

# AGENDA

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**Meeting:** Environment Select Committee  
**Place:** Kennet Committee Room  
**Date:** Wednesday 22 February 2017  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Edmund Blick, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718059 or email [Edmund.blick@wiltshire.gov.uk](mailto:Edmund.blick@wiltshire.gov.uk)

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## Membership:

Cllr Bridget Wayman (Chairman)	Cllr Mike Hewitt
Cllr Peter Edge (Vice Chairman)	Cllr Jacqui Lay
Cllr Rosemary Brown	Cllr Magnus Macdonald
Cllr Brian Dalton	Cllr Ian McLennan
Cllr Dennis Drewett	Cllr James Sheppard
Cllr Peter Evans	Cllr Tony Trotman
Cllr Jose Green	

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## Substitutes:

Cllr Tony Deane	Cllr Bob Jones MBE
Cllr Nick Fogg MBE	Cllr Philip Whalley
Cllr Ian Tomes	Cllr Trevor Carbin
Cllr Terry Chivers	Cllr Ricky Rogers
Cllr George Jeans	Cllr Howard Marshall
Cllr Ian West	Cllr Linda Packard

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## **Public Participation**

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

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

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

For assistance on these and other matters please contact the officer named above for details

# AGENDA

## PART I

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

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** (*Pages 7 - 12*)

To approve and sign the minutes of the Environment Select Committee meeting held on Tuesday 13<sup>th</sup> December 2016 as a true and accurate record.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the 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 **Wednesday 15 February 2017** in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on **Friday 19 February 2017**. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Annual Housing Board Report** (*Pages 13 - 40*)

Members are asked to consider and comment on the draft version of the Annual Housing Board Report to update Cabinet on 14<sup>th</sup> March regarding the activities of Wiltshire Council's Housing Board between December 2015 and November 2016 and comply with its Terms of Reference.

7 **Housing Repairs Contract Procurement** (*Pages 41 - 74*)

Wiltshire Council owns some 5,786 properties, mostly in the old Salisbury District Council area, along with garages, unadopted roads, land and communal spaces and the majority of the contracts for the upkeep of these come to an end or up for potential extension in March 2018.

There are 4 major contracts which come up either for an extension or to an end in March 2018 so a project has been started to review the services that are required and come up with proposals on how best to procure, monitor and deliver these services.

Members are asked to consider and comment on the draft report to Cabinet on 14<sup>th</sup> March which relates to the procurement and selection of suitable contractors for the continuation of services and delivery of quality services to residents.

8 **Update report from Leisure Services** (*Pages 75 - 84*)

An update presentation will be provided on Leisure Services regarding the implementation of their vision: "Helping people in Wiltshire to live longer, healthier lives, while addressing health inequalities". This will include statistics and information on the number of individuals participating in leisure activities within Wiltshire.

9 **Calne Library Model**

The Committee will receive an update on the success and progress of the new Calne Library model. This will include a breakdown of usage for each library in Wiltshire and an update on the review of the Library Service to be provided.

The report will be published as a supplement to this agenda.

10 **Gypsy and Traveller Plan (G&T Plan)** (*Pages 85 - 90*)

Following its last update on 7<sup>th</sup> June 2016 the Committee will be provided with a

further on the preparation of the Gypsy and Traveller Development Plan Document (DPD).

This report provided is relevant to a number of outcomes and actions identified in the Business Plan 2013-2017. Outcome 3 (Everyone in Wiltshire lives in a high quality environment) specifically mentions that everyone should be able to live in a decent, safe home.

Members are asked to consider the information and next steps provided in the report.

**11 Housing Service Support Contracts Rapid Scrutiny Final Report**

The Housing Service is currently reviewing all housing related support contracts with a view to re-commissioning Housing Service Support contracts (current value £1.9m per year) early in 2017 to ensure new arrangements are in place by April 2018.

At the 13th December 2016 Environment Select Committee meeting it was resolved to investigate the establishment of a Re-Commissioning of Housing Service Support Contracts rapid scrutiny exercise to look at the approach to procuring these new services.

The report will be published as a supplement to this agenda.

**12 Review of the Work of the Environment Select Committee (Pages 91 - 98)**

To highlight key aspects of the work undertaken by the Select Committee during the 2013-17 Council and to recommend topics as legacy items to the Management Committee for possible inclusion in a new overview and scrutiny work programme after the elections.

**13 Forward Work Programme (Pages 99 - 102)**

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.

14      **Urgent Items**

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

15      **Date of Next Meeting**

To confirm the date of the next scheduled meeting as Tuesday 20<sup>th</sup> June 2017.

## ENVIRONMENT SELECT COMMITTEE

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**MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 13 DECEMBER 2016 AT KENNET ROOM- COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JQ..**

**Present:**

Cllr Peter Edge (Vice Chairman in the Chair), Cllr Trevor Carbin (Substitute), Cllr Brian Dalton, Cllr Dennis Drewett, Cllr Peter Evans, Cllr Jose Green, Cllr Magnus Macdonald, Cllr Ian McLennan, Cllr James Sheppard, Cllr Tony Trotman and Cllr Philip Whalley (Substitute)

**Also Present:**

Cllr Richard Clewer, Cllr Jerry Kunkler, Cllr Alan MacRae and Cllr Philip Whitehead

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65 **Apologies**

Apologies were received from Chairman Cllr Bridget Wayman who was substituted by Cllr Philip Whalley.

Apologies were also received from Cllr Rosemary Brown who was substituted by Cllr Trevor Carbin.

Further apologies were also received from Cllr Mike Hewitt and Cllr Jacqui Lay.

66 **Minutes of the Previous Meeting**

The minutes from the last meeting of Tuesday 25<sup>th</sup> October 2016 were presented to the committee for consideration and they were agreed as a true and accurate account.

**Resolved**

**Minutes were signed by the Vice Chairman Cllr Peter Edge.**

67 **Declarations of Interest**

There were no declarations of interest.

68 **Chairman's Announcements**

The Chairman informed the committee of the adoption of the Supplementary Planning Document 'Waste storage and collection: guidance for developers' was considered at the 15<sup>th</sup> November Cabinet meeting. Further questions on the document were asked to be directed towards the relevant officers.

69 **Public Participation**  
There were no public speakers.

70 **Progress on Social Housing Developments**  
The Committee was provided with a progress report on the council house building programme.

In September 2015, the Cabinet Capital Assets Committee approved a programme of new council house building funded with a combination of Housing Revenue Account (HRA) reserves and borrowing with other sources of capital including Right to Buy (RTB) receipts, commuted sum funding from planning gain and grant funding secured by bidding to the Homes and Communities Agency (HCA).

The delivery of new affordable council homes across Wiltshire, including homes for older people and adapted homes, aims to meet a number of the council's priorities, objectives and outcomes outlined in the council's business plan.

The Committee was asked to note the update report.

Cllr Richard Clewer gave a verbal update on the programme. It was stated that it was proceeding on track, despite the usual setbacks expected in planning. It was also mentioned that the new Housing and Planning Act 2016 was close to being enacted and, whilst they would proceed with current strategy, they had to be open to the changes, to be brought about by the new legislation.

The Chairman invited technical questions on the report.

During questioning, it was clarified by that the strategy sought to respond to need where possible and gave the example of the ongoing development of social housing bungalows in Devises. It was also clarified that all major Housing Associations would be taking part in the Right to Buy Schemes.

A question was asked about pledges to cut social housing rental costs of 1% for 3 years. It was confirmed that this was still the policy for Wiltshire Council but that the new Housing Bill could change that.

Councillors then discussed the application of shared equity to social housing. It was noted that it has become increasingly popular and could become almost 30% of all social housing.

### **Resolved**

**To note the progress report on social housing developments.**

71 **Housing Strategy – Final Draft**  
The Committee was provided with a copy of the final Housing Strategy in preparation for it going to formal consultation.



The strategy has been developed in partnership with key stakeholders including Housing Associations, landlords, developers and tenants, as well as elected members, and has been approved by Cabinet Liaison to commence formal consultation.

The strategy sets out a joint vision for Wiltshire whereby everyone in Wiltshire should be able to live in a decent and safe home they can afford.

The Committee was asked to review and comment upon the 5 year Housing Strategy that sets the priorities and strategic direction for Housing for the next 5 years.

The report was introduced by Cllr Richard Clewer. He explained that it was a Housing Partnership Strategy and that it had 4 main aims of facilitating housing need, making best use of existing house stock, meeting accommodation needs and taking a lead in housing provision. He then referred to committee to the details of the report.

The Chairman invited technical questions about the strategy.

It was asked what was being done to address homelessness. Cllr Clewer explained that work was being done under the housing strategy along with other bodies to offer support. The committee discussed some of the issues regarding homelessness and barriers in offering them support.

Plans to introduce increased charges for those families in social housing owning over £31,000 were queried. Cllr Clewer said the exact details of the plan were not known at this time and that members would have to wait for the final draft of the Housing Bill for answers.

Technical questions were also asked about some of the definitions and percentages listed in the report. Cllr Clewer pointed out that the strategy was going to public consultation and that more of the details would become known at that time.

A further question was raised as to the numbers of empty homes versus those on the waiting list for affordable housing. The Housing Officer explained that Wiltshire Council did all they could to promote effective use of properties and that compared to the rest of the country, the percentages of empty homes was comparatively low.

Finally, there was some criticism of the selling off of Council owned housing, as after questioning Cllr Clewer revealed that “not enough” is made in selling a council home to build another one.

## **Resolved**

**To note the final draft of the Wiltshire Council Housing Strategy 2017-2022 along with comments from the committee raised during discussion.**

**To investigate the establishment of a Re-Commissioning of Housing Service Support Contracts rapid scrutiny exercise to look at the approach to procuring new services.**

72 **Parking Services Update**

The Committee received a report updating members on the actions taken since the Car Parking Strategy Review in March 2015. This included details on the full implementation of charges that were approved, updates on the types of asset transfers that have occurred to local communities, the introduction of new technologies, and the predicted income shortfall following the proposed charges.

The Committee was asked to note and comment on the actions to date following the Parking Review and make any comments on the proposed approach.

Cllr Philip Whitehead introduced the report and explained that the Parking Review had reduced charges across the county. He observed that this meant that Wiltshire had gone 6-7 years without increased charges, in contrast to the rest of the country.

Cllr Whitehead spoke of identified parking issues and strategies in Chippenham. He informed the committee that there was a shortage of parking in Chippenham and that this was creating issues for the shopping centres. He explained that he had been asked to reduce charges but determined that would further exacerbate the problem, with workers taking up spaces rather than shoppers. He spoke of some initiatives being looked into such as Free parking days and other incentives. He praised the "Free after 3 pm" policy in Salisbury, stating that it had benefited the shops, and said that it was being considered for other areas.

Cllr Whitehead then sought to inform members on the plans for the introductions of new technologies. He said that he was in re-negotiations for cashless payments, via mobile phones, after explaining that excessive charges had been incurred by customers. He said that he was looking for an arrangement whereby there were no such charges on "mobile" payments. He addressed concerns that some members of the community, such as those who were vulnerable, disabled or elderly, may not be able or willing to use the cashless system. He said that they would seek to trial cashless payments in smaller car parks near to larger car parks, still operating a cash payment system, in case they are unable to pay via phone. He said that it was part of a long term strategy with the ultimate aim of making savings and efficiency.

Cllr Whitehead also informed members that the cash machines in car parks were going to need updating due to the pound coin being changed in 2017. This, he said, was to reduce fraud but it would be at a considerable cost to the Parking budget in the short term.

The chairman invited technical questions on the Parking Review.

Questions were asked regarding the application of paperless tickets to residential permits. Cllr Whitehead explained that it was similar to paperless tax disks and presented no issue being electronically managed.

A question was asked about maintenance of car parks and whether regular works would be done by Wiltshire Council. Cllr Whitehead replied by saying “there is only one budget” and that with a reduced budget they were limited on what they could do. He did, however, say that when it came to matters of safety, Wiltshire Council would be responsible for maintenance.

A member asked whether asset transfers of car parks were being considered, particularly to local Town and Parish Councils, whereby funds could still be made to Wiltshire Council. Whilst they were aware of this as an option, it was not seen as an immediate solution, or as part of the current strategy.

Finally, it was asked how much money was collected parking fines and the figure was given, by the Parking Services Officers, as between £800,000 and £1,000,000. Although, it was clarified that this was revenue and not profit, as you have to factor in running costs.

## **Resolved**

### **To note the reported actions to date following the Parking Review.**

#### **73 Playing Pitch Strategy Update**

A Wiltshire Council Playing Pitch Strategy is currently being developed to support the Wiltshire Core Strategy and the need for a single Wiltshire-wide open spaces standard.

Cllr Jerry Kunkler presented to the draft Wiltshire Playing Pitch Strategy to the committee and invited them to comment and give its endorsement to the draft.

Questions were asked as to why certain, less well known sports, such as touch rugby and walking football had not been included in the strategy. The Strategy Officers explained that no-contact sports, such as those listed, were included in the strategy but did not feature in the formal statistics because they are generally non-competitive sports.

It was also noted by committee members that some playing pitches and clubs had been missed out, specifically, Wilton Playing Pitch. The Officers noted these points and said that they would look at including Wilton Playing Pitch and any others brought to their attention.

A technical question was asked on the application of the strategy to when Councils are looking at applications for other leisure schemes and use of open spaces, for example development or Performing Art Centres. The Officers explained that the strategy gives guidance for applications of that nature and it gives a baseline for looking at the needs of a particular community. The Officers assured members that there was a steering group, with dedicated staff, looking

into community leisure needs and they could be contacted with any specific issues or questions.

After further questions, it was made clear that Wiltshire Council were willing to do all that they could to support sport and would work with any club that was willing and able to build their resources.

### **Resolved**

**To endorse the draft Wiltshire Playing Pitch Strategy with comments made.**

**For the Environment Select Committee to receive annual updates on the development of the Wiltshire Playing Pitch Strategy.**

74 **Task Group Update**

Councillors from the task group were in attendance and stated that there was no formal update from the group, as it was still under consideration and work was being done to progress the priorities of the group.

### **Resolved**

**To note the task group update.**

75 **Forward Work Programme**

Members noted the Forward Working Plan in the reports but there were no updates forthcoming.

### **Resolved**

**To note the forward work programme.**

76 **Date of Next Meeting**

The date of the next meeting was agreed as Wednesday 22<sup>nd</sup> February 2016.

77 **Urgent Items**

There were no urgent items.

(Duration of meeting: 2.00 - 3.50 pm)

The Officer who has produced these minutes is Edmund Blick of Democratic Services, direct line 01225 718504059, e-mail [Edmund.blick@wiltshire.gov.uk](mailto:Edmund.blick@wiltshire.gov.uk)

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**Wiltshire Council**

**Cabinet**

**14 March 2017**

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**Subject: Wiltshire Council's Housing Board Annual Report**

**Cabinet Member: Cllr Jonathon Seed  
Cabinet Member for Housing (exc. Strategic Housing),  
Leisure, Libraries and Flooding**

**Key Decision: No**

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## **Executive Summary**

The purpose of this report is to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2015 and November 2016 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 have included the Housing Revenue Account 30 Year Business Plan, the implications of welfare reform and policy amendments, including the rent reduction of 1% per annum for 4 years. Budget updates and Key Performance Indicator's (KPIs) have also been presented; a Board KPI sub-group assessed targets for the year.

