

AGENDA

Meeting: Environment Select Committee
Place: Council Chamber - County Hall, Bythesea Road, Trowbridge, BA14 8JN
Date: Tuesday 8 January 2019
Time: 2.00 pm

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718221 or email stuart.figini@wiltshire.gov.uk

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Membership:

Cllr Matthew Dean (Chairman)	Cllr Tom Rounds
Cllr Bob Jones MBE (Vice-Chairman)	Cllr Tony Jackson
Cllr Derek Brown OBE	Cllr Jacqui Lay
Cllr Peter Evans	Cllr Ian McLennan
Cllr Clare Cape	Cllr Nick Murry
Cllr Peter Fuller	Cllr Steve Oldrieve
Cllr Mike Hewitt	

Substitutes:

Cllr Ernie Clark	Cllr Ross Henning
Cllr Brian Dalton	Cllr George Jeans
Cllr Sue Evans	Cllr Brian Mathew
Cllr Jose Green	Cllr Stewart Palmen
Cllr Mollie Groom	Cllr Ricky Rogers
Cllr Russell Hawker	

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Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

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The full constitution can be found at [this link](#).

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AGENDA

PART I

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

1 **Apologies**

To receive any apologies or substitutions for the meeting.

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

To approve and sign the minutes of the Environment Select Committee meeting held on 6th November 2018.

3 **Declarations of Interest**

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

4 **Chairman's Announcements** (*Pages 21 - 22*)

To receive any announcements through the Chair.

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 **Monday 31st December 2018** 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 **Thursday 3rd January 2019**. 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 **Resident Engagement Plan** (*Pages 23 - 40*)

To receive an annual update.

7 **Housing Board - Annual Report** (*Pages 41 - 68*)

To receive the annual report from the Housing Board, ahead of Cabinet's consideration.

8 **Late Night Taxi Fares**

To receive the final report of the Late-Night Taxi Fares Task Group. This report will be added to the agenda as a supplementary item.

9 **Waste Contracts Task Group - Final Report** (*Pages 69 - 76*)

To consider the final report of the Waste Contracts Task Group.

10 **Ragwort** (*Pages 77 - 78*)

As resolved at [4 September 2018](#) meeting, the Committee to receive a brief update on the Council's policies surrounding ragwort.

11 **Salisbury Recovery Operation**

As resolved at [6 November 2018](#) meeting, the Committee to receive a PowerPoint presentation on the progress of the Salisbury recovery operation and how the funding from Government has been allocated.

The wording for this agenda item has been amended since publication.

12 **Strategic Deport Review**

Following a briefing held between the Chairman and the Asset Manager of Estates and Asset Use, the Chairman asked for a verbal update to be provided on the review at this meeting.

13 **Updates from task groups and representatives on programme boards**
(*Pages 79 - 80*)

To receive any updates on recent activity for active task groups and from

members of the Environment Select Committee who have been appointed as overview and scrutiny representatives on programme boards.

14 **Forward Work Programme** (*Pages 81 - 86*)

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.

15 **Urgent Items**

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

16 **Date of Next Meeting**

To confirm the date of the next scheduled meeting as 12th March 2019.

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ENVIRONMENT SELECT COMMITTEE

MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 6 NOVEMBER 2018 AT COUNCIL CHAMBER - WILTSHIRE COUNCIL OFFICES, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Matthew Dean (Chairman), Cllr Bob Jones MBE (Vice-Chairman), Cllr Peter Evans, Cllr Clare Cape, Cllr Peter Fuller, Cllr Tom Rounds, Cllr Tony Jackson, Cllr Jacqui Lay, Cllr Ian McLennan, Cllr Sue Evans (Substitute), Cllr Jose Green (Substitute) and Cllr Brian Mathew (Substitute)

Also Present:

Cllr Toby Sturgis, Cllr Richard Gamble, Cllr Philip Whitehead, Cllr Bridget Wayman, Cllr Jerry Wickham and Cllr Robert Yuill

44 Apologies

Apologies for absence were received from Cllr Derek Brown OBE, Cllr Mike Hewitt, Cllr Nick Murry and Cllr Steve Oldrieve.

Cllr Derek Brown OBE was substituted by Cllr Jose Green

Cllr Mike Hewitt was substituted by Cllr Sue Evans

Cllr Steve Oldrieve was substituted by Cllr Brian Mathew

45 Minutes of the Previous Meeting

The minutes of the meeting held on 4 September 2018 were approved as an accurate record.

46 Declarations of Interest

There were no declarations of interest.

47 Chairman's Announcements

The Chairman made the following announcements:

- 1. Update on Gypsy and Traveller Sites being sold (as discussed in Traveller Reference Group Annual Report at 4 September meeting)**

The Chairman reported that Oak Tree Field and Dairy House Bridge gypsy and traveller sites are currently being marketed with expressions of interest having been invited by 19th October 2018. Following receipt of the expressions of interest, potential bidders are being invited to make a formal bid for the sites by 7th December. Bids will then be assessed with prospective purchaser interviews and a preferred bidder selected by the end of January 2019 with the intention that the sites will be transferred to the new owner by the end of the financial year.

2. Briefing Note circulated on 12 October 2018 on an update with the 'Home Run' app in reducing congestion and improving air quality.

The Chairman invited members to contact the school travel plan advisor, should they have particular schools in mind to take part.

3. Update on local media story: Swindon Borough Council not collecting plastic waste

The Chairman reported that Swindon Borough Council have decided not to collect plastic, as part of their waste collection and recycling service. This is because they believe that plastic is being incinerated, together with other household waste and not recycled properly.

The Recycling Association respond that the plastic waste in Swindon is not being recycled because Swindon are not collecting it properly; as the waste is being jumbled altogether.

Swindon Borough Council commented that following advice from the National Audit Office and Environment Agency, the Council cannot be certain about where their plastic waste ends up; so they have chosen to make this bold move until the market can be sorted properly.

The Local Government Association have argued that China's waste import ban is costing Councils an extra £500,000 per annum in higher charges from processing their waste and the LGA calls on the Government to provide support to help Councils offset this loss.

4. Deferred Agenda Item

The Chairman reported that apologies for this meeting had been received from Cllr Hewitt. Cllr Hewitt had requested that the agenda item on 'ragwort' be considered by the Committee. Due to Cllr Hewitt's absence, the matter would be deferred until the meeting of the Committee in January 2019.

48 **Public Participation**

There was no public participation.

49 Highways Annual Review of Service

The Committee considered the report of the Director Highways and Transport which provided a review of the performance of the highways service and an update on performance of the contractors and suppliers involved in delivering the service.

The Head of Highways Assets Management and Commissioning explained that the local highway network is vital for businesses and communities, and effective maintenance to ensure its availability is essential to the economic development of the county. Wiltshire Council recognised the importance of maintaining and managing its highway network effectively, and is assisted in this task by a number of specialist contractors and suppliers. He referred to the following appendices attached to the Annual report:

- Appendix 1 – The annual review of the service for 2017/18
- Appendix 2 – An updated version of the Performance Management Framework
- Appendix 3 – The performance of Ringway Infrastructure Services for 2017/18

Cllr Bridget Wayman, Cabinet Member for Highways, Transport and Waste, the Director of Highways and Transport and Head of Highways Assets Management and Commissioning responded to a number of issues and comments from the Committee. In particular, the following issues and comments were raised:

- Considerable increase in the number of potholes in 2017/18 as a result of severe weather.
- The Chancellor's announcement of £420m funding package to fix potholes and how the Council was waiting to receive confirmation of its allocation.
- The issues surrounding the delivery of the grass cutting contract due to the legal implications of the Transfer of Undertaking (protection of Employment) Regulations (TUPE).
- The ability of residents living in new housing estates to directly approach alternative companies to provide the management of open spaces on new estates, therefore reducing their expenditure on management fees.
- The transfer of assets to Parish and Town Councils and their ability to enjoy the same terms as those provided by contractors to Wiltshire Council.
- The impact of reducing budgets on the repair and renewal of pavements and lack of a repair programme apart from essential works based on safety issues.
- Improvements made to the major road network through the county and the continual need for further improvements to the local network.
- Town centres' cleaning and the management of contractor performance standards.

- Confirmation that Atkins manage the tree service throughout the county and Jacksons provide the service to maintain the verges.
- The excellent work undertaken by Parish and Town Council Stewards.
- Confirmation that the Council are fulfilling its highway obligations on white lines on the highway.
- Assessment of road side verges to establish their need for maintenance.
- Development of the 'MyWilts' App within the Council's digitisation project, with a potential launch date of Summer 2019.
- The impact of enforcement, engineering and education in the reduction of accidents and collisions on Wiltshire roads.

The Chairman thanked the Cabinet Member for Highways, Transport and Waste, officers and representatives from Atkins for attending the meeting and providing responses to the issues raised.

Resolved:

- i) **To endorse the Highways Annual Review of Service, and confirm that the performance of the Council's highways contractors has been good during 2017/18.**
- ii) **To welcome the reported reduction in killed and seriously injured on the county's roads as described in the Highways Performance Management Framework.**
- iii) **To note that the performance of Ringway Infrastructure Services during the second year of its contract has continued to be good, and a further extension of six months should be awarded in accordance with the condition of contract.**
- iv) **To request that the Key Performance Indicators being developed for the proposed streetscene contract should be considered by a future meeting of this committee when they have been developed further.**
- v) **To request a report on the Highways Service and the Performance Management Framework in a year's time.**
- vi) **To note and value the work undertaken by the Town and Parish Stewards and to ask the Director of Highways and Transport to consider the introduction of an award for the delivery of an exceptional service by Stewards.**
- vii) **For the Cabinet Member for Highways, Transport and Waste to consider establishing a monthly reward scheme for Wiltshire's Parish Stewards.**
- viii) **Committee recommends that the Cabinet Member for Highways, Transport and Waste consider the importance and significance of Parish Stewards to helping to maintain the highways, when setting the budget for 2019/20.**
- ix) **For the Cabinet Member for Highways, Transport and Waste to return to Committee with information on whether the rate of Killed and Seriously Injured incidences has reduced, or whether vehicles have become safer, which has led to the reduction as noted in the report.**

x) The Council takes all practical measures to reduce the amount of KSIs

50 **LED Lighting**

The Committee received the report of the Director of Highways and Transport seeking comment on proposals to proceed with an 'invest to save' project to convert the Council's existing street lighting to more energy efficient Light Emitting Diode (LED) units, and to the procurement of the new lighting units, prior to the final report being considered by the Cabinet at its meeting on 11 December 2018.

The report indicated that energy costs had risen sharply in recent years, with an expectation that the costs would continue to rise in the future. The annual energy costs for street lighting are currently over £1.9m and with budget restrictions the costs were becoming increasingly unaffordable. Members were reminded that the Council had implemented a scheme to reduce energy consumption by operating the street lighting in the side roads in towns for part of the night only. This scheme was introduced from 2014 in all of the larger towns, and has operated successfully. Rising energy costs, and the reducing cost of LED lighting, have justified reviewing the case for LED lighting. The current units are becoming obsolete and going out of production, and are becoming increasingly difficult to obtain.

The report noted that LED lights used considerably less energy than the current lighting units, and a major advantage is that LED lights provide the opportunity to dim the lighting during off-peak periods to further reduce energy consumption. The report detailed the costs of the project and potential savings that could be achieved by implementing the proposals, with a payback period of just over 11 years.

The Head of Highways Asset Management responded to a number of questions and issues raised by members. In particular:

- the scheme being classed as a 'invest to save' scheme with a 100% replacement of lighting units;
- The siting of lighting columns and the positive effect on pavement lamination.
- The potential to reduce road and pavement accidents.
- The versatility of LED lights due to the ability to dim and trim the lights remotely at certain times of the day in urban and rural areas.
- The inability to use solar technology for street lighting.
- The recovery of costs where lighting columns are damaged in road traffic accidents.
- Inclusion of tree works within the overall programme of works for lighting columns.
- The responsibility for maintaining street lights in housing estate open spaces.
- The impact of 'Dark Sky Status' for rural areas.

- The maintenance costs included in the overall budget for the project.
- Responsibilities for the delivery of the project.
- The checking of lighting columns for their suitability to take the new LED lighting units.
- The use of IT to monitor the costs of the new lighting units.

Resolved:

- i) To endorse the scheme to replace the Council's older street lighting lanterns with LED units.**
- ii) Acknowledge the economic benefits of the proposed LED lighting project and the environmental benefits it will bring, especially in terms of reduced carbon footprint.**
- iii) To note the provision in the Council's capital budget from 2019/20 for the scheme.**
- iv) To note the proposal to dim the new lighting between 8.00pm and 6.00am, with additional dimming after 11.00pm and explore the possibility of trimming at other times.**
- v) To ask the Director of Highways and transport to give consideration to the options for extending the LED lighting to other suitable Council owned lighting, including in public open space and car parks.**
- vi) To delegate authority to the Director, Highways and Transport, in consultation with the Cabinet Member, Highways, Transport and Waste and to invite tenders and award contracts for the supply of LED lighting units in consultation with the Director Finance and Procurement**

51 Public Transport Review Update

The Committee received an update from the Director for Highways and Transport, reviewing the usage of Section 19 and 22 permits for road passenger transport.

It was noted that due to a series of concerns raised nationally and in Europe, the Department for Transport (DfT) were undertaking a consultation on the Community Transport (CT) Permit system. This specifically affects CT providers that undertake paid services, even if they are small scale and linked to the local community.

This would increase the regulatory process, meaning CT providers would need to convert their operations to an Operators' licence and their drivers obtain Passenger Carrying Vehicles (PCV) licences. Resulting in significantly increased operating costs. Also, enhanced regulations are likely to reduce the number of volunteers willing to drive minibuses, especially older drivers whom the sector is most reliant upon.

The Director for Highways and Transport explained that the Council was still waiting for clarification from the DfT and the outcome of the consultation. The Director also responded to a number of questions and issues raised during the meeting. In particular, possibility of allocating CATG funding towards this

service; the large number of consultation responses from the Local Government Association and other organisations included in the consultation; and the devastating impact on all community transport schemes if the proposals were implemented.

