Council is represented on these regional committees, especially in view of the funding opportunities that may arise and the potential for influencing local policies and strategies on drainage and flooding.

Drainage and Flood Alleviation Schemes

14.   Fortunately, the weather during 2016/17 was generally comparatively mild, without the serious and extensive flooding incidents that had been experienced in Wiltshire in recent years. This provided the opportunity to progress drainage improvement and flood alleviation schemes which were identified as a result of the previous events. There were 39 sites implemented in 2016/17 across the county (see **Appendix 1**). These ranged from small drainage improvements to large flood alleviation schemes.

15.   In addition to the schemes being implemented the Council's drainage team is working with other organisations on a number of desk top studies and investigations:

- Corsham through to Lacock - South Brook and Byde Mill.
- Shaw and Whitley Melksham, including outfall into the Avon - South Brook.
- Salisbury – full catchment study.
- Castle Combe, Burton, Nettleton, Slaughterford – Bybrook.
- Malmesbury - River Avon.
- Warminster – Rivers Wylye and Were.
- Bradford on Avon - River Avon.
- Dauntsey - Brinkworth Brook, Avon.
- Investigations into potential Department for Environment, Food and Rural Affairs (Defra) funded schemes are taking place at Shaw and Whitley, Nadder and Wyle chalk valley, Castle Combe, Burton and Nettleton.

16.   The Council's staff have been working with the EA, Highways England and Network Rail regarding various flooding and drainage issues across the county. This has included installing telemetry equipment to measure flows at Southwick, Royal Wootton Bassett, Corsham, Whitley and Calne in order to improve the understanding of flood risk and to help develop future schemes.

17.	The Council has a major programme of flood alleviation and drainage schemes with an annual budget of £1,000,000. This is significantly more than many local authorities spend on this type of work, and reflects the Council's commitment to keeping our communities safe. The Council has also been successful in bidding for funds from Defra and the EA for major schemes, most recently at Tilshead and Forest Row, Melksham.

18.	In order to develop future flood alleviation schemes a high level scheme identification study is being undertaken. This assessment is being jointly funded by WRFCC Local Levy, Defra and the Council, and will help develop a prioritised programme of future schemes for consideration by the Flood Working Groups and to inform future funding bids. The Council works closely with the EA on managing flood risk, and is involved in a number of studies currently being undertaken, which it is expected will lead to successful bids for flood protection measures in the future.

Tilshead and Orcheston Flood Attenuation Scheme

19.	Tilshead was badly affected by flooding in 2014 when 11 properties were flooded and in Orcheston 4 properties were affected. The A360 Devizes to Salisbury road was also badly flooded and temporary traffic lights had to be used because of flood water on the road at a number of locations.

20.	There are records of flooding in Tilshead previously in 1841, 1944, 1949, 1960, 1977, 1990, 1992, 1993 and 1995. During the flooding in 2014 the Council's drainage engineer identified that a restriction in a culvert on Ministry of Defence (MOD) land could significantly reduce the volume of flood water leaving Salisbury Plain and entering Tilshead and the downstream communities.

21.	Further investigation and modelling confirmed that a flood attenuation scheme would help protect the village and the main road. The scheme was developed in more detail and the business case prepared by the Council's consultants, Atkins, working with the EA and MOD. The project is estimated to cost £483,000 and was the subject of a successful bid for Defra funding supported by the EA, with a contribution from the Council's drainage budget.

22.	Work is starting on site and is expected to be completed by November. However, it is weather dependent as it is necessary to ensure that the chalk is in optimum condition when used in this type of construction and the water content is an important factor.

Working with Communities

23.	Although there was less flooding in 2016/17 than in recent years, it should be noted that the risk of serious flooding still remains, and it is vital to make appropriate preparations for such events. It is unlikely that the Council will be able to respond to all requests for assistance to protect properties in a major flooding event. The priority will be to keep transport links open, support the emergency services and protect critical infrastructure.

24. There is a serious risk of localised flooding incidents as a result of high intensity short duration storms. The nature of these events makes them very difficult to predict and respond to. It is important that local communities have made suitable preparations, which includes ensuring that they have the suitable plans and resources to cope with incidents.

25. There are now 148 communities in Wiltshire with Flood Plans and Flood Wardens, which is almost half of the communities, and further 5 are in development. This represents significant support from the local communities to reduce their flood risk. The value of these arrangements has been demonstrated in a number of localised events when communities were able to take immediate action to protect properties from flooding without calling on further Council resources.

26. The Parish Emergency Assistance Scheme (PEAS) is funded by this Council, and has provided sand bags and equipment to local town and parish councils so that these can be stored locally, and deployed as necessary. At present there are 97 communities involved in the scheme, and most now have adequate supplies in place to help them deal with local flooding incidents. However, there are still some parishes which have not yet taken advantage of the scheme and they are being encouraged to become involved.

27. The Council provides gel-sacs which are similar to sandbags, but are filled with a substance that expands when wet, and when dry they are virtually flat. This means they are simple to store and far easier to distribute in an emergency. They inflate when immersed in water, allowing a protective flood barrier to be built quickly to protect doorways and airbricks. When the flood has abated they can often be reused. Signs are also provided to warn of flooding and to encourage drivers to slow down when driving through floods as bow waves can cause additional flooding to nearby properties.

28. The preparation of Flood Plans and the appointment of Flood Wardens are important in helping communities to prepare themselves, and they are encouraged to make use of the resources available. Work is continuing to encourage communities to prepare plans or develop existing arrangements in more detail where they are known to be at risk.

29. Flood Warden training was held in Salisbury in August, and a county wide warden seminar was held earlier this month. Local communities are being encouraged to review their Flood Plans to ensure they are up to date, and to make use of the flood warden training if required.

30. The Council has been helping communities to bid for grants available from SSE through their Resilient Communities fund. This has provided funding for additional equipment such as generators, lights, torches, radios, first aid kits, additional flood sacs, and pumps for a number of communities in Wiltshire.

31. Property owners are responsible for protecting their own property. Where property is at risk of flooding owners are encouraged to take steps to ensure the protection of their property and to speed the recovery following flooding. Good information is available on the Environment Agency and National Flood Forum websites regarding suitable measures that can be used by individuals to reduce the risk to their property.

Development

32. The Council's drainage team continues to review and comment on planning applications, providing technical advice to other Council departments and teams, and deals with general enquiries from the public regarding drainage matters. The team also reviews and approves Land Drainage Consent applications for ordinary watercourses.

33. Wiltshire Council's approach is to ensure that there is effective management of surface water, especially on those sites where proposed development is likely to present significant risks and where there are opportunities for improvement and the achievement of sustainable development. The intention is to reduce pressures on the existing drainage infrastructure and reduce the risk of surface water flooding and pollution.

34. The Council is currently exploring an innovative approach with the EA and Wessex Water to review planning applications as there are many joint concerns, and there is potential for a more efficient way of dealing with them. The Council is also working with Swindon Borough Council to ensure there is a consistent approach to development control issues in connection with drainage and flooding.

New Highways Contract

35. The new highway contract with Ringway Infrastructure Services started in April 2016, and is for five years, with a possible extension of up to two years subject to performance. The contract has been working well, and Ringway has ensured the delivery of the programme of drainage improvements to the same high standard, using predominantly the same sub-contractors and staff as the previous contractor.

36. The new contract provides a CCTV drainage survey capability. This enables pipework to be surveyed before major resurfacing or other work is undertaken to ensure that the drainage is working and the road will not need to be dug up again. The process can include tree root cutting to ensure drains are working and free flowing, and the provision of gangs to make repairs as necessary.

37. Wiltshire Council has been collecting drainage information for many years, and this approach has been acknowledged as good practice in national guidance. The Council is building a good data base of information on our drainage systems, but with an extensive road network this work is likely to need to continue for many years before there is full coverage.

38. The Council's contractors and their supply chains are prepared to respond to requests for support from the Council in the event of flooding. Ringway has been successfully operating the out of hours response for over a year, and carried out the winter maintenance operation for the Council during 2016/17.

39. The state of readiness of the Council's contractors is good, but it is necessary to be realistic about what support can be provided at short notice in the event of major flooding, and to ensure that local communities, property owners and residents are taking steps to improve their own resilience.

Preliminary Flood Risk Assessment

40. The Flood Risk Regulations 2009 implemented the requirements of the European Floods Directive, which aimed to provide a consistent approach to managing flood risk across Europe. It established four stages of activity within a six year flood risk management cycle.

41. The initial assessment was based on the number of properties in each 1 kilometre square with an estimated 1 in 200 risk of flooding in any given year. The adjoining grid squares were analysed to identify those clusters where more than 20,000 people were considered to be at risk. In the south west the only area qualifying as potentially having a Flood Risk Area as defined by the guidance was Bristol.

42. The initial assessment was reported to this Committee in May 2011, when it was reported that there were no areas in Wiltshire which met the criteria as defined by the regulations. The flood information collected since then has been reviewed, and despite the extensive flooding in 2014 the position is unchanged and the EA has been informed accordingly.

Overview and Scrutiny Engagement

43. The progress on carrying out the Council's flood risk management duties is reported to the Environment Select Committee annually. Additional reports may be made in the event of extreme weather events, or as a result in changes in legislation.

Safeguarding Implications

44. Does not apply.

Public Health Implications

45. Flooding can have serious health implications, not only from the risk of injury and drowning, but also from pollution when sewers and industrial sites are affected. The stress caused to those affected by flooding, and the disturbance and disruption for communities should not be under estimated.

46. There can be particular problems with sewers overflowing, especially as a result of groundwater inundation. The Council's staff work closely with the water companies and hold regular co-ordination meetings with them regarding this issue. Rural septic tanks are particularly susceptible to groundwater flooding and can be flooded for long periods if there is groundwater flooding, with consequent public health implications.

47. Flooding has significant implications for road safety, especially with regard to standing water on high speed roads, and having effective drainage contributes to keeping roads safe.

Corporate Procurement Implications

48. There are no procurement implications at this stage.

Environmental and Climate Change Considerations

49.   The projections for future climate change indicate that it is likely that winters will become significantly wetter and extreme winter precipitation may increase. In summer there is likely to be less overall rainfall, but intense heavy downpours are anticipated. The main cause of flooding is likely to be from storm rainfall, but there is also potentially an increased risk of river and groundwater flooding in Wiltshire.

50.   The Council's flood risk management helps reduce the risks associated with flooding, but residents and businesses also need to take action to protect their properties from flood risk and reduce the potential impact. Short duration high intensity storms could become an increasing problem.

Equalities Impact of the Proposal

51.   No significant factors have been identified.

Risk Assessment

52.   Since flooding is a serious issue for Wiltshire there are safety and reputational risks associated with it. It is important to have a clear approach and demonstrate that the Council is pro-active in its flood management across the county, recognising the increasing risk posed by predicted wetter weather, and emphasising the need for communities and businesses to take their own measures to reduce the potential impact of flooding.

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

53.   There are no decisions required at this time, and this report is for information only.

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

54.   There are no decisions required at this time, and this report is for information only.

Financial Implications

55.   There are no direct financial implications currently. However, it is important that opportunities are taken to bid for Defra, local levy and other funding as opportunities arise.

Legal Implications

56.   The Flood and Water Management Act 2010 requires the Council to prepare a Local Flood Risk Management Strategy, and carry out the duties of Lead Local Flood Risk Authority in Wiltshire. The Council has a duty under the act to investigate flooding incidents. The Council is also a landowner with extensive ownership, including car parks, public open spaces, buildings and other areas which can be at risk of flooding.