Main current and future strategic risks and actions have been factored into the Board's work, alongside identifying the main priorities for the service and linking these to corporate objectives.

An Elderly Accommodation Council report on Wiltshire Council's Resident Engagement was received by the Board, as was the Environment Select Committee's (ESC) report on resident engagement across Wiltshire. The Board provided its response and has met with the ESC to confirm current arrangements. The Housing Assurance Panel (scrutiny) has presented a number of reports, alongside which the service presented its response; management response updates have also been presented; the HAP has evolved since inception and now engages in joint project work.

Reforms suggested by the Board have been incorporated into our service specific Risk Register, which in turn has been aligned with the corporate Risk Register and a mechanism introduced to ensure that, where necessary, risks are escalated to corporate level. The Board have compared current complaints levels with those of comparable organisations to ensure high standards of operational effectiveness.

Briefings have been given to the Board on a number of topics, including:

- Under and over occupation.
- Level of support for younger residents.
- 'Right to Buy' receipts.
- How feedback is captured in relation to planned maintenance.
- Accommodation for under 35's.
- Development of tenancy inspections.

Via a working group that a number of members are actively involved in, Board members are an intricate element of procuring repairs and planned maintenance services; thus enabling the Board members to update the whole Housing Board and to include all Board members viewpoints when contributing to the working group.

Peer challenge outcomes have been considered and participants contributed toward the formation of a Wiltshire Housing Strategy and the services Annual Report to Tenants and Leaseholders 2015/16; members have been involved in shaping the services' Forward Work plan, as well as reviewing the Resident Engagement Strategy. An updated HRA Scheme Priority Ranking document and a paper on the Sheltered Housing proposed review were also considered.

The Board's Annual General Meeting included an overview of the year, presented by the Chairman and an update on the budget position, as well as an unused question and answer session. The main meeting was dedicated to 3 significant priority items and included debate around the implications of the Autumn Statement 2016:

- HRA Business Plan.
- Asset Management Strategy.
- Building Maintenance Contract Procurement Update.

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 nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements

against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

**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.

**James Cawley (Associate Director, Adult Care Commissioning and Housing)**

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Telephone: 01225 713951

16 January 2017

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## Wiltshire Council

### Cabinet

14 March 2017

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**Subject:** Wiltshire Council's Housing Board Annual Report

**Cabinet Member:** Cllr Jonathon Seed  
Cabinet Member for Housing (exc. Strategic Housing),  
Leisure, Libraries and Flooding

**Key Decision:** No

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#### **1. Purpose of Report**

**1.1** To update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2015 and November 2016 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

#### **2. Relevance to the Council's Business Plan**

**2.1** As part of their Away-Day's in November 2014 and January 2016, and their regular meetings, the Board set future priorities, which were constructed to complement the Council's Business Plan.

#### **3. Overview and Scrutiny Engagement**

**3.1** 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. It was envisaged that engagement with the Council's Overview and Scrutiny function would be inappropriate use of their time. Consequently, there is no engagement outcome to report.

#### **4. Background**

**4.1** At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of council housing consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013.

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

**4.3** Board meetings are approximately held on a bi-monthly basis:



- a) For the year 2016, meetings were scheduled and held in January, March, May, July (held in September), September (held in October) and November.
- 4.4** The Board's Annual General Meeting was held on 28 November 2016.
- 5. Overview (December 2015 – November 2016)**
- 5.1** The Board did not have a meeting scheduled for December 2015.
- 5.2** Between January 2016 and March 2016, the Board considered the strategic implications of the Housing and Planning Bill (as it was), the Housing Peer Review and financial and budgetary matters, including:
- a) Welfare reform.
  - b) Rent reduction of 1% per annum for 4 years.
  - c) Impact on income, expenditure and reserves.
  - d) Implications for the 30 Year Business Plan.
- 5.3** Furthermore, between January 2016 and March 2016, the Board engaged in group activities to identify the main current and future strategic risks and actions, whilst ensuring that short, medium and long term priorities served to strategically link the service with corporate objectives.
- 5.4** Also between January 2016 and March 2016, the Board received Budget Updates, Key Performance Indicators (KPIs) data and the Elderly Accommodation Council's report on Wiltshire Council's Resident Engagement. An updated Management Response to the Housing Assurance Panel's (HAP) first report entitled 'Introduction to a Tenancy' was received, as were the updated Risk Register and the findings of the Board's sub-group which worked with the service to refine the Risk Register and ensure full compliance with corporate expectations, corporate guidance and the corporate Business Plan. Complaints were compared against comparable housing providers and a briefing was received about under and over occupation of housing. The Board also considered its Work Plan and were verbally updated about procurement and restructure proposals.
- 5.5** Participants also considered and made recommendations, between January 2016 and March 2016, on the following:
- a) Development of Tenancy Inspections.
  - b) Level of Support for Younger Residents.
  - c) Planned Maintenance – How Feedback is Captured.
  - d) Risk Register – Corporate Feedback.
  - e) HAP's third scrutiny report – 'Planned Maintenance: Kitchens and Bathrooms', alongside the Management Response and a general HAP update paper.
  - f) Housing Strategy and Forward Work Programme, which included establishing a sub-group to review performance indicators and targets for 2016/17.
  - g) Housing Peer Challenge Result (Cabinet Paper).

- h) Proposed review of Wiltshire Council's Housing Board.
  - i) 'Right to Buy' Receipts.
  - j) Procurement Process.
- 5.6** Throughout April 2016 and June 2015, Board members received a presentation in respect of the services' Forward Work Programme and made recommendations around their preferred priorities. An End of Year Performance Report was presented alongside the Board's KPI sub-group reporting back, which included agreed targets for the year 2016/17 which were constructed to complement the Board's priorities.
- 5.7** Participants were provided with the Environment Select Committee Tenant Scrutiny Report, considered the Executive Response to this report and provided their own viewpoint, which was to be appended. A briefing was received in respect of accommodation for under 35's, including Selwood Housing's Policy change. As on previous occasions, Board members were verbally updated about the review of the Board and procurement matters.
- 5.8** Between July 2016 and September 2016, the Risk Register was reconsidered and was to become a standing item. KPI's for 2016/17 Q1 were presented along with the Annual Report to Tenants and Leaseholders 2015/16, which was to be made available digitally. Verbal updates were provided in respect of the following:
- a) Housing Strategy Paper for Cabinet.
  - b) Building Maintenance Contract Procurement.
  - c) Housing Revenue Account (HRA) Business Plan.
- 5.9** Also between July 2016 and September 2016, the Board received the Resident Engagement Strategy Review, organised a meeting with the Environment Select Committee (including the Housing Board and its own scrutiny sub-committee, the Housing Assurance Panel) to consider the Tenant Scrutiny Report, and were presented with:
- a) The HAP's fourth scrutiny report, this time relating to the residents' magazine 'Housing Matters'.
  - b) The Management Response to the report on 'Housing Matters'.
  - c) A progress update from the service in respect of the HAP's third scrutiny report, namely 'Planned Maintenance: Kitchens and Bathrooms'.
- 5.10** The Board's September 2016 meeting, which was held in October 2016, included the updated HRA Scheme Priority Ranking and a paper on the Sheltered Housing Proposed Review Criteria, alongside a number of presentations and thorough discussions in respect of:
- a) Building Maintenance Contract Procurement.
  - b) Housing Revenue Account (HRA) Business Plan.
  - c) Asset Management Strategy (AMS).

- 5.11 Furthermore, at their September 2016 meeting, which was held in October 2016, Board members took the view that there was scope to utilise their next meeting to further address and move forward the above matters, particularly as these were cited by the Board as priorities for the service. As such, programmed items were put back to a later meeting.
- 5.12 In November 2016, the Board held its third Annual General Meeting, which included a Housing Revenue Account (HRA) Finance Update and the Chairman's overview of the year. Programmed into the agenda, was a question and answer session. There were no public attendees beyond HAP members; the question and answer session was unused.
- 5.13 Immediately following the AGM meeting, the Board held its regular meeting, which was dedicated to 3 significant priority items:
- a) Housing Revenue Account (HRA) Business Plan – which included a thorough discussion around the current financial model, policy changes and their impact. The outcomes of the Chartered Institute of Housing's Business Plan modelling were added to the January 2017 meeting agenda.
  - b) Asset Management Strategy – which included the Consultation Framework, key actions and the proposal that a residents' focus group be established in relation to the Wiltshire Home Standard. The spirit of consultation was supported by the Board, with the residents' focus group being approved, although a consultation survey was viewed as requiring refinement.
  - c) Building Maintenance Contract Procurement Update.
- 5.14 The Sheltered Housing Review, which is due to furnish the service and members with a strategic overview of the sheltered housing schemes, was due to be presented, however this was later added to the January 2017 meeting agenda.
- 5.15 The Housing Assurance Panel (HAP) sits below the Housing Board. To date, the HAP 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.

- (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. A management response update will be timetabled, if and/or when required.
- (e) **Project #5 – ‘Grounds Maintenance (particularly grass cutting)’ (November 2016).**  
The report and management response are due to be presented at the Board meeting to be held on 30 January 2017. A management response update has been timetabled for 22 May 2017.
- (f) **Check-Back #1 – Verbal Exercise (November 2016).**  
The HAP 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 HAP intends to provide a verbal update to the Housing Board.
- (g) **Joint Project #1 – ‘New Ways of Working: Recruitment and Collaboration’ (ongoing).**  
The HAP has been working in collaboration with Paragon Community Housing’s scrutiny team. Collectively, members have investigated this topic and intend to present a joint report to both the Housing Board and Paragon’s Board.

## **6. Priorities**

- 6.1** November 2014 saw the first Board Away-Day entitled ‘Fit For The Future’ which resulted in the Board agreeing its strategic objectives for the year 2015/16.
- 6.2** The Board’s second Away-Day was held in January 2016. Entitled ‘Fit For The Future – Responding to Change’, the session focused on new policies from Government, including Welfare Reform. Information from the General Election 2015, the Summer Budget 2015 and the Comprehensive Spending Review and Autumn Statement from November 2015, were incorporated.
- 6.3** Board members were provided with presentations on and asked to consider the implications of:
  - a) Housing and Planning Bill:
    - i) What is the bill and what does it contain?
    - ii) What are the welfare reforms?
    - iii) Housing Peer Challenge.
  - b) Finance and Budgets:
    - i) Rent reduction of 1% per annum for 4 years.

- ii) What does this mean?
- iii) Impact on income, expenditure and reserves.
- iv) Implications for the 30 Year Business Plan.

**6.4** As part of their Away-Day, the Board agreed:

- a) In respect of the impact on high income tenants, for locally based advice sessions to be held.
- b) For reserves to be utilised to address the situation for the coming months, after which different options would be presented to them.
- c) For information relating to under-occupation and over-occupation, by bedroom size and location, to be presented.
- d) To use the Open Market Register (OMR) to help people to access other forms of affordable housing (as opposed to social or affordable rented housing).
- e) The need for a wider social housing register bringing in more people.
- f) Improvement of the Housing Assurance Panel (HAP – scrutiny) by adding members and involving tenants on a case-by-case basis.
- g) Improved focus on using the Borough Wide Group (BWG) as a consultation body and to consult residents more.
- h) For the service to proceed with its desktop exercise looking at the regeneration of The Friary, as soon as possible.
- i) To receive a completed Stock Condition Survey and a list of non-economically viable housing (in terms of long term repair and maintenance costs).

**6.5** During 2016, Board members 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.”

**6.6** 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.

## 7. Review

**7.1** The Housing Board is nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

**7.2** The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

## 8. Attendance Record (December 2015 – November 2016)

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

**8.2** Of the 6 meetings held in 2016, attendance was:

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

**8.3** In early January 2017, Miss Powell (Tenant Member) alerted the service to her departing the Board with immediate effect. As the Board is currently being reviewed (please see section 7), the service has not initiated a recruitment exercise, at this time.

## **9. Safeguarding Implications**

- 9.1 There are no significant safeguarding implications associated with this proposal.

## **10. Public Health Implications**

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

## **11. Corporate Procurement Implications**

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

## **12. Equalities Impact of the Proposal**

- 12.1 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.

## **13. Environmental and Climate Change Consideration**

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

## **14. Risk Assessment**

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

- 14.2 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks:** Wiltshire Council's Housing Board may fail to make recommendations which improve services for residents and their families, missing an opportunity for improvement, or make recommendations which leads to a deterioration of service quality. This paper is only for noting.

- 14.3 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.

## **15. Financial Implications**

15.1 There are no significant financial implications associated with this proposal.

**16. Legal Implications**

16.1 There are no significant legal implications associated with this proposal.

**17. Options Considered**

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

**18. Conclusions**

18.1 There is increasing evidence that Wiltshire Council's Housing Board is having a positive impact on the quality of service provision to residents and their families, has itself created an additional opportunity for residents to engage with the service and shaped further engagement opportunities.

**19. Proposal**

19.1 For Cabinet to note this Annual Report.

**20. Reason for Proposal**

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

**James Cawley (Associate Director, Adult Care Commissioning and Housing)**

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16 January 2017

**Appendices**

Appendix 1 – Wiltshire Council's Housing Board 2015/16 Annual Plan.

Appendix 2 – Housing Priorities and Workplan (April 2016).





**Background Papers**

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

None.



# Wiltshire Council Housing Board 2015/16 Annual Plan

Action Status	
	Unassigned; Check Progress
	Not Started
	In Progress; Assigned
	Completed


## ASSET MANAGEMENT

Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
▼	Develop a Maintenance Service a maintenance service and programme which is achievable and delivered; alongside a responsive, effective, customer friendly repairs service (develop an appropriate response and repairs model).	<input type="text"/>	Dave Hellier	We will encourage the building of 2,000 new affordable homes by 2017, work closely with social housing providers and invest £46 million to refurbish council housing in south Wiltshire.	31-Mar-2016
Desired Outcome	<p><b>Customer Outcomes:</b> Knowledge that Wiltshire Council's Housing Management service is providing value for money and investing in either existing sustainable stock or reinvesting in building new homes</p> <p><b>Housing Management Outcomes:</b> Best use of financial and property assets assured; Robust stock data maintained to enable us to forecast accurate programme to maintain high performing stock.</p>				
Notes	Dave Hellier				

## BUDGETING

Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
<p style="text-align: center;">▼</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	To be financially robust and secure.	<div style="border: 1px solid black; width: 50px; height: 20px; margin: 0 auto;"></div>	Heads of Service	We will work with partners to support people affected by welfare reform, and through employment reduce the number of people on the benefits system in Wiltshire – we will work with the Department of Work and Pensions to support claimants to make the transition from existing structures to Universal Credit.	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Service efficiencies; Value for Money (VfM) for their rent and service charges <b>Housing Management Outcomes:</b> Efficient service; Compliance with VfM regulatory standard; improved financial performance				
<b>Notes</b>	Head of service - No adverse variances in management accounts.				