Resolved: That a further briefing note be presented to members when the advice/clarification has been received, potentially March 2019.

52 **Traveller Reference Group - Update**

The Committee received a written update report from the Consultant in Public Health (Acting), about the Gypsy and Traveller population and how it is accounted for in Wiltshire.

Cllr Toby Sturgis, Cabinet Member for Spatial Planning, Development Management and Property was in attendance and confirmed that the number of traveller families on permitted and tolerated traveller sites in Wiltshire, detailed in the report, did include those on privates and other sites.

The Committee received a number of technical questions from Cllr Lay in relation to the numbers of Gypsy and Travellers on council sites, private sites, tolerated and unlawful sites. As the Consultant in Public Health was not able to attend the meeting, the Chairman asked that the Consultant in Public Health provide a brief written response to the technical questions for the Committee's next meeting.

Resolved:

1. **That the Committee endorses:**
 - i. **the strength of the methodology for how the Gypsy and Traveller community is measured in Wiltshire**
 - ii. **the proposed way forward for actions 8 and 22, as listed in the attached report**
2. **That the Committee receive an update from the Consultant in Public Health about the numbers of Gypsy and Travellers on council sites, private site, tolerated, unlawful sites.**

53 **Section 106 Funding**

The Committee received a verbal update from the Head of Development Management about Section 106 Funding.

The Head of Development Management explained that further information about Council held Section 106 money, was not currently available, however, further investigations were taking place and would be reported to the Committee at a future date. He also indicated that members could contact Sarah Holloway, Technical Team Leader, Waste and Environment Commissioning, for further information about Section 106 contributions.

Resolved: That the comments of the Head of Development Management be noted.

54 Emissions

The Committee received a briefing note from the Director for Public Health about emissions and air quality in Wiltshire and considered the possibility of scrutiny involvement in Wiltshire's emissions.

The report detailed information about local air quality and how it is managed; the Northacre Renewable Energy Ltd planning application for Advanced Thermal Treatment Facility; and the work of the Councils ECO Board.

Cllr Jones MBE, Vice-Chairman, reported that a meeting was held with Stephen Eades and David Levy to discuss the proposed Westbury ATT plant and the associated issue of air quality. The Vice-Chairman agreed to take some actions forward with Cllr Wickham, Cabinet Member for Public Health, Public Protection and Adult Social Care. A copy of a letter from Mr Eades is attached to these minutes.

The Head of Public Protection responded to a number of questions and issues raised by Members. In particular, the following issues were raised: the existing Air Quality Management Areas in Wiltshire; references to the dedicated air quality website with real time data for Wiltshire; the impact of driving behaviours on the level of emissions, especially in town centres around traffic lights and on the school run; new developments and their impact on emission levels in the surrounding area; promotion and support of travel plans and the Home Run app to promote a reduction in school run traffic.

Cllr Wickham, Cabinet Member for Public Health, Public Protection and Adult Social Care, informed the Committee that the Air Quality Strategy was due to be reviewed and he suggested that, once the draft Strategy was available, the Environment Select Committee would be asked to scrutinise the document prior to its consideration by Cabinet.

Members were reminded that this Committee was not the appropriate forum to consider matters relating to planning and these should be confined to the Strategic Planning Committee or the particular Area Planning Committees.

The Chairman suggested, in light of the emissions levels in Wiltshire improving greatly since 2017 and the county's emissions levels not exceeding any Government regulations, that this Committee does not undertake any further scrutiny involvement on this topic at present.

Resolved:

- 1. That the Committee take no further scrutiny involvement in this topic at present.**
- 2. That the new Air Quality Strategy be scrutinised by the Environment Select Committee prior to its consideration by Cabinet.**
- 3. That the letter from Mr Eades and Mr Levy, referred to above, be attached as an appendix to these minutes.**

55 **Ragwort**

The Chairman reported that Cllr Hewitt had requested that the Committee consider this matter. Unfortunately, Cllr Hewitt had sent his apologies for this meeting, and therefore it was suggested that the matter be deferred to the Committee's next meeting.

Resolved: To defer this agenda item until the next meeting of the Committee on 15th January 2019

56 **Updates from task groups and representatives on programme boards**

The Committee received updates on recent activity for the following Task Groups:

The Committee received updates on recent activity for the following Task Groups:

- i) Waste Contracts Task Group
- ii) Late Night Taxi fares
- iii) Rapid Scrutiny: Plastic Waste for Wiltshire Roads

Homelessness Task Group

The Chairman reported that a Task Group had been proposed by Cllr Clewer, Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism, for Overview and Scrutiny to support the Council in its development of a Homelessness Task Group.

The Committee noted the proposed Terms of Reference for the Task Group and those members that had already expressed an interest in serving on the Task Group, as detailed below:

- Cllr John Walsh
- Cllr Gordon King
- Cllr Pip Ridout
- Cllr Deborah Halik
- Cllr David Halik
- Cllr Graham Wright

Additional members were being sought to serve on the Task Group from this Committee, preferably from the areas where homelessness is a particularly prevalent issue. The Chairman, Cllr Matthew Dean, expressed an interest in serving on the Task Group, along with Cllr Tom Rounds. The membership of the Task Group was thus confirmed.

ECO Board

Due to the absence of Cllr Murry, there was no update about the latest meeting of the ECO Board.

Resolved:

- 1. To support the principle of setting up a Homelessness Task Group.**
- 2. That Councillors Matthew Dean and Tom Rounds be included as members of the Homelessness Task Group**

57 Forward Work Programme

The Senior Scrutiny Officer introduced the Committee's Forward Work Programme, asked for confirmation about how to progress a number of items and provided updates on the following areas:

- Salisbury Recovery – The Chairman reported that a Salisbury Recovery Programme Director is in the process of being appointed. In the interim all day to day requests for information from Officers should be directed to Robin Townsend.

Resolved:

- 1. To note the Forward Work Programme.**
- 2. To receive a short presentation about the Salisbury recovery Programme at the next meeting of the Committee in January 2019.**

58 Urgent Items

There were no urgent items.

59 Date of Next Meeting

The date of the next meeting was confirmed as 8th January 2019.

Cllr Cape left the meeting at 4.10pm
Cllr Green left the meeting at 4.20pm
Cllr Yuill left the meeting at 4.25pm
Cllr Whitehead left the meeting at 4.25pm
Cllr Wickham left the meeting at 4.30pm

(Duration of meeting: 2.00 - 4.45 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services,
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Meeting with Matthew Dean,
Chair, Environment Select Committee, Wiltshire Council.
23rd July 2018.

Hills Waste Solutions Limited is proposing a 160,000 tonnes gasification incinerator at Northace, Westbury. Hills has a existing consent from September 2015 (14/12003/WCM) which it is currently applying to modify (18/09473/WCM) and an application (18/03816/WCM) which was refused consent 18th July 2018.

The Issues.

- By thermally ‘combusting’ the waste, very large quantities of Carbon are being released into the atmosphere. This is against the requirement to reduce carbon emission under the Climate Change Act.
- Dust particles (carbon soot) are emitted. The diameter of the particles (PM) is tiny, measured in microns. They are invisible to the eye. The outside of the particles is coated with toxic materials (arsenic, chlorine, lead, mercury etc. which are present in the waste). If breathed in, the tiniest of these particles - PM1.0 microns and particularly ‘ultrafine particles’ measuring PM0.1 microns - enter the blood stream, causing disease. They are a serious, recognised health risk (DEFRA and PHE).
- The EU Waste Emissions Directive (WID) only regulates (requires filters to be installed to remove the particles from emissions) for particles down to PM2.5 in size. All particles below PM 2.5 are emitted to atmosphere.
- The Environment Agency, which regulates emissions to atmosphere via the Environmental Permit Regulations, has no legal powers to require filters to be fitted which can remove particles sized below PM2.5. Therefore such filters will not be fitted. Technologically, such filters exist and are commercially available.
- All emission plumes come to ground under clearly known weather conditions. When this happens, the exposed public breathe in the undiluted emission.
- Hills has not produced a comprehensive ‘Plume Grounding Emission Model’, nor a Model which uses (Westbury) local meteorological data. Therefore the frequency, duration and location of these plume grounding events has not been evaluated.
- The Environment Agency does not normally examine the likelihood of plume grounding events, nor the consequences, in its Environmental Permit procedures. This issue therefore is likely to remain unassessed.
- The A350 in Westbury is an Air Quality Management Area due to breaches of NO₂ levels and, by implication, PM levels (which have not been measured, only inferred). The proposed incinerator will routinely emit NO₂ thus increasing ambient NO₂ levels upon emission by 8.0µg m⁻³ and PM upon emission by 0.25µg m⁻³ which will likely intensify the breach of the AQMA.

The Issues (continued).

- Wiltshire Council's updated draft Waste Management Strategy makes incineration with energy recovery a "strategic" waste management option. This encourages the use of incineration with energy recovery. It also means that such plants are located near centres of population (strategic sites 'should be sited within 16 miles of significant settlements' e.g. Trowbridge).

The Solutions.

- In planning terms: Remove the 'strategic status' of incineration with energy recovery in the updated draft Waste Management Strategy. This means such incineration would become discretionary in planning terms rather than obligatory, and would enable incineration sites to be located away from significant centres of population.

- In planning terms, refuse incineration on the grounds that its carbon emissions make it inconsistent with 'sustainability criteria' (ref. relevant NPPF).

- In planning terms : CP42 Standalone renewable energy installations ". . . .proposals will need to demonstrate how impacts on the following factors have been satisfactorily assessed, including any cumulative effects, and taken into account vii. Residential amenity, including noise, odour, visual amenity and **safety**. . . . [emphasis added]"

- In planning terms : CP54 Air Quality Strategy. Main Aim "Wiltshire Council working collaboratively will seek to maintain the good air quality in the county and **strive to deliver improvements** in areas where air quality fails national objectives in order **to protect public health** and the environment[emphasis added].

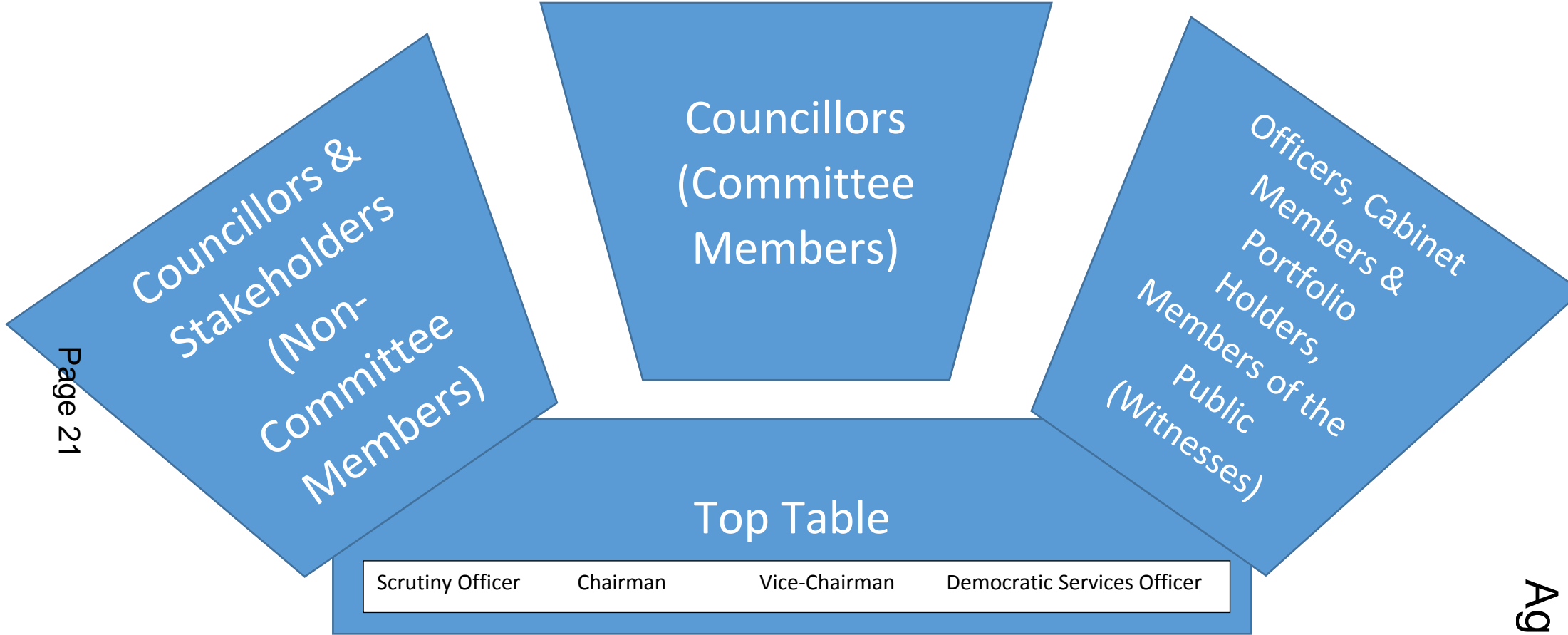
- In planning terms : : CP55 Air Quality "Development proposals which by virtue of their scale, nature or location are likely to exacerbate existing areas of poor air quality **will need to demonstrate** that measures can be taken to **effectively mitigate emission levels in order to protect public health**, environmental quality and amenity. Mitigation measure should demonstrate how they will **make a positive contribution** to the aims of the Air Quality Strategy for Wiltshire and, where relevant, the Wiltshire Air Quality Action Plan"[emphasis added].

Stephen Eades and David Levy

N. Wiltshire Friends of the Earth And The Air That We Breathe Network, Westbury

23rd October 2018.