57.	Legal support is required in connection with carrying out flood risk management duties, especially with regard to Byelaws and land ownership issues. Ensuring land owners carry out their responsibilities with regard to reducing flood risk for others remains a challenge.

Options Considered

58.	This report is for information only, and no decisions need to be made at this time.

Conclusions

59.	The work carried out by the Council in connection with flood alleviation and drainage improvements helps the Council meet its duties as Lead Local Flood Authority under the Flood and Water Management Act 2010.

60.	The work of the OFWGs and the programme of improvement schemes help to manage flood risk in Wiltshire effectively and reduce the risk for our communities.

Parvis Khansari
Associate Director Highways and Transport

Report Author:
Peter Binley
Head of Highways Asset Management
Tel No. 01225 713412

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

None

Appendices:

Appendix 1 – Drainage Improvement and Flood Alleviation Schemes 2016/17

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Completed Drainage Schemes
2016/17
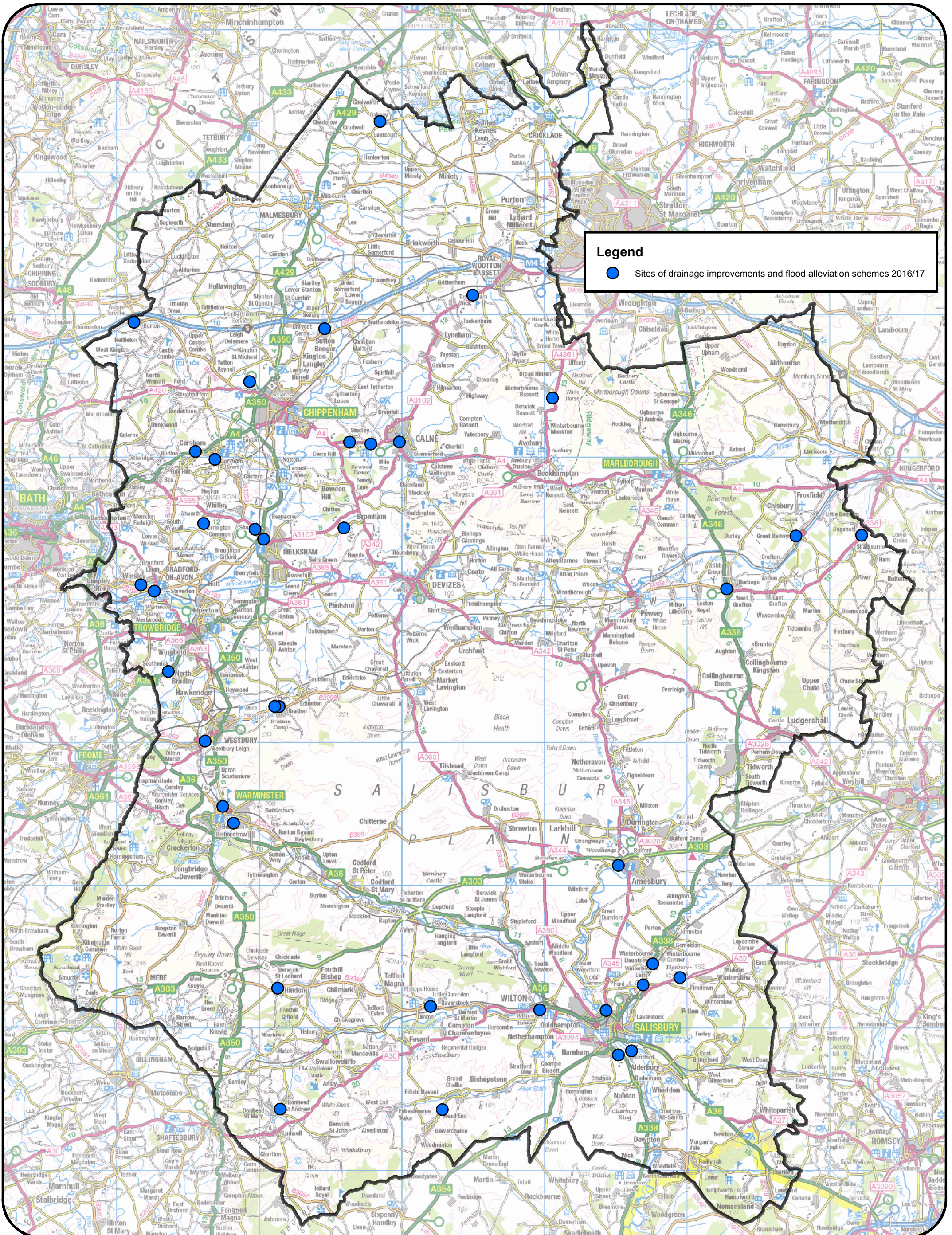
Wiltshire Council
Where everybody matters

Legend

● Sites of drainage improvements and flood alleviation schemes 2016/17

1:235,000

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Wiltshire Council

Environment Select Committee

19 September 2017

Subject: **Housing Board Governance Review 2017**

Cabinet Member: Councillor Chuck Berry
                        Cabinet Member for Economic Development and Housing

Key Decision: **No**

Executive Summary

The purpose of this report is to update the Environment Select Committee (ESC) regarding the recent Housing Board Governance Review which included the Housing Assurance Panel (scrutiny). The report presents a range of options for future governance arrangements, seeks the viewpoint and input of the ESC, and seeks agreement for the level of remuneration.

Set out within the report are the following: how the Housing Board came about; how it contributes to the Council's Business Plan; current Board arrangements and remuneration level. There is a brief overview of the legislation and Homes and Communities Agency regulatory framework to place the Board into context and highlight that there is a requirement for the Council to include residents in the management of their homes and ensure that tenant scrutiny arrangements are implemented.

External consultants were procured to conduct the Housing Board Governance Review. The full report is appended and a summary of the options for the future is presented alongside commentary from the service, explaining the positive and negative implications of each option:

- As is structure for the Housing Board and the Housing Assurance Panel.
- As is structure with revised Terms of Reference's.
- No Housing Board, retain the Housing Assurance Panel.
- No Housing Board and no Housing Assurance Panel.

The service supports the second option (As is structure with revised Terms of Reference) for the reasons set out in the report. Continuing with payment is supported to maintain high calibre membership and future applications. For the Board's second term, it should be set at the same level as its first term.

The HAP is to continue without payment, but reasonable expenses are reimbursed.

Proposal(s)

For the Environment Select Committee to note this report and agree the following:

a) For Housing Services to pursue the 'As is structure with revised Terms of Reference's' option, subject to the Terms of Reference being developed by Housing Services in collaboration with the Housing Board members.

b) Remuneration level to be continued for the second term of the Housing Board (on and from 4 May 2017).

c) Recruitment to commence, as soon as reasonably practicable, via the Elected Wire, Housing Matters magazine and Wiltshire Council's website.

Reason for Proposal(s)

The Council is required to review governance arrangements in collaboration with our residents, at least once every 3 years, in order to maintain regulatory compliance.

James Cawley
Associate Director, Adult Care Commissioning, Safeguarding and Housing
james.cawley@wiltshire.gov.uk
Telephone: 01225 713951

20 July 2017

Wiltshire Council

Environment Select Committee

19 September 2017

Subject:	**Housing Board Governance Review 2017**

Cabinet Member:	Councillor Chuck Berry
	Cabinet Member for Economic Development and Housing

Key Decision: No

1. Purpose of Report

1.1 The purpose of this report is to update the Environment Select Committee (ESC) regarding the recent Housing Board Governance Review which included the Housing Assurance Panel (scrutiny). The report presents a range of options for future governance arrangements, seeks the viewpoint and input of the ESC, and seeks agreement for the level of remuneration.

2. Relevance to the Council's Business Plan

2.1 The Council's vision is to "create strong communities in Wiltshire" (Business Plan, p2) and governance arrangements around the Council's housing stock contributes to this vision by; including residents of our housing stock, joining their knowledge with that of Councillors and independents to ensure that by embracing community involvement and working together, everyone is able to take more responsibility for their own wellbeing. Combining knowledge from a range of sources and ensuring that service users are included, can contribute toward the Council's goals of implementing innovative service changes, in turn delivering even better services in a cost conscious commercial manner, and protecting those who are most vulnerable whilst furthering our digitisation ambitions. The strategic direction and future priorities of Housing Services are aligned with and constructed to complement the Council's Business Plan.

3. Overview and Scrutiny Engagement

3.1 This report is being presented to the ESC to seek members' viewpoint and guidance around a range of options for future governance arrangements, along with the level of remuneration. If the governance structure were to be amended, agreement would need to be sought from Cabinet, although the Associate Director – Adult Care Commissioning, Safeguarding and Housing has the authority, under the Board's Terms of Reference, to set and/or vary the level of remuneration.

4. Background

4.1 At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of Council housing

consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013.

4.2 Appointments to the Board were made in November 2013 and December 2013 and the Board held its inaugural meeting on 17 December 2013. Appointments were linked to the local Government electoral cycle and those appointed were informed that governance arrangements would be reviewed in the future. The Board comprises a total of 9 positions. Board member remuneration, for its first term ending 3 May 2017, was as follows (payments made quarterly and in arrears – no expenses allowed):

a) Chairman – £8,000 per annum.

b) Regular Members – £3,175 per annum.

4.3 Housing Board meetings are approximately held on a bi-monthly basis, with the November meeting also serving as the Annual General Meeting.

4.4 The Housing Board's main purpose is to provide strategic guidance to the senior managers of the Housing Revenue Account (HRA). Members are involved in a range of areas, including but not limited to:

a) Performance monitoring (quarterly and end of year reports).
b) HRA Business Plan and strategic priorities.
c) Asset Management Strategy.
d) Financial monitoring (quarterly updates and end of year report).
e) Regulatory compliance, including scrutiny.
f) Resident engagement (community involvement).
g) Risk monitoring.
h) Procurement.
i) Policies and procedures.
j) General strategic development of the service.

4.5 In early 2016, Board members were reminded of the need for the service to review governance arrangements. In the second half of 2016, members were reminded again of the upcoming review of governance arrangements; as the current focus was on finalising the Housing Strategy, and working on the HRA Business Plan and the Asset Management Strategy, the governance review was scheduled for early or mid-2017.

4.6 The Housing Assurance Panel (HAP) sits below the Housing Board. To date, the HAP has produced a number of scrutiny reports, the most recent of which was a solo project looking at Anti-Social Behaviour and a joint project with PA Housing looking at New Ways of Working: Recruitment and Collaboration. HAP members are volunteers; they are not remunerated, although reasonable expenses are reimbursed.

4.7 The Housing Act 1985 includes (section 21 (1)):

"The general management, regulation and control of a local housing authority's houses is vested in and shall be exercised by the authority and the houses shall at all times be open to inspection by the authority."

4.8 The Housing and Regeneration Act 2008 created the Office for Tenants and Social Landlords (which used the operating name Tenant Services Authority). Included in the Act is:

"86 Fundamental objectives
…
(4) Objective 3 is to ensure that tenants of social housing have the opportunity to be involved in its management.
…"

4.9 The Localism Act 2011 transferred powers from the Office to the Regulation Committee of the Homes and Communities Agency (HCA).