## DEVELOPMENT

Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
	Build more Wiltshire Council homes for Wiltshire residents (based on local requirements).	<input type="text"/>	James Cawley/Janet O'Brien	Invest to refurbish council housing and encourage the development of new affordable homes, including supported living	31-Mar-2016
<p>Desired Outcome</p> <p>Page 28</p> <p>Notes</p>	<p><b>Customer Outcomes:</b> New and improved homes, issues addressed</p> <p><b>Housing Management Outcomes:</b> Improved products (lower cost / higher quality) - inform future - products of choice. Survey for tenants of new build properties which incorporates questions relating to the property in terms of quality, usability, design and longevity. The responses will be used to inform our decisions regarding future schemes. It also highlights any management issues that may have emerged over the period since occupation.</p> <p>Janet O'Brien -</p>				

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
▶	Develop understanding the effects of building components & technology in new homes	<input type="text"/>	Janet O'Brien	Invest to refurbish council housing and encourage the development of new affordable homes, including supported living	31-Mar-2015
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Low maintenance components – attractive homes, desirable – choose to stay in their homes <b>Housing Management Outcomes:</b> Better specification leading to lower maintenance costs – longevity of schemes				
<b>Notes</b>	Janet O'Brien -				


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## REPAIRS


Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Ensure Repairs Panel have meaningful input into service improvement	<input data-bbox="1312 549 1458 595" type="text"/>	Dave Hellier	People in Wiltshire work together to solve problems locally and participate in decisions that affect them	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> More involvement and ownership by panel; a service that meets residents needs more fully <b>Housing Management Outcomes:</b> Improved service delivery. Better satisfaction levels				
<b>Notes</b>	Dave Hellier -				

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## RESIDENT ENGAGEMENT

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Develop the role of the Housing Assurance Panel	<input type="text"/>	WCHB	Creating stronger and more resilient communities People in Wiltshire work together to solve problems locally and participate in decision that affect them	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Residents receive training to do the job and will have more direct input into service improvements <b>Housing Management Outcomes:</b> Services are scrutinised from an objective resident perspective and constructive ideas for improvement identified;				
<b>Notes</b>	Ian Seekts – The 11 member Panel is yet to be recruited to. Due to insufficient applications following advert. The posts have been re-advertised				

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Status	Action	Progress	Managed By	Business Plan 2013 -17	Due Date
	Better engage with residents to deliver a personalised approachable service (yearly or bi-annual contact).	<input type="text"/>	Dot Kronda	Creating stronger and more resilient communities	31-Mar- 2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Residents are able to access a greater range of services with less barriers <b>Housing Management Outcomes:</b> Providing services that are inclusive and have taken equality impacts into account				
<b>Notes</b>	Dot Kronda -				

## RISK MANAGEMENT

Status	Action	Progress	Managed By	Business Plan 2013 - 17	Due Date
	Develop risk management matrix for the service	<input data-bbox="1310 464 1456 512" type="text"/>	Heads of Service	We will develop an innovation strategy which promotes a culture that welcomes and implements innovative ideas – we will make sure we maintain our position at the cutting edge of local government thinking and encourages staff to be innovative and consider radical solutions that will help with the challenges we face. We will introduce a clear process for identifying and implementing new ways of doing things	31-Mar-2016
<b>Desired Outcome</b>	<b>Customer Outcomes:</b> Should lead to better services and less variance; future proofing of services <b>Housing Management Outcomes:</b> Wider service awareness, buy-in and mitigation of risks. Understanding risks, including staff and customers				

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<b>Notes</b>

Heads of Service – Risk Map to be presented to January Board Meeting, following agreement staff will be updated as appropriate and training arranged.

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## Appendix 2

(please note: this document relates to multiple housing services, not just the council's landlord business)

### 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) Promote the Open Market Register to support access to home ownership	John Walker	October 2016	
	b) Options paper on the models for affordable housing to address;  (i) Where applicants on benefits unable to afford rented e.g. large families/under 35s – what are the options? (ii) RP affordability tests – review impact on customers and volume affected (iii) What options can be delivered that are affordable and accessible (iv) Alternatives to RP delivery due to reduced capacity of RPs and more risk averse approach & less delivery of rented through planning	Helen Taylor	March 2017	Within the next 12 months
	c) Ensure options in place to accommodate refugee households  i) Work with voluntary sector and colleagues to deliver accommodation and services for	Nicole Smith	August 2016	Phase 1 complete, phase 2 started and due in UK 2 <sup>nd</sup> week in June 16

	refugee households			
	<p>d) Gypsy and Traveller site refurbishment – Phase 2</p> <p>i) Decision regarding options</p> <p>ii) Completion of works</p>	Tim Bruce / Mike Davies	September 2016 September 2018	Revised paper now with JC
	<p>e) New Build programme and delivery of new affordable housing to meet need</p> <p>I. Council house build programme</p> <p>II. Enabling of new affordable homes</p>	Tim Bruce Helen Taylor	March 2018 March 2017	
2 Make best use of existing housing stock in Wiltshire	<p>a) Develop an asset management strategy for council housing stock to include;</p> <p>i. Options for regeneration of The Friary (security doors)</p> <p>ii. Disposal strategy and strategy for high value stock</p> <p>iii. Sheltered housing review/remodelling proposals</p> <p>iv. Strategy for garages</p> <p>v. General stock issues e.g. Bemerton</p> <p>vi. Approach to adapted properties</p> <p>vii. Void standard</p>	Tim Bruce	March 2017	Needs to be completed within next 12 months
3 Review services to ensure they meet need, deliver good	<p>a) Review support services contracts and re-commission supported housing services</p> <p>(i) Identify services required, develop specification and procure new contracts to meet needs within</p>	Helen Taylor	October 2017	

value for money and deliver good quality outcomes	<p>budget – need new contracts in place by March 2017.</p> <p>(ii) Review all accommodation commissioned by the council in Wiltshire across all departments e.g. public health, youth offending, social care services as well as housing.</p> <p>(iii) Ensure effective and quicker move on options</p>			
	<p>b) Review and procure planned and responsive maintenance contracts</p> <p>(i) Consult with managers</p> <p>(ii) Agree how to involve staff &amp; residents</p> <p>(iii) Clarify timeline/project plan</p> <p>(iv) Review policies and procedures</p>	Janet O'Brien	September 2017	Interim options followed by long term options going forward
	<p>c) Review Allocations service</p> <p>(i) Monitor demand</p> <p>(ii) Explore options to deliver more cost effective service</p> <p>(iii) Upgrade of Abritas - £43k cost</p>	John Walker	April 2017	
	<p>d) Review HRA Business Plan</p> <p>(i) budget</p>	Nicole and Janet – along with finance	April 2017	

	<ul style="list-style-type: none"> <li>(ii) impact of housing &amp; planning bill and welfare reform</li> <li>(iii) update policies e.g. tenancy policy</li> <li>(iv) Review service charges including leaseholds</li> <li>(i) Review staff structure in line with agreed priorities</li> </ul>			
	e) Explore options for delivering ongoing efficiencies and savings across HRA and general fund	All managers	April 2017	
	f) Review of the Housing Board	James	October 2016	Looking to appoint a consultant
4 Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	a) Develop and adopt Housing Strategy <ul style="list-style-type: none"> <li>(i) Agree timetable for adoption of the strategy including a programme of consultation</li> <li>(ii) Agree an action plan</li> </ul>	James	December 2016	Consultation May / July, followed by Cabinet then adoption at Full Council
	b) Review and develop statutory strategies and policies <ul style="list-style-type: none"> <li>(i) Homelessness Strategy (including prevention)</li> <li>(ii) Private Sector Renewal Strategy</li> <li>(iii) Tenancy Strategy</li> <li>(iv) Update of policies including Debt policy to reflect legislative changes and audit requirements</li> </ul>	Helen Taylor and Ian Seeckts	Review by December 2016	JC to discuss with Robin

	(v) Update of procedures to reflect changes of policy			
	c) Review Wiltshire Housing Partnership (i) Review role and purpose with partners (ii) Invite Chief Executives of partners to discuss strategy prior to adoption	James / Barry	October 2016	
	d) 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	Jamie Peters (council tenants / Wiltshire Money)	September 2016	Research and reports underway. UC rollout likely in March 2017.  Welfare Reform Report With NS  UC report being drafted.
	e) To write the housing section of the JSNA for all community areas	Helen Taylor	July 2016	
5 Implement effective systems for management of the whole	a) Ensure robust systems are in place for; (i) Risk management (ii) Information management/filing (paperless) (iii) Performance management (iv) Budget management	Janet / Nicole / Simon	April 2017	Documents to be reviewed and ready by April 2017

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"> <li>(i) Work towards a quality mark for resident engagement</li> <li>(ii) Implement audit and ESC recommendations on engagement</li> <li>(iii) Revenue budget to encourage resident engagement</li> </ul>	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"> <li>I. HRA – efficiencies / SLA</li> <li>II. General fund process</li> </ul>	Nicole Smith	September 2016	

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# 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

14 March 2017

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**Subject:** Procurement of housing repairs and maintenance service

**Cabinet Member:** Cllr Jonathon Seed – Housing, Leisure, Libraries and Flooding

**Key Decision:** Yes

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#### **Executive Summary**

The report outlines the proposed actions and timeframes for procuring new contracts for the Repairs and Maintenance services for the upkeep and improvement of the Council's Housing Stock.

Wiltshire Council owns some 5,786 properties, mostly in the old Salisbury District Council area, along with garages, unadopted roads, land and communal spaces and the majority of the contracts for the upkeep of these come to an end or up for potential extension in March 2018.

Therefore, it is requested that the Associate Director for Adult Care Commissioning and Housing in consultation with the Cabinet Member for Housing, Leisure, Libraries and Flooding be given delegated authority to oversee the procurement and selection of suitable contractors for the continuation of services and delivery of quality services to the residents

#### **Proposal(s)**

At present Wiltshire Council is working with a number of external contractors to ensure the delivery of effective Repairs and Maintenance services to the housing stock.

There are 4 major contracts which come up either for an extension or to an end in March 2018 so a project has been started to review the services that are required and, working both with residents and the Housing Board, come up with proposals on how best to procure, monitor and deliver these services in a manner fit for the future and create the grounds for cost and service efficiencies.

This report outlines a process that will be followed in order to deliver the required outcomes, including the various stages that will be undertaken and how suitable contractors can be selected.

It is requested that delegated authority is given the Associate Director in consultation with the Cabinet Member for Housing, Leisure, Libraries and Flooding to approve and appoint the required services/ contractors.

**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.**

**Reason for Proposal(s)**

On average Wiltshire Council plans to spend some £12m from the Housing Revenue Account (HRA) each year on the repairs and maintenance of the housing stock. This includes all emergency and day to day repairs, works to void properties, gas servicing, electrical testing, lift maintenance, as well as replacement works and meeting the Decent Home Standard.

The majority of this work is currently out-sourced through 4 main contracts and these are either ending or up for extension, so key decisions on how these services are delivered in the future will need to be made.

A Repairs and Maintenance (R&M) Steering Group including members of the Housing Board has been formed to oversee progress through a number of stages in order to decide the future of both service delivery models and the most effective route to deliver the required service outcomes.

Cabinet is asked to approve the proposed approach and delegate the decision making to the Associate Director.

**James Cawley (Associate Director, Adult Care Commissioning and Housing)**

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**

**14 March 2017**

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**Subject: Procurement of housing repairs and maintenance service**

**Cabinet Member: Cllr Jonathon Seed – Housing, Leisure, Libraries and Flooding**

**Key Decision: Yes**

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### **Purpose of Report**

1. This report outlines the proposed actions and timeframes for procuring new contracts for the Repairs and Maintenance service for the upkeep and improvement of the Council's Housing Stock for the next 5-10 years.
2. All key stakeholders will be fully engaged in the forming of any new contracts and partnership arrangements.

### **Relevance to the Council's Business Plan**

3. The delivery of new R&M contract arrangements should deliver the following from the Council's Business Plan:
  - a. Protect those who are most vulnerable – the nature of our housing service is that it is there to those people who are least able to afford to house themselves and the delivery of effective R&M services is the key issue when it comes to resident satisfaction
  - b. Boost the local economy - the creation of new long-term partnership contracts will lead to the creation of new apprentices and wider job creation within Wiltshire
  - c. Bring communities together to enable and support them to do more for themselves – the purpose of this report is to empower those who are the service recipients and service delivers to help shape and agree the future of R&M services and deliver cost efficiencies.

### **Main Considerations for the Council**

4. With existing contracts either coming to an end or due for possible extension, now is the ideal time to review both how services are delivered and how they need to change to meet the future needs of the service.
5. Much of the work that is the subject of this report is governed by either Legislation or Regulation, such as the Right to Repair, Gas Servicing, the Decent Home Standard as well as general Health & Safety within the home. Therefore, the Council has no option to cease doing this work however, the

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renewal or replacement of contracts provides an opportunity for change and new models of working.

6. The review and recommissioning of new cost-effective services also provides the opportunity to deliver either 'more for the same' or 'the same for less' and drive greater value into the Housing Revenue Account (HRA).

## **Background**

7. Wiltshire Council owns some 5,786 housing properties, mostly in the old Salisbury District Council area, along with garages, unadopted roads, land and communal spaces and the majority of the contracts for the upkeep of these come to an end or up for potential extension in March 2018.
8. The proposal is that the R&M Steering Group, made up of members, managers, staff and residents, progress through the following stages in order to progress the agreed most suitable and affordable delivery vehicles;
  - Defining – detailing what we do now, how this needs to change to reflect the likely future demand and the required outcomes of any new arrangements.
  - Planning – looking at the various options of service delivery and determining the best solutions and over what timeframes, such as taking up the option to extend some contracts in the short-term to work towards long-term options
  - Procuring – going through the requisite procurement notices and processes with a clear specification to ensure a transparent procedure and obtaining a route map to deliver effective and efficient services over the coming years
  - Awarding – obtaining the required approvals and signing of new contract documents
  - Developing – working with the successful contractors to create the foundations for success and programme for service development over the contract period
  - Implementing – To ensure that we start the new contracts by 1<sup>st</sup> April 2018
  - Monitoring – working together to ensure delivery of services in the agreed manner and providing clear cost information and efficiencies

The outline recommendations and the programme for delivering new contracts through all these stages is provided as an appendix to this report – Appendix 1

## **Overview and Scrutiny Engagement**

9. The proposals within this report were taken to the Housing Board in September 2016 and since then we have had Housing Board representation within the R&M Steering Group, including both members and tenants, at the meetings since in October, November and December.

**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.**

10. In addition, this report was discussed at the Environment Select Committee on 22<sup>nd</sup> February 2017.

### **Safeguarding Implications**

11. All contractors will be asked to ensure that any staff entering people's homes have been appropriately checked and vetted to ensure that our residents are safe within their homes. In addition, we will work with contractors to ensure continuous training and awareness of safeguarding issues

### **Public Health Implications**

12. Delivery of effective and efficient R&M Services will ensure the safety of our residents in their homes, whilst ensuring compliance on the part of the Council, particularly on key issues such as gas, electric and water safety and asbestos.

### **Procurement Implications**

13. Discussions have already taken place with the Strategic Procurement Team and they are committed to resource the required support to ensure prompt and effective delivery.

14. Consideration has already been given to the use of alternative public procurement approaches to the standard 2-stage tendering process, such as competitive dialogue or competitive negotiation. Decisions on this will be made in conjunction with the Procurement Team who are also attending the R&M Steering Group.

### **Equalities Impact of the Proposal** (detailing conclusions identified from Equality Analysis, sections 4 and 5)

15. There are no major equalities impacts from this report as the services are geared towards all of our residents, both tenants and leaseholders, and will be delivered in a considered, non-discriminatory manner

16. As part of the procurement process we will seek evidence of Equalities procedures from any external agency or contractor and over the life of the contract ensure these are upheld.