Seating Plan – Council Chamber



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Cllr Matthew Dean – Chairman

Cllr Bob Jones, MBE – Vice-Chairman

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Wiltshire Council

Environment Select Committee

8 January 2019

Subject: Resident Engagement Plan 2019-2022

**Cabinet Member: Councillor Richard Clewer
Cabinet Member for Housing, Corporate Services, Arts,
Heritage and Tourism**

Key Decision: No

Executive Summary

The purpose of this report is to present the updated Resident Engagement Plan 2019-2022 and Action Plan to the Environment Select Committee (ESC), and for it to endorse the Plan and action plan to be implemented.

This report is being presented to the ESC to seek members' viewpoint and guidance around the future direction of Resident Engagement within the Council's Housing Services.

Updates on delivering current resident engagement arrangements (2015-2018) have previously been provided to the Environment Select Committee.

A new Resident Engagement Plan will assist the service in ensuring it can deliver the high quality flexible services that are supported in the Business Plan. It will also assist in ensuring we act in accordance with the Regulatory Standards and will assist in our retaining TPAS (Tenant Participation Advisory Service) Accreditation; as well as assisting the service in exceeding residents' expectations. There is increasing evidence that having resident engagement arrangements has had a positive impact on the quality of service provision to residents and their families.

The current resident engagement arrangements began in 2015 and conclude in 2018. An updated Resident Engagement Plan and Action Plan are required to ensure that services provided to residents meet their expectations, that our actions are in accordance with our obligations including legal and regulatory obligations, and to complement the Council's Business Plan.

Proposal(s)

For the Environment Select Committee to endorse the Resident Engagement Plan 2019-2022 and Action Plan, which has been agreed by the Housing Board and recommended to the Environment Select Committee.

Reason for Proposal(s)

The current resident engagement arrangements began in 2015 and conclude in 2018. An updated Resident Engagement Plan and Action Plan are required to ensure that services provided to residents meet their expectations, that our actions are in accordance with our obligations including legal and regulatory obligations, and to complement the Council's Business Plan.

Simon Hendey**Director – Housing and Commercial Development**

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13 December 2018

Wiltshire Council

Environment Select Committee

8 January 2019

Subject: Resident Engagement Plan 2019-2022

**Cabinet Member: Councillor Richard Clewer
Cabinet Member for Housing, Corporate Services, Arts,
Heritage and Tourism**

Key Decision: No

1. Purpose of Report

1.1 The purpose of this report is to present the updated Resident Engagement Plan 2019-2022 and Action Plan to the Environment Select Committee (ESC), and for it to endorse the Plan and action plan to be implemented. The Housing Board have agreed the Plan and are recommending it to the Environment Select Committee for it to note.

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 or 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 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 endorse the Resident Engagement Plan 2019-2022 and Action Plan, which has been agreed by the Housing Board and recommended to the Environment Select Committee.

4. Background

4.1 At its meeting held on 1 September 2015, the ESC included the item ‘Housing Association Resident Participation and Scrutiny’; the ESC resolved: “To notify Overview and Scrutiny of the Environment Select Committee’s intention to form a [housing] scrutiny Task Group.”

4.2 At its meeting held on 27 October 2015, the ESC resolved: “To agree the proposed membership of the Resident Engagement Task Group.”

4.3 At its meeting held on 12 April 2016, the ESC was presented with the Resident Engagement Task Group final report, which “...explored how well residents of Wiltshire have been able to engage with the Council to identify means of best practice.”

(a) The ESC resolved that:

- “i. The Committee endorsed the report of the task group and the 11 recommendations within it;
- ii. The response from the Cabinet Member for Housing, Leisure, Libraries and Flooding would be provided at the next meeting of the Environment Select Committee;
- iii. A further update and report on resident engagement would be provided to the Environment Select Committee in a year’s [sic] time.”

(b) The report recommended (non-exhaustive list):

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

...

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

4.4 At its meeting held on 7 June 2016, the ESC was presented with the ‘Executive Response to the Resident Engagement Task Group’s Final Report’, which included that:

(a) “Recommendation No. 1

...

The Resident Engagement Strategy approved by the Housing Board in July 2014 defines the purpose and aims of resident engagement. It

sets out the framework for the engagement process together with a structure with agreed direction, objectives, intended outcomes and effective delivery arrangements.

The strategy [and action plan] is currently under review and the amended version will be presented to the Housing Board for their input / comment / approval in July 2016.”

(b) “Recommendation No. 11

...

Housing would be more than happy to provide the ESC with an update on progress in 12 months.”

(c) The ESC resolved:

“i. ...

ii. That a meeting be arranged between the Task Group and members of the Housing Panel to review the Resident Engagement Strategy and ensure that Housing Panel meetings provided the best possible service to residents;

iii. ...

iv. That the Environment Select Committee receive an update report on the progress of Wiltshire Council’s resident engagement strategy and its outcome in twelve months.”

4.5 At its meeting held on 13 June 2017, the ESC was presented with a ‘Resident Engagement Update’ paper. The meeting minutes record that: “This annual report is aimed at providing the Environment Select Committee with a yearly update on the outcome of the resident engagement strategy and its progress since 2016.” The minutes go on to record that: “He [the Associate Director] explained that the strategy would be brought to the Committee for approval, once it had been formulated.” The Cabinet Member “...was present and gave his support to the representations made...”.

4.6 The current resident engagement arrangements began in 2015 and conclude in 2018.

4.7 Throughout 2018, the service has engaged with the Challenge and Change Group (scrutiny), which is a group of volunteer residents, to incorporate their viewpoint into the new Plan, which is now being presented to the ESC.

4.8 Members of the Housing Board received the Resident Engagement Plan and Action Plan on 24 September 2018; members’ viewpoints have been

incorporated into the Resident Engagement Plan and Action Plan; the updated Plan was presented to the Housing Board on 26 November 2018.

- 4.9 The Housing Board has 9 members (3 councillors, 3 independents and 3 tenants). The Housing Board has agreed the Resident Engagement Plan 2019-2022 and Action Plan, and is recommending it to the Environment Select Committee for the ESC to note.

5. Safeguarding Implications

- 5.1 There are no significant safeguarding implications associated with this report.

6. Public Health Implications

- 6.1 There are no significant public health implications associated with this report.

7. Corporate Procurement Implications

- 7.1 There are no significant corporate procurement implications associated with this report.

8. Equalities Impact of the Proposal

- 8.1 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.

9. Environmental and Climate Change Consideration

- 9.1 There are no significant environmental or climate change implications associated with this report.

10. Risk Assessment

- 10.1 **Risks that may arise if the proposed decision and related work is not taken:** Wiltshire Council's Housing Board and Housing Services may be put at a disadvantage in terms of delivering the high quality flexible services that are supported in the Business Plan. We may be in breach of the Regulatory Standards. We may fail to retain TPAS (Tenant Participation Advisory Service) Accreditation. We may fail to meet residents' expectations. Collectively, this may be viewed as a missed opportunity for improvement if the service were not to focus on delivering the identified priorities.
- 10.2 **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks:** Arrangements offered may fail to encourage engagement or the recommendations and/or viewpoints received may be less than helpful. To address these concerns, well trained officers

steer the conversations toward productive matters and online training for residents is also now available.

- 10.3** 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.

11. Financial Implications

- 11.1** There are no significant financial implications associated with this report.

12. Legal Implications

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

13. Options Considered

- 13.1** A written document was required given the current resident engagement arrangements document was due to expire.

14. Conclusions

- 14.1** Further building upon the successes of our previous resident engagement arrangements appears to be a prudent move. Refining the proposed Resident Engagement Plan and Action Plan with the input of Members so as to exceed residents' expectations, ensure our compliance with our legal and regulatory obligations and complement the Council's Business Plan, is appropriate. There is increasing evidence that having appropriate resident engagement arrangements has had a positive impact on the quality of service provision to residents and their families.

15. Proposal

- 15.1** For the Environment Select Committee to note the Resident Engagement Plan 2019-2022 and Action Plan, which has been agreed by the Housing Board and recommended to the Environment Select Committee.

16. Reason for Proposal

- 16.1** The current resident engagement arrangements began in 2015 and conclude in 2018. An updated Resident Engagement Plan and Action Plan are required to ensure that services provided to residents meet their expectations, that our actions are in accordance with our obligations including legal and regulatory obligations, and to complement the Council's Business Plan.

Simon Hendey

Director – Housing and Commercial Development

Report Author: Ian Seeckts, Governance and Scrutiny Officer,
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13 December 2018

Appendices

Appendix A – Resident Engagement Plan

Background Papers

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

Business Plan.

Minutes of the Cabinet meeting held on 22 January 2013.

Minutes of the Environment Select Committee meeting held on 1 September 2015.

Minutes of the Environment Select Committee meeting held on 27 October 2015.

Minutes of the Environment Select Committee meeting held on 7 June 2016.

Minutes of the Environment Select Committee meeting held on 13 June 2017.

Regulatory Standards (The Regulator of Social Housing).

Resident Engagement Strategy 2015-2018.

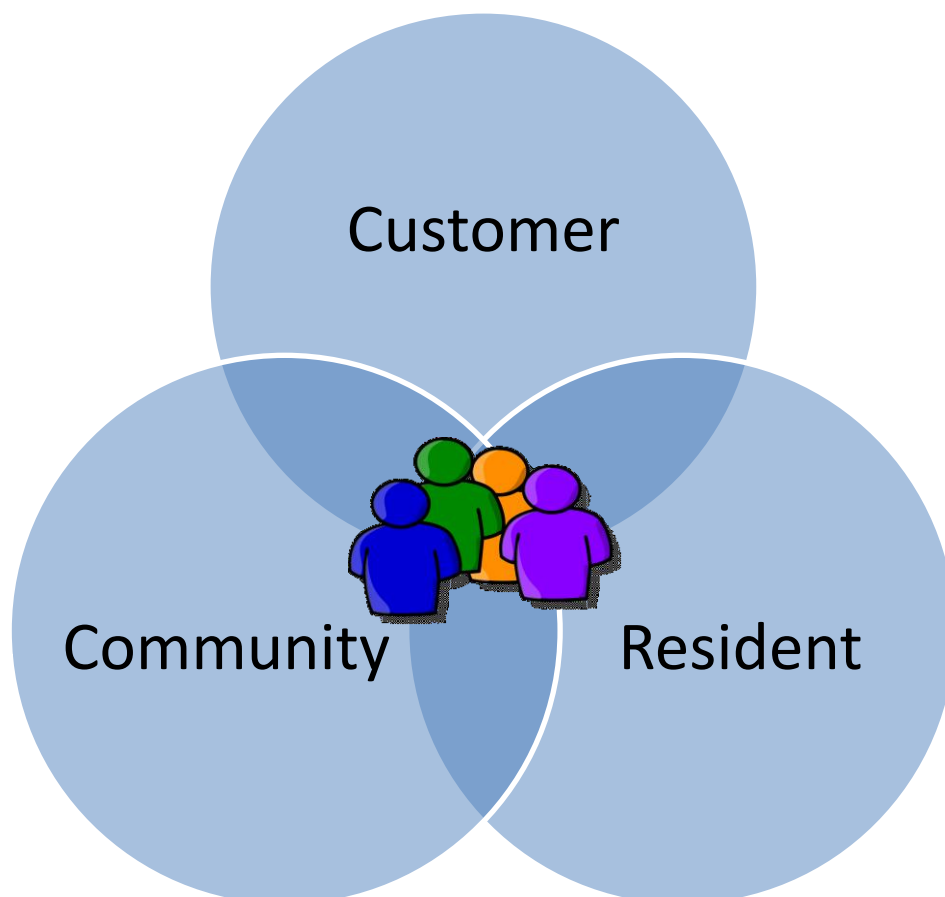
Resident Engagement Plan 2019 – 2022

“Services and decision making that has residents at its heart.”

(Resident Engagement, ‘Vision’ statement)

“By listening and supporting residents ideas will be converted into action to bring communities together.”

(Resident Engagement, ‘Mission’ statement)



Resident Engagement Plan 2019-2022

Vision: ‘Services and Decision making that has residents at its heart’

Plan Objective	Where We Are Now	Where we will be in 2022
1. To increase engagement	<ul style="list-style-type: none"> ○ 62% of tenants thought Council listened and took views into account (3rd quartile) ○ 25% of all engaged customers under 65yrs old ○ 75% of customers thought they were kept informed ○ 65% of customers have internet access 	<ul style="list-style-type: none"> ○ Top quartile performance achieved for customers who believe Council listened and took views into account ○ 35% of engaged customers are under-65yr olds ○ 85% of customers feel they are kept well informed ○ TPAS Accreditation ○ More customers engage via digital channels
2. Through engagement improve services and improve value for money	<ul style="list-style-type: none"> ○ Challenge and Change Group programme ○ Monthly Estate/Customer inspection programme ○ Repairs and maintenance focus group 	<ul style="list-style-type: none"> ○ All services reviewed including review of VFM ○ Estate standard agreements in place ○ Mystery shopping programme with customers, and service standards agreed with customers ○ Customer panels to inform estate improvements and new build and major repair specifications ○ Governance reviewed
3. To Strengthen Communities	<ul style="list-style-type: none"> ○ 89% of customers are satisfied with their neighbourhood as a place to live ○ 75% of customers would recommend Council to family and friends ○ Area Boards – customers supported to access grant funding 	<ul style="list-style-type: none"> ○ 91% of customers satisfied with their neighbourhood ○ 75% of customers would recommend the Council to family and friends ○ Increased engagement with Area Boards ○ Local service arrangements for service delivery ○ Estate environmental improvement programme

Our Plan

“Wiltshire is a thriving county that enables and positively encourages healthy living in strong, inclusive and prosperous communities. We are proud of our heritage and for having a strong community spirit where people in communities come together to support each other, take part in events and activities, and take responsibility for what matters to them. That is what makes us unique and it’s at the heart of everything we do.” - Baroness Scott of Bybrook OBE, Leader of Wiltshire Council.

Our plan sits within the council’s overall Business Plan 2017-2027. Putting residents and their families at the heart of everything we do was our underlying principal when undertaking our review of Resident Engagement which took place during 2018.