4.10 Wiltshire Council, as a provider of social housing, is registered with the HCA as a Registered Provider. The HCA expects providers to 'self-regulate' and discusses this in their 'Regulating the Standards' publication:

"Co-regulation
1.10 Mindful of our duty to minimise interference, our fundamental objective of supporting the provision of social housing and our commitment to proportionate regulation, we take a co-regulatory approach. This means:
- We regard board members and councillors as responsible for ensuring that providers' businesses are managed effectively and that providers comply with all regulatory requirements
- Providers must support tenants to shape and scrutinise service delivery and to hold boards and councillors to account
- We operate as an assurance-based regulator, seeking assurance from providers as to compliance with the standards. In other words, the onus is on providers to demonstrate their compliance to the regulator. Where we lack the requisite assurance, this will be reflected in the judgements we reach[.]"

a) This requires collaboration between the landlord and the residents to enforce the Regulatory Standards.

b) The HCA sets a number of Regulatory Standards (the 3 Financial Standards do not apply to the Council, although the 4 Consumer Standards do).

    i) Financial Standards – Governance and Financial Viability Standard, Value for Money Standard, and the Rent Standard.

    ii) Consumer Standards – Tenant Involvement and Empowerment Standard, Home Standard, Tenancy Standard, and the Neighbourhood and Community Standard.

4.11 Attached at Appendix 1 is the HCA's 'Tenant Involvement and Empowerment Standard', of which the ESC should in particular note the following requirements [emphasis as appears]:

"**1   Required outcomes**

…

1.2   Involvement and empowerment

1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

a.   the formulation of their landlord's housing-related policies and strategic priorities

b.   the making of decisions about how housing-related services are delivered, including the setting of service standards

c.   the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved

d.   the management of their homes, where applicable

e.   the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and

f.   agreeing local offers for service delivery.

…

2   Specific expectations

2.1   Customer service, choice and complaints

2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

…

h.   arrangements for tenant involvement and scrutiny.

2.2   Involvement and empowerment

2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

…

b.   supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them

c.   the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets

d.   providing support to tenants to build their capacity to be more effectively involved.

…

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

…"

4.12 Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to

make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

5. Housing Board Governance Review

5.1 As the Housing Board was nearing completion of its first 4 year cycle, which is linked to the Council's local electoral cycle, this provided a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council. This review would include the Housing Assurance Panel (HAP – scrutiny).

5.2 External independent support was engaged in the form of consultants from Altair Ltd, to strategically assess and review the Housing Board and the HAP, evaluate our current arrangements against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock. The brief included the reviewing of the Board and HAP's Terms of Reference, the relationship between the Board and the Executive, and consideration of other governance options to support the Council in the management of its housing stock.

5.3 The consultants' report is attached at Appendix 2 and contains:

 a) The brief.
 b) The consultants' approach.
 c) Findings.
 d) Relationship with the Executive.
 e) Sector trends and resident engagement.
 f) Case studies.
 g) Options for the future.
 h) Lists of documents reviewed and persons interviewed.
 i) Spreadsheet (attached at Appendix 3).

5.4 Within Appendix 2, the ESC is asked to give particular focus to sections 2.2.1 (Housing Board) and 2.2.2 (Housing Assurance Panel) which list a number of strengths and areas for improvement.

6. Additional Information

6.1 In early January 2017, Miss Powell (former Tenant Member) alerted the service to her departing the Board with immediate effect. As the Board was due to be reviewed, the service did not initiate a recruitment exercise.

6.2 All appointments to the Housing Board were linked to the local Government electoral cycle. Accordingly, the appointments concluded on 3 May 2017.

6.3 On 4 May 2017, there was a local election. Ian Tomes (former Councillor Member) was not re-elected; consequently there was a second vacancy. As the Board was being reviewed, the service did not initiate a recruitment exercise.

6.4   The Housing Board Governance Review report was delivered to the Council in June 2017. The Associate Director – Adult Care Commissioning, Safeguarding and Housing carefully considered and scrutinised the reports' contents, findings and options, in consultation with the:

   a)   Cabinet Member for Economic Development and Housing.
   b)   Portfolio Holder for Housing Stock.
   c)   Head of Department – Business Change, Performance and Governance.
   d)   Head of Housing – Operations and People.
   e)   Head of Housing – Strategy and Assets.

6.5   The Associate Director – Adult Care Commissioning, Safeguarding and Housing contacted all former Board members in late June and early July 2017 to inform them of the Council's intention to reappoint them for a second term of 4 years, again with the appointments linked to the local Government electoral cycle, although the matter of remuneration would be formally addressed at a later date, once the Council had the opportunity to consult with the Environment Select Committee.

6.6   A number of Members expressed concern that if the remuneration was withdrawn then they would need to consider their position.

   a)   Remuneration has assisted in encouraging high calibre applicants, in turn creating a pool of desirable applicants from which the service was able to select the most appropriate members.

   b)   Retaining the current Board members is of particular interest to the service, leading to the service supporting continuing with payment and thereby fulfilling its obligations as prescribed by Cabinet. Moreover, continuing with payments gives the service confidence that the pool of applicants sourced to fill the 2 vacancies' will be of a high calibre and will ensure that the service can meet the requirements of the Cabinet decision.

   c)   Time commitment has proven to be greater than envisaged. Members were originally told that there would only be 6 meetings per annum. Commitment developed quickly and on top of the 6 regular meetings and the associated studying of papers beforehand, it now includes the following: Away-Day sessions, sub-group meetings for policies and procedures, sub-group meetings for Key Performance Indicators and sub-group meetings for the Risk Register, as well as training sessions, development sessions and governance structure review sessions, along with engagement via email for certain issues requiring being expedited as opposed to being placed on hold until the next formal Board meeting.

   d)   Withdrawal of payment to Board members, funded from the Housing Revenue Account and not from the General Fund, would most likely have a detrimental impact on Housing Services and the Housing Revenue Account, in that the following may be likely:

	i)	Desired members departing from the Board.

i)   Desired members departing from the Board.

ii)   A reduced focus on strategic matters.

iii)   A fall in compliance with and a potential breach of the HCA's Regulatory Standards.

iv)   A temporary failure to comply with the Cabinet decision of 22 January 2013.

v)   A rise in complaints.

vi)   Potential negative media coverage.

vii) Frustration on the part of residents potentially taking the view that they are being excluded from the management of their own homes, despite regulations demanding that they be included.

viii) Recruiting new members of the required calibre would most likely be exceptionally challenging.

ix)   Reduction in and fewer opportunities for Board diversity.

x)   Reduction in and fewer opportunities to recruit highly skilled professionals with the relevant experience and those applicants who cannot afford to accept an unpaid role.

e)   HAP members are not remunerated; reasonable expenses are reimbursed.

6.7   Payments which were due to cover the month of April and the first 3 days of May 2017 were settled in the Council's payroll of July 2017. All payments are now required to be settled through the Council's payroll so as to ensure that the Council is in full compliance with rule IR35; that is, the Council must deduct tax and national insurance at source.

7.   **Options for the Future**

7.1   Within Appendix 2, there is a section entitled 'Options for the future'. The options have been reproduced below alongside commentary from the service. The ESC is asked to read the following section alongside the applicable section in the attached Appendix 2.

7.2

Option Description	Positives	Negatives
As is structure for the Housing Board and the Housing Assurance Panel.	1. Complies with the letter of the Cabinet decision of 22 January 2013. 2. Avoids potential negative press coverage. 3. Avoids negative perception of preventing residents from being involved. 4. Compliance with the HCA's Regulatory Standards.	1. Costs – financial and officer time. 2. Failure to capitalise on the opportunity to develop member effectiveness and increase performance. 3. Potential negative press coverage due to suggested ineffectiveness and low level impact. 4. Perception of preventing residents from being meaningfully involved (although technically involved). 5. Questionable compliance with the Council's Business Plan.
As is structure with revised Terms of Reference's.	1. Complies with the letter and the spirit of the Cabinet decision of 22 January 2013. 2. Avoids potential negative press coverage. 3. Avoids negative perception of preventing residents from being involved. 4. Compliance with the HCA's Regulatory Standards. 5. Enhanced and robust focus on strategic matters, increased board productivity and creates opportunities for the service to capitalise on commercial expertise – focus on Business Plan objectives of community involvement, commercialism, digitisation, 'delivering together' ("designing services with communities", p3) and protecting the vulnerable (early intervention).	1. Costs – financial and officer time although balanced with the positives and revised Terms of Reference for both costs would most likely constitute good value for money.

	6. Revision and refocus enhance the services ability to capitalise on the opportunity to develop member effectiveness and increase performance. 7. Further support revision and refocus through appointment of high calibre applicants with a focus on those with commercial knowledge, in particular: community involvement, digitisation, 'delivering together' and protecting the vulnerable (early intervention). 8. Meet members' aspiration of more communication and feedback from Cabinet on housing discussions by enhancing the relationship and developing an appropriate feedback mechanism with the Portfolio Holder for Housing Stock and/or Cabinet Member for Economic Development and Housing. 9. Potentially positive press coverage due to greater effectiveness and higher level impact. 10. Potentially positive perception of meaningful involvement. 11. Full, complete and meaningful compliance with the Council's Business Plan, helping to contribute positively toward realising the Council's stated goals and objectives.	
No Housing Board, retain the Housing Assurance Panel.	1. Reduce all officers' time commitment, creating negligible level of resource to be redeployed in another area of the business. 2. Retain positive and balanced work of the HAP (assuming members do not opt to leave after revision of the structure).	1. Violates Cabinet decision of 22 January 2013. 2. Potential negative press coverage. 3. Perception of preventing residents from being involved. 4. Limited and questionable compliance with the HCA's Regulatory Standards.

	3. Cost saving.	5. Contravenes the spirit, if not the letter, of the Council's Business Plan which requires community involvement, commercialism, digitisation, 'delivering together' ("designing services with communities", p3) and protecting the vulnerable (early intervention) through a lack of oversight, scrutiny and accountability. 6. Most likely against TPAS best practice (voluntary). 7. Most likely precludes the service from achieving TPAS accreditation, which is currently being pursued (the service has already invested financial and officer resources to achieve this objective). 8. Increased level of complaints, potentially leading to unnecessarily wasting officers' time and reducing officers' ability to focus on delivering services.
No Housing Board and no Housing Assurance Panel.	1. Reduce all officers' time commitment to nil, creating resource to be redeployed in another area of the business. 2. Cost saving.	1. Violates Cabinet decision of 22 January 2013. 2. Potential negative press coverage. 3. Perception of preventing residents from being involved. 4. Distinctly limited and severely questionable compliance with the HCA's Regulatory Standards. 5. Contravenes the Council's Business Plan which requires community involvement, commercialism, digitisation, 'delivering together' ("designing services with communities", p3) and protecting the vulnerable (early intervention) through lack of oversight, scrutiny and accountability.

		6. Virtually certain to be against TPAS best practice (voluntary). 7. Virtually certain to preclude the service from achieving TPAS accreditation, which is currently being pursued (the service has already invested financial and officer resources to achieve this objective). 8. Increased level of complaints, potentially leading to unnecessarily wasting officers' time and reducing officers' ability to focus on delivering services. 9. Potentially lose the goodwill of HAP volunteers and its high quality balanced reports and recommendations.

8. Safeguarding Implications

8.1 There are no significant safeguarding implications associated with this proposal.

9. Public Health Implications

9.1 There are no significant public health implications associated with this proposal.

10. Corporate Procurement Implications

10.1 There are no significant corporate procurement implications associated with this proposal; although should the Board make recommendations regarding procurement of services to be delivered to residents, then this will become a consideration.

11. Equalities Impact of the Proposal

11.1 All Board members operate in and treat all residents in a fair and balanced manner, maintain their independence and make recommendations to Housing Services. Board members do not represent a particular area; they represent all Council residents in the county of Wiltshire and make recommendations in the best interests of all Council residents in Wiltshire.