### **Environmental and Climate Change Considerations**

16. Energy Efficiency Works will be considered under the scope of works for possible procurement, alongside the need for staff and resident training on energy awareness so that the 'Cost in Use' of our properties is reduced.

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

**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.**

17. Potential failure to deliver R&M Services to our residents, together with issues around non-compliance, the safety of our residents and a failure to deliver Statutory Undertakings as a Social Landlord.

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

18. With any procurement exercise, the market may not engage to the point that delivery of cost effective services may not be possible, however, the risks of this will be considered amongst the options being considered by the R&M Steering Group. In addition, market engagement will take place early in the procurement process.

### **Financial Implications**

19. This section will be filled in by a Finance Head of Services when you are circulating your report for review (this should be ahead of signoff by CD, CLT and then Cabinet member). When drafting the rest of your report you should work with appropriate officers in finance to discuss any financial implications. If you do not know the appropriate officer, contact the Accountancy Helpdesk.

### **Legal Implications**

20. This procurement falls to be conducted in accordance with the Public Contracts Regulations (2015). The engagement with the Strategic Procurement Team will ensure that the procurement followed is PCR compliant.

### **Options Considered**

21. The alternative to agreeing a process of reviewing and planning to recommission repairs and maintenance services to the council's housing stock is that contracts will end with no services in place. This is not an option as the Council has statutory duties and obligations in relation to the council's housing stock. Therefore there would be a requirement to contract for individual works which would be both inefficient and expensive.

All options for delivery of services are considered within the report in Appendix 1 and these have concluded that:

*(to be inserted once agreed with the cabinet member has approved the report in Appendix 1)*

### **Conclusions**

22. The proposed new delivery model for the Repairs and Maintenance services will ensure the Council's stock is maintained and improved in line with the Council's statutory obligations and ensures tenants live in good quality homes with high quality services.

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.

**James Cawley (Associate Director, Adult Care Commissioning and Housing)**

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Date of report: Friday, 09 December 2016

**(Make sure above includes name, title and contact details of report author)**

### **Appendices**

(Outline programme – to follow.)

### **Background Papers**

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

None

DRAFT

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**Proposal for Re-Procurement of the Repairs and Maintenance (R&M) Contracts for Housing Services**

Author: Tim Bruce – Strategic Asset Manager  
Date: January 2017  
Version: 1.2 (3)

## 1. Introduction

The current Repairs & Maintenance (R&M) services deliver:

- Circa 18,000 responsive repairs each year including 1,100 repairs to communal areas to approximately 5,700 homes.
- Void turnover is just under 8% or a figure of around 410 units/ year.
- The statutory obligation to annually check and service gas installations is completed to some 4,140 tenanted homes/ schemes, whilst we also check the electrical systems of some 1,200 properties each year.
- We spend some £8million each year on capital planned programmes delivering replacement roofs, windows, kitchens, bathrooms, electrics and heating, alongside environmental improvements and decorations to ensure our properties remain in good order.

The total expenditure on responsive and planned preventative maintenance over the next decade on average will some £12 million per annum. At present, this expenditure is slightly higher and spread over 4 main contracts, alongside the cost of running a direct labour organisation (DLO), the details behind these arrangements is provided in the table below:

Contract	Type of Work	Annual Value Capital	Annual Value Revenue
1	Planned Programmes, such as roof, kitchens, bathrooms	£4,160,000	
2	Gas Servicing and New gas Installations	£1,360,000	£500,000
3	Electrical Testing and Electrical Rewiring	£980,000	£250,000
4	Support Contract for the Repairs & Voids Services		£1,000,000
DLO	Reactive Repairs & Preventative Maintenance		£2,000,000
Other	Specialist Services outside the above	£1,500,000	£250,000
	<b>Average Annual Total Allowance in Business Plan</b>	<b>£8,000,000</b>	<b>£4,000,000</b>

There are a number of factors influencing the need to re-procure the current contracts that provide the repairs and planned maintenance of the housing stock, including the following:

- The existing contract arrangements are either coming to an end or to a point of extension
- The need to drive for greater value into the HRA Business Plan
- The need to improve services to residents and be seen as an effective social landlord within Wiltshire and the South West region.
- To cost and consider the inclusion of some new services alongside the existing, such as road & street light maintenance, radon surveys, flood protection, energy efficiency works, etc.
- The need to have a service delivery model that can adapt and develop over time to deliver added value and service efficiencies

This paper outlines the strategic review undertaken by managers and the Housing Board, in the form of a R&M Steering Group, the options considered and the proposals recommended for procurement.

## **2. Context**

Wiltshire is predominantly a rural county with the vast majority of the stock is based in the old Salisbury District Council area. It is generally considered that there is rarely a 'perfect' solution for the methods and arrangements for delivering day-to-day housing repairs and associated services. Each organisation is different, as is each housing stock, as are the expectations of our residents and our ability to respond to these is shaped by our own Housing Revenue Account (HRA) Business Plan.

When looking at how other housing organisations within the South West are meeting these service requirements, the predominant model is through the provision of a DLO. Currently, there are 10no. Councils within the South West who still own their housing stock and 80% manage their R&M services through a DLO. Of the 18 former District, Borough or City Councils in the South West, where stock has been transferred to a Housing Association, 100% are known to use DLOs for the management of the housing stock. There are just 2No. organisations that are not using a DLO; Exeter City Council and Poole Borough Council, through the Poole Housing Partnership. These two organisations externally procure all the R&M services and benchmark criteria demonstrates that whilst most of their R&M services provide good value for money, their housing stock is considerably different from Wiltshire Council's, with their stock spread over a much smaller geographic area.

In many cases, housing providers are expanding their DLOs to take on more repairs and maintenance services and establish a commercial edge to meet the needs of both private owners and the private rented sector. This is often seen as a way of reducing costs to their residents whilst generating income to their Business Plans, which in the light of recent legislation is vital for the future of many housing organisations. Wiltshire Council is not immune to these problems and we must also find ways to reduce our costs as well as generate more income to our HRA Business Plan.

Government and local policy often changes the agenda and funding the service is subject to numerous pressures. However, best practice advice is that the optimal solution should be one, which will serve the current and future needs of our residents, our business drivers and the possible wider needs of the Council.

Repairs and maintenance activity is a significant driver of resident satisfaction and therefore the opportunity of re-procurement must be used to drive greater economies and efficiencies whilst improving service outcomes through clear Key Performance Indicators (KPIs), together with effective management and sharing of risks and rewards.

At the same time, we will also get closer to our customers through our new Resident Engagement Strategy, which will lead to the creation of a R&M Focus Group reporting to both the Tenants' Scrutiny Panel (Housing Assurance Panel [HAP]) and Housing Board.

## **3. Background**

On 15<sup>th</sup> September 2015, Cabinet considered a report relating to the establishment of a Wholly Owned Subsidiary (WOS) for housing repairs and maintenance, planned and investment works as well as the client function, following an options appraisal commissioned externally.

Cabinet resolved: To approve in principle for;

- i) The formation of a Wholly Owned Subsidiary (WOS) to deliver the Council's (Housing) Responsive Repairs, Voids and Planned Investment works, works to hostels, gypsy and traveller sites, including the client function role.
- ii) Approve advancing the procurement of a "partnering contractor" that will manage the delivery of the Council's housing asset management function and housing maintenance client function.
- iii) To agree to delegate the finalisation of the proposal to the Associate Director for Adult Care, Safeguarding and Housing in consultation with the Cabinet Member for Housing, Leisure, Libraries and Flooding, Corporate Director with responsibility for Housing and the Section 151 and Monitoring Officers.
- iv) Proposals and final decision to be brought back to Cabinet for determination.

Since September 2015 the housing service has been through considerable change including:

- The introduction of new staffing structures, which have had a significant impact with both increased productivity and performance of the Council's DLO
- The development of an asset management strategy to provide a framework for future investment in the housing stock.
- Resident satisfaction has also improved and therefore some of the context for the previous recommendations has shifted.
- Legislative change including the Housing and Planning Act 2016 and the Welfare Reform and Work Act 2016 has impacted on the Housing Revenue Account Business Plan.

As the impact of these changes are still under review and the Asset Management Strategy is being finalised, it is felt that it would be prudent to further review the options for delivery of the repairs and maintenance service in this new context.

**What were/ are the issues with the current Service:**

The report to Cabinet in Sept 2015 identified the following four issues;

- Lack of internal skills to manage an efficient and effective repairs service
- Need to have a performance managed service
- Being able to develop and use the existing Direct Labour Organisation (DLO)
- Developing a flexible model that would be able to be expanded in the future to deliver more than just responsive repairs, but also planned, cyclical works, FM works and smaller new build projects if required, as well as being able to work across the council in a more joined up manner.

The report suggested that a WOS was the best solution to resolve these issues. However, from the recent review undertaken of the current service it has been found that whilst some of these issues still exist, there have also been a number of changes as outline above. As a result all the options are being considered again so that a robust decision can be reached.

## 5. Current Performance

When the report was written in 2015, the consultants, Echelon, compared the Council's performance data firstly against Housemark benchmarking data, secondly against a small benchmarking group (22 organisations) called the Asset Management Improvement Partnership (AMIP) ([www.amip.org.uk](http://www.amip.org.uk)) and thirdly against two high performing Housing Associations.

Shown below is the performance of the Council reported in 2015 compared to current performance against those same benchmarks.

### i. Housemark Benchmarking

The previous report stated that Wiltshire Council was in the middle/upper quartile for percentage satisfaction with repairs and average time in days to relet voids was in the upper quartile. The report stated that it was reviewing the Council performance against 2012/13 Housemark data, however, we have not been able to substantiate this as no data was submitted to Housemark in this year.

Using our own performance monitoring information, our performance over the last 3 years can be summarised as follows:

Indicator	Performance		
	2013/14	2014/15	2015/16
<b>Satisfaction with repairs overall</b> (all repairs)	<b>92.9%</b> - Lower quartile	<b>90.7%</b> - Lower quartile	<b>94.5%</b> - Mid-lower
<b>Average re-let times</b> (standard)	<b>34.3 days</b> – Mid-lower	<b>26.1 days</b> – Mid-upper	<b>35.9 days</b> – Mid-lower

This demonstrates that there has been an improvement in overall satisfaction with the repairs service and starts to address the first issue raised in the Sept 2015 report. However, voids performance has fallen. This is mainly due to the introduction of a new corporate asbestos contract and a change in the definition of major works by Housemark.

### ii. AMIP Benchmarking (Based on 2013 Q4 AMIP data, rather than actual performance in Sept 2015)

KPI	<i>Echelon report WC score 2013</i>	<b>Actual Wiltshire Council 2015 Q3</b>	<b>AMIP High 2013 Q4</b>	<b>AMIP Low 2013 Q4</b>
C-Satisfaction	90.7%	95.1%	99%	91.7%
Completions on Time – Non DLO	85.8%	91.4%	100%	91.1%
Completions on Time - DLO	91.6%	98.4%	100%	91.1%
Appointments Kept	93.6%	94.9%	99.5%	90.9%
Right First Time	84.5%	88.1%	100%	86%
Void Key to Key (standard & MW)	30.1 Days	26.8 Days All GN voids	7.4 Days (Not sure if ST, MW or both)	36 Days (Not sure if ST, MW or both)

**iii. Client to Client Comparison (Based on 2013 Echelon data, rather than actual performance in Sept 2015)**

The previous report compared Wiltshire Council with the performance of Celtic Horizons, a WOS created by United Welsh and a high performing repairs contract (Origin). This has been updated with Q3 2015/16 data.

KPI	Echelon report WC score (2013)	Actual Wiltshire Council 2015 Q3	Celtic Horizons	Origin Housing
C-Satisfaction	90.7%	95.1%	95.7%	93%
Completions on Time – Non DLO	85.8%	91.4%	100%	100%
Completions on Time – DLO	91.6%	98.4%	100%	100%
Repairs End To End Times	N/A	9.1 Days	7.4 Days	11.1 Days
Appointments Kept	93.6%	94.9%	96.5%	99.5%
Right First Time	84.5%	88.1%	88.30%	85.6%
Standard Void Repairs works issued to works complete	30.1 Days	11 days	6.9 Days Not sure if ST,MW or both	5.1 Days Not sure if ST,MW or both
Major Works Void Repairs works issued to works complete	-	28 days		
Productivity (Repairs) Jobs/Day/Operative		-	-	5.3

As can be seen from these statistics in the previous two sections the performance of the DLO and the contractor has improved significantly to the point that their performance is now comparable or considerably nearer to the other organisations. We also have no formal Housemark data from 2012/13 as a decision was reached not to submit data due to the uncertainty caused by the following factors:

- A major change in staffing structure midway through the period and the difficulty in reconciling this
- A change in Housing IT management systems midway through the period
- A change in the Financial recording systems midway through the period

However, many of the recommendations within Echelon's 2015 report still stand true and will continue to be pursued, such as:

- Development of an effective Asset management Strategy, currently being developed by the Strategic Asset Manager
- Use of property MOTs/ use of planned preventative maintenance
- A new pricing structure, i.e. moving away from complex schedules of rates
- Offering services beyond just housing residents

iv. **Current Comparison between DLO and external contractor performance for response repairs**

	Year	ALL Repairs	DLO only	MD only
<b>Customer Satisfaction</b>	2013/14	92.9%	92.2%	91.9%
	2014/15	90.7%	92.7%	86.3%
	2015/16	94.5%	94.7%	93.7%
	Year	ALL Repairs	DLO only	MD only
<b>Repairs completed on time</b>	2013/14	88.0%	84.4%	83.5%
	2014/15	89.5%	93.6%	85.2%
	2015/16	93.5%	98.3%	94.6%
	Year	ALL Repairs	DLO only	MD only
<b>Repairs completed right first time</b>  (from satisfaction survey)	2013/14	83.8%	85.0%	83.1%
	2014/15	84.6%	87.9%	80.9%
	2015/16	87.5%	89.8%	86.8%
	Year	ALL Repairs	DLO only	MD only
<b>Appointments kept</b>  (from satisfaction survey)	2013/14	94.3%	93.4%	93.0%
	2014/15	94.1%	95.7%	91.6%
	2015/16	95.2%	95.2%	94.0%

This table demonstrates that outsourcing work does not always improve services for our customers and that services within the DLO have improved to a point that a level of effective management can clearly be demonstrated, which was lacking at the time of the September 2015 report.

However, it is also accepted that there is still considerable room for improving the repairs service and there are a number of ways that service costs can be reduced and these include:

- To review how and where the DLO access materials for the completion of works under response repairs and void properties and how much is carried around in vans. It is proposed that a procurement exercise will be undertaken to deliver cost and service efficiencies in the management of our stores facilities and impressed stock in the vans.
- To implement auto-scheduling software so that works are batched together and less time is spent travelling between properties so that works orders are raised direct to the operatives PDAs to instruct them where to go next.

- The increased development of multi-trade operatives that can complete works first time and reduce the impact on the customer and reduce the duplication of single tradesman's transport costs.
- Avoid paying a profit and overheads to an external contractor and look to retain any potential saving or future profit margins within the HRA
- In the longer term, look to offer our R&M services to other customers, such as leaseholders and the military and thereby reduce the cost of our overheads to our customers.

## **5. Work of the R&M Steering Group**

A sub-group of the Housing Board has been formed to review the options for procurement of the service. This is called the Repairs and Maintenance Steering Group (R&M Steering Group).