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Council Business Plan (2017-2027)	Resident Engagement Plan Objectives
Community wellbeing – I can get involved and influence locally	✓ To increase engagement
Delivering together – Designing services with communities; considering new delivery models and joint commissioning with partners	✓ Through engagement improve services and improve value for money
Community Involvement – Robust decision making which is open, inclusive, flexible and responsive	✓ To strengthen communities

Why we do Resident Engagement?

Resident Engagement is undertaken for a variety of benefits. Benefits include; stronger more resilient communities, driving service improvements, enhancing accountability to residents and providing social value to individuals and the communities they live in.

The benefits of good Resident Engagement can be considerable. Benefits can be at an organisational level, individual resident level and at community level.

Benefits to an organisation can include; cost savings on the design and delivery of new services, reduction in voids and transfers, provision of a value for money service and being accountable to residents and regulators.

Benefits to residents include; having resident focused services, opportunities to gain new skills (e.g. gain qualifications and work experience) and making a difference to the communities they live in. Improved standard of living and improved health and wellbeing.

Benefits to the community can include; better social cohesion and reduction in Anti-Social behaviour (ASB). Higher community esteem, ownership and value of communities, pride in their neighbourhood and a much more resilient community.

Plan Objective 1

1) To increase engagement

- 1.1 71% of tenants believe Council listen and take views into account** (to achieve top quartile performance)
- Our bi-annual STAR survey gives us insight into how our customers think we are performing. This indicator shows that we are listening and that our engagement is working effectively. Moving into a top quartile position (HouseMark) is where we want to be.
 - We will create a new Bi-annual Resident Engagement survey to ensure data is up to date
- 1.2 35% of engaged tenants are under-65yr olds**
- Expanding our digital presence on social media and corresponding via electronic means
 - Publicise a programme of ‘pop-up’ engagements to engage with tenants and identify the issues they want to discuss
 - Working with partners at family events across the district
- 1.3 85% of tenants feel they are kept well informed**
- Channel shift to digital methods – immediate notification of important information
 - We will make our ‘iHousing’ tenant portal part of the signup process for all tenants. Here they will be able to make use of the secure portal to keep them informed of relevant things on their tenancy and Housing events
- 1.4 TPAS Accreditation**
- Accreditation from social housing leading advisory organisation <https://www.tpas.org.uk/>
 - External validation of good practice in Resident and Community engagement
- 1.5 70 % of tenants engage via digital channels**
- Channel shift from paper and telephone to digital channels appropriate for customer demographics
 - Provide and signpost customers to online resources including hands-on training courses
 - Provide a range of digital options for engagement (email, social media, online surveys, online publications, secure portals)
 - Send ‘Housing Matters’ magazine via online delivery
 - Migrate customers to online portal to receive service information

Plan Objective 2

2) Through engagement reduce cost or improve services

2.1. All services reviewed and redesigned with customers and better value for money achieved

- The Housing Revenue Account (HRA) income has been reducing for the past 3 years and will continue to decrease until at least April 2020 due to the legislative 1% reduction in Housing rents as defined by central government. Our Challenge & Change Group will continue to support the Housing service by identifying better ways of doing things and focussing us on areas that improve services.

2.2. Estate standard agreements in place

- Local offer agreements to be made with communities, setting out clear services and expectations

2.3. Mystery shopping programme with residents, service standards agreed with residents

- Engage residents to become mystery shoppers to identify areas of improvement across the service

2.4. Customer panels to inform estate improvements and new build and major repair specifications

- Panels set up to work with officers and agree standards of specifications
- Work with Resident Associations where setting up panels is not feasible

2.5. Governance reviewed

- Review the governance model within Housing. The 2018 Green paper sets our “Strengthening choice over services” (section 3.4) using effective governance models. We will review our Governance structure to ensure the most effective model for us.
- We will undertake a governance review ensuring compliance with Regulatory Standards

Plan Objective 3

3) To Strengthen Communities

3.1 91% tenants satisfied with their neighbourhood

- Our ambition is to aim for top quartile performance

3.2 75% tenants would recommend the Council to family and friends

- Our Net Promoter score (NPS) to increase as a result of improved services to residents and communities
- Our bi-annual Resident Engagement survey and bi-annual STAR survey to ask the NPS question

3.3 Increase engagement with Area Boards and partners

- Work with resident associations and community groups to assist in bidding for funding for projects from Area Boards
- Work collaboratively with partners (e.g. Salisbury City Council) in hosting shared events

3.4 Local service arrangements for service delivery

- Agree local offers with different communities
- Increase number of Resident Associations in order for them to agree local services with us

3.5 Estates environmental improvement programme

- Our tenants have consistently indicated that environmental improvements are a priority for them
- STAR survey 2018 report shows that tenants top priorities were:
 - i) 55% of respondents wanted improvements to roads and path
 - ii) 41% of respondents wanted parking improvements
 - iii) 38% wanted solar panels for electricity
- We will work with our residents to develop a programme of improvements that will be based on resident engagement

The plan will be implemented through:

Menu of Involvement	Communication and Information	Support and Training
Estate inspections	Focus on digital engagement and communication	Area based Resident Engagement team
Pop-up engagements	Social Media interactions	Asset based (ABCD) approach to engagement
Doorstep conversations	Website	Grant schemes
Older persons' groups	Surveys	Community Engagement Managers
Asset Management / Repairs and Maintenance Strategy and Focus Groups	Questionnaires	
Sheltered Scheme Community Meetings	Housing Matters editorial group	
Online training courses (Virtual College)	Letters and leaflets	
Residents surveys	Resident Associations / Community Groups	
Parish Council meetings		
Area Board meetings		
Charity Groups and Social Sector		
Asset mapping locally with residents		
Challenge and Change Group (resident lead scrutiny)		
Housing Board (one third resident membership)		

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Each resident will have their own preference as to the level and extent of engagement. Some want minimal engagement. Others enjoy having an input on a regular basis on the widest range of issues. This could be input into local issues and decisions, for others it could be strategic matters or policies and procedures. Likewise, active engagement at meetings or focus groups is welcome by some, whilst others prefer one to one meetings, a telephone call, letter or email.

ACTION PLAN

Specific Objective	Measurable Outcome	Achievable Milestone	Resourced Resources	Timed Target date	Progress to date
1. To increase engagement					
71% of customers believe Council listen and take views into account	Achieve top quartile performance in this indicator	71% achieved by 2022	<ul style="list-style-type: none"> Menu of involvement Support and Training Focus groups 	April 2022	October 2018 (STAR survey) = 62%
35% of engaged tenants under-65yr old	Shifting the balance of engaged tenants to those of working age as they are currently under represented	<ul style="list-style-type: none"> 35% of engaged tenants under-65 Channel shift to digital methods wherever possible 	<ul style="list-style-type: none"> Expansion of social media 	April 2022	October 2018 = 25% of engaged tenants are under-65yr
85% of customers feel they are kept well informed	<ul style="list-style-type: none"> Resident engagement survey Bi-annual STAR survey results 	<ul style="list-style-type: none"> Resident Engagement 'Menu of involvement' Improved use of digital communications 	<ul style="list-style-type: none"> Electronic and event surveys Resident Engagement officers Improvements to secure tenant portal 	April 2022	October 2018 (STAR survey) = 78%
TPAS Accreditation	Accreditation achieved	Accreditation status	Resident Engagement team	December 2018	Documentary evidence submitted and 'reality checking' undertaken in October 2018
70% of customers engage via digital channels	Channel shift from paper to digital across all services using email, social media, website, iHousing	<ul style="list-style-type: none"> Key publications made available online by default Expansion of online 	Tenancies with valid email addresses moved to 100% digital correspondence	April 2022	65% of tenants (from 2018 STAR survey) have access to online facilities

Specific Objective	Measurable Outcome	Achievable Milestone	Resourced Resources	Timed Target date	Progress to date
		channels (social media etc)			
2. Through engagement improve services and achieve improved value for money					
1% reduction in service costs	Expenditure reduced across HRA by 1%	Reduction in spend across all teams	Team budgets scrutinized. C&CG identify better ways of working	April 2022	
Estate agreements in place	Estates have agreed local offers	Agree with Residents Associations	Resident Engagement teams working with Tenancy management	April 2022	
Mystery shopping programme with residents, service standards agreed with residents	Tenants engaged to do mystery shopping. Feedback reports to Housing department	Train tenants to become mystery shoppers	Resident engagement team officers supporting tenants	From April 2019	
Customer panels to inform estate improvements and new build and major repair specifications	Set up customer panel to work with Asset and maintenance teams	Panel established and part of decision making	Asset and maintenance teams with support from Resident Engagement team	April 2022	
Governance reviewed	Undertake governance review ensuring compliance with Regulatory Standards (TI&E, 2.2.4: consult at least every 3 years about governance and scrutiny)	Receipt of report (internal or external – to be determined) Agreement with ESC New/different model implemented, if appropriate	Commissioned external agency OR Resident engagement team officers Housing Board Head of Service Director	April 2020	

Specific Objective	Measurable Outcome	Achievable Milestone	Resourced Resources	Timed Target date	Progress to date
3. To Strengthen Communities					
91% customers satisfied with their neighbourhood	Set up community groups to improve look and feel of estate areas	Community groups reducing the burden on non-essential council provided services	Resident Engagement officers work to establish groups and enable them to be self-managed	October 2022	October 2018 (STAR survey) = 89%
75% customers would recommend the Council to family and friends	Net Promoter score (NPS) re-introduced in STAR survey and annual Resident Engagement survey	Improvements in services to increase net promoters	Housing services improved Resident Engagement methods used effectively	October 2022	Current NPS = 74% in 2016
Increase engagement with Area Boards and partners	<ul style="list-style-type: none"> ▪ Resident Engagement Officers attending Area Board meetings ▪ Increase in the number of applications for grant funding for small resident led projects ▪ Joint hosting of larger events with Salisbury City Council 	<ul style="list-style-type: none"> ▪ 4 larger events with Salisbury City Council ▪ Funding for community projects 	<ul style="list-style-type: none"> ▪ Resident Engagement officers (REO) assist with funding applications ▪ REO's working collaboratively with SCC and other parish councils 	From October 2018	
Estates environmental improvement programme	Surveys of residents indicates this is what tenants want us to spend money on	Agreed works undertaken	Budget resources made available from HRA	April 2020	

Agenda Item 7

Until this report is published, even if it is ultimately to be considered in Part I, it should not be circulated beyond the Cabinet (excepting officers writing and reviewing the paper through this process) or sent externally, and its contents should be treated as confidential.

Wiltshire Council

Cabinet

26 March 2019

Subject: Wiltshire Council's Housing Board Annual Report

Cabinet Member: Cllr Richard Clewer

Key Decision: N

Executive Summary

The purpose of this report is to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2017 and November 2018 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Throughout this period, the Board has engaged in a range of activities to shape the service offered to residents and their families, further increase service quality via appropriate monitoring mechanisms, encourage resident engagement and protect the reputation of the council as a landlord by ensuring a robust Business Plan is implemented.

Areas focused on by the Board are detailed in the main body of the report, with the primary focus of the Housing Board being:

- Housing Revenue Account (HRA) Business Plan
- Asset Management Strategy (AMS)

The Board is regularly updated about the budget position of the HRA and the implications of welfare reform and policy amendments, including the rent reduction of 1% per annum for 4 years. Members are also regularly updated about Key Performance Indicators (KPIs), with the targets for said indicators being decided between the service and a sub-group of the Board.

When considering the strategic direction of the service, and the main current and future strategic risks and actions, Board members act in such a way as to complement the council's corporate Business Plan and objectives.

There is engagement between the Housing Board and the Environment Select Committee (ESC), and the Board has a scrutiny group sitting below it comprised of volunteer residents – the Challenge and Change Group.

Reforms suggested by the Board and/or the scrutiny group, have been incorporated into our service plan monitor. Members have been involved in

Until this report is published, even if it is ultimately to be considered in Part I, it should not be circulated beyond the Cabinet (excepting officers writing and reviewing the paper through this process) or sent externally, and its contents should be treated as confidential.

shaping the services' Forward Work plan.

The Board's Annual General Meeting included an overview of the year, presented by the Chairman and an update on the budget position.

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.

The Housing Board is in its second cycle of 4 years, which is linked to the council's local electoral cycle.

Proposal(s)

For Cabinet to note this Annual Report.

Reason for Proposal(s)

Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

Alistair Cunningham
Corporate Director

Until this report is published, even if it is ultimately to be considered in Part I, it should not be circulated beyond the Cabinet (excepting officers writing and reviewing the paper through this process) or sent externally, and its contents should be treated as confidential.

Wiltshire Council

Cabinet

26 March 2019

Subject: Wiltshire Council's Housing Board Annual Report

Cabinet Member: Cllr Richard Clewer

Key Decision: N

Purpose of Report

1. To update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2017 and November 2018 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Relevance to the Council's Business Plan

2. As part of their Away-Day's and their regular meetings, the Board set future priorities, which are constructed to complement the Council's Business Plan. In respect of the Business Plan 2017-2027, the Board contributes toward creating strong communities in Wiltshire, protecting those who are most vulnerable and being innovative and effective. There is emphasis on sustainable development, safe communities, personal wellbeing, community involvement, commercialism, people, change, digital, performance and delivering together.

Overview and Scrutiny Engagement

3. This report is for noting by Cabinet and provides an update on the activities of Wiltshire Council's Housing Board. It does not require a decision to be made. The Cabinet Member for Housing, Corporate Services, Heritage, Arts and Tourism presented this report to the Environment Select Committee at their 15 January 2019 meeting.

Background

4. 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.
5. Appointments to the Board were made in November 2013 and December 2013 and the Board held its inaugural meeting on 17 December 2013. In January 2014, the Board introduced 'Open Sessions' at the beginning of each meeting where residents could attend and put questions to Board members.

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6. Board meetings are approximately held on a bi-monthly basis:
 - a) For the year 2018, meetings were scheduled and held in January, March, May, July (held in August), September and November.