12. Environmental and Climate Change Consideration

12.1 There are no significant environmental or climate change implications associated with this proposal.

13. Risk Assessment

13.1 Risks that may arise if the proposed decision and related work is not taken: Wiltshire Council may fail in its duty, as a Registered Provider of social housing, to comply with the Homes and Communities Agency's Regulatory Standards. Additionally, Housing Services may not be able to operate a Board as required by the Paper passed by Cabinet on 22 January 2013. This could result in a potential deterioration of or missed opportunity to improve services for residents, strengthen the Councils' brand and contribute positively toward realising the Council's goals and objectives, as outlined in the Council's Business Plan.

13.2 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks: Wiltshire Council's Housing Board may fail to make recommendations which improve services for residents and their families, missing an opportunity for improvement, or make recommendations which lead to a deterioration of service quality, which could result in an ineffective use of financial resources. Risks mitigated by focusing on appointing high calibre applicants to complement the current Board membership; sourced via the Council's Elected Wire, residents' magazine Housing Matters and the Council's website (all zero additional cost methods).

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13.3 Powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013. The Board makes recommendations to Housing Services and can make recommendations to Cabinet.

14. Financial Implications

14.1 There are no significant financial implications associated with this proposal, other than the remuneration which is set at a maximum of £33.4 thousand (assuming no Member declines payment; during the first term, 1 regular member did decline payment). Payments would be made from the Housing Revenue Account and not from the General Fund.

15. Legal Implications

15.1 There are no significant legal implications associated with this proposal, other than failing to comply with the Regulatory Standards and the points of Law which underpin the regulators powers.

16. Options Considered

16.1 A formal report to Cabinet was considered, however the main issue to be resolved is around remuneration and it was felt that the ESC would be best placed to address this matter with the service. The Associate Director – Adult Care Commissioning, Safeguarding and Housing has the authority, under the Board's Terms of Reference, to set and/or vary the level of remuneration.

17. Conclusions

17.1 There is increasing evidence that Wiltshire Council's Housing Board is having a positive impact on the quality of service provision to residents and their families, has itself created an additional opportunity for residents to engage with the service and shaped further engagement opportunities. It continues to ensure that the service is acting in accordance with the expectations of the Paper passed by Cabinet on 22 January 2013. Maintaining a high calibre of Housing Board member and encouraging applications for vacant positions from high calibre applicants is best served by maintaining remuneration at the current level. Arrangements for scrutiny appear to be functioning well and there does not appear to be a case for making any changes in this area, other than minor changes that the HAP have suggested in their joint report, in order to broaden their appeal, for example, less formality and a simpler group name.

18. Proposal

18.1 For the Environment Select Committee to note this report and agree the following:

a)   For Housing Services to pursue the 'As is structure with revised Terms of Reference's' option, subject to the Terms of Reference

being developed by Housing Services in collaboration with the Housing Board members.

b)   Remuneration level to be continued for the second term of the Housing Board (on and from 4 May 2017).

c)   Recruitment to commence, as soon as reasonably practicable, via the Elected Wire, Housing Matters magazine and Wiltshire Council's website.

19.   Reason for Proposal

19.1 The Council is required to review governance arrangements in collaboration with our residents, at least once every 3 years, in order to maintain regulatory compliance.

James Cawley
Associate Director, Adult Care Commissioning, Safeguarding and Housing

Report Author: Ian Seeckts, Governance and Scrutiny Officer, ian.seeckts@wiltshire.gov.uk, Tel: 01722 434353

20 July 2017

Appendices

Appendix 1 – Tenant Involvement and Empowerment Standard (Homes and Communities Agency, July 2017).

Appendix 2 – Housing Board Governance Review (June 2017).

Appendix 3 – Housing Board Governance Review (Supporting Spreadsheet) (June 2017).

Background Papers

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

Minutes of the Cabinet Meeting held on 22 January 2013.

National Tenant Engagement Standards (TPAS – Tenant Participation Advisory Service, Year Unknown).

Tenant Involvement and Empowerment Standard

Tenant Involvement and Empowerment Standard

1   Required outcomes

1.1   Customer service, choice and complaints

1.1.1   Registered providers shall:

    a. provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards

    b. have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

1.2   Involvement and empowerment

1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

    a. the formulation of their landlord's housing-related policies and strategic priorities

    b. the making of decisions about how housing-related services are delivered, including the setting of service standards

    c. the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved

    d. the management of their homes, where applicable

    e. the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and

    f. agreeing local offers for service delivery.

1.3   Understanding and responding to the diverse needs of tenants

1.3.1 Registered providers shall:

    a. treat all tenants with fairness and respect

    b. demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.

2 Specific expectations

2.1 Customer service, choice and complaints

2.1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:

    a. how tenants can access services

    b. the standards of housing services their tenants can expect

    c. how they are performing against those standards

    d. the service choices available to tenants, including any additional costs that are relevant to specific choices

    e. progress of any repairs work

    f. how tenants can communicate with them and provide feedback

    g. the responsibilities of the tenant and provider

    h. arrangements for tenant involvement and scrutiny.

2.1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

2.2 Involvement and empowerment

2.2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

    a. supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate

    b. supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them

c. the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets

d. providing support to tenants to build their capacity to be more effectively involved.

2.2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

2.2.3 Where registered providers are proposing a change in landlord for one or more of their tenants or a significant change in their management arrangements, they shall consult with affected tenants in a fair, timely, appropriate and effective manner. Registered providers shall set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term. Registered providers must be able to demonstrate to affected tenants how they have taken the outcome of the consultation into account when reaching a decision.

2.2.4 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

2.3 Understanding and responding to diverse needs

2.3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

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Wiltshire Council

Housing Board Governance Review

v0.1
Draft report
June 2017

Contents

1 | Introduction – the brief and our approach

1.1. The Brief

1.1.1. Wiltshire Council (the Council) owns and manages some 5,289 homes[1], mostly in the Salisbury and South Wiltshire areas of the county. The Council is also developing some 200 new homes, funded by the Housing Revenue Account (HRA)[2]. In 2013, the Council set up the Wiltshire Council Housing Board (Housing Board) to support the Executive (Cabinet) in the oversight of its housing services to tenants and leaseholders. The Housing Board first met in December 2013 and holds meetings approximately bi-monthly. The make-up of the Housing Board is three tenants/leaseholders, three independents and three councillors. It is chaired by the housing portfolio holder, who provides a strategic link into Cabinet. The Council also established a Housing Assurance Panel (HAP), with tenants/leaseholder and independent members to provide a housing scrutiny role.

1.1.2. The Council appointed Altair Consultancy and Advisory Services Ltd (Altair) to carry out a review of the governance arrangements for the Housing Board/Housing Assurance Panel with the following terms of reference, to:

- 'Review the Terms of Reference/roles of the Housing Board and the Assurance Panel
- Review the relationship between the Housing Board and the Executive Cabinet
- Examine other options for the Council in governance arrangements for supporting the Council to consider in the management of its housing stock'.

1.2. Our approach

1.2.1. The following activities were the main components of the review:

- A document review; a list of documents seen is at Appendix 1
- Interviews with members of the Executive, Housing Board, HAP and officers during April 2017; a list of interviewees is at Appendix 2
- Observation of the January 2017 Housing Board and the April 2017 KPI Targets Sub-Group
- Research into alternative governance arrangements in place in other councils
- Reporting.

1.2.2. We wish to thank everyone involved in the review for their insight and contributions to the review without which this report would not have been possible.

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[1] Housing Strategy 2017
[2] ibid

2 | Findings

2.1. Wiltshire Council resident engagement (Council housing)

2.1.1. The table below provides summary information about the Housing Board, the HAP, and the ways in which the Council engages with tenants and leaseholders.

Council Details	Resident Engagement Methods
Type of Council: Unitary **Provision of Housing Service:** In-house **Number of Housing Stock:** 5,289	▪ Housing Board ▪ Housing Assurance Panel ▪ Local Housing Panels and Older Persons Panels ▪ Focus groups ▪ Housing on the pulse ▪ Estate inspections ▪ Housing matters

Housing Board
Name: Wiltshire Council Housing Board
Composition: 3 councillors, including one from the non-ruling group; 3 tenants/leaseholders (excluding tenants/leaseholders on the Housing Assurance Panel); 3 independents. Members must be 18 or over. Councillors and tenant board members must fulfil the category requirement. The chair must be the Housing Portfolio holder.
Length of tenure: 2 x 4 year terms
Decision making/advisory: Advisory
Remuneration: Paid (£8000 – the chair; £3,175 board members)
Meetings: 6 per year and an AGM
Terms of reference: - Consider, review, scrutinise and offer advice relating to the Council's housing services including, but not limited to: allocation, development, improvement, maintenance and management of Wiltshire Council tenancies and homes - Contribute to the effective provision and delivery of Housing Services activities, taking a longer-term perspective, interpreted as ten years or more - Advise the Council and Cabinet on the strategic direction of council housing and help set the strategic direction
Aims and objectives: - Review Housing Services policies and strategies, taking a long-term perspective and advising on best practice - Contribute towards high-level and cost effective operational performance and service delivery, including business plans and budgets - Assist in risk minimisation and effective deployment of resources - Contribute to papers for Cabinet and Scrutiny, reviewing, analysing and adding additional comments as appropriate - Examine, provide advice and feedback on proposed changes to strategic direction of Housing Services, taking a long-term and cost-effective perspective - Encourage participation of tenants and other stakeholders - Plan a forward work-programme, including investigations during the next 18 months, advise on performance measures, within a strict, over-arching focus on housing issues

- Report findings within its powers following detailed and methodical analysis, aware of financial implications and making cost effective recommendations.

Scrutiny Panel
Name: Housing Assurance Panel
Composition: 7 tenants or leaseholders and 4 independents – cannot be members of other formal groups within the Council's resident engagement structure. There should be a minimum of one and maximum of two leaseholders. Members must be 16 years of age or above.
Decision making/advisory: Advisory
Remuneration: Reasonable travel expenses
Meetings: Quarterly
Terms of reference:
- Act as a 'critical friend' to assess the performance of landlord services
- Measure, test and monitor the services tenants and leaseholders receive
- Advise the Housing Board and through that route influence the Council's strategic priorities
Aims:
- Enable residents to objectively scrutinise quality and delivery of housing services
- Hold the Council to account for the cost and quality of service
- Support the Council to deliver effective and cost-efficient services;
- Support continuous improvement in landlord functions and the development of strategic priorities
- Work in partnership with the Housing Board and council staff.
Work plan:
- Carry out on average 4 reviews a year

2.2. Roles of the Housing Board and Housing Assurance Panel

Housing Board

2.2.1. The Housing Board was set up as an advisory body with a remit to contribute to the strategy for landlord services, taking a long-term view. Using the insights gained from discussions with Housing Board and staff members, observation and board papers we record the following:

▪ The Housing Board has had a valuable role in managing relationships, developing trust and confidence in the Council's landlord housing services and in holding officers to account, in a supportive way

▪ It has worked well due to good relationships within the Housing Board and with the links into Cabinet

▪ There was an aspiration for more communication and feedback from cabinet discussions on housing so that the Housing Board could see the extent of its influence

▪ It has given a higher profile to the Council's landlord service than otherwise might be the case in a county council

▪ It enables independent viewpoints to be heard due to its composition of tenants, independents and councillors from across the political spectrum

▪ Housing board members are generally well engaged and there is scrutiny and challenge of papers and performance

- There were mixed views regarding the chair's role: having the Housing Portfolio holder as chair, with the close links to the cabinet member with the housing portfolio, was seen by many as important; a counter view was put forward that the chair should be an independent

- Agendas are lengthy and the substantive papers provided involve a significant resource commitment by officers to provide information for discussions

- Sometimes discussions veer to being operational and short-term as opposed to keeping to a strategic, longer-term focus and oversight, and there were mixed views about how strategic the Housing Board could be in practice

- Cabinet has taken control of housing delivery whereas development is in the terms of reference; the Housing Board may therefore feel under-valued and its housing expertise not used

- The cost-benefit of having a Housing Board was questioned

- The future role of the Housing Board was questioned, with a mixture of views put forward from having more influence and a wider remit to questioning whether it had served its purpose and could be dissolved.