The existing repairs contracts (shown in Appendix A) are a series of separate contracts. Most of these contracts are now either due to end on 31<sup>st</sup> March 2018 or be potentially be extended, as indicated.

Since September the R&M Steering Group has been meeting to:

- Define what we do now
- Define what needs to change or be added to the service
- Agree a Strategic Aim and series of required Outcomes for the new service
- Agree what is IN and OUT of scope (Appendix A)
- Consider what the potential options are for procurement/ service delivery (Appendix B)

### **The Aim**

It is proposed by the R&M Steering Group that the aim of the R&M service review is to deliver: **'The right works, at the right time, at the right cost'**.

### **The Outcomes**

The group proposes the following outcomes to be delivered as a result of the new R&M service provision:

<b>Outcome</b>	<b>Subject Area</b>	<b>Evidence Base</b>
<b>Improved Customer Experience</b>	<b>Our Customers</b>	Consistent & Accurate Feedback, Greater Resident Involvement,
<b>Provision of Quality Homes</b>	<b>Our Homes</b>	Meeting both the Decent and Wiltshire Home Standard,
<b>Delivery of Best Value/ Cost Efficiencies</b>	<b>Our Business Plan</b>	Good Interest from the Market, Competition for our Work, Supply Chain Management, More for the same/the same for less, Reduced cost/Increased HRA income



<b>Top Quartile Performance</b>	<b>Our Performance</b>	Benchmarked Data, Improved methods of measurement,
<b>Contract Flexibility with scope for Innovation &amp; Change</b>	<b>Our Growth &amp; Development</b>	Shared Risk & Reward, Increased capacity to bring work in-house,
<b>Futureproofing the R&amp;M Service</b>	<b>Our Sustainability</b>	Effective Management Structure, Accurate Repairs Diagnosis, New Handheld IT Systems, Commercial & Market Awareness

## The Scope

Appendix A suggests the scope of what should be included in the current procurement proposals and what should be excluded.

## 6. Summary of the Options

The procurement options have been wide ranging but are focused around 6 principal options for the R&M Service, as detailed in Appendix B:

- 1) Continue as we do now with a responsive repairs and voids contract supplementing the DLO and separate contracts for planned and cyclical maintenance, gas maintenance and electrical maintenance.
- 2) Expand the DLO, recruit and implement a new management staff structure into the service reducing the reliance on external contractors for delivery of responsive repairs, voids works and planned and cyclical maintenance with a continuation of contracts to deliver gas and electrical maintenance.
- 3) Expand the DLO but buy in the management services reducing the reliance on external contractors for delivery of responsive repairs, voids works and planned and cyclical maintenance with a continuation of contracts to deliver gas and electrical maintenance.
- 4) Create a Wholly-Owned Subsidiary (WOS) to include all repairs and maintenance services.
- 5) Select a Sole Contractor to deliver all repairs and maintenance services
- 6) Outsource all works with no DLO to numerous Contractors

The analysis of these options has been undertaken in consultation with key stakeholders and without pre-conceived ideas, whilst seeking to consider all the principal available options. The risks associated with each of the various options have been appraised in the form of a series of advantages and disadvantages.

Appendix C is a proposed scoring mechanism based on the outcomes and aim outlined in Section 5 of this report.

## 7. Options Scoring

Based on the scoring of the options in line with Appendix C the results are as follows;

No	Option	Score	Comments
2	<b>Expand the DLO, recruit and implement a new management staff structure into the service</b>	39	Most favoured option in that this over the medium/ long term will generate savings into HRA Business Plan but carries the highest initial cost however, some of this this can be offset against the cost and time of procurement
3	<b>Expand the DLO but buy in the management services</b>	32	Second most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs, however procurement is likely to be expensive and time consuming, plus we will always be paying the overheads and profit for the external organisation
4	<b>Create a Wholly-Owned Subsidiary (WOS)</b>	30	Not the most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs and we will always be sharing the overheads and profit for the external organisation, however procurement is likely to be expensive and the most time consuming and unlikely to be fully achieved before the contracts lapse in March 2018. There will also be the increased cost of setting up a new legal organisation and the complexity of transferring staff to the new organisation.
5	<b>Select a Sole Contractor to deliver all services</b>	24	Not recommended as high risk - From a simplistic point of view this may seem to be the easiest solution, it also comes with the greatest risk for both the Council and the Contractor, which will probably end up with higher prices and a form of contract that leaves the Contractor holding most of the key cards. Whilst initially costs may prove competitive, over the long-term the contractor will shape the service more than the Council as their withdrawal, or threat of withdrawal/ non collaboration places all the risk back to the Council. Should the contract collapse or the contractor enter into liquidation, the council would have no back up or Plan B for a continued service delivery
1	<b>Continue as we do now</b>	23	Not considered appropriate for future proofing the service and the least likely to generate any cost savings or efficiencies
6	<b>Outsource all works with no DLO to numerous Contractors</b>	19	Not recommended as too costly - Whilst this solution mitigates some of the risks highlighted in the previous option, the Council will be paying the profits and overheads of a number of organisations and so costs may prove less competitive. However the likelihood of all contractors entering into liquidation is very unlikely so that the council would have some back up or Plan B for a continued service delivery should one or two get into financial difficulty. This would also allow the Council to work with the specialists in the field, such as British Gas for gas servicing, or with contractors geared towards either responsive and/or planned programmes.

The highest scoring option is Option 2, followed by options 3 and 4.

## **8. The Proposal**

The proposal is as follows:

- a) Responsive repairs and voids service. The R&M Steering Group recommends a choice between either recruiting or purchasing in of the required management skills to fully develop the DLO into a fit for purpose/ futureproof service delivery model to deliver all of the responsive repairs and voids services (option 2 or 3 above). Additional operational staff will also need to be recruited to gear up to take on all of the responsive repairs and voids services from April 2018.
- b) For planned and cyclical maintenance works and major adaptations there are three options to consider;
  - (i) Build up the capacity of the DLO to take on these works from April 2018.
  - (ii) Extend the current contract with Ian Williams for a further two years to April 2020 with a view to the DLO taking on these works from April 2020.
  - (iii) Re-procure these works as part of a separate contract.

It is recommended that option (ii) is pursued.

- c) For gas and electrical works there are options to extend the current contracts for a further 2 years, plus an option to extend these yet further for another 2 years (total 4yrs). The R&M Steering Group recommends that since these contracts are working well, they are extended for a further 2 years and the option retained for a further extension, based on continued good performance. The proposed extended contracts will be with:
  - (i) British Gas – for gas servicing and heating replacements and boiler renewals
  - (ii) Wessex Electrical – for electrical safety testing and electrical replacement and servicing
- d) The Asset Management function should be retained in house to continue developing the Housing Asset Management Strategy and a robust asset database within the QL computerised housing management system. The Strategic Asset Management function will ensure there is a strategic framework for future investment in line with the priorities identified by the Housing Board in consultation with residents.
- e) It is proposed that soft market testing is undertaken following the cabinet decision to ascertain whether the proposed option is likely to be seen by the market as a workable arrangement and attract suitable and sufficient interest. Any undue risk perceived by the market could result in higher levels of pricing. It is acknowledged that over the length of the contract, there are likely to be a number of local and central government initiatives that may influence both service standards and method of delivery. Any proposed contracts are intended to retain some flexibility, in order that these changes can be reflected into the contractual arrangements without the need for wholesale re-negotiation.

The increased use of in-house services and a reduction in out-sourced contracts will ensure that the service will retain flexibility to;

- respond to the review of the HRA Business Plan in the light of recent legislation
- respond to the work resulting from the Asset Management Strategy including asset reviews of the council's sheltered stock, garage sites, hard to let estates and unadopted roads and footpaths, the development of a Wiltshire Home Standard

and the emerging investment priorities of the Housing Board in consultation with residents.

- embrace new technologies and new working arrangements over the next 10 years.

The medium/ long-term aim is to develop the service to not only deliver quality services to our residents but to offer this service to other social and private landlords within Wiltshire and deliver additional income into the Housing Revenue Account, in support of developing new housing units and maintaining quality homes.

## **9. Conclusion**

All responsive repairs, minor adaptations and void refurbishments, except gas and electrical works, are proposed to be delivered by a single source, the DLO, with management expertise either procured or recruited. There will be an option to include all other planned maintenance programmes and major adaptations either from April 2018 or at a later date.

In this way it is propose the issues raised in the 2015 report will be addressed as follows:

<b>Issue</b>	<b>2015 Report</b>	<b>Proposed Solution</b>
➤ Lack of internal skills to manage an efficient and effective repairs service	Outsource these skills by working with an external organisation to create a WOS and share any risks and benefits	We need to recruit or purchase the commercial skills to develop the DLO under the umbrella of the HRA Business Plan
➤ Need to have a performance managed service	The creation of a WOS was aimed at delivering this factor	Done in-house in the main already but taken further by recruiting or alternatively purchasing the skills
➤ Being able to develop and use the existing Direct Labour Organisation (DLO)	Transferring/ TUPE staff from the Council into the new WOS	All staff retained within the Council and no legal cost from creating a WOS or need to TUPE staff
➤ Developing a flexible model that would be able to be expanded in the future to deliver more than just responsive repairs, but also planned, cyclical works, FM works and smaller new build projects if required, as well as being able to work across the council in a more joined up manner.	Done through the WOS where all efficiencies or profits are shared with the external partner	Done through the expansion of the DLO where all efficiencies or profits are to the benefit of the HRA Business Plan. However, creating a commercial wing with the HRA is not discounted in the medium/long-term if the DLO becomes successful in winning contracts and orders outside of the needs of the current contracts.

The setting of the planned programmes and the upkeep of the asset database will remain the responsibility of the strategic asset management function in the Council.

The entire process that underpins these proposals are detailed in a series of appendices as follows:

Appendix A – Existing repairs and maintenance contracts

Appendix B – Options Appraisal

Appendix C – Scoring of the Options

Appendix D – Proposed 'Procurement Route'

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Details of Existing Contract Arrangements

**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
Richard Hamer	<b>Lot 1 - Ian Williams Ltd:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Kitchens & Bathrooms	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Windows	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Doors - Domestic and Communal	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Disabled Adaptations	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Re-roofing & Flat to Pitched Conversions	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Asbestos Removal	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Fire Prevention Works	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Decorations / Planned Preventative Maintenance	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Disability Discrimination Act Works	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Wall Insulation	IWL	31/03/2018 (2 + 2 Extension Options)
Richard Hamer	<b>Lot 2 - British Gas / PH Jones:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Boiler Replacements & New Heating Systems	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Energy Pilots / Renewable Energy Schemes	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Gas, Oil & LPG Servicing	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Communal Boiler Servicing	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RG	Responsive Repairs	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	3* Maintenance Agreement	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Solar PV installation & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Solar Thermal Installation & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Mechanical Ventilation Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	ASHP – Servicing & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)

**Scope Comment**

In Out

This contractor has been struggling to meet the requirements of this contract and therefore should be re-procured to obtain the required service delivery requirements or be delivered through elemental frameworks or in-house provision

This contractor has been successfully meeting the requirements of this contract and therefore it is recommended that this contract be extended for at least another 2 years.

Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out

**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
Richard Hamer	<b>Lot 3 - Wessex Electrical Ltd:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Rewire & Remedials	Wessex	31/03/2018 (2 + 2 Extension Options)
RG	Responsive Works	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Smoke Detector Servicing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Smoke Detector Renewals	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Test & Inspections	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	PAT Testing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Fire Alarm Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Fire Extinguisher Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Public Lighting	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Generator Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Door Entry Servicing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Stair Seats	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Lifts	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	NSH Installs and renewals	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Legionella monitoring / Risk Assessments / minor works	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	TV Aerials for blocks of flats	Wessex	31/03/2018 (2 + 2 Extension Options)
	<b>Lot 4 - Environmental Improvement works - Never Tendered:</b>		
RH	Environmental Improvement schemes to car parks and to form improved parking.	Atkins via Highways Contract	
RH	Landscaping works	Not currently carried out	
RH / RG	Repairs to and renewals of boundary walls and fences	Ad-hoc via IWL / DLO / EmmDee	31/03/2018
	Maintenance and upgrading of recreation areas	Not currently carried out	
Rachel Gipson	<b>Lot 5 - EmmDee (supported by the DLO and Cascade Contract framework)</b>		
RG	Routine and emergency repair work	EmmDee	31/03/2018
RG	Work to void properties	EmmDee	31/03/2018

**Scope Comment**

In	Out	Comment
		This contractor has been successfully meeting the requirements of this contract and therefore it is recommended that this contract be extended for at least another 2 years.
In	Out	Likely to form part of the Wiltshire Home Standard
In	Out	Framework
In	Out	Framework
In	Out	Framework or possible in-house delivery
In	Out	Framework
In	Out	Brought within the DLO
In	Out	Brought within the DLO

**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
	<b>Works delivered outside Lots 1, 2, 3 and 5:</b>		
RG	DLO for repairs and minor work schemes	DLO	On-going
RG	Handyman Service	?	On-going
RH	Cavity wall insulation injection (inc removal and refill)	SCIS Ltd	On-going
RH	Annual gutter clearance at Sheltered Schemes	DLO	On-going
RH	Asbestos surveys	Encompassed joint Contract with Strategic Property	31/03/2021 (1 + 1 Extension Options)
RH	Energy Performance Certificates (EPC's)	MP Surveying	On-going
RH	Surveying of Void properties	Wessex via Cascade Contracts	On-going
RH	Stock Condition Surveys	To be tendered	TBC
RH	Maintenance and repair of Sewerage treatment facilities	Drain Services	31/03/2017 (1 + 1 Extension Options)
RH	Condition assessments of sewerage treatment facilities	Aquatech Consultants.	One-off PO
RH	Loft Insulation	SCIS Ltd	On-going
RH	Warden Call Systems	Chubb	Annual
RH	Architectural design for Disabled Adaptations	Relph Ross Partnership	Ad-hoc
RG	White lining	Subcontract	Ad-hoc
RG	Street signs / communal signage	Signs & Motion	On-going
RG	Pest control	Council contract	On-going
	<b>Guy Tribbeck What Tenancy Management manages:</b>		
		Via Highways and soon Salisbury CC	2020?
Guy Tribbeck	Grounds Maintenance		On-going
Guy Tribbeck	Window cleaning		On-going
Guy Tribbeck	Estate cleaning		TBC
Guy Tribbeck	Furniture, fixtures and fittings		On-going
Guy Tribbeck	Utility billing for communal areas		On-going
Guy Tribbeck	Communal cleaning for sheltered and service charged flats.		?
Guy Tribbeck	Laundry machine rental		

**Scope Comment**

In	Out	Comment
In		Within the DLO
	Out	But review
In		Framework
In		Within the DLO
	Out	
	Out	Potential Corporate Framework
	Out	Depends on Options/ Framework
	Out	Depends on Options/ Framework
In		Corporate Consideration
In		Corporate Consideration
In		
In		Need to review systems
In		Framework
In		Within the DLO?
In		Framework
In		Framework
		Not all fly tipping covered - Review the current contract and how this is delivered to Housing Units
	Out	
In		
In		
	Out	Framework with PFH/ Westworks
In		
In		
In		Check around current contract? ThB



**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
	<b>Not covered in the above:</b>		
Richard Hamer	Structural Assessments (not yet Tendered)		TBC
Rachel	Drainage Repairs		
None	Unadopted Road		
None	Street Lighting		
None	Tree Maintenance		
None	Carpets		
Rachel	Emergency Underground Leaks		
Rachel	Locksmiths		
Rachel	Materials for DLO		

**Scope Comment**

In Out

In

In

In

In

In

Out Framework through PFH/ Westworks

In

?