7. The Board's Annual General Meeting was held on 26 November 2018.

Overview (December 2017 – November 2018)

8. The Board did not have a meeting scheduled for December 2017.
9. Between January 2018 and March 2018, the Board considered the strategic direction of the Housing Revenue Account (HRA) with particular emphasis on financial and budgetary matters, including:
 - a) The rent reduction of 1% per annum having reduced the Rental Income Budget by £0.294 million.
 - b) Increasing garage rents by 4% increased the Rental Income Budget by £0.013 million.
 - c) Service charges moved to full cost recovery.
 - e) There was an allowance for 3% increase in salaries to reflect inflation and increments, which is an increase of £0.089 million.
 - f) The amount Returned to Revenue Reserve was £0.245 million.
10. Furthermore, between January 2018 and March 2018, the Board contributed toward creating, reviewing and refining the HRA Business Plan and new HRA model, in the context of the main current and future strategic risks. Short, medium and long term priorities served to strategically link the service with corporate objectives.
11. Also between January 2018 and March 2018, the Board received Budget Updates, Key Performance Indicators (KPIs) data, maintained the risk register, refined the Pets Policy and supported the service in seeking TPAS (Tenant Participation Advisory Service) accreditation. The Challenge and Change Group (C&CG) is the Housing Board's scrutiny group which ensures we are compliant with the Regulatory Standards which require scrutiny. The C&CG is comprised of volunteer residents who conduct scrutiny exercises; the Board received:
 - a) An update on the Housing Board Chairman's annual meeting with the C&CG's Chair in order to inform the formal evaluation of the Group.
 - b) The Management Update Report to the 'Anti-Social Behaviour' report.
 - c) The Management Update Report to the residents' magazine 'Housing Matters' report (in the prior year, the original C&CG papers recommendations had been suspended pending further research being conducted by the service as requested by the

Until this report is published, even if it is ultimately to be considered in Part I, it should not be circulated beyond the Cabinet (excepting officers writing and reviewing the paper through this process) or sent externally, and its contents should be treated as confidential.

Group, which was later presented, in turn delaying the timeframe of actions).

12. Participants also considered and made recommendations, between January 2018 and March 2018, on changes to the frequency of remuneration payments, updated and agreed new Terms of Reference and a review of all garage sites review. The need to review the Terms of Reference was a part of the Environment Select Committee agreeing for the Board to continue, after last years' review.
13. In April 2018, a small number of Board members met for the annual sub-group to set targets for the services' Key Performance Indicators (KPIs) for the year 2018/19. Attendees were presented with an End of Year Performance Report alongside the proposed targets, 1 of which was amended. Attendees also agreed that a full review of key performance indicators should be conducted in the current year and for this to include:
 - a) Costs, benefits, achievements and benchmarking, when considering the appropriateness of current and proposed KPIs.
 - b) Separating KPIs from general Business Information.
 - c) Moving from 4 to 2 repair classifications ('urgent' and 'non-urgent').
14. In May 2018, members continued a focus on risk management and Key Performance Indicators, which included more in-depth information around complaints alongside the 2017/18 End of Year report and the sub-group reporting back, which included agreed targets for the year 2018/19 which were constructed to complement the Board's priorities, and the KPI outcomes for 2018/19 Q1. The Board also received the SWAP Audit report on Rents, budget update, supported and voted in favour of stage 2 of the new house building programme, received the end of year 2 progress report in respect of the Asset Management Strategy (AMS). The Challenge and Change Group presented papers to the Board:
 - a) 'Garages' report.
 - b) The Management Response to the 'Garages' report.
15. In June 2018, Board members were informed that:
 - a) Councillor John F. Smale (formerly Chairman of the Housing Board) was no longer involved with housing or the Housing Board.
 - b) Councillor Richard Clewer, our Cabinet Member, was now directly responsible for the Housing Board and would chair future Board meetings.
 - c) Councillor Ashley O'Neill was the new Portfolio Holder for Housing and Electoral Review, although he was likely to focus on non-HRA housing duties.
16. The July 2018 meeting was put back to August 2018 and the Board enjoyed public attendance from both residents and media, and welcomed the newly

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appointed Director of Housing and Commercial Development. Members considered the works being undertaken at The Friary and resolved that the service would review the implications for leaseholders when major works are undertaken. A written response was provided to the leaseholders whom attended the Board meeting.

17. Also at the July 2018 meeting (held in August 2018), members were provided with updates around the council house building programme and the repairs and maintenance service, as Cabinet had agreed in principle to bringing Responsive Repairs work in-house and this may later be extended to include works undertaken by Ian Williams Ltd. These changes are expected to be implemented over the next 3 years and the C&CG supported this. The Annual Report to Tenants and Leaseholders was agreed and key performance indicators were studied, along with a budget update and further discussion around the Business Plan.
18. At its September meeting, held in Amesbury, Members contributed to the Chairman's response to the Governments Green Paper and endorsed the Housing Revenue Account (HRA) borrowing bid being taken to the council's Cabinet and received a leaseholders briefing, including future work to be undertaken by the service. A prior suggestion from the C&CG around promoting the ability for leaseholders to overpay, prior to receiving a bill, had not been performed as expected and the Board determined this needed to be fulfilled. Members agreed the scope of the leaseholders review.
19. The Board's September 2018 meeting included:
 - a) The C&CG's 'Local Housing Panels' report.
 - b) The Management Response to the 'Local Housing Panels' report.
 - c) A draft work-in-progress Resident Engagement Plan.
 - d) Aligning the C&CG's work year to the financial year.
20. Furthermore, at their September 2018 meeting, Board members evaluated the Garage Sites Options Appraisals giving due attention to the services 30 Year Business Plan and the council's corporate Business Plan. Members supported the progression of the preferred option for each site and noted that the Head of Housing – Strategy and Assets would soon depart the council.
21. In November 2018, the Board held its fifth Annual General Meeting, which included a Housing Revenue Account (HRA) Finance Update and the Chairman's overview of the year. Opportunities were provided for questions to be put to the Chairman. There were no public attendees beyond the members of the Challenge and Change Group.
22. Immediately following the AGM meeting, the Board held its regular meeting, which was dedicated to 4 significant priority items:
 - a) STAR Survey – Outcomes, which is a survey of residents conducted every 2 years.

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- b) KPIs for 2018/19 Q2 and the outcome of the KPI review sub-group. This also included the Challenge and Change Group presenting their tenth project 'Planned Maintenance: Key Performance Indicator' and the management response.
- c) Resident Engagement Plan.
- d) Business Plan (analysis around lower spend on Responsive Repairs).

23. The Challenge and Change Group works with the Housing Board. To date, the group has produced a number of reports:

- (a) **Project #1 – 'Introduction to a Tenancy' (July 2015).**
The report was presented at the Board meeting held on 27 July 2015. The management response was presented at the Board meeting held on 5 October 2015. A management response update was presented at the Board meeting held on 25 January 2016.
- (b) **Project #2 – 'Voids' (October 2015).**
The report and management response were presented at the Board meeting held on 30 November 2015. A management response update was not required.
- (c) **Project #3 – 'Planned Maintenance: Kitchens and Bathrooms' (March 2016).**
The report and management response were presented at the Board meeting held on 21 March 2016. A management response update was presented at the Board meeting held on 5 September 2016. At the September 2017 meeting, it was agreed that a further management update report would be circulated, along with the original report. This was circulated in December 2017.
- (d) **Project #4 – 'Housing Matters' (June 2016).**
The report and management response were presented at the Board meeting held on 5 September 2016. The Board placed the recommendations on hold, pending the outcome of a residents' survey. The findings of the research were presented to the Board on 27 March 2017 and a management response update was presented on 25 September 2017. A further management response update was presented at the Board meeting held on 26 March 2018.
- (e) **Project #5 – 'Grounds Maintenance (particularly grass cutting)' (November 2016).**
The report and management response were presented at the Board meeting held on 27 March 2017. A management response update was not required.
- (f) **Check-Back #1 – Verbal Exercise (November 2016).**

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The group spoke with the appropriate officers, to establish if their recommendations had been implemented, the impact of their recommendations and to gain the feedback of officers. The group provided a verbal update to the Housing Board on 27 March 2017.

- (g) **Project #6 – ‘Leaseholder Involvement in Maintenance Matters and Leaseholder Handbook’ (March 2017).**
The report and management response were presented at the Board meeting held on 27 March 2017. A management response update was later provided verbally.
- (h) **Joint Project #1 – ‘New Ways of Working: Recruitment and Collaboration’ (June 2017).**
The group worked in collaboration with Paragon Community Housing’s scrutiny team (now PA Housing). The report and management response were presented at the Board meeting held on 25 September 2017. A management response update has been timetabled for January 2018. The report was formally ‘launched’ by the partners at a TPAS (Tenant Participation Advisory Service) regional event on 27 September 2017.
- (i) **Project #7 – ‘Anti-Social Behaviour’ (November 2017).**
The report and management response were presented at the Board meeting held on 27 November 2017. A management response update was presented at the Board meeting held on 26 March 2018.
- (j) **Quick Look Exercise #1 – ‘Fire Safety’ (November 2017).**
The short viewpoint report has been presented to the service.
- (k) **Project #8 – ‘Garages’ (April 2018).**
The report and management response were presented at the Board meeting held on 21 May 2018. As the outcomes were folded into the ongoing Garage Sites Review, a further update was not required and thus not timetabled.
- (l) **Project #9 – ‘Local Housing Panels’ (June 2018).**
The report and management response were presented at the Board meeting held on 24 September 2018. A management response update has been timetabled.
- (m) **Project #10 – ‘Planned Maintenance: Key Performance Indicator’ (September 2018).**
The report and management response were presented at the Board meeting held on 26 November 2018. A management response update was not required and thus not timetabled.

Priorities

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24. The Board has previously recommended to the service that the following strategic matters be prioritised, as noted in the minutes of their meeting held on 23 May 2016:

a) “That the main 2 priorities, in respect of the Housing Revenue Account, be:

- Asset Management Strategy.
- Housing Revenue Account Business Plan.

Furthermore, in respect of the 2 priorities, above:

- The Board endorses the service having the flexibility to utilise additional resource, as and when required, within the overall finances of the Housing Revenue Account.
- That when the first version of the Asset Management Strategy is presented, it will include proposals for resident consultation, and the full Asset Management Strategy is to be delivered over the coming 12 to 18 months.”

25. 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.

Membership and Attendance Record (December 2017 – November 2018)

26. Attendance relates to Board meetings only (that is, the figures exclude Away-Days, sub-groups, etcetera).

27. Of the 6 meetings held in 2018, attendance was:

WCHB Member	29/01	26/03	21/05	13/08	24/09	26/11	Total
Councillor Richard Clewer	Not member; attended as a guest 29/01, 21/05			✓	✓	✓	3 (100%)
Councillor Ashley O'Neill	Not a member of the Housing Board; attended as a guest on 13/08 and 24/09						N/A (N/A)
Councillor John F. Smale	✓	✓	✓	No longer involved with the Housing Board			3 (100%)
Rachael Arnott (Tenant Member)	✓	✓	✓	✓	✗	✓	5 (83.3%)
Angela Britten (Tenant Member)	✓	✓	✗	✓	✗	✓	4 (66.6%)
Robert Chapman (Independent Member)	✓	✓	✓	✓	✓	✓	6 (100%)

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Cindy Creasy (Independent Member)	✓	✓	✓	✓	✗	✓	5 (83.3%)
Councillor Brian Dalton	✓	✓	✓	✓	✗	✓	5 (83.3%)
Jacqui Evans (Independent Member)	✓	✓	✓	✓	✓	✗	5 (83.3%)
Lorraine Le-Gate (Tenant Member)	✗	✗	✓	✓	✓	✓	4 (66.6%)
Councillor Fred Westmoreland	✓	✓	✓	✓	✓	✓	6 (100%)

28. Of the 4 meetings held in 2017, attendance was:

WCHB Member	30/01	27/03	May	July	25/09	27/11	Total
Councillor Richard Clewer	✓	✓	Became Cabinet Member				2 (100%)
Councillor John F. Smale	Not Appointed		Governance Review		✓	✓	2 (100%)
Rachael Arnott (Tenant Member)	Appointed November 2017					✗	0 (0.0%)
Angela Britten (Tenant Member)	✗	✓	Governance Review		✓	✓	3 (75.0%)
Robert Chapman (Independent Member)	✓	✓	Governance Review		✓	✓	4 (100%)
Cindy Creasy (Independent Member)	✓	✗	Governance Review		✓	✓	3 (75.0%)
Councillor Brian Dalton	Appointed November 2017					✓	1 (100%)
Jacqui Evans (Independent Member)	✓	✓	Governance Review		✗	✗	2 (50.0%)
Lorraine Le-Gate (Tenant Member)	✓	✓	Governance Review		✓	✓	4 (100%)
Emma Powell (Tenant Member)	Stepped down in January 2017						N/A (N/A)
Councillor Ian Tomes	✓	✓	Not re-elected				2 (100%)
Councillor Fred Westmoreland	✓	✓	Governance Review		✓	✓	4 (100%)

29. Of the 6 meetings held in 2016, attendance was:

WCHB Member	25/01	21/03	23/05	05/09	03/10	28/11	Total

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Councillor Richard Clewer	✓	✓	✓	✓	✓	✓	6 (100%)
Angela Britten (Tenant Member)	✗	✓	✓	✓	✓	✗	4 (66.6%)
Robert Chapman (Independent Member)	✓	✓	✓	✓	✓	✓	6 (100%)
Cindy Creasy (Independent Member)	✓	✓	✓	✗	✓	✓	5 (83.3%)
Jacqui Evans (Independent Member)	✓	✗	✗	✗	✗	✓	2 (33.3%)
Lorraine Le-Gate (Tenant Member)	✓	✓	✗	✓	✗	✓	4 (66.6%)
Emma Powell (Tenant Member)	✓	✓	✓	✗	✓	✗	4 (66.6%)
Councillor Ian Tomes	✓	✓	✓	✓	✓	✓	6 (100%)
Councillor Fred Westmoreland	✗	✓	✓	✓	✓	✓	5 (83.3%)

Safeguarding Implications

30. There are no significant safeguarding implications associated with this report.

Public Health Implications

31. There are no significant public health implications associated with this report.

Procurement Implications

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

Equalities Impact of the Proposal

33. All Board members operate in and treat all residents in a fair and balanced manner, maintain their independence and make recommendations to Housing Management. 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.