Housing Assurance Panel

2.2.2. The Housing Assurance Panel replaced earlier scrutiny arrangements and has the classic role of a scrutiny panel, acting as critical friend to review aspects of housing services from a user perspective. Using the insights gained from discussions and HAP reports we record the following:

- The HAP provides good, balanced reports, which are well researched and written

- HAP is not at its full complement of members

- HAP members are well engaged and active, particularly the chair

- It is an effective mechanism for looking at the 'nuts and bolts' of aspects of service delivery.

2.3. Relationship between the Housing Board and Executive (Cabinet)

2.3.1. The Housing Board's link to Cabinet is through the chair of the Housing Board, the councillor who holds the Housing portfolio, to the cabinet member for Housing (excluding Strategic Housing), Leisure, Libraries and Flooding.

2.3.2. The Housing Board reports formally to Cabinet once a year, when its Annual Report is presented. The Annual Report is not a key decision item for Cabinet; its purpose is to inform Cabinet of the areas considered and discussed by the Housing Board during the previous year. The most recent Housing Board Annual Report, a comprehensive document, went to the March 2017 cabinet meeting. The minutes record that the report was noted, following a question relating to the appointment process for independent board members and an observation relating to the definition of voids.

2.3.3. The key link between the Housing Board and Cabinet depends on the effectiveness of the working relationship between the housing portfolio holder and the cabinet

member with housing responsibilities. We were provided with positive comments concerning this, and that the Council valued the Housing Board.

2.3.4. In the interviews we heard that housing board members would welcome more feedback on cabinet discussions about housing. There appears to be two aspects to this. One is a straight-forward communication matter which could be resolved by having a standing item on each agenda for feedback on housing discussions at Cabinet. The other concerns clarifying understanding about the frequency and type of housing discussions at Cabinet. We reviewed cabinet agendas and minutes from April 2016 to March 2017. Housing was not a topic on the agendas during 2016. It was an item in the January, February and March 2017 cabinet papers. The minutes show that the topics were the housing repairs contract, the HRA budget and Housing Board Annual report.

2.4.   Sector trends: what others are doing

Tenant engagement overview – TPAS survey

2.4.1. TPAS has recently carried out its first national tenant engagement survey. It received 638 responses (57% from tenants and leaseholders and 23% from staff members) from 230 organisations (27% local authorities and 68% housing associations).

2.4.2. Some of the summary findings are that:

- The value of involvement includes eliminating waste, fewer complaints and improved customer focus.
- 25% of engagement is using digital channels, and this is an increasing trend
- Most engagement focuses on repairs and housing management
- Where people are familiar with corporate strategy development, two thirds of respondents feel that tenant engagement strategies inform business strategies
- Many organisations do not track the impact of engagement
- Community engagement activities are more individual rather than community focused
- A dedicated scrutiny group is by far the most commonly used mechanism for tenant scrutiny, with tenant inspectors, task and finish groups and on-line approaches growing.

2.4.3. The conclusions beginning to emerge from the survey are that:

- "Engagement is alive, well and valued, but is changing in nature
- There is scope for much more measuring and publicising outcomes achieved through engagement to ensure they are effective and efficient and set future priorities
- Digital engagement is increasing and organisations are ready for this
- Engagement is highly valued and often links to business objectives
- Formal engagement is well established in repairs and housing management but there is scope to extend to allocations and lettings, rents and development – all key areas of current government policy. Landlords may see benefits in broadening their involvement activities in these areas

- Community engagement mostly concentrates on individual skills rather than community building activities".

2.4.4. More detailed analysis will be available for TPAS members later in the year. From the initial findings, it is evident that tenant scrutiny is well established; it is less clear how tenants are engaged in strategy and policy matters. Altair has carried out research to see what other councils are doing.

Residents on boards and scrutiny panels overview – Altair experience

2.4.5. Around 100 councils in England have retained their housing stock, with the remainder having either transferred their stock to a housing association or set up an Arms Length Management Organisation (ALMO).

2.4.6. In Altair's experience of working with councils with retained stock, not many have housing boards with councillor, tenant (including leaseholder) and independent board members and apart from Cambridge Council (see case studies below) we are not aware of any which remunerate board members. Councils have several different ways of obtaining input from residents and other stakeholders, including the views of minority parties (see case studies).

2.4.7. Most councils have some form of scrutiny panel or forum, mirroring the TPAS findings.

2.4.8. Wiltshire Council's Housing Board has some similarities with the governance structure of housing associations, particularly those which were stock transfer associations which initially had boards of a third councillors, tenants and independents. As associations have matured, many reduced councillor and tenant board membership. However, housing association boards have decision-making powers which is not the position with the Council's Housing Board.

2.4.9. There are also similarities with ALMOs, having governing bodies comprising councillors, tenants and independents. Constitutionally an ALMOs is an independent company which manage services for a fee, with a council as sole shareholder. The services provided by ALMOs are specified by contractual arrangements (a Management Agreement). ALMO boards are decision-making bodies.

2.4.10. While ALMOs have primarily provided Housing Revenue Account housing management and maintenance services, councils have also handed over other services to ALMOs, such as homelessness and housing options (Cornwall Housing), private letting agencies (Berneslai Homes), new build housing development (Stockport Homes) and street cleaning (South Tyneside). Barnet Homes has become part of a newly created ALMO group 'The Barnet Group' which has taken on areas of Adult Social Care service delivery from the LB Barnet.

2.4.11. Some councils which set up ALMOs have taken these back in-house once the Decent Homes programme was completed.

<u>Resident engagement, housing boards and scrutiny panels – Altair research</u>

2.4.12. Altair has researched what councils are doing to engage with resident and other stakeholders, focusing on councils with housing boards and scrutiny panels. Attached at Appendix 3 is a spreadsheet with information for ten councils. These were selected using criteria that the organisations referred to housing boards, were in the south/south east and/or were unitary councils with housing stock. We did not include London boroughs in our search.

2.4.13. From the information obtained we have produced four case studies for three unitary councils and one district; these provide good examples of a range of approaches.

- Cornwall – a unitary authority with an ALMO
- Swindon Council – a unitary authority
- Bristol City Council – a unitary authority
- Cambridge City Council – a district authority.

Case Study 1: Cornwall Council/Cornwall Housing

Council Details	Resident Engagement Methods
Type of Council: Unitary **Provision of Housing Service:** ALMO **Number of Housing Stock:** 10,500	▪ Litter picks ▪ Estate monitors ▪ Assistance in forming a Tenants and Residents Association ▪ Public Meetings ▪ Neighbourhood gatherings ▪ Area representative ▪ Estate monitors/communal cleaning ▪ Focus groups ▪ My Opinion Matters (MOM) survey ▪ Mystery Shoppers ▪ Tenant Led Scrutiny Panel ▪ Complaints Appeals Panel ▪ Tenants' Forum

Housing Board
A Housing Board exists through CORSERV - a company established by Cornwall Council to provide strategic direction for its existing arm's length and commercial trading companies including Cornwall Housing. **Name:** Cornwall Housing Board **Composition:** Councillors, Tenants and Independents **Decision making/advisory:** Advisory **Remuneration:** Information not available **Meetings:** Varies (2 – 9 times per year) **Terms of reference:** Information not available **Recent Agenda Items:** - Rough Sleepers Initiative - CHL funding   - The role of Cornwall Housing in the creation of new homes supporting the Council's Development strategy

Scrutiny Panel

Name: Tenant Led Scrutiny Panel
 	
Composition: - 5 members from Cornwall Housing Tenants Forum; 4 non-involved tenants; 2 other Cornwall Housing customers - 1 leaseholder; and 1 other customer
 	
Decision making/advisory: Advisory
 	
Remuneration: Travel and childcare expenses paid
 	
Meetings: Monthly
 	
Terms of reference: - It is a critical friend to Cornwall Housing Ltd (CHL)
    - Works in partnership with CHL to improve services, but the Scrutiny Panel remains independent
    - Works with Cornwall Housing Tenants' Forum (CHTF) and CHL Board to identify areas that need scrutinising
    - Reports its findings to tenants, other customers, CHL Board and CHTF
    - Identifies areas that are working well
    - Helps to improve services for Council tenants and other customers across CHL

Case Study 2: Swindon Borough Council

Council Details	Resident Engagement Methods
Type of Council: Unitary **Provision of Housing Service:** In-house **Number of Housing Stock:** 10,265	• Swindon tenants' voice • Housing sounding board • Tenant scrutiny panel • Tenant association for sheltered housing • Tenant academy

Housing Board
Swindon is changing the nature of its Housing Advisory Forum to bring it into line with the Council's other advisory groups. It will become a Cabinet Member Advisory Group. **Name:** Cabinet Member Advisory Group
Composition: 6/7 councillors, including opposition councillors; 6/7 tenants/leaseholders drawn from various tenant groups, e.g. TASH (sheltered housing group). No standing places for external individuals, but they may be invited along. Tenants who are also on the scrutiny panel are excluded from the Group.
Decision making/advisory: Advisory
Remuneration: Reasonable expenses paid
Meetings: Quarterly (minimum)
Terms of reference: Not yet known, however the Terms of Reference of the Housing Advisory Forum were: To consider housing policy and strategy issues that relate to Housing Management Services delivered by the Council to its tenants and leaseholders

Scrutiny Panel
Name: Tenant Scrutiny Panel
Composition: 8 Swindon tenants - members cannot hold office in any other Tenant Group of Swindon. They can however attend meetings as observers
Decision making/advisory: Advisory
Remuneration: Reasonable travel expenses
Meetings: Quarterly - Members will attend the Housing Performance monthly meetings. A minimum of 1 and maximum of 3 members will attend each of these meetings on a rota.
Terms of reference: - To ensure that Swindon Council provides a high-quality housing service that retains tenants at the heart of the organisation - To work on behalf of tenants and leaseholders to ensure that Swindon Council provides housing services that are of the highest standard and meet the tenants' needs - To ensure that Housing Services embeds the new regulatory framework - To scrutinise and make recommendations to Cabinet relating to performance and proposal for targets each year - To commission review of policies and processes and to approve the actions and recommendations arising from those reviews and continue to monitor that appropriate action is being taken - To ensure tenants are consulted before major changes to Housing Services are Implemented

Case Study 3: Bristol City Council

Council Details	Resident Engagement Methods
Type of Council: Unitary **Provision of Housing Service:** In-house **Number of Housing Stock:** 29,197	▪ Service user groups ▪ Housing scrutiny panel ▪ Neighbourhood and partnership forum meetings ▪ Environmental improvement programme

Housing Board
Name: Housing Management Board
Composition: - 4 Councillors (the Executive Member and a representative of each of the other main parties); 6 tenants/leaseholders; and 1 independent housing professional
Decision making/advisory: Advisory
Remuneration: Information not available
Meetings: Every 6 – 8 weeks