In

? Could be Corporate Contract

In

Framework with PFH/ Westworks

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Option 1 – Reprocure as existing:

Options	Explanation	Advantages	Disadvantages	Recommendation
1 <b>Continue as we do now</b>	To carry on outsourcing both Repairs/Voids and Planned Programmes	Minimum change for staff and easiest solution	Unlikely to generate much in the way of service efficiencies and no guarantee of reduced price , therefore, very unlikely to deliver savings	Not considered appropriate for future proofing the service and the least likely to generate any cost savings or efficiencies
	Maintain the Direct Labour Organisation (DLO) as existing	Current market conditions may offer opportunities for savings from other contractors	May end up paying more for the same service on both R&M and planned programmes	
	Rely on Contractors to source our materials for Planned Programmes or examine how we can drive better value through local frameworks	Re-procurement could be straightforward if similar scope, pricing and delivery approach taken.	Least managerially & politically acceptable	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then reprocure as the contracts lapse.	Opportunity to rearrange material supply contract with reduced costs for R&M Service through membership of Housing Consortia	Unlikely to encourage investment and technological innovation from contractors when based on existing specification	
	Review required of existing specialist contracts	No TUPE implications for Council but could have implications for successful contractors	The Council would continue to pay for duplication of overheads & profit to various external organisations	
			Less flexibility to adapt when there are likely to be significant policy changes	
			Too many contractors involved in repair process produces less ownership of issues and causes inefficiencies	



Option 2 – Recruit in the required management skills

Options	Explanation	Advantages	Disadvantages	Recommendation
2 <b>Expand the DLO, recruit and implement a new management staff structure into the service</b>	Recruit more staff for DLO and implement a staff structure to develop and expand the in-house services around Repairs and Voids (Short-term - next 18 months). Once these services are up a running efficiently, new services could potentially then be brought 'in-house' (Medium-term 3-5 years)	Minimal change for existing operatives but opportunity for promotion and career progression within a new staff structure	Very reliant on recruiting the right management staff and new staff structure to ensure correct levels of supervision	Most favoured option in that this over the medium/ long term will generate savings into HRA Business Plan but carries the highest initial cost however, some of this this can be offset against the cost and time of procurement
<b>(...with the exception of planned programmes for the time being)</b>	A new partnering contract or frameworks (replacing Ian Williams) for planned programmes aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place	Minimal change for planned programme staff and opportunity to find new partnering contractor to deliver programmes with great efficiency	Increased overhead costs as a need for additional fleet and impressed stock in vans to front fund the increased service delivery	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the DLO as the contracts lapse or reprocure, as appropriate (Long-term 5-9 years)	No profit figure being paid to external contractor for R&M Service	The Council will have to allow for investment and technological innovation.	
	Utilisation of Housing Consortia Frameworks to drive efficiencies into the Supply Chain	Opportunity to rearrange material supply contract with reduced costs for R&M Service & Planned Programmes through membership of Housing Consortia	Possible TUPE implications from Ian Williams and MD Contractors	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new structures up and lead on the recruitment process for the new team	Opportunity for the new management team to introduce better practices and some operational efficiencies	Unable to produce salary packages that compete in the market and therefore not attracting the right managers	
		The Council takes responsibility for overall delivery of the R&M service outcomes		
		The Council can ensure a greater focus on delivery on customer service to both residents/leaseholders		
		Mobilisation costs reduced - no contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication		
		Innovation in service delivery is more likely when one 'vision' operates across the whole R&M service		
		Management of the R&M Service will provide for consistency at all levels across the repairs service, increasingly so as more services are brought within the DLO		
		Reduced cost to the Council in not having to supervise an external organisation.		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		
		All Cost Efficiencies go straight back in the HRA Business Plan		

### Option 3 – Buy in the required Management Skills

Options	Explanation	Advantages	Disadvantages	Recommendation
3 <b>Expand the DLO but buy in the management services</b>	Procure a Management Contractor to develop and expand the in-house DLO services around Repairs and Voids (Short-term - next 18 months). Once these services are up a running efficiently, new services could potentially then be brought 'in-house' (Medium-term 3-5 years)	Major change for existing operatives with new external management but opportunity for promotion and career progression within a new staff structure	Increased overhead costs as a need for additional fleet and impressed stock in vans to front fund the increased service delivery	Second most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs, however procurement is likely to be expensive and time consuming, plus we will always be paying the overheads and profit for the external organisation
<b>(...with the exception of planned programmes for the time being)</b>	Bringing in an organisation with a proven record to develop and expand the DLO to improve turnover and services	Minimal change for planned programme staff and opportunity to find new partnering contractor to deliver programmes with great efficiency	Need to employ expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	A new partnering contract or frameworks (replacing Ian Williams) for planned programmes in place that is aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place	Opportunity to rearrange material supply contract with reduced costs for R&M Service & Planned Programmes through membership of Housing Consortia	Mobilisation costs reduced - no contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the DLO as the contracts lapse or reprocure, as appropriate (Long-term 5-9 years)	Opportunity for the management contractor to introduce better practices and some operational efficiencies	Council would continue to pay for duplication of overheads & profit to various external organisations	
	Utilisation of Housing Consortia Frameworks to drive efficiencies into the Supply Chain	The Council shares responsibility for overall delivery of the R&M service outcomes with experts in the field	Possible TUPE implications from either Ian Williams and MD Contractors	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Management Contractor	The Management Contractor takes responsibility for delivery of a customer focussed service to both residents/leaseholders	Any Cost Efficiencies are shared with an outside organisation	
		Innovation in service delivery is more likely the acquisition of experts to operate and expand the R&M service	New IT brought in by the Management Contractor might 'break' the link to all other parts of the Housing Management System (QL). Any new interfaces required could be expensive for the Council	
		Management of the R&M Service will provide for consistency at all levels across the repairs service, increasingly so as more services are brought within the DLO		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		
		Opportunity to jointly recruit in a new management team to take on the service at the end of the contract		
		Able to pay for the right levels of staff by purchasing them in rather than a salary package		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		

Option 4 – Form a Wholly-Owned Subsidiary (WOS)

Options	Explanation	Advantages	Disadvantages	Recommendation
4 Create a WOS	Go out to the market to appoint a contractor to come in and set up a Wholly-owned Subsidiary with the Council for the running of both the R&M Services and Planned Programmes	Benefits of scale offer opportunities for significant procurement and efficiency savings from a single organisation	The model requires a strong, informed commercially aware client side for on-going contract management with some associated training costs	Not the most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs and we will always to sharing the overheads and profit for the external organisation, however procurement is likely to be expensive and the most time consuming and unlikely to be fully achieved before the contracts lapse in March 2018. There will also be the increased cost of setting up a new legal organisation and the complexity of transferring staff to the new organisation.
(including some planned programmes)	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the WOS as the contracts lapse or reprocure, as appropriate (Medium to Long-term - 3-9years)	Contract value will allow investment and technological innovation from contractor.	Need to employ an expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Partner Provider	Contract size will allow contractor to introduce best practice and operational efficiencies	Lack of competition might lead to complacency if either the client or organisational management approach is poor.	
		Contract value will allow the contractor to invest in community engagement initiatives	May preclude a contractor who does not wish to undertake specialist services (possibly planned maintenance elements).	
		Contractor takes responsibility for delivery contract outcomes, which allows further reduction of client side costs	Risk of organisation remaining viable and financially stable for the duration of the contract	
		Greater focus on customer service offered by strategic partner to residents/leaseholders	DLO, repairs and planned programme staff to be TUPEd into another organisation, with other staff to follow as services develop, together with the legal and HR issues generated.	
		Mobilisation costs reduced - fewer contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	Political concern over staff transfers out of the Council	
		Innovation in service delivery is more likely when one 'vision' operates across the whole service	Time constraints of the end of existing contracts means this option is less viable	
		Collaborating with a single organisation for the R&M Service will provide for consistency at all levels across the repairs service	Any Cost Efficiencies are shared with an outside organisation	
		A more intimate knowledge of one supplier is likely to improve understanding and foster close working	The need to either create separate IT functions or to protect tenant confidentiality	
		Opportunity to rearrange material supply contract with reduced costs for R&M & Planned Programmes Service through membership of Housing Consortia	Paying overheads and profit to an partner organisation within their costs for working with us in the WOS.	
		Future opportunity for WOS to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		

Option 5 – Sole Provider

Options	Explanation	Advantages	Disadvantages	Recommendation
5 <b>Select a Sole Contractor</b>	Close off all contracts and seek a single organisation to take all repairs, voids and planned programmes	Benefits of scale offer opportunities for significant procurement and efficiency savings from a single contractor	The model requires a strong, informed commercially aware client side for on-going contract management with some associated training costs	Not recommended as too risky - From a simplistic point of view this may seem to be the the easiest solution, it also comes with the greatest risk for both the Council and the Contractor, which will probably end up with higher prices and a form of contract that leaves the Contractor holding most of the key cards. Whilst initially costs may prove competitive, over the long-term the contractor will shape the service more than the Council as their withdrawal, or threat of withdrawal/ non collaboration places all the risk back to the Council. Should the contract collapse or the contractor enter into liquidation, the council would have no back up or Plan B for a continued service delivery
<b>(including planned programmes)</b>	Transfer DLO staff to an external organisation to deliver all the R&M Services	Contract value will allow investment and technological innovation from contractor.	Need to employ an expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	Transfer existing contractors' staff to an external organisation to deliver all the R&M Services	Contract size will allow contractor to introduce best practice and operational efficiencies	Lack of competition once the contract is in place might lead to complacency from the contractor if contract management is poor.	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Sole Contractor	Contract value will allow the contractor to invest in community engagement initiatives	May preclude a contractor who does not wish to undertake specialist services (possibly planned maintenance elements).	
		Contractor takes responsibility for delivery contract outcomes, which allows further reduction of client side costs	Substantial risk of contractor remaining viable and financially stable for the duration of the contract	
		Greater focus on customer service offered by strategic partner to residents/leaseholders	DLO staff to be TUPEd into another organisation together with the legal and HR issues generated	
		Mobilisation costs reduced - fewer contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	The difficulty of writing flexibility and innovation into a contract that gives a great deal of power and influence outside the Council. Changes in legislation or policy could leave the Council paying for the alterations to the contract	
		Innovation in service delivery is more likely when one 'vision' operates across the whole service	Sole Contractor will probably want to manage the supply chain so membership of Housing Consortia unlikely to deliver cost efficiencies	
		A single contract will result in one interface between IT systems reducing costs and enhancing data accuracy	Political concern over staff transfers out of the Council	
		A more intimate knowledge of one supplier is likely to improve understanding and foster close working		
		Collaborating with a single contractor will provide for consistency at all levels across the repairs service		
		Single contract will reduce the cost of procurement		

Option 6 – Multiple Contracts/ Frameworks

Options	Explanation	Advantages	Disadvantages	Recommendation
6 <b>Outsource all works with no DLO to numerous Contractors</b>	Transfer DLO staff to an external organisation to deliver the Repairs and Voids Services	Ability to procure specialists in the field along with possible reduced costs	The Council may pay a premium for the works, plus each organisation's overheads and profit	Not recommended as too costly - Whilst this solution mitigates some of the risks highlighted in the previous option, the Council will be paying the profits and overheads of a number of organisations and so costs may prove less competitive. However the likelihood of all contractors entering into liquidation is very unlikely so that the council would have some back up or Plan B for a continued service delivery should one or two get into financial difficulty. This would also allow the Council to work with the specialists in the field, such as British Gas for gas servicing, or with contractors geared towards either responsive and/or planned programmes.
<b>(all services)</b>	A new partnering contract or frameworks for planned programmes in place that is aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place		Fragmentation of services could lead to increased costs as programmes are developed in isolation and duplication works takes place.	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to reprocur when the contracts lapse		DLO staff to be TUPEd into another organisation together with the legal and HR issues generated	
			Political concern over staff transfers out of the Council	
			Contract values unlikely to generate investment and technological innovation from contractors.	
			Contract sizes unlikely to introduce best practice and operational efficiencies	
			Contract values likely to minimise how much contractors will invest in community engagement initiatives	
			Contractors less likely to take responsibility for delivery of service/contract outcomes, which will place greater responsibility/ burden on the Council	
			Less focus on customer service from contractors to residents/leaseholders	
			Mobilisation costs increased - more contractor meetings, more IT interfaces and technology changes and more complex costs for resident communication	
			Less innovation in service delivery due to fragmented service vehicles	
			A string of contract will result in diluted ownership of data accuracy	
			Collaborating with a string of contractors will provide inconsistencies across the repairs service	
			Increased cost and time in Contract & Performance Management with differing approaches and policies from each contractor	
			Increased cost and time in procurement due to the need to replace existing contracts and transfer staff to new organisations	

Scoring of the Options against Outcomes and Aim

Option	Our Customers		Our Homes		Our Business Plan		Our Performance	Our Growth & Development	Our Sustainability		Total	Right Work at the the Right Time at the Right Cost
	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Score	Score	Weighted Score		Ranking
1 Continue as we do now	2	4	3	6	2	4	2	3	2	4	23	5
2 Expand the DLO, recruit and implement a new management staff structure into the service	3	6	4	8	4	8	3	4	5	10	39	1
3 Expand the DLO but buy in the management services	3	6	4	8	3	6	3	3	3	6	32	2
4 Create a Wholly-Owned Subsidiary (WOS)	3	6	3	6	3	6	3	3	3	6	30	3
5 Select a Sole Contractor	2	4	3	6	2	4	3	3	2	4	24	4
6 Outsource all works with no DLO to numerous Contractors	1	2	2	4	2	4	1	2	3	6	19	6
	Weighting		x2	x2	x2				x2			

As scored and ranked by the R&M Steering Group

Scoring Premise	
1	Will have a severe detrimental impact
2	Will not have a massive impact but services unlikely to improve
3	This should improve things slightly
4	This should improve things significantly
5	This would be an ideal solution



## Summary of the proposed 'Procurement Route':

- Retender or Extend Lot 1 with Ian Williams
- Extend Lot 2 with British Gas
- Extend Lot 3 with Wessex Electrical
- Undertake comprehensive review of services to be brought in-house and commence recruitment of additional staff or possible TUPE from MD Contractors and deliver new services such as Unadopted Road inspections and Tree remedial works.
- Bring Lot 4 in-house as part of the DLO function
- Work with Westworks and Procurement for Housing to establish a list of frameworks which can be utilised to deliver cost efficiencies, including the stores supply to the DLO to drive down costs of response repairs

Procurement Plan

STAGE	2016			2017												2018							
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	
1	DEFINING	█	█																				
2	PLANNING		█	█																			
3	APPOINTING CONSULTANT			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
4	MARKET ENGAGEMENT			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5	APPROVING			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
6	PROCURING					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
7	AWARDING												█	█	█	█	█	█	█	█	█	█	█
8	DEVELOPING														█	█	█	█	█	█	█	█	█
9	IMPLEMENTING																			█	█	█	█
10	MONITORING																			█	█	█	█
11	DELIVERING																					█	█

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**Public Health**

- Health Improvement
- Health Protection
- Healthcare services



Public Health is the science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society.