Environmental and Climate Change Considerations

34. There are no significant environmental or climate change implications associated with this report.

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

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35. Wiltshire Council's Housing Board would fail to meet the requirements of its Terms of Reference, namely to provide an Annual Report to Cabinet and potential deterioration of or missed opportunity to improve services if the Board were not to focus their efforts on the identified priorities. This paper is only for noting.

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

36. 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 leads to a deterioration of service quality. This paper is only for noting.
37. 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 Management and can make recommendations to Cabinet.

Financial Implications

38. There are no significant financial implications associated with this report.

Legal Implications

39. There are no significant legal implications associated with this report.

Options Considered

40. A formal report to Cabinet is required. No alternative options were considered.

Conclusions

41. 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.

Proposal

42. For Cabinet to note this Annual Report.

Reason for Proposal

43. Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

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Simon Hendeby (Director - Housing and Commercial Development)

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27 November 2018

Appendices

Appendix 1 – Housing Priorities and Workplan (April 2016).

Appendix 2 – Service Plan Monitor (external Excel file).

Background Papers

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

None.

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Appendix 1

(please note: document relates to multiple housing services, not just the council's landlord business which are highlighted in orange)
Please also consider Appendix 2: Service Plan Monitor (external Excel file).

Housing Priorities and Workplan (April 2016)

Priority	Action(s)	Lead Officer	Target date	Notes
1 Ensure residents are able to access a range of housing and care options to meet needs	a) New Build programme and delivery of new affordable housing to meet need I. Council house build programme	Tim Bruce	March 2018	
2 Make best use of existing housing stock in Wiltshire	a) Develop an asset management strategy for council housing stock to include; <ul style="list-style-type: none"> i. Options for regeneration of The Friary (security doors) ii. Disposal strategy and strategy for high value stock iii. Sheltered housing review/remodelling proposals iv. Strategy for garages v. General stock issues e.g. Bemerton vi. Approach to adapted properties vii. Void standard 	Tim Bruce	March 2017	Needs to be completed within next 12 months

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3 Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes	a)	Review and procure planned and responsive maintenance contracts (i) Consult with managers (ii) Agree how to involve staff & residents (iii) Clarify timeline/project plan (iv) Review policies and procedures	Janet O'Brien	September 2017	Interim options followed by long term options going forward
	b)	Review HRA Business Plan (i) budget (ii) impact of housing & planning bill and welfare reform (iii) update policies e.g. tenancy policy (iv) Review service charges including leaseholds (i) Review staff structure in line with agreed priorities	Nicole and Janet – along with finance	April 2017	
	c)	Explore options for delivering ongoing efficiencies and savings across HRA and general fund	All managers	April 2017	
	d)	Review of the Housing Board	James	October 2016	Looking to appoint a consultant

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<p>4 Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services</p>	<p>a) Review and develop statutory strategies and policies (iii) Tenancy Strategy (iv) Update of policies including Debt policy to reflect legislative changes and audit requirements (v) Update of procedures to reflect changes of policy</p>	<p>Helen Taylor and Ian Seeckts</p>	<p>Review by December 2016</p>	<p>JC to discuss with Robin</p>
	<p>b) Review and consider the impact of any legislative or policy changes (i) Impact of Welfare Reform on existing Wiltshire Council tenants (ii) Response of other providers to these changes – understand the impact of this (iii) Support and options for tenants impacted by these changes (iv) Impact on Under 35s – affordability and options (v) Housing and planning bill (vi) Consideration to councils response in creating fixed term tenancies – creation of a tenancy policy</p>	<p>Jamie Peters (council tenants / Wiltshire Money)</p>	<p>September 2016</p>	<p>Research and reports underway. UC rollout likely in March 2017. Welfare Reform Report With NS UC report being drafted.</p>
<p>5 Implement effective systems for management of the whole</p>	<p>a) Ensure robust systems are in place for; (i) Risk management (ii) Information management/filing (paperless) (iii) Performance management (iv) Budget management</p>	<p>Janet / Nicole / Simon</p>	<p>April 2017</p>	<p>Documents to be reviewed and ready by April 2017</p>

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housing service & deliver efficiency savings	(v) Communication (vi) Data sharing			
	b) Building a strong landlord service with our residents through effective resident engagement (regulatory framework) <ul style="list-style-type: none"> (i) Work towards a quality mark for resident engagement (ii) Implement audit and ESC recommendations on engagement (iii) Revenue budget to encourage resident engagement 	Dot Kronda	September 2017 April 2017 December 2016	
	c) Review or service level agreement with Legal to ensure an efficient and effective legal service can be provided <ul style="list-style-type: none"> I. HRA – efficiencies / SLA II. General fund process 	Nicole Smith	September 2016	

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**Housing Priorities and Workplan
Housing Management Team Updates**

Corporate Business Plan		
Priority	Sub-section	
Growing the Economy		
	Highly Skilled Jobs (Employment)	
	Housing and Environment (Development)	
	Transport & Infrastructure (Access)	
Strong Communities		
	Community Welbeing (Localisation)	
	Safe Communities (Protection)	
	Personal Wellbeing (Prevention)	
Protecting the Vulnerable		
	Early Intervention (Prevention)	
	Joined up Health Care (Integration)	
	Empowerment & Safeguarding Families and Individuals (Personalisation)	
Working with Partners as an innovative and effective Council		
	Community Involvement	
	One Wiltshire Estate	
	Commercialism	
	Digital	
	People	
	Performance	
	Change	
	Delivering Together	

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Yet to Start In Progress Ongoing Completed
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Empowerment & Safeguarding Families and Individuals (Personalisation) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Delivering Together One Wiltshire Estate Commercialism Commercialism Community Involvement Performance One Wiltshire Estate Performance Performance	Tim Bruce Tim Bruce	Mar-19 May-18 Dec-18 Dec-18 Sep-18 Oct-18 Jul-18 Jan-19 Sep-19	Asset Management Strategy monitoring ongoing In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies Vicky S and Tim B working on draft document Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend To be ready for budget setting in 2019	Ongoing
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Performance Performance Performance Performance Performance Performance Commercialism People Community Involvement	Janet O'Brien Nicole and Janet – along with finance & all managers Simon Haugh	Aug-18	Meetings with Managers are being set up based on prior discussions Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	Yet to Start In Progress Ongoing Completed
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Performance Performance Performance		Mar-19 Mar-19 Mar-19	Initial scoping work carried out. Need to identify resource to progress further.	Yet to Start In Progress Ongoing Completed
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to rview personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.	Transport & Infrastructure (Access) Community Wellbeing (Localisation) Highly Skilled Jobs (Employment) Housing and Environment (Development) Housing and Environment (Development)	Change Change Digital People Performance Commercialism Commercialism	Simon Haugh/ All Managers All managers Simon Haugh Simon Haugh Jamie Peters Jamie Peters	Jul-18 Jul-18 Aug-17 Dec-18 Aug-18 Aug-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams Sharepoint site and sub-sites have been created Review of Local Housing Panels in progress. Cmmunity events continue twice yearly. Digital engagement initiatives in progress. In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demnstrate due to length of time out of loop	Yet to Start In Progress Ongoing Completed

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

May-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Yet to Start In Progress Ongoing Completed
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
		Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	To be ready for budget setting in 2019	
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People				
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. New resource in team - able to start work on this shortly.	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Yet to Start In Progress Ongoing Completed
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	Ongoing
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

Jun-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update											
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working														
1	Ensure residents are able to access a range of housing and care options to meet needs	e) New Build programme and delivery of new affordable housing to meet need	Housing and Environment (Development)	Performance				Yet to Start									
		i) Council house build programme			Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Completed									
2	Make best use of existing housing stock in Wiltshire	Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver:	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing									
		i) Acquisition & Disposal strategy and approach for high value stock	Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole										
		ii) Sheltered housing review/remodelling proposals	Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed										
		iii) Strategy for garages	Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites										
		iv) Options for regeneration - outcomes of asset review	Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed										
		v) Approach to adapted properties	Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies. Meeting commenced and a draft policy statement being prepared										
		vi) Regeneration and Development Strategy	Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document										
		vii) Wiltshire Home Standard	Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend										
		b) Develop new 7 year asset management plan	Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	To be ready for budget setting in 2019	Yet to Start									
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes	b) Review and procure planned and responsive maintenance contracts	Housing and Environment (Development)	Performance	Janet O'Brien	Meetings with Managers and others set up based on prior discussions		Completed									
									i) Consult with managers	Housing and Environment (Development)	Performance						
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	Lead on production of:-	Housing and Environment (Development)	Performance					Completed								
										ii) Tenancy Strategy and Tenancy policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but no intention to progress to final strategy until there is more information available around Flexible Tenancies.		
										iii) Update of policies including Debt policy to reflect legislative changes and audit requirements	Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly		
										iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	as above		
										c) Implement and Review HRA Business Plan	i) Budget	Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
												Housing and Environment (Development)	Performance				
												Housing and Environment (Development)	Commercialism				
												Housing and Environment (Development)	People				
												Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
5	Implement effective systems for management of the whole housing service & deliver efficiency savings	a) To review all housing drives and create appropriate project groups in Sharepoint	Housing and Environment (Development)	Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams										
									ii) create relevant project folders	Change	Jul-18	Sharepoint site and sub-sites have been created					
b) To review and improve the housing departments website	Transport & Infrastructure (Access)	Digital	All managers	Aug-17													
	Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	Ongoing											
c) Improve effective engagement with tenants	Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June												
	Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18													
e) Review income recovery procedures -	i) review with internal legal team to ascertain capacity to take on cases	Housing and Environment (Development)	Commercialism														
									ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.	Housing and Environment (Development)	Commercialism		Aug-18				

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

Jul-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added tpo programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
		Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies. Meeting commenced and a draft policy statement being prepared	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but no intention to progress to final strategy until there is more information available around Flexible Tenancies.	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Yet to Start In Progress Ongoing Completed
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
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Jul-18

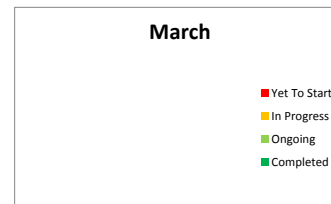
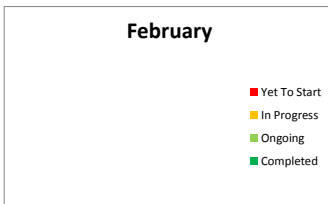
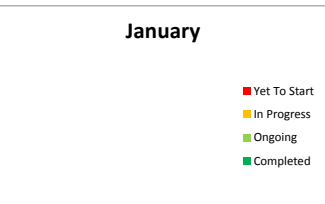
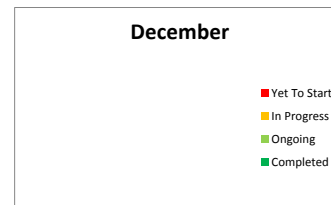
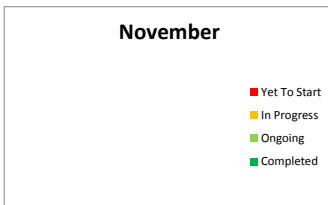
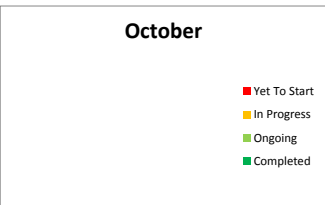
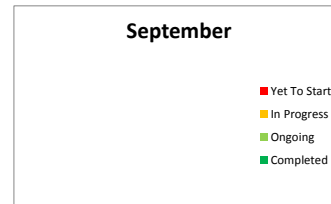
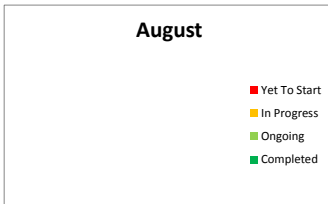
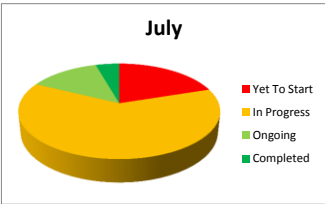
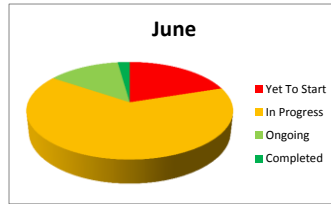
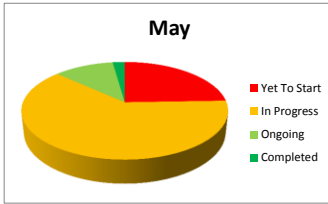
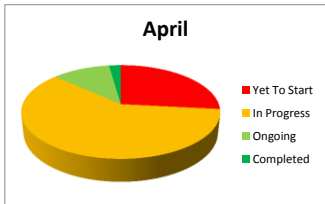
Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update		
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working					
1	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devides, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added top programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed	
		Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing	
2	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	One Wiltshire Estate	Tim Bruce	May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole		
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed		
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites		
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed		
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies.		
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Meeting commenced and a draft policy statement being prepared Vicky S and Tim B working on draft document		
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3	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions		
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		Housing and Environment (Development)	Performance					
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers			Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July Helen's team to lead on this when capacity available.	
		Housing and Environment (Development)	Commercialism					
		Housing and Environment (Development)	People				Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Further evidence provided in June and July 2018. TPAS inspection took place on 27/09/2018 and awaiting result and feedback.		
4	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.		
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.		
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			Change		Jul-18	Sharepoint site and sub-sites have been created		
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17			
		Community Wellbeing (Localisation)	People	Simon Haugh			Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and whas visited to demo the mobile offering. Scope being developed for costs anreview by HoS / Director		
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18			
Housing and Environment (Development)	Commercialism		Aug-18					