Terms of reference: - Advise on development of the strategy for Landlord Services
    - Advise on and review the Landlord Strategy delivery plan and the key projects identified within the Strategy
    - Review overall, high level performance
    - Annually review the draft Business Plan and associated Capital and Revenue Budgets
    - Review risk and risk management arrangements
    - Review draft reports on key decisions to be taken by the Cabinet or Council
    - Be consulted on and advise the Director on key changes to strategy, key policies, significant service changes and development proposals
    - Maintain an overview of the development of tenant participation

Scrutiny Panel
Name: Housing Scrutiny Panel
Composition: 12 places - all Bristol City Council tenants and leaseholders are eligible to apply with the exception of Housing Management Board members
Decision making/advisory: Advisory
Remuneration: Information not available
Meetings: Monthly

Terms of reference: - Prioritise and oversee tenant led scrutiny activities
    - Collect evidence so housing services can be scrutinised
    - Look at the evidence and make recommendations for service improvements
    - Report recommendations to senior management and the Housing Management Board
    - Monitor and review agreed action plans
    - Tell other tenants what the panel is doing and encourage them to get involved

Case Study 4: Cambridge City Council

Council Details	Resident Engagement Methods
Type of Council: District **Provision of Housing Service:** In-house **Number of Housing Stock:** 7,115	▪ Housing regulation panel ▪ Resident inspectors ▪ Housing scrutiny committee ▪ Tenant and leaseholder garden competition ▪ Residents' meetings and events ▪ Digital champions

Housing Board
Name: Housing Scrutiny Committee **Composition:** 5 Council tenants; and 1 leaseholder **Decision making/advisory:** Decision making **Remuneration:** £220 - £880 annual salary depending on amount of time given to role **Meetings:** Information not available **Terms of reference:** The Committee monitors the work done by the council every three months, to ensure residents' money is being well spent and services are of a good standard. **Recent Agenda Items:** - £8.8 million project to modernise the council's sheltered accommodation

Scrutiny Panel
Name: Housing Regulation Panel **Composition:** Tenants and leaseholders **Decision making/advisory:** Advisory **Remuneration:** Expenses only **Meetings:** Information not available **Terms of reference:** After the housing regulation panel scrutinise a service, they produce a report on any areas that must be improved. Their reports include deadlines on improvements that must, where possible, be put in place by the council over the following weeks and months. The housing regulation panel communicate their progress to all residents quarterly in Open Door magazine, seeking the residents' views and feedback

3 | Options for the future

3.1.   In this section we consider possible future options, drawing on the findings from the document review, interviews and external research. The options are:

- Retain both the WCHB and the HAP as they currently operate
- Retain both but consider revisions
- Retain the HAP but stop having the WCHB
- Stop both.

3.2.   In the table overleaf we assess the likely suitability, feasibility and acceptability of the different options.

3.3.   When assessing the different options we highlight the following:

- There are varying approaches to involving tenants in an advisory capacity in the development of strategies and plans. The value of advisory boards is that they provide external perspectives, either to the housing portfolio holders and/or have links into a council's wider scrutiny arrangements
- A number of interviewees commented that the current Housing Board arrangements work well because of the individuals involved
- Where councils have structures which are similar to the Housing Board, tenants and independent persons are generally unpaid
- Most Councils have some form of tenant scrutiny panel and it would be unusual not to retain this
- The HAP appears to be working well and therefore the grounds for changing its role and remit would have to be clearly articulated.

3.4.   The Council may wish to consider discussing and/or visiting other councils to see how their arrangements work in practice before deciding on the best way forward.

	Suitability	Feasibility	Acceptability	Comments
As is structure for WCHB and HAP	Both the WCHB and HAP provide challenge and review to housing service delivery, including performance and risk assessment. The WCHB remit is wider than currently being implemented. The HAP is performing a typical scrutiny role	The As Is arrangement has been operating since 2013 and shows that it is feasible	There was mixed support for retaining the As Is structure. In interviews, there was some questioning of the role of the WCHB; specifically, its ability to influence council decision-making; its ability to be strategic, and the limited breadth of its role.	The Housing Board's terms of reference include council housing management, maintenance and development; in practice, the board's remit excludes development. Most other councils do not remunerate Housing Board Members, and the value for money of continuing this arrangement would have to be assessed
As is structure, revised TofRs,	This is a variant on the above, so should be broadly suitable.	This is a variant on the above, so should be broadly feasible.	This will depend upon what revisions to the terms of reference are agreed	From the research, councils such as Swindon and Bristol are using their advisory panels to provide the cabinet portfolio holder with a broad perspective from residents, minority party representatives and other stakeholders. Most other councils do not remunerate Housing Board members, and the value for money of continuing arrangement would have to be assessed
No WCHB, retain the HAP	This is a common approach among other councils and in principle should be suitable.	Most councils with retained stock have housing scrutiny panels.	The Council would need to consider the benefits/dis-benefits of no longer having the Housing Board	This recognises the work of the HAP. The terms of reference and outputs are clearly understood
No WCHB, no HAP	Alternative such as using social media and other digital channels could replace the WCHB and the HAP	The feasibility of this option would have to be explored further. Digital engagement methods are changing rapidly, are popular with a different demographic, potentially extending feedback channels.	This option could be seen to exclude stakeholders who do not wish to engage using social media.	This option is not seen as acceptable right now but could be explored for the future

Appendix 1 | Documents reviewed

Wiltshire Council Housing Board
Terms of reference
Role description and person specification
Appointment process
Annual report
WCHB agenda, papers and minutes – January 2017 and October 2016
WCHB AGM papers – November 2016
Housing Assurance Panel
Terms of reference
HAP report – Housing Matters, June 2016
Other
Housing Strategy 2017
Housing Strategy Equality Analysis
Cabinet agendas, minutes and papers, April 2016 to April 2017
WCHB and HAP cost spreadsheet

Appendix 2 | Persons interviewed

Angela Britten	Tenant board member, WCHB
Anna Campbell	Chair, HAP
Robert Chapman	Independent board member, WCHB
Councillor Richard Clewer	Chair, WCHB, Portfolio Holder for Housing
Cindy Creasy	Independent board member, WCHB
Jacqui Evans	Independent board member, WCHB
Lorraine Le-Gate	Tenant board member, WCHB
Janet O'Brien	Head of Housing, Strategy and Assets
Councillor Jonathan Seed	Cabinet member for Housing (excluding strategic housing), Leisure, Libraries and Flooding
Nicole Smith	Head of Housing, Operations and People
Councillor Ian Tomes	Councillor member, WCHB
Councillor Fred Westmoreland	Councillor member, WCHB

Appendix 3 | Housing boards and scrutiny panels research

See separate spreadsheet

Council Details				
Name	Type of Council	Housing in-house or ALMO	Stock numbers	Resident Engagement Methods
Brighton and Hove City Council	Unitary	In-house	14,452	- Local resident associations - Area panels - resident-led groups - Conferences - Tenant and resident scrutiny panel
Wokingham Borough Council	Borough	In-house	3,409	- Tenant produced magazine - Events and community fun days - Tenant involvement groups: Tenant and Landlord Improvement Panel; Communications Group; Neighbourhood and Communications Group; and Repairs and Maintenance Group - Tenant involvement Annual General Meeting
Cornwall Council/Cornwall Housing	Unitary	ALMO	10,500	- Litter picks - Estate monitors - Forming a Tenants and Residents Association - Cornwall Housing's Tenants' Forum - Public Meetings - Neighbourhood gatherings - Area representative - Estate monitors/communal cleaning - Focus groups - My Opinion Matters (MOM) survey - Mystery Shoppers - Tenant Led Scrutiny Panel - Complaints Appeals Panel - Tenants' Forum

Isle of Anglesey	Unitary	In-house		- Questionnaires or surveys - My Home tenant portal - Housing Roadshow including an estate walkabout - Community Clean-up day - Environmental projects - Tenant training; learn how to use a computer, budgeting skills or art - Tenant and Resident Association - Intergenerational Project - Sheltered Housing Forum - Task and Finish Group - Publication group - Repairs and Maintenance Forum - Tenant Auditor - Voice panel - Tenant Scrutiny (coming soon)
Bristol City Council	Unitary	In-house	29,197	- Service user groups - Housing scrutiny panel - Neighbourhood and partnership forum meetings - Environmental improvement programme -

Swindon Borough Council	Unitary	In-house	10,265	- Swindon tenants' voice - Housing sounding board - Tenant scrutiny panel - Tenant association for sheltered housing - Tenant academy
Stevenage Borough Council	District	In-house	8,400	- Housing Management Board - Customer Scrutiny Panel - Resident inspectors - Housing service specific groups and local communities - Customer pool - Tenant training opportunities

Charnwood Borough Council	District	In-house	5,845	- Resident groups - Resident training - Senior citizens forum - Leaseholders' forum - Repairs scrutiny group - Tenant reading panel - Focus groups - Housing management board
Cambridge City Council	District	In-house	7,115	- Housing regulation panel - Resident inspectors - Housing scrutiny committee - Tenant and leaseholder garden competition - Residents' meetings and events - Digital champions
Carmarthenshire County Council	Unitary	In-house	9035	- Area tenant networks - Tenant and Resident associations - Sheltered Housing Groups -Community champions, time credits, pride in your patch, estate improvements - Carmarthenshire Homes Standard working group -Housing Services Advisory Panel

Housing Board Details				
Housing Board/Committee?	Composition	Decision Making Board/Advisory?	Remuneration	Frequency of Meetings
Yes - (Housing Committee)	Councillor-only	Decision making	Yes - Chair and Deputy Chair	2-6 times yearly
N/A	N/A	N/A	N/A	N/A
Yes (through CORSERV - a company established by Cornwall Council to provide strategic direction for its existing arm's length and commercial trading companies including Cornwall Housing)	Councillors, Tenants and Independents	Advisory	Unclear	9x a year

Yes (Anglesey Housing Partnership)	- Senior Leadership Team – one member - County Council Cabinet Member for Housing and Social Services - County Council Head of Housing Services - Head of Planning Services - County Council Manager of Joint Planning Policy - Housing Strategy and Development Manager - County Council Chief Executives and / or Director Grŵp Cynefin North Wales Housing Association Pennaf - Representative North Wales Police - Representative Welsh Assembly Government - Representative National Association of Estate Agents - Chair Anglesey Landlords Forum - Representative Betsi Cadwaladr Local Health Board - Representative Probation Service - Representative Horizon - Representative Homelessness Forum - Representative Energy Island Programme	Decision making	Unclear	At least 3 times a year
Yes (Housing Management Board)	- 4 Councillors (the Executive Member and a representative of each of the other main parties - 6 Tenants, leaseholders - 1 independent housing professional	Advisory	Unclear	6-8 weekly

Yes - Cabinet Member Advisory Group	6/7 councillors, including opposition councillors, and 6/7 tenants/leaseholders drawn from various tenant groups, e.g. TASH (sheltered housing group). No standing places for external individuals, but they may be invited along. Tenants on the scrutiny panel are excluded.	Advisory	No - reasonable expenses only	Quaterly minimum
Yes (Housing Management Board)	- 5 tenants and 1 leaseholder - 5 councillors - 2 key staff	Advisory	No - expenses only	Monthly

Yes (Housing Management Board)	- 4 tenants/leaseholders, selected by a panel comprising the Strategic Director, lead officer for tenant participation, a representative of a recognised independent tenant participation organisation and other Borough Council officers if deemed appropriate by the Strategic Director - 3 Borough Councillors, who must not be Cabinet Members or Cabinet Support Members - 1 independent	Advisory	Unclear	Every 2 months
Yes (Housing Scrutiny Committee)	5 Council tenants and 1 leaseholder	Decision making	£220 - £880 annual salry depending on amount of time given to role	Unclear
Yes (Housing Services Advisory Panel)	6 councillors and 6 tenants	Advisory	No - expenses only	Six times a year