### In Wiltshire...

- Life expectancy has risen to 80.9 years for males and 84.1 years for females
- Wiltshire's CVD mortality rates are below those of the South West and England nationally
- The health of people in Wiltshire is generally better than England average
- Deprivation is lower than average



### However, in Wiltshire...

- Male healthy life expectancy is 68.5 years
- Female healthy life expectancy is 66.7 years
- **65.8% of adults are overweight or obese**
- **25.7 % of adults are inactive**
- **14.3% of adults smoke**
- About 260 early deaths from CHD & stroke a year
- Over 16,000 people have Coronary Heart Disease
- Over 10,000 people have had a stroke or TIA
- Over 73,000 people have hypertension
- Over 23,000 people have diabetes



### What can we do?

- A great deal of cardiovascular disease is caused by poor lifestyle choices:
  - Smoking
  - Diet
  - **Lack of physical activity**
  - Alcohol



THE LANCET

### Physical activity—time to take it seriously and regularly

“Physical inactivity is as important a modifiable risk factor for chronic diseases as obesity and tobacco.”

Source: Published online 27 July 2016  
[http://dx.doi.org/10.1016/S0140-6736\(16\)31070-4](http://dx.doi.org/10.1016/S0140-6736(16)31070-4)



### Health Benefits of Physical Activity (1)

Whatever your age, there's strong scientific evidence that being physically active can help you lead a healthier and even happier life

- Adults should undertake 150 minutes moderate-intensity aerobic activity weekly and muscle strengthening on 2 days or more
- Children should undertake 60 minutes moderate-intensity aerobic activity daily and muscle strengthening on 3 days or more



UK Chief Medical Officers' Guidelines

### Health Benefits of Physical Activity (2)

People who do regular physical activity have:

- up to 35% lower risk of coronary heart disease and stroke
- up to 50% lower risk of type 2 diabetes
- up to 50% lower risk of colon cancer
- up to 20% lower risk of breast cancer
- 30% lower risk of early death
- up to 83% lower risk of osteoarthritis
- up to 68% lower risk of hip fracture
- 30% lower risk of falls (among older adults)
- up to 30% lower risk of depression
- up to 30% lower risk of dementia

Source: NHS Choices

### Physical activity prevents

- Depression
- Anxiety
- Dementia





**Physical activity prevents**

- Coronary heart disease
- Stroke
- Type 2 diabetes



**Physical activity prevents**

- Falls
- Osteoarthritis
- Hip fractures



**Physical activity prevents**

- Colon cancer
- Breast cancer

**Conclusions**

- The benefits of physical activity to everyone are clear
- No-one is too unfit to become more active

**We can all be more active everyday**



## Wiltshire Indicators

- ▲ 65.8% Adults overweight/obese
- ▼ 60% Adults Physically Active
- ▲ 25.7% Adults Physically Inactive
- ▲ >23,000 People with Diabetes
- ▶ 1 in 3 children aged 10-11 have excess weight
- ▼ 20.4% children in reception have excess weight

Source: PHOF, NCMP



**Obesity Strategy Priorities:**

- Prevention for everyone of all ages
- Giving children the best start in life
- Effective self-care, early intervention and treatment for those who are overweight or obese
- Changing the environment we live in to ensure healthy food and activity choices are the easy and preferred choice.

**Leisure Services**

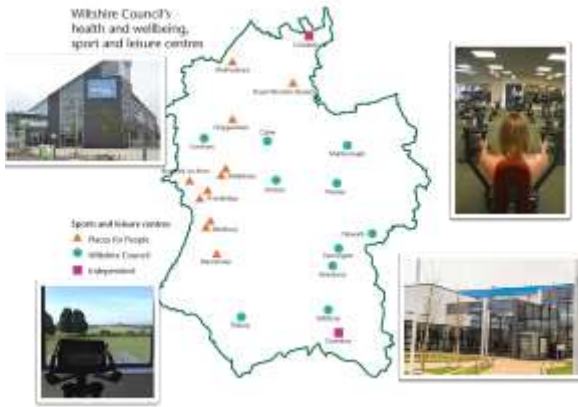
**Vision for Leisure Services:**

- Help people in Wiltshire to live longer, healthier lives, while addressing health inequalities

**Objectives:**

- Contribute to health improvement and reduction in health inequalities
- Increase participation in community sport and physical activity and reduce inactivity
- Develop a strong sporting infrastructure to improve the health, well-being and skills of people and communities
- Identify opportunities that will inspire people to take part in sport, active recreation and health related activities
- Identify opportunities to increase the volunteering workforce

**Delivered through universal and targeted activities and services**

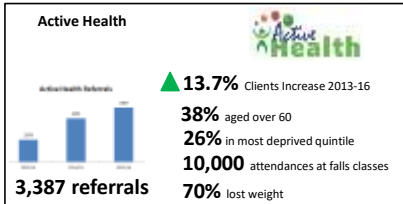


**Leisure Services activity** 

- ▲ 31% Growth since 2011/12
- ▲ 3.1M centre visitors
- ▲ 6,000 swim school members
- ▲ 8,500 leisure members
- ▲ 183,000 Sport/Physical Activity Development attendances



## Active Health



ABLE TO WALK TO WORK A LOT QUICKER.  
 77lbs lost since January  
 WAS WEARING SIZE 28 CLOTHES, NOW WEARING SIZE 14  
 INCREASED ENERGY, FEELING BETTER  
 FEEL GREAT!

My confidence has improved massively! I love going to the leisure centre and look forward to it. I am a busy mum looking for a degree and this helps to clear my head!



### But it's not just about leisure centres

Much of the work of the Sport and Physical Activity team targets health inequalities, or those most likely to face barriers which prevent them from participating. This includes:

- Individuals with a physical or learning disability
- Individuals living in areas of socio economic deprivation
- Older People
- Women and girls
- Minority ethnic groups
- Individuals who have had previous poor health

**Healthy Families**

- For children aged 7-11
- 153 families engaged
- New Healthy Me programme from September 2016

**Get Wiltshire Walking**

- 2,000 registered walkers
- 15% from most deprived quintile
- 130 trained volunteer walk leaders
- 24 walking groups

**Ability Sports**

2014/15: 3,775  
 2015/16: 5,642

- Community multi-sports sessions for adults and children
- Schools coaching
- 121 Swimming
- Sport specific opportunities

**Sports Camps**

	Sport Specific	Camp
Activate		
• 2014/15:	1,583	3,678
• 2015/16:	2,714	5,885

- Sport Specific holiday camps for: athletics, basketball, cricket, football and tennis
- Disability delivery part of mainstream camps to encourage inclusivity

## Walking Sports

### Walking Football

- 286 active members (56% 60+)
- 3,152 attendances
- 7 active venues
- 5 Volunteers

### Walking Netball

- 82 Active members (67% 60+)
- 566 attendances
- 4 Active Venues
- 4 Volunteer hosts

### Walking Basketball

- 15 Active members (44% 60+)
- 374 attendances
- 1 Active Venue



### Wiltshire StreetGames

Weekly community-based sports activities, events and volunteering opportunities targeting hard to reach young people aged 13 – 25 years.

In 2015/16:

- 552 participants
- 4,190 attendances
- 35 young people deployed in volunteering opportunities
- Winners of 'Investing in Youth Leadership' at the StreetGames national awards



### Run England

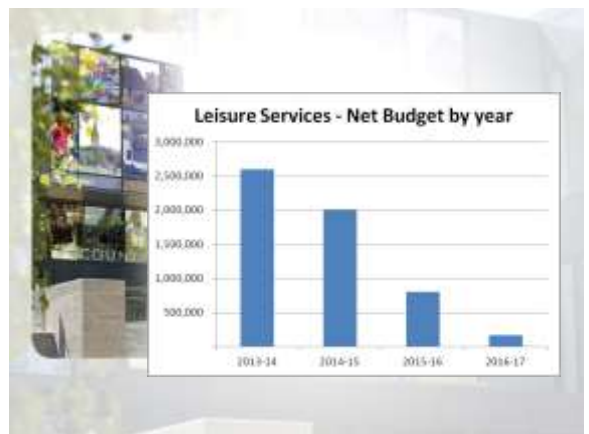
The official England Athletics recreational running project which aims to get the whole nation running.

- 815 new runners 15/16
- 6 trained run leaders
- 3 trained run coaches
- 38 active running groups across county



## Big Pledge 2016

- First campaign was 2014
- Part of Wiltshire's Legacy Programme
- 2016 – Road Rio – get active campaign
  - Over 18,100 participants
  - 178 teams
  - 47 schools (15,714 pupils)
  - Walked to Rio and back over 15 times



**Wiltshire Council's  
Leisure Service:  
helping everyone to  
be more active  
everyday**



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**Wiltshire Council**

**Environment Select Committee**

**Date of meeting: 22 February 2017**

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**Subject: Gypsy and Traveller Development Plan Document Update**

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

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## **Purpose of Report**

1. To update Environment Select Committee on the preparation of the Gypsy and Traveller Development Plan Document (DPD).

## **Relevance to the Council's Business Plan**

2. This report is relevant to a number of outcomes and actions identified in the Business Plan 2013-2017. Outcome 3 (Everyone in Wiltshire lives in a high quality environment) specifically mentions that everyone should be able to live in a decent, safe home.
3. Addressing the accommodation needs of travellers through site allocations in a DPD can provide the basis for creating better and healthier living conditions and access to education, employment and health care. Provision of emergency stop-over sites can reduce vulnerability of travellers and the potential for harassment and conflict.

## **Background**

4. The Council's Local Development Scheme was updated in December 2016. The preparation of the Gypsy and Traveller DPD remains a key component of the revised Local Development Scheme, with a programmed adoption date of March 2019. A consultation on a pre-submission plan is envisaged for December 2017. This timetable is different to that reported to the last Environment Select Committee meeting on 7 June 2016, and has changed to reflect issues around identifying sufficient sites for inclusion within the draft Plan, which are set out below under main considerations.
5. The Gypsy and Traveller DPD will:
  - (i) provide a review of the overall permanent pitch requirements by Housing Market Area (to update the Wiltshire Core Strategy pitch requirements set out in Core Policy 47 'Meeting the Needs of Gypsies and Travellers');

- (ii) identify sites for allocation as new traveller sites;
  - (iii) allocate a network of sites for emergency stop-over, and
  - (iv) include supporting development management policies.
6. The Council committed to an early review of the pitch requirements within the Wiltshire Core Strategy through a new Gypsy and Traveller Accommodation Assessment. This is set out in paragraph 6.62 of the adopted Core Strategy.
7. The Council's Traveller Strategy was refreshed in late 2016 and approved by this committee on 13 September 2016. Provision of sites is a key objective the Strategy; and Action 1 in the document states that "all new public and private sites should be in the locations which meet the particular needs of Traveller communities. People from across communities (travelling and settled) will be consulted to help identify and allocate future sites in the most effective locations in accordance with national policy."
8. The Strategy further recognises boaters as part of the traveller community so the objectives and actions identified in the document apply to the boater community also.

## **Main Considerations for the Council**

### Gypsy and Traveller Accommodation Assessment (GTAA)

7. As set out in the report to Environment Select Committee dated 6 June 2016, there remains a residual pitch requirement against the GTAA requirement for 2014-2029. The below tables provide an update based on the latest monitoring data from January 2017.
8. Table 1 and 2 below show the GTAA requirements and permissions since 2014 (updated to January 2017) for the North and West Wiltshire Housing Market Area (NW HMA) and Southern Wiltshire Housing Market Area (S HMA) to inform progress towards meeting these requirements. There is no requirement in the East HMA. Historically, supply has been relatively strong in the north and west of the county compared to the other areas.
9. In order to meet the residual requirements officers have already looked at sources of supply from existing temporary permissions, unauthorised encampments, the intensification of existing sites and sites promoted through a 'call for sites' exercise. The outcome of this review is also included in Tables 1 and 2. Since the last report, 2 pitches have been permitted in the North and West Housing Market Area on sites which previously constituted a source of supply; so overall, the residual requirements have not changed.

10. Overall, while requirements for 2014-19 have been met there remains an unmet need for new pitches between 2019-24 and 2024-29. In addition, 7 showpeople plots are required for 2014-19; 2 in the North and West HMA and 5 in the South HMA. The residual requirement will be kept under review and pending applications will be monitored.

<b>TABLE 1 (January 2017)</b>			
<b>NORTH &amp; WEST HMA</b>		<b>GTAA requirement</b>	
<b>Housing Market Area/Pitch supply</b>	<b>No. of Pitches (2014-19)</b>	<b>No. of Pitches (2019-24)</b>	<b>No. of Pitches (2024-29)</b>
GTAA requirement	<b>21</b>	<b>22</b>	<b>25</b>
North and West HMA residual requirement	-9 (30 pitches permitted since July 2014)	22-17 = 5 (17 pitches oversupply from the first 5 years)	25
Supply from review of temporary permissions, unauthorized sites and intensification of existing privately owned traveller sites	-8	0	0
Private land supply through 'call for sites' exercise	0	0	0
Residual requirement to be met	None	5	25
<b>Residual requirement</b>	<b>-17</b>	<b>5</b>	<b>25</b>

<b>TABLE 2 (January 2017)</b>			
<b>SOUTH HMA</b>		<b>GTAA requirement</b>	
<b>Housing Market Area/Pitch supply</b>	<b>No. of Pitches (2014-19)</b>	<b>No. of Pitches (2019-24)</b>	<b>No. of Pitches (2024-29)</b>
GTAA requirement	<b>1</b>	<b>10</b>	<b>11</b>
South HMA residual requirement	-1 (2 pitches permitted since July 2014)	10-2 = 8 (2 pitches oversupply from previous 5 years)	11
Supply from review of temporary permissions, unauthorised sites and intensification of existing privately owned traveller sites	-1	0	0
Private land supply through 'call for sites' exercise		0	0
Residual requirement to be met	None	8	11
<b>Residual requirement</b>	<b>-2</b>	<b>8</b>	<b>11</b>

### Identification of sites

11. In order to identify sufficient sites to meet residual requirements for consideration through the DPD officers have assessed sites in both private and Council ownership. This is explained in the report to this committee dated 7 June 2016.
12. The main obstacles in identifying available and suitable sites remain. As outlined before, private land supply has been consistently poor despite a Call for Sites which remains open to date. The predominant number of private sites which were considered already benefited from planning permission for traveller pitches. These sites qualify for intensification due to an identified housing need on site; or they benefit from temporary permissions and could be allocated in the DPD with the aim to make them permanent traveller sites.
13. Officers undertook an assessment to consider Council-owned land and reported back to Cabinet Capital Assets Committee (CCAC) on 22 July 2014 and subsequently, 10 November 2015. Sites that may have been suitable from a planning perspective were generally not available. As a result there were insufficient available and suitable sites. However, officers are in the process of identifying land forming part of the rural estates stock which could potentially be made available. While the work is still in progress officers are confident that there are rural estates which in principle could provide a source of supply to meet the identified need in the North and West HMA; but additional work on land suitability and availability will need to be undertaken. However, despite this the land supply situation in the South Housing Market Area remains difficult as outlined in the previous report to this committee and the CCAC report dated 10 November 2015.
14. Purchasing land on the open market is becoming the only remaining option for the delivery of traveller sites in the south of the County. Officers are investigating alternative sources of funding to achieve this which do not rely completely on the Council's own resources. This would complement CCAC endorsement to purchase land on the property market.