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update			
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		i) Acquisition & Disposal strategy and approach for high value stock	Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	Ongoing	
		ii) Sheltered housing review/remodelling proposals	Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	Ongoing	
		iii) Strategy for garages	Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	Ongoing	
		iv) Options for regeneration - outcomes of asset review	Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	Ongoing	
		v) Approach to adapted properties	Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies.	Ongoing	
		vi) Regeneration and Development Strategy	Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Meeting commenced and a draft policy statement being prepared Vicky S and Tim B working on draft document	Ongoing	
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	b) Develop new 7 year asset management plan	Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	Ongoing		
							Yet to Start In Progress Ongoing Completed		
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes	b) Review and procure planned and responsive maintenance contracts							
		i) Consult with managers	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Ongoing	
		ii) Agree how to involve staff & residents	Housing and Environment (Development)	Performance				Ongoing	
		iii) Clarify timeline/project plan	Housing and Environment (Development)	Performance			Basic programme developed but not formalised	Ongoing	
		iv) Review policies and procedures	Housing and Environment (Development)	Performance				Ongoing	
		c) Implement and Review HRA Business Plan							
		i) Budget	Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	Ongoing	
		ii) Update policies e.g. tenancy policy	Housing and Environment (Development)	Performance			Helen's team to lead on this when capacity available.	Ongoing	
iii) Review service charges for all general needs stock and extra care housing	Housing and Environment (Development)	Commercialism				Ongoing			
v) Review staff structure in line with agreed priorities	Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	Ongoing			
d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Further evidence provided in June and July 2018. TPAS inspection took place on 27/09/2018 and awaiting result and feedback.	Ongoing			
							Yet to Start In Progress Ongoing Completed		
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	Lead on production of:-							
		ii) Tenancy Strategy and Tenancy policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.	Ongoing	
		iii) Update of policies including Debt policy to reflect legislative changes and audit requirements	Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.	Ongoing	
		iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	as above	Ongoing	
							Yet to Start In Progress Ongoing Completed		
5	Implement effective systems for management of the whole housing service & deliver efficiency savings	a) To review all housing drives and create appropriate project groups in Sharepoint		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Ongoing	
		i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created		Change		Jul-18	Sharepoint site and sub-sites have been created	Ongoing	
		ii) create relevant project folders		Change		Jul-18		Ongoing	
		b) To review and improve the housing departments website	Transport & Infrastructure (Access)	Digital	All managers	Aug-17		Ongoing	
		c) Improve effective engagement with tenants	Community Wellbeing (Localisation)	People	Simon Haugh		Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to	Ongoing	
		d) Enable use of hand held mobile devices for housing services	Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and whas visited to demo the mobile offering. Scope being developed for costs anreview by HoS / Director	Ongoing	
e) Review income recovery procedures -	Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		Ongoing			
i) review with internal legal team to ascertain capacity to take on cases	Housing and Environment (Development)	Commercialism		Aug-18		Ongoing			
ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.							Ongoing		

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devezes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added top programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed
2	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
		Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies.	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Meeting commenced and a draft policy statement being prepared Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	
3	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July Helen's team to lead on this when capacity available.	
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	TPAS accreditation awarded November 2018. Award to be presented at WCHB on 29th Jan @ City Hall	
4	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Yet to Start In Progress Ongoing Completed
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	Mobile solution costs received @ £57,500. Negotiated a further £10k discount. New total cost = £47k. Business case now amended and cost efficiencies updated. Waiting for final approval from HoS / Director before 14th December when discounted offer expires. Procurement are aware and have approved that rules are being followed correctly.	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Housing Priorities and Workplan
Housing Service Plan Report 2018/19

	Month	Yet To Start	In Progress	Ongoing	Completed	Total	
2018	April	12	27	5	1	45	
	May	11	28	5	1	45	
	June	9	29	6	1	45	
	July	9	28	6	2	45	
	August					0	
	September					0	
	October					0	
	November					0	
	December					0	
	2019	January					0
		February					0
		March					0



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Wiltshire Council

Environment Select Committee

8 January 2018

Final Report of the Waste Contracts 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 Highways, Transport and Waste for a response.

Background

2. In September 2017 during the Environment Select Committee's (ESC) annual meeting with the Executive on the 'waste' portfolio, the idea of a Waste Contracts Task Group was first mooted. The discussion had been around Overview and Scrutiny (OS) supporting the Council in the development of a commercial waste policy, as well as focusing on the contracts for Lots 1, 3, 4 and 5; which related to the council's waste contracts for collecting and managing waste and recyclables.
3. The task group aligned with the Business Plan 2017-27 priorities of 'Growing the Economy' and 'Strong Communities' and the aspirations of 'high recycling rates' and 'reduced litter'.

Terms of reference

4. The following terms of reference for the task group were endorsed by the Environment Select Committee on [16 January 2018](#). Term of Reference '1F' below was added to the task group's programme of work by the Environment Select Committee on [26 June 2018](#), following the Committee's consideration of the Council's 'Waste Management Strategy'.
 1. *To support the delivery of the Business Plan 2017-27 objective(s) of high recycling rates and reducing litter by monitoring, scrutinising and supporting:*
 - a) *A review of the council's commercial waste policy*
 - b) *Increased awareness of changes to waste collections*
 - c) *The implementation and performance of the council's waste contracts for collecting and managing waste and recyclables (Lot 1, Lot 3, Lot 4 and Lot 5 - commencing 30 July 2018)*
 - d) *The performance of the contract for managing council-owned HRCs (commenced October 2017 – Lot 2)*
 - e) *The potential development of services within the council's waste contracts*

- f) *The Council's plans to address fly-tipping and littering.*
2. *To hold quarterly meetings to focus on the waste contracts (following their commencement), with further ad-hoc meetings convened, when appropriate, to consider other areas within the terms of reference above.*
 5. As the planning permission for a Materials Recycling Facility (MRF) to be built at the Lower Compton Landfill in Calne, had been delayed (but has now been granted), this meant that the task group were unable to fully consider Term of Reference 1C above.
 6. The contracts for Lots 1, 3, 4 and 5 came into force on 30 July 2018; which meant that more plastic items could be recycled by Wiltshire residents. However, as the MRF has not yet been built, additional non-plastic items are not currently being recycled in Wiltshire. When the MRF has been built, the contracts for Lots 1, 3, 4 and 5 will become fully operational and Wiltshire residents will be able to recycle more items and collection days are likely to change for residents.

Membership

7. The task group comprised the following membership:

- Cllr Peter Evans
- Cllr Sven Hocking (Chairman)
- Cllr Ruth Hopkinson
- Cllr Bob Jones, MBE
- Cllr Jacqui Lay
- Cllr Nick Murry

Cllr Robert Yuill had been a member of the task group and was initially elected as Chairman, however, upon his appointment to the Executive as Portfolio Holder for Waste at [22 May 2018](#) Full Council, he stepped down from the task group and Cllr Sven Hocking took up the role as Chairman.

Methodology

8. The task group is grateful to the following witnesses for their contribution to the scrutiny review:

Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste
Cllr Tom Rounds	Former Portfolio Holder for Waste
Cllr Robert Yuill	Portfolio Holder for Waste
Tracy Carter	Director for Waste and Environment
Martin Litherland	Head of Service for Waste Management
Vicki Harris	Interim Principal Waste Services Officer

Andrew Holyoake	Data Protection Lead
Melksham Household Recycling Centre (HRC)	Site staff and the management team from FCC Environment, responsible for the Melksham Household Recycling Centre
Trowbridge Household Recycling Centre (HRC)	Site staff and the management team from FCC Environment, responsible for the Trowbridge Household Recycling Centre

9. The task group considered Waste Services' marketing and communication plan in relation to the changes to household waste collections, the Council's commercial waste policy, survey results from the task group's 'Commercial Waste Questionnaire', as well as the issuing of fixed penalty notices and prosecutions for fly-tipping.
10. The 'Commercial Waste Questionnaire' was available from 4 September 2018 until 21 September 2018 on the Council's website and e-mails were sent to all of Wiltshire's Community Areas or Chambers of Commerce, asking if a link would be circulated to members to encourage responses. Only three full responses were received to the survey; two of the respondents were from the retail sector and the third was from the manufacturing and engineering sector.
11. A site visit was also undertaken in June to Trowbridge HRC and then to Melksham HRC, for those Cllrs unable to attend the Trowbridge visit.
12. The task group met six times between February 2018 and November 2018 (including a site visit).
13. The task group's recommendations have been discussed with the Portfolio Holder for Waste and the Director for Waste and Environment. The draft final report has been discussed with the Executive and Director informally.

Evidence

Terms of Reference 1B and 1E:

B: Increased awareness of changes to waste collections

E: The potential development of services within the council's waste contracts

14. The task group felt that the bin stickers that were to be sent to householders to inform them of the changes to their household recycling service should be durable enough to withstand a significant period of time and a variety of weathers. It was also agreed that, to be most effective at educating residents about the changes to their waste collections, these stickers should be predominantly image based.
15. Additionally, the task group felt strongly that these stickers should not be posted out to residents; as this risked householders not placing them on their bins. Instead, the task group advised that agency staff should be employed to place

these stickers on each household's bin and that special care and attention should be given to householders who have communal waste bins, such as blocks of flats or some housing estates.

16. Following the discussions held around the bin stickers, the Executive maintained their view that bin stickers should be posted out to householders for householders to decide where to place these stickers: either inside their residence, or directly on to their external waste bin. The reasoning that the Executive gave was that previous sticker campaigns had been implemented via the postage approach and had presented no issues, also, after conducting a cost-benefit analysis, employing agency staff to fulfil this role would not achieve any savings.
17. As a result of the differing views between scrutiny and the Executive, an interim report was considered by the Environment Select Committee on [4 September 2018](#). The purpose of this report was for the task group to ascertain whether they had the mandate from their parent committee to continue lobbying the Executive about re-considering their standpoint on the bin stickers. The Select Committee did not endorse the task group's view.

Term of Reference 1A

A: A review of the council's commercial waste policy

18. The task group heard that the majority of Wiltshire's commercial businesses and tradespeople were aware that the Council had adopted a more 'hands-off' approach to commercial waste collection. The Council no longer collects businesses' commercial waste, however, it continues to fulfil its statutory obligation of *organising* businesses' commercial waste collection.
19. This is a process whereby the Council refers the business to their waste collector, in this case Hills Waste Solutions (HWS). HWS then contact the business to arrange for the waste collection and the Council charge a proportional administration fee for this service. However, businesses can approach HWS direct and this does not incur the Council's administration fee. No business had asked for the Council to organise for their commercial waste collection and this was seen to be due to the additional administration charge.
20. Results from the task group's 'Commercial Waste Questionnaire' suggested that commercial businesses found it more challenging to recycle commercial waste in Wiltshire in comparison to other local authorities. The Director and Cabinet Member highlighted that there was not seen to be the demand for a commercial recycling facility in Wiltshire and that, in any case, this would be a service for the private sector to provide. The task group felt that in its aim to improve recycling rates and reduce litter, the Council still had a duty to encourage commercial businesses to recycle their waste and to help make this process as smooth as possible.

21. As the responses to the survey were so low despite a successful communication strategy, the task group took this as an indication that commercial businesses were satisfied with the commercial waste service that they were receiving in Wiltshire and accepted that Wiltshire Council was no longer directly fulfilling this role. Seven out of the 12 community areas had responded to say that they would circulate a link to the survey to their members and HWS's Group Communications Manager also contacted the task group with an interest in the survey, after viewing the webcast to 4 September's Environment Select Committee. For these reasons the task group were satisfied that their advertisement of the survey had been successful.

Term of Reference 1D:

D: The performance of the contract for managing council-owned HRCs (commenced October 2017 – Lot 2)

22. The task group heard that a large volume of recent work undertaken by Waste Services centred on attempting to reduce queues at the county's HRCs. One such example of this was the 'Proof of Address Scheme'. It was accepted that queues for HRCs would always present a problem at certain times of the year, such as the Easter Bank Holiday.
23. The task group felt that Wiltshire's HRCs were well managed: signage was clear and orientated around the customer; sites were clean; site staff were friendly and helpful and a large proportion of waste had been diverted away from landfill, as a result of the successful operating of the HRC. HRCs were hoping to pilot a 'Re-use' scheme, whereby HRC users can place items that are still in working order in a cabin and other customers are free to take the item away with them, if they feel that they could make good use of it. The task group felt that this scheme was an important initiative, which would help to improve landfill tonnages even further and alleviate the challenge of disposing of certain white goods, such as fridge freezers. This function could also lead to a reduction in fly-tipping incidences.

Term of Reference: 1F

F: The Council's plans to address fly-tipping and littering

24. The task group heard how fly-tipping had decreased over the past 12 months in Wiltshire. The prosecution process was also shown to be a resource-intensive and lengthy process; whereby a significant amount of evidence was required to secure a conviction. However in certain instances, covert surveillance was a helpful mechanism in catching repeat offenders. All in all, gathering the necessary evidence was often a stumbling block in issuing penalties to those suspected of fly-tipping.
25. Fly-tipping is not as big an issue in Wiltshire as for some other local authorities, nevertheless, the Council ensures that it works closely with the county's largest landowners, such as the Ministry of Defence, as well as the Longleat and Wilton Estates.

26. The task group felt that the process for punishing a fly-tipper was unnecessarily complex and would benefit from being shortened. However, it was stressed by the Director for Waste and Environment that this process needed to be robust, as the end result could mean an individual receiving a criminal record.

Conclusions

27. The task group was disappointed that their parent committee and the Executive had decided not to support their recommendation of having agency staff place bin stickers on householders' bins. It also expressed discontent at not being made aware of the issue surrounding planning permission for the MRF until late into their work.
28. The task group was pleased that businesses had reported no concern with the Council's commercial waste policy. However, it felt that the Council had a duty to encourage recycling as far as possible – even if certain services are not directly operated by the Council.
29. The county's HRCs appeared to be an asset and were clearly operating well. The task group are optimistic about the value that the 'Re-use' sections will add to the recycling service.
30. It is promising to see that the incidences of fly-tipping had decreased in the county over the past 12 months, however, the task group felt that it was unfortunate that the amount of evidence required to bring about a successful punishment for fly-tipping required a significant resource investment from Waste Services.