Summary of Terms of Reference	Scrutiny Board/Panel?	Composition
This Committee has overall responsibility for the Council's housing functions, including Council housing, homelessness, allocations and standards of housing in the area.	Yes (name: Tenant and Resident Scrutiny Panel)	Council tenants and leaseholders
N/A	Yes (name: Tenant and Landlord Improvement Panel)	- Tenants from each of the Working Groups (usually the Chairperson or the Vice Chairperson) - 1 Councillor from each of the main parties represented on Wokingham BC - The Council's Executive Member(s) with Housing portfolio (open invite to attend) - Officers from Wokingham BC to include the Head of Housing, the Service Manager for Tenant and Leaseholder Involvement and other invited officers as required - Co-optees as necessary
Not available	Yes (Tenant Led Scrutiny Panel)	- 5 members from Cornwall Housing Tenants Forum - 4 non involved tenants - 2 other Cornwall Housing customers: 1 leaseholder and 1 other customer

The purpose of the Partnership is to provide a forum for members to work together to deliver the Local Housing Strategy and be the voice of housing on Anglesey. The Partnership will be instrumental in: - providing strategic leadership; - shaping and setting the housing agenda; - building relationships and influencing decisions for the benefit of Anglesey; - drawing in resources from both traditional and alternative sources; - working together to improve the supply and quality of homes; and - create sustainable communities in Anglesey, particularly in relation to the delivery of the Anglesey Local Housing Strategy.	Coming soon	N/A
Set up to consider and advise on key issues affecting the City Council's Landlord Services (the management, maintenance, improvement and development of council tenancies and homes). Its role is to: - Advise on development of the strategy for Landlord Services - Advise on and review the Landlord Strategy delivery plan and the key projects identified within the Strategy - Review overall, high level performance - Annually review the draft Business Plan and associated Capital and Revenue Budgets - Review risk and risk management arrangements - Review draft reports on key decisions to be taken by the Cabinet or Council - Be consulted on and advise the Director on key changes to strategy, key policies, significant service changes and development proposals - Maintain an overview of the development of tenant participation	Yes (Housing Scrutiny Panel)	12 places - all Bristol City Council tenants and leaseholders are eligible to apply with the exception of Housing Management Board members

ToR of the Housing Advisory Forum were: To consider housing policy and strategy issues that relate to Housing Management Services delivered by the Council to its tenants and leaseholders.	Yes (Tenant Scrutiny Panel)	8 Swindon tenants; members cannot hold office in any other Tenant Group of Swindon. They can however attend meetings as observers
The HMB's work includes: - Involvement in the development of housing related strategies. - Involvement in the development of the housing business plan, how this is delivered and the key projects identified within the plan. - Involvement in budget setting for housing - Reviewing overall, high level performance. - Regular review of the Business Plan and associated Capital and Revenue Budgets. - Review and comment on draft reports on key decisions to be taken by the Executive. - Involvement and ability to comment on key changes to strategy, key policies, significant service changes and development proposals.	Yes (Customer Scrutiny Panel)	Up to 12 tenants and/or leaseholders

The Board will receive reports on matters relating to the Council's landlord functions. These will include: - the HRA Budget, the Housing Investment Programme and the Housing Service Plan; - other matters relating to the delivery of the housing landlord function; - reviews of existing policies or the introduction of new policies relating to or affecting the Council's tenancies; - matters enabling tenant scrutiny and challenge as part of delivering coregulation of the housing landlord service; - performance of the housing landlord function	No	N/A
The Committee monitors the work done by the council every three months, to ensure residents' money is being well spent and services are of a good standard. It also decides on big improvement projects like the £8.8 million project to modernise the council's sheltered accommodation	Yes (Housing Regulation Panel)	Tenants and leaseholders
Consider, evaluate and advise on all housing services management and maintenance matters that affect tenants and residents including efficient and effective management, evaluating strategies and plans for management and maintenance, assess the HRA Business Plan, advise on the integration of objectives with those of the council.	No	N/A

crutiny Board/Panel Details				Other Information
Decision Making Board/Advisory?	Remuneration	Frequency of Meetings	Summary of Terms of Reference	Other Information
Advisory (recommendations made to the Housing Committee)	No - only incurred expenses	Minimum 4 meetings per year	- Look at all aspects of the housing service on behalf of residents - See which parts of the service could be improved - Find examples of good practice to learn from - Suggest improvements directly to senior officers and councillor sequest information about the performance and plans for the housing service to use as evidence for its recommendations	
Advisory (recommendations made to the Head of Housing)	Not clear	Monthly	- To oversee and analyse the Housing Service performance framework and to ensure regular reviews are undertaken; - To make recommendations to the Head of Housing in respect of service delivery and improvement; - To ensure that the Housing Service continues to be developed with full Tenant and Member involvement and commitment; - To ensure that Affordable Housing work programmes reflect and inform, tenants priorities as well the council's strategic objectives; - To resource an Involved Tenant member to attend the Affordable Housing Working Group and other strategic housing meetings within the Borough.	
Advisory	No - travel and childcare expenses paid	Monthly	- It is a critical friend to Cornwall Housing Ltd (CHL) - Works in partnership with CHL to improve services, but the Scrutiny Panel remains independent - Works with Cornwall Housing Tenants' Forum (CHTF) and CHL Board to identify areas that need scrutinising - Reports its findings to tenants, other customers, CHL Board and CHTF - Identifies areas that are working well - Helps to improve services for Council tenants and other customers across CHL	

N/A	N/A	N/A	N/A	
Advisory	Unclear	Monthly	- Prioritise and oversee tenant led scrutiny activities - Collect evidence so housing services can be scrutinised - Look at the evidence and make recommendations for service improvements - Report recommendations to senior management and the Housing Management Board - Monitor and review agreed action plans - Tell other tenants what the panel is doing and encourage them to get involved	
N/A	N/A	N/A	N/A	

Advisory	No - reasonable travel expenses	Quarterly. Members will attend the Housing Performance monthly meetings. A minimum of 1 and maximum of 3 members will attend each of these meetings on a rota.	- To ensure that Swindon Council provides a high quality housing service that retains tenants at the heart of the organisation - To work on behalf of tenants and leaseholders to ensure that SBC provides housing services that are of the highest standard and meet the tenants' needs - To ensure that Housing Services embeds the new regulatory framework o - To scrutinise and make recommendations to Cabinet relating to performance and proposal for targets each year - To commission review of policies and processes and to approve the actions and recommendations arising from those reviews and continue to monitor that appropriate action is being taken - To ensure tenants are consulted before major changes to Housing Services are implemented	
Advisory	No - expenses only	6 weeks	- Scrutinise the performance - including complaints data to enable the panel to hold housing services to account - Complete service reviews of poorly performing services to identify recommendations for improvements: a. The results will be reported to the Housing Management Board. b. Service reviews will follow a project plan to collect robust evidence to justify recommendations c. The panel will monitor action plans following service review recommendations - Consider policies and strategies with a customer focus to confirm they meet customer needs and are equitable - To provide an opportunity for customers to get involved in improving services by acting as co-regulators in partnership with housing - Provide a mechanism to escalate suggestions and issues from customers in relation to service delivery	

N/A	N/A	N/A	N/A	
Advisory	No - expenses only	Unclear	After the housing regulation panel scrutinise a service, they produce a report on any areas that must be improved. Their reports include deadlines on improvements that must, where possible, be put in place by the council over the following weeks and months. The housing regulation panel communicate their progress to all residents quarterly in Open Door magazine, seeking your views and feedback	
N/A	N/A	N/A	N/A	

Traveller Reference Group Update   **September 2017**

Purpose

1. To provide an update to the Environment Select Committee on the progress of the Traveller Reference Group and Traveller Strategy.

Background

2. Wiltshire Council brings together a wide range of services and responsibilities that engage with Gypsy and Traveller communities and saw the publication of a refreshed Traveller Strategy in September 2016. The refresh of the strategy contributed to reigniting partnerships between services, and put in place a new action plan to provide an integrated and supportive approach to engaging with Traveller communities to help them live safer, healthier, active and high-quality lives. In line with Wiltshire Council's previous Business plan, the strategy aimed to create strong and resilient communities.

3. Wiltshire Council provides services to all people, regardless of their lifestyle, and at the moment, Traveller communities do not have equal outcomes and life chances with settled communities. Services across the public sector then need to work together to empower and support both Traveller and settled communities to live together.

4. There are several definitions of 'Travellers' used in different legal and policy documents. According to the Race Relations Act 1976, the Race Relations Amendment Act 2000, and the Human Rights Act 1998 Romany Gypsies and Irish Travellers are recognised as having ethnic status. For the purposes of this document, and in line with the strategy, Travellers are defined as *"persons of nomadic habit of life whatever their race or origin, including such persons who on grounds only of their own or their family's or dependants' educational or health needs or old age have ceased to travel temporarily, but excluding members of an organised group of travelling show-people or circus people travelling together as such."*

5. Travelling showpeople are defined as *"Members of a group organised for the purposes of holding fairs, circuses or shows (whether or not travelling together as such). This includes such persons who on the grounds of their own or their family's or dependants' more localised pattern of trading, educational or health needs or old age have ceased to travel temporarily, but excludes Gypsies and Travellers as defined above."* Boaters or Boat Dwellers (referred to as 'Bargees' in the original strategy) have several definitions which were collated in the Bath and North East Somerset Council task and finish group review on Boat Dwellers and River Travellers. The document identifies several organisations which have varying definitions but with the following commonalities: boat dwellers live on boats, whether or not they have a permanent residential mooring or are travelling inland waterways. Boaters are described as nomadic people.

6. The precise number of Travellers in England and Wiltshire is unclear. The latest ONS analysis released in 2014 using 2011 Census data recorded 58,000 who identified themselves as a gypsy or Irish Traveller (this doesn't include those who identify themselves as Roma) in England and Wales. This suggests that this is the smallest ethnic group and accounts for 0.1% of the population. According to the 2011 Census, 757 people in Wiltshire identified themselves as being of gypsy or Irish traveller ethnicity; this is 0.2% of our population. Further

information about the traveller population is available in the 2014 Gypsy and Traveller Accommodation Assessment[1].

Traveller Reference Group (TRG)

7. The TRG aims to improve the health and wellbeing of the traveller population of Wiltshire in line with the strategic objectives of Wiltshire Council to create stronger and more resilient communities and ensure those from traveller communities have healthy, high-quality lives.

8. The TRG oversees and supports the implementation of the Traveller Strategy and is made of a range of council and non-council partners. Council departments represented include housing, communications, commissioning, planning, early help, enforcement, public health, community engagement and councillor representation. External partners include NHS and primary care, fire services, and police service.

9. The group is coordinated by public health, meets four times a year, and has recently introduced a 'rolling chair.' The group oversees the implementation plan linked to the Traveller strategy as well as tackling other relevant issues related to traveller communities.

Wiltshire's Traveller strategy

10. There is a 23-point action plan that supports the strategy, which supports: (a) better accommodation; (b) better intelligence; (c) better community engagement and involvement; and (d) better health and education. A summary of progress to date on the actions by theme below:

(a) Better Accommodation

What we said we would do	Progress to date
• Action 1: All new public and private sites should be in the locations which meet the particular needs of Traveller communities. People from across communities (travelling and settled) will be consulted to help identify and allocate future sites in the most effective locations in accordance with national policy.	• Delays with DPD and core strategy refresh. A new Local Development Scheme is under preparation which will set out the programme of work • Issues with site plans and identifying new locations • Emergency stopping site strategy currently being drafted
• Action 2: Continue to gather intelligence on preferred travelling routes and locations of unauthorised encampments over time to understand the repeating patterns of accommodation needed to reduce unauthorised encampments in Wiltshire.	• 16 unauthorised sites identified at last count (Jan 2017) • Emergency stopping site strategy currently being drafted
• Action 3: Alternative ways to provide sites should be researched and taken forward, for example considering	• Paper outlining options for undeveloped council owned sites has been completed, with additional

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[1] http://www.wiltshire.gov.uk/wiltshire-gtaa-final-report.pdf

shared ownership schemes or RSL development management of sites (including transit sites)	options for transit site being included for discussion with CLT and member briefing currently being produced
• Action 5: Encourage Traveller communities to begin discussions about potential sites or pieces of land early in the planning process. This should include the provision of information, support, and pre-application advice on planning issues.	• Relates to action 1 above • No consultation is currently planned but will include traveller communities when appropriate
• Action 20: To make the process as consistent as possible, agencies will share information about unauthorised encampments and new residents arriving on sites as quickly as possible.	• Good practice principles on data sharing amongst council departments in place • Spatial planning has shared the addresses of private traveller sites with health visiting to expand the healthcare offer

(b) Better Intelligence

What we said we would do	Progress to date
• Action 9: Intelligence gathered about the health and wellbeing needs of Traveller communities will be fed in to the Joint Needs Assessment (JSNA) and all held in one place.	• Action complete • Most up to date intelligence is reflected in the 2016 strategy and is reflected in the JSNA refreshes
• Action 24: To gain intelligence and develop a better understanding of the cross-border boater community and issues in conjunction with neighbouring Local Authorities in order to inform Council policy.	• Cross-border work is currently underway with BANES, Reading and Hampshire • Proposed boater survey is now live (August 2017) and an update will be provided in the autumn

(c) Better community engagement and involvement

What we said we would do	Progress to date
• Action 4: A cultural awareness training programme will be run for Councillors in order to support them with knowledge and information about the needs of Traveller communities.	• Councillor development group felt there was no appetite for councillor specific training • Wider council workforce training currently in development in-house
• Action 6: Source, develop and disseminate clear and easy to read information in accessible formats to support Traveller communities in understanding how to access complex planning systems.	• No update
• Action 7: Source, develop and disseminate easy to read guides on enforcement policy will be made available to Traveller communities, along with general advice on what all	• Gypsy and Traveller Planning guide (2013) already in place

communities can expect during an unauthorised development.	
• Action 8: All council services providing support to the traveller community should pro-actively engage with Traveller communities to ensure their views are represented and inform council policy and procedure.	• Discussions underway between public health and communications on how to take this action forward. No update.
• Action 10: A system for customer feedback will be designed and implemented to assess the satisfaction of Traveller communities on all types of sites to ensure satisfaction.	• Discussions to begin with Customer Services. No update.
• Action 13: Training will be provided for frontline staff across the public sector on cultural awareness, and information and advice on how to interact and communicate with Traveller communities. Particular focuses should include verbal explanation of information and ensuring that any written information provided is appropriate and accessible in easy read formats.	• See action 4 • Wider workforce training currently being developed for delivery in September 2017
• Action 14: Public sector agencies will endeavour to work together to share information on a regular basis, and as issues emerge through the formation of a new travellers forum.	• No update
• Action 15: A communications protocol will be developed and put in place to ensure that where possible, any community services frontline worker visiting a local authority site speaks with a member of the Traveller Services team to ensure that services are as coordinated as possible.	• Action completed
• Action 21: Officers, Members and frontline staff will be supported in liaising with members of settled communities to provide reassurance and to tackle prejudices.	• Action merged with Action 14 (above)
• Action 22: Engagement with Area Boards will also take place where traveller related issues have been identified to communicate with Members and the general public. This will include appreciating the issues raised by both settled and Traveller communities, as well as providing	• DPD work will be subsumed into the Core Strategy review but evidence on council-owned sites over the past year or so will inform the basis for site assessments

support to communities to understand each other better.	

(d) Better health and education

What we said we would do	Progress to date
• Action 11: To develop and disseminate a local area information pack about the local area, and how to access local services (including health and educational services) for travellers moving onto new sites or are new to the county.	• Discussions between public health and primary care are taking place with a view to duplicating the refugee 'welcome to Wiltshire' literature pack tailoring it for traveller use.
• Action 12: A checklist will be produced for unauthorised developments and encampments to provide information to support Travellers to stay safe whilst in the county.	• Action complete
• Action 16: Undertake some community-led health promotional events to provide Information and advice to communities to raise awareness about particular health conditions that are prevalent for Traveller communities, in order to increase take-up of preventative services and access to primary care.	• Health trainer programme in place and working directly with traveller communities • Wider interest from public health and primary care colleagues to work closer with traveller communities
• Action 17: Under 'making every contact count' frontline staff will receive access to behaviour change training in order support healthier lifestyles and effectively signposting to appropriate health services.	• Action merged with action 14. • 'MECC' training is available and is currently being cascaded throughout the health and social care system.
• Action 18: Training will be offered to senior leadership teams in schools to increase the support available for Traveller children. Also, the barriers to accessing educational funding and other forms of education, for example vocational training, should be identified and assessed to understand the reasons for higher and further education not being accessed.	• Provision of a new training pack suitable for delivery at schools and potentially to social work staff is currently being explored in partnership with the EMAS Project Officer.
• Action 19: Adult literacy services should be assessed and targeted information should be provided to Traveller	• Early Years' service is for school based learning of primary school aged traveller children

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communities in order to increase their take-up.	• Currently there is no direct support for adult literacy in the county
• Action 23: All Council officers who work with Traveller communities to understand their roles and responsibilities in the safeguarding of vulnerable adults and children within these communities and to understand the safeguarding processes and be able to action them as required	• Original 'safe guarding' member of the TRG has left, currently looking to find a new member.

Conclusion

11. Wiltshire Council brings together a wide range of services and responsibilities that engage with Traveller communities and saw the publication of a refreshed Traveller Strategy in September 2016. This report demonstrates the work undertaken by the Traveller Reference Group over the past 12 months to support implementation of the strategy. This report has reflected that that service provision and engagement is already well co-ordinated throughout the Council and wider partners but needs to work harder to engage better with Traveller communities.

12. The TRG recognises the need for services and facilities are improved to empower Traveller communities, through joint working, participation and involvement and this is reflected through the excellent partnership working of the members of the TRG. The group understands the needs of Traveller communities and settled communities in line with our aim to create strong and resilient communities with residents that are living healthy, active lives. As a council, we need to become stronger in getting the workforce that has regular contact with traveller communities to get a better understand of the diversity in cultures in a bid to dispel stigma and prejudice and reduce inequality.

13. Although the TRG have made good progress with regard to the traveller strategy action plan, further is required to drive the strategy forward across the remaining 3 years of the strategy.

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Environment Select Committee
Forward Work Programme

Last updated 31 AUGUST 2017

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	21 November 2017

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	**Item**	**Details / Purpose of Report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
19 Sep 2017	Amendments to the Wiltshire Local Transport Plan (LTP) – Car Parking Strategy 2011-2026	The car park usage, capacity pressures and operational opportunities mean the council need to consider amendments to ensure the arrangements are current and maximise the use of the council's limited resources.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Adrian Hampton
19 Sep 2017	Flood Risk Management	For the Committee to receive the annual report on flood risk management.	Parvis Khansari	Cllr Baroness Scott of Bybrook OBE Cllr Jonathon Seed	Peter Binley
19 Sep 2017	Wiltshire Council Waste Management Strategy	Work planned to develop a new strategy. For the Committee to receive an update on what the output was from waste workshops; which took place at the end of July. This information would be used to help develop the public consultation for the Waste Strategy.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Vicki Harris, Amy Williams
19 Sep 2017	Final Report of the Public Transport Review Task Group	For the Committee to receive the final report of the Task Group.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Adam Brown

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
19 Sep 2017	Housing Board Governance Review	To update the Environment Select Committee regarding the recent Housing Board Governance Review which included the Housing Assurance Panel (scrutiny). The report presents a range of options for future governance arrangements, seeks the viewpoint and input of the ESC, and seeks agreement for the level of remuneration.	James Cawley	Cabinet Member for Economic Development and Housing	Ian Seeckts
19 Sep 2017	Allocation of Pavement Funding for Area Boards	Allocation to Area Boards for investment in pavements to £150,000: To distribute £150,000 to Area Boards for use on pavement repair and creation. This will be to target small local schemes where repair is needed to improve the quality of lives. The Committee will receive a Chairman's Announcement on the item.	Laurie Bell, Parvis Khansari	Cabinet Member for Highways, Transport and Waste, Deputy Leader and Cabinet Member for Communications, Communities, Leisure and Libraries	Steve Milton, Adrian Hampton

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
21 Nov 2017	A303 Amesbury to Berwick Down Road Scheme	Update Members on outcome of public consultation and scheme progress. Authorise delegated decision making to Cabinet Member, where appropriate.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Allan Creedy, Karen Jones

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
21 Nov 2017	Highways and Street Scene Task Group - Final Report	To support the service in developing a framework for the whole service (as per peer review) and ensure that the performance framework includes measures of members of the public's satisfaction / wishes; To consider the proposed Key Performance Indicators and monitoring of the new contract to ensure that the experience of members of the public is taken into account; To monitor the implementation of the contract whilst considering how the monitoring of the delivery of the contract should be reported to the Environment Select Committee once the task group has completed its work.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Adam Brown
21 Nov 2017	Highways Annual Review of Service	For the Committee to receive the annual report.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
21 Nov 2017	Local Provision on Public Transport	To explore the joint working between the Council and train operating companies; to consider the transport outcomes for Wiltshire residents and to assess the economic benefits of Wiltshire's train stations.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Robert Murphy, David Phillips
16 Jan 2018	Wiltshire Council Waste Management Strategy	Work planned to develop a new strategy. For the Committee to receive an update on what the output was from the waste consultation. This information would be used to help draft the Council's new waste management strategy.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Vicki Harris, Amy Williams
16 Jan 2018	Highways and Streetscene task group - Executive Response	For the Committee to receive the Executive's response to the Task Group's final report.	Parvis Khansari	Cllr Philip Whitehead	Parvis Khansari

Environment Select Committee – Forward Work Programme			Last updated 1 AUGUST 2017		
Meeting Date	**Item**	**Details / purpose of report**	**Associate Director**	**Responsible Cabinet Member**	**Report Author / Lead Officer**
	Wiltshire Playing Pitch Strategy	The existence of a robust, evidence based and up-to-date Playing Pitch Strategy covering the entire local authority area will help to influence a variety of local authority functions, policy development and decision making in respect of the community playing pitch stock, including planning policy and planning applications, educational provision, funding, facility and asset management, development of pitch based sports, public health and the management and maintenance of provision.	Frances Chinemana	Cllr Jonathon Seed	Louise Cary
Not before 1st Jun 2018	Resident Engagement Strategy	For the Committee to receive an annual update, in the form of a report.	James Cawley	Cabinet Member for Economic Development and Housing	Janet O'Brien
13 Jun 2017	TBC Enforcement update	To review the impact of the reduction of enforcement officers across the services.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	
	Emissions	To investigate possible scrutiny involvement in Wiltshire's emissions.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	