Proposal

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

Recommendations

That the Cabinet Member for Highways, Transport and Waste consider implementing the following recommendations:

- 1. In order to support the delivery of the Business Plan 2017-27 objective(s) of high recycling rates and reducing litter, the Council to:**
 - A) Regularly communicate the duties and responsibilities of businesses for disposing of their commercial waste, through a variety of means, such as:**
 - I) Leaflet drop-offs to businesses**
 - II) Social media channels**
 - III) Parish/Town Council Newsletters**
 - IV) Regularly maintaining and updating the Council's commercial waste webpages**

- B) Create a ‘Commercial Waste Directory’ for Wiltshire, which details which individuals/organisations can collect and recycle commercial waste for Wiltshire’s businesses. This Directory to also be regularly publicised through the above channels listed in I to IV.**
- C) For a ‘Re-Use’ section to be introduced at all Wiltshire’s HRCs and, at the HRCs where it already exists, for this section to become operational. This facility to be widely and regularly publicised, so that residents are aware of it and can begin to take advantage of it.**
- D) Regularly communicate to residents, as well as town and parish councils the need for and importance of segregating recycling materials, in order to continue to ensure that the quality of Wiltshire’s recycle remains at a high level. Such communication to be facilitated through the above channels listed in I to IV.**
- 2. Utilise fixed penalty notices (FPNs) instead of warning letters and report back to the Environment Select Committee after a 12 month period, including the amount of FPNs issued in comparison to warning letters and the effect that this has had on fly-tipping/reducing litter in Wiltshire.**
 - 3. Formulate a public relations campaign which seeks to encourage residents to come forward with evidence and information, if they see waste being fly-tipped.**
 - 4. Amend the MyWiltshire App, so that reporting of fly-tipping/waste incidents becomes a simpler and more user-friendly process.**
 - 5. The Environment Select Committee to reconvene a Waste Contracts Task Group to consider ‘The implementation and performance of the council’s waste contracts for collecting and managing waste and recyclables’ when Lots 1, 3, 4 and 5 become fully operational.**

Cllr Sven Hocking, Chairman of the Waste Contracts Task Group

Report author: Natalie Heritage, Senior Scrutiny Officer, 01225 718062,
Natalie.Heritage@wiltshire.gov.uk

Appendices

None

Background documents

None

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Wiltshire Council

Environment Select Committee

8 January 2019

Background

During the meeting of the Environment Select Committee on the [4 September 2018](#), the Committee resolved to consider a briefing note at their next meeting on the Council's policies surrounding ragwort; as it had been highlighted by a member that there were legislative duties surrounding the growth of ragwort in England.

Main Considerations

Toxic alkaloids are present in all parts of ragwort and, if ingested, ragwort can cause loss of life to livestock through liver damage. Livestock poisoning mainly arises from eating contaminated hay. The plant can become a major weed of waste or other uncultivated ground and thus, ragwort is rarely a problem in gardens, yet, may occur in pony paddocks, railway embankments and areas of unimproved pasture.

The [Ragwort Control Act 2003](#) has led to the provision of [a code of practice](#), published by the Department for Environment, Fisheries and Rural Affairs (DEFRA), that gives guidance on preventing the spread of ragwort in situations where it is likely to be a danger to horses and other livestock. The code does not seek to eradicate ragwort, only to control it where there is a threat to the health and welfare of animals.

The Government has listed ragwort as one of the five weeds covered by the [Weeds Act 1959](#); which states that ragwort is harmful to equines and other animals. However, as set out in the Code of Practice, Government considers that in the right place, and where there is no risk to animal welfare, ragwort contributes to the biodiversity of flora and fauna in the countryside. Therefore, the Government does not support the complete eradication of ragwort, but only seeks to control it where there is a threat to the health and welfare of animals.

Responsibility to Control

The responsibility for controlling the spread and growth of ragwort rests with the occupier of the land on which ragwort is growing. Government advise that occupiers of all land, (including uncultivated land, derelict and waste areas) should be vigilant for the presence of ragwort. Action to prevent its spread should be taken where ragwort poses a high risk to land used for grazing, or forage production. Livestock owners need to be satisfied that their livestock is not exposed to the risk of ragwort poisoning.

In order to prevent ragwort seed production, mowing is at best a short-term measure; as it causes plants to persist and re-grow. Pulling is a more effective strategy, however, it is only feasible for small infestations and re-growth can occur from detached roots left in the soil. The Government supports strategic management as

opposed to last-minute control, as the most effective way to manage the growth and spread of ragwort.

Enforcement

Natural England will take enforcement action under the Weeds Act, where ragwort poses a high risk to horses, other livestock, the production of conserved forage or other agricultural activities. Where a potential problem is identified, contact should first be made with the owner/occupier or relevant body responsible for the land on which the ragwort is growing, to attempt to resolve the matter informally, before contacting Natural England.

Wiltshire Council Comment

Under its responsibilities as a landowner, Wiltshire Council's Highways team clear ragwort when it is reported. The authority carries out no other work in relation to the proactive monitoring of ragwort but refers enquiries to the Natural England reporting form

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696279/weed-complaint-form.pdf

Proposal

That the Environment Select Committee:

- i. Notes the contents of the Briefing Note and the responsibility of the land occupier for monitoring and controlling the growth and spread of ragwort
- ii. Notes the Council's role in monitoring and controlling the growth and spread of ragwort in Wiltshire

Tracy Daszkiewicz – Director of Public Health and Protection

Cllr Jerry Wickham – Cabinet Member for Adult Social Care, Public Health and Public Protection

Report authors:

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Background Documents

Garden Organic, Common Ragwort [[online](#)]

Royal Horticultural Society, 2018, Ragwort [[online](#)]

Wiltshire Council

Environment Select Committee

18 December 2018

Task Group and Programme Boards Representatives Updates

Purpose

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

1. Homelessness Strategy Task Group

Membership:

Cllr Matthew Dean

Cllr David Halik

Cllr Deborah Halik

Cllr Gordon King

Cllr Pip Ridout

Cllr Tom Rounds

Cllr John Walsh

Cllr Graham Wright (Chairman)

Supporting Officer: Natalie Heritage

Terms of Reference:

1. To support the development of a Homelessness Strategy which aims to prevent and reduce homelessness in Wiltshire by considering:

- a) Partnership working arrangements - which can help to facilitate a holistic response to the causes of homelessness and the accessibility of advice and information around homelessness and housing options
- b) Projections of homelessness in the county
- c) The availability of suitable and appropriate accommodation
- d) Provision for the needs of vulnerable groups deemed as most at risk of homelessness
- e) The reasons why individuals become either at risk of or homeless

2. To meet every 8 weeks or on an ad-hoc basis as appropriate, until the conclusion of the Cabinet's work in in drafting a Homelessness Strategy September 2019.

Recent activity:

The task group had their first meeting on 17 December 2018, where Cllr Graham Wright was elected as Chairman of the Task Group. The members were provided with the Council's most recent paperwork from the 'Homeless Review'; which local authorities are required to carry out on an annual basis. The Director of Housing and Commercial Development and the Head of Housing provided the Task Group with a presentation, alongside this paperwork.

The meeting gave the Group a sound overview for how housing operates in Wiltshire and how the Council actively works to reduce homelessness in the county, within the relevant legislative frameworks. Members were also briefed on the partners and agencies involved in this process.

The next meeting of the task group will take place on 15 January. The Task Group are hoping to consider the draft Homelessness Strategy at this meeting. In the case that the Strategy is not yet ready for them to consider, the Task Group will be speaking to partners from within Debt Advice, as well as Resolving Housing Benefit Problems and resolving Rent or Service Charge Arrears and considering how these agencies work alongside the Council to help reduce the issue of homelessness in Wiltshire.

2. Rapid Scrutiny: Plastic Waste for Wiltshire's roads

Membership:

Cllr Trevor Carbin

Cllr Tony Jackson

Cllr Jacqui Lay

Cllr Brian Mathew (Chairman)

Supporting Officer: Marie Gondlach

Recent Activity:

The Rapid Scrutiny met on 3 October 2018 and received a comprehensive presentation from MacRebur (website can be accessed [here](#)).

Since then work has focused on contacting local authorities who have either used MacRebur for some of their road surfacing or who are engaging with innovative solutions for reusing / recycling plastic waste.

It has been an engaging, but also challenging, rapid scrutiny as there is such diversity at a local, national and international level in tackling the issue of plastic waste. The rapid scrutiny is now focusing on using the evidence it has gathered to provide a logical, efficient and manageable plan for the Environment Select Committee to monitor local, national and international programmes with regards to dealing with plastic waste and the council's performance in that area.

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Environment Select Committee Forward Work Programme

Last updated 10 DECEMBER 2018

Task Group	Start Date	Final Report Expected
Waste Contracts Task Group	February 2018	January 2019
Late-Night Taxi Fares Task Group	July 2018	January 2019
Homelessness Strategy Task Group	December 2018	July 2019

Environment Select Committee – Forward Work Programme			Last updated 10 DECEMBER 2018		
Meeting Date	Item	Details / Purpose of Report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Jan 2019	Ragwort	As resolved at 4 September 2018 meeting, the Committee to receive a brief update on the Council's policies surrounding ragwort	Tracy Daszkiewicz (Director - Public Health and Protection)	Cabinet Member for Adult Social Care, Public Health and Public Protection	John Carter, Natalie Heritage
8 Jan 2019	Resident Engagement Plan	For the Committee to receive an annual update, in the form of a report.	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Nicole Smith, Ian Seeckts
8 Jan 2019	Wiltshire Council's Housing Board Annual Report	For Committee to receive the annual report from the Housing Board, ahead of Cabinet's consideration.	Simon Hendey (Director - Housing and Commercial)	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism	Ian Seeckts
8 Jan 2019	Waste Contracts Task Group: Final Report	For the Committee to consider the final report of the Waste Contracts Task Group	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Natalie Heritage
8 Jan 2019	Late-Night Taxi Fares Task Group: Final Report	To receive the final report of the late-night taxi fares task group.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Henry Powell

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8 Jan 2019	Strategic Depot Review	Following a briefing meeting held between the ESC Chairman and the Asset Manager on 14 November 2018, the Chairman asked if the Committee could receive a verbal update on the matter at their next meeting.	Simon Hendeby (Director - Housing and Commercial)	Cabinet Member for Finance, Procurement, ICT and Operational Assets, Cabinet Member for Spatial Planning, Development Management and Property	Nick Darbyshire, Mike Dawson
8 Jan 2019	Salisbury Recovery	As resolved at 6 November 2018 meeting, the Committee to receive a PowerPoint presentation on the progress of the Salisbury recovery operation and how the £9m funding from Government has been allocated.	Robin Townsend	Cabinet Economic Development and Salisbury Recovery	Kartar Singh
12 Mar 2019	HIAMS: Streetworks	As resolved at 13 March ESC following the consideration of a report on 'Streetworks and Utilities Management', the Chairman to raise with the Committee from March 2019 whether they would wish to review how HIAMS has impacted on streetworks and, if so, information on such an item to be brought to Committee.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley

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12 Mar 2019	Key Performance Indicators - Streetscene	As resolved at 6 November 2018 meeting, Key Performance Indicators (KPIs) being developed for the proposed streetscene contract to be considered by the Committee, when they have been developed fully.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Adrian Hampton
12 Mar 2019	Public Transport Review Update	As resolved at 6 November 2018 meeting, the Committee to receive a further briefing note when the advice / clarification has been made available on the outcome of the Section 19 and 22 consultation regarding Community Transport permits.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Jason Salter
12 Mar 2019	Killed and Seriously Injured Incidences	As resolved at 6 November 2018 meeting, the Cabinet Member for Highways, Transport and Waste to return to Committee with information on whether the rate of Killed and Seriously Injured incidences has reduced, or whether vehicles have become safer, which has led to the reduction as noted in November's report.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Allan Creedy

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12 Mar 2019	Executive Response to the Waste Contracts Task Group	For the Cabinet Member for Highways, Transport and Waste to formally respond to the recommendations put forward by the Waste Contracts Task Group	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Natalie Heritage
12 Mar 2019	Executive Response to the Late-Night Taxi Fares Task Group	For the Committee to receive the formal response from the Executive, in relation to the Late-Night Taxi Fares Task Group's final report.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	Henry Powell
23 Apr 2019	Air Quality Strategy	As resolved at 6 November 2018 meeting, the Committee to consider the Council's 'Air Quality Strategy' ahead of Cabinet's consideration	Tracy Daszkiewicz (Director - Public Health and Protection)	Cabinet Member for Adult Social Care, Public Health and Public Protection	John Carter
23 Apr 2019	Plastic Waste Management	As resolved at 26 June 2018 ESC, the Committee to reconsider potential scrutiny of the Council's plastic waste policy.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	
23 Apr 2019	ECO Board - Annual Update	As resolved at 26 June 2018 ESC, the Committee to receive an annual update from the ECO Board on their progress and future plans going forward	Director – Economic Development and Planning	Cabinet Member for Spatial Planning, Development Management and Property	

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23 Apr 2019	Waste Management Strategy	At resolved at 26 June 2018 meeting, Cllrs Oldrieve and Jones to update the Committee on the 6-month progress report of the Strategy, following their meeting with the Director for Waste and Environment, the Cabinet Member for Highways, Transport and Waste and the Environment Select Committee Chairman.	Tracy Carter	Cabinet Member for Highways, Transport and Waste	
3 Sep 2019	Highways Consultancy Contract	As resolved at 21 Nov 2017 ESC, for the Committee to receive a further update on the Highways Consultancy contract and the procurement process	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley
3 Sep 2019	Highways Annual Review of Service	As resolved at 6 November 2018 meeting, the Committee to continue to receive an annual update on the review of the highway service.	Parvis Khansari	Cabinet Member for Highways, Transport and Waste	Peter Binley