### Legislative and policy changes

15. As reported to this committee before, since August 2015 there have been legislative and policy changes at national level. The Government changed the definition of 'gypsies and travellers' in Planning Policy for Traveller Sites (PPTS). A description of the implications is provided in the previous report at para 15-18.
16. As a consequence, officers have identified the key planks for a GTAA review. This is still being finalised and will carefully consider the status of travellers in Wiltshire to ensure that the review is proportionate and fair. It is furthermore planned to consult a selected number of external



professionals such as traveller representatives and planning agents with relevant experience to garner support for the review methodology.

17. The review will be undertaken in parallel with the site allocations work. At this stage it is difficult to anticipate the outcome of this review but it may not result in a drastic reduction of additional pitches/plots required between 2014 and 2029 to meet need.

#### Housing and Planning Bill

18. Officers have previously confirmed that the new Housing and Planning Act 2016 and corresponding guidance<sup>1</sup> are unlikely to have implications for the evidence base underpinning the emerging DPD. This remains the case.
19. The Act further requires local authorities to assess the accommodation need of people residing in houseboats. The Traveller Strategy recognises that there were a significant number of boats being used residentially on the Kennet and Avon Canal within Wiltshire. Between 2015 and 2016. Initial data from the Canal and River Trust (the licensing Authority) indicates that over 700 'continuous cruising boats with further residential boats on permanent moorings. Boaters are further recognised as nomadic people and the actions identified in the Strategy equally apply to them. Para 23 in the previous report to this committee stated that officers would work with neighbouring authorities to address the requirement of the Act. Since then, spatial planning officers and the county's Countryside Officer have met several times with the Canal and River Trust (CRT) and representatives from Bath and North East Somerset (BANES) Council, and West Berkshire Council, to discuss the scope for a cross-boundary survey amongst the boating community on the Kennet and Avon Canal. It is hoped to also involve Bristol and Reading Councils to provide a complete assessment of the Kennet & Avon Canal and it has been agreed that this work could take place in the summer of 2017 and build on the surveys undertaken by the CRT in London; and a survey undertaken by BANES last year. Technical details are still being clarified but it is assumed that the work will be at minimal cost to the Council. Likely cost will include online survey set-up and officer time to analyse the data.
20. Following survey completion the data will be presented in a short report and conclusions will be made as to the accommodation need of boaters for each local authority situated on the Kennet & Avon Canal. This would satisfy the basic requirement of the Act and associated guidance.

#### **Next steps**

21. Officers will continue to work with the Asset Management Team and undertake site assessments of rural estates which could potentially be made available.

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<sup>1</sup> <https://www.gov.uk/government/publications/review-of-housing-needs-for-caravans-and-houseboats-draft-guidance>

22. Officers will continue to appraise the market for potential sites with the view to identifying suitable sites for acquisition.
23. Officers will report back to Environment Select Committee on a clear and inclusive consultation strategy for the programmed DPD consultation in December 2017.
24. The cross-boundary officer group will now organise the boater survey with the Canal and River Trust, which is targeted for the summer.

**Alistair Cunningham**  
**Associate Director for Economic Development and Planning**

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14 February 2017

## Wiltshire Council

### Environment Select Committee

22 February 2017

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#### Review of the work of the Environment Select Committee

##### Purpose

1. To highlight key aspects of the work undertaken by the Select Committee during recent times and to recommend topics as legacy items to the Management Committee for possible inclusion in a new overview and scrutiny work programme after the elections.

##### Background

2. An opportunity for Overview and Scrutiny (OS) to look back on its activity during the outgoing council has become a standing fixture in its learning and improvement journey. This 'legacy process' complements other opportunities for reflection, such as OS Member training workshops, annual meetings with officers and executive members to discuss work priorities (as well as regular informal dialogue between the two) and the LGA Peer Review of OS undertaken in 2015.
3. The legacy process allows members to consider OS's successes and challenges during the past four years, including the key scrutiny reviews and their impact on the council's agreed priorities. With the benefit of this experience it can then submit suggestions for OS under the 2017-21 council to consider to maximise the impact of the work it will undertake.
4. OS Management Committee has agreed the following legacy process for the 2013-17 council:
  - 1) **OS Legacy Workshop** (17 January 2017)  
A learning and development event where executive and OS members undertook a high-level review of OS's successes and challenges this council. The outcomes from this will be reported to the Management Committee in March.
  - 2) **Select Committee 'end of term' reports** (February / March)  
The report below highlights successful past pieces of work by Environment Select Committee and provides the opportunity to

recommend ongoing pieces of work for possible inclusion in the OS work programme of the new council.

3) **OS Management Committee considers the OS Legacy report 2013-17** (14 March 2017)

An overarching report presenting the outcomes from the Legacy Workshop in January and each select committees' suggestions of priority topics under the next council. Management Committee will then agree a report for submission to the new council to be considered at Management Committee's first meeting (6 June 2017).

**Key Activities and Achievements**

5. The following is a list of some of the Environment Select Committee's key past activities and achievements which demonstrates the contribution it has made to decision-making, policy development and good governance of the Council:

has made to decision-making, policy development and good governance of the Council:

Activity	Date	Brief Explanation	Outcome
<b>Task Groups, Rapid Scrutiny Exercises and other ad hoc exercises</b>			
<b>Task Groups:</b>			
<a href="#">Community Infrastructure Levy (CIL) Task Group</a>	August 2012 – December 2014	The Task Group were asked to test out the charging proposals for CIL, and receive updates on the implementation of CIL.	<p>Post-2013 reported that it had reviewed the proposed operational flowchart and was satisfied the proposed administration of the CIL was well advanced and addressed most of the previous issues raised.</p> <p>Supported the executive in establishing a viable rate for CIL to support development. Using planning powers to maintain the vitality of market towns and local high streets.</p>
<a href="#">Waste Task Group</a>	May 2013 – December 2013	Established to provide scrutiny input on future options for the service delivery for waste and recycling collection and management prior to the contract coming to an end in 2016.	Provided recommendations which were considered in the report to Cabinet on the delivery of the waste services. Issues raised were incorporated in Briefing Note 168 – “Future Delivery of Waste Services in Wiltshire – update”.
<a href="#">Adoptable Estates Task Group</a>	May 2013 – December 2014	Established based on concerns over the conditions attached to planning approvals being open to abuse or ignored to the detriment of council activity, owner-occupiers and tenants.	Examined regulations and contractual arrangements, and reviewed timings and protocols for adoption. Also, reviewed other authority’s success in development adoptions and their

Activity	Date	Brief Explanation	Outcome
			protocols to identify improvements for Wiltshire's process.
<a href="#">20mph Policy Task Group</a>	December 2013 – December 2014	To review the 20mph policy as it was enacted in terms of whether it would enable the delivery of reduced numbers of casualties and increased general road safety.	Recommended greater community involvement in schemes, fundraising, and safety initiatives. Including CATG's and Area Boards.
<a href="#">Car Parking Review Task Group</a>	February 2014 – February 2015	Established to provide an advisory and support role to the team undertaking the car parking review as well as providing a member from the task group to sit on the Project Board.	Considered and review consultation responses and proposals to Cabinet prior to their meeting.
<a href="#">Public Transport Review</a>	June 2015 – September 2016	To investigate the strategic savings of £0.5m to result from a complete review and transformation of public transport in the county in the 2015/16 budget.	Appointed a representative to the Public Transport Review Board.  Provided feedback on data collected from the consultation.
<a href="#">Resident Engagement Task Group</a>	November 2015 – April 2016	Set up to provide input in a review of housing management services' approach to resident participation and their own scrutiny arrangements.	Provided feedback on Wiltshire's approach to resident engagement following meetings with three other key housing providers in Wiltshire.
<a href="#">Waste Service Changes Task Group</a>	November 2015 – September 2016	On 27 October 2015, the Environment Select Committee asked the Waste Group Task Group to investigate the impact of reduced Household Recycling Centres' hours and traffic management issues and to investigate the impact of the new green waste collection service particularly in relation to fly-tipping.	Provided recommendations on functionality of HRC's (following revised opening hours), the promotion of green waste collection, and addressing fly-tipping.
<b>Rapid Scrutiny Exercises:</b>			
<a href="#">Future Delivery Model for the Repairs, Improvements and</a>	September 2015	Wiltshire Council's Housing team had reviewed the way in which its contracts were structured and delivered through a comprehensive review of the	Provided recommendations on: contractors, apprenticeship

Activity	Date	Brief Explanation	Outcome
<a href="#">Maintenance of Council Owned Assets</a>		service considering all the delivery models in the housing sector.	schemes, adequate ICT, communication with tenants.
<a href="#">Re-Commissioning of Housing Service Support Contracts</a>	February 2017	Invited to provide input on a review of all housing related support contracts with a view to re-commissioning Housing Service Support contracts.	Recommended that a task group be set up to provide input on what the new service will look like.
<b>Select Committee agenda items</b>			
<a href="#">Flood Plan</a>	Regular updates 2013-2016	Received updates relating to the 2013 review of the plan and further reviews following the review and response to flooding in Wiltshire.	Was satisfied that there were well coordinated arrangements for and responses to flooding and winter weather.
<a href="#">Green Infrastructure Strategy</a>	October 2013	The Wiltshire Core Strategy includes Core Policy 52, which places a requirement for all development to protect and enhance local green infrastructure (GI) networks	Endorsed the strategy and encouraged Area Boards to consider potential Green Infrastructure projects for local plans that will be influenced by the strategic level Green Infrastructure strategy.
<a href="#">Gypsy and Traveller Plan</a>	Regular updates 2014-2017	Received updates on work undertaken, the current situation, and future work.	Updates assured progress on planning policies for sites, and the progress of the plan.
<a href="#">Wiltshire Core Strategy</a>	February 2015	Were advised on the development of Neighbourhood Plans across Wiltshire and the Core Strategy.	Committee were assured on the delivery of the core strategy.
<a href="#">Award of New Highways Contract</a>	January 2016	The Committee received the confidential report on the new highways contract award along with a presentation on the key aspects.	Accepted the recommendations of officers to Cabinet.  Recommended the Highways and Street Scene Task Group should continue and monitor the implementation of the new contract (including reviewing KPIs).

Activity	Date	Brief Explanation	Outcome
<a href="#">Leisure Services</a>	April 2016 & February 2017	Reports from Leisure on implementing their vision of “Helping people in Wiltshire to live longer, healthier lives, while addressing health inequalities”	Requested and received statistics on the number of individuals participating in leisure activities within Wiltshire and updates on progression.
<a href="#">Library Services</a>	April 2016 & February 2017	Received report detailing review of Library Services (mobile library services in 2015) and follow-up report on the progress of the success and progress of the new library model.	Updated on the success and progress of the new Calne Library model, including a breakdown of usage for each library in Wiltshire.

### Ongoing work

6. The following is a list of activities and reviews which the Select Committee considers important to include as ongoing pieces of work in any new overview and scrutiny work programme. Every effort has been made to bring reviews to a conclusion in time for the end of the current Council but clearly some things remain ongoing due to the significance or long-term nature of the topic.

Activity	Date	Brief Explanation	Reason for Inclusion
<b>Task Groups</b>			
<b>Highways and Street Scene Task Group</b>	20 June 2017	Focus on the implementation of the new contract, including the proposed KPI's, performance framework, and monitoring the new contract.	To receive the final report and subsequent executive response.
<b>Select Committee items</b>			
<a href="#">Playing Pitch Strategy</a>	Annual	Reports to be provided from the Wiltshire Playing Pitch Strategy Implementation Group to Environment Select Committee regarding the strategy's development.	To ensure that there is adequate provision of



Activity	Date	Brief Explanation	Reason for Inclusion
			playing pitches within Wiltshire.
<b>Wiltshire Council Resident Engagement Strategy</b>	20 June 2017	For the Committee to receive an updated report on the progress of the Council's resident engagement strategy provided	To continue ensuring that the Resident Engagement Strategy is effective following activity by the task group.
<b>Enforcement update</b>	20 June 2017	Information following a reduction in numbers of enforcement officers.	To receive assurance on quality of service delivery following the reduction in officers.
<b>Business Plan</b>	TBC	A chance to review any changes of impact on the areas of the business covered by the Environment Select Committee (no date set for Cabinet yet).	To ensure that the work of the committee is lined up to the Business Plan.
<a href="#">Municipal Waste Management Strategy</a>	TBC	Committee received an updated version of the strategy in October 2016. It was noted that this was due to be updated over the course of 2017.	To consider areas of scrutiny involvement in the updated strategy's development.
<b>Planning</b>	TBC		To consider possible areas of scrutiny involvement.

7. In considering which areas to recommend for future work, the Committee is asked to be mindful that the Management Committee will need to leave space and capacity for those leading the function after the election to develop their own work programme based on issues resulting from public views expressed during the election period and following early engagement with any new Executive.

### **Next Steps**

8. The Management Committee meets on 14 March 2017 and will receive the reports from the three select committees. It will also consider a similar report based on its activities primarily in the corporate arena. The members of the Management Committee will give their views on what should be included in a final legacy report which will be written by Scrutiny officers in consultation with the Chairman and Vice-Chairman. Following the elections this will then be made available to the new Management Committee, appointed by Council on 16 May 2017, at its first meeting scheduled for 6 June 2017.

### **Recommendations**

9. To agree which topics to recommend to the Management Committee as requiring further work in the new Council, including reasons.
10. To note the next steps described in paragraph 8.

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Report author:

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## Environment Select Committee Forward Work Programme

Last updated 1 MARCH 2017

Environment Select Committee - Current / Active Task Groups			
Task Group	Details of Task Group	Start Date	Final Report Expected
Highways And Streetscene Contract Task Group	<a href="#">website</a>	10 December 2013	June 2017

Environment Select Committee - Rapid Scrutiny		
Topic	Details	Date
<b>Housing Bill</b>	<p>To consider the impact of the Housing Bill for Wiltshire Council and its residents and housing tenants (to include communication, management of changes and support to tenants).</p> <p>NB could be a task group depending on the scale of the work to be undertaken</p>	<p>After publication of the Housing Bill (The provisional date for the first day of remaining stages on the bill is Tuesday 5 January 2016.) and consideration of a report to ESC highlighting the impact for Wiltshire Council.</p>

<b>Environment Select Committee – Forward Work Programme</b>			Last updated 1 MARCH 2017		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / Purpose of Report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
20 Jun 2017	Election of Chairman	To elect a Chairman for the ensuing year.			
20 Jun 2017	Election of Vice-Chairman	To elect a Vice-Chairman for the ensuing year.			
20 Jun 2017	Wiltshire Council's Resident Engagement Strategy	For the Committee to receive an updated report on the progress of the Council's resident engagement strategy provided as agreed at 7 June meeting.			
20 Jun 2017	TBC Enforcement update	To review the impact of the reduction of enforcement officers across the services.			
20 Jun 2017	Final report of the Highways and Streetscene task group	To receive the final report of the Highways and Streetscene task group.	Parvis Khansari	Cllr Philip Whitehead	Marie Gondlach
20 Jun 2017	Executive Response to the Re-commissioning of Housing Service Support Contracts Rapid Scrutiny Final Report	To receive the executive response.	James Cawley	Cllr Jonathon Seed	
19 Sep 2017	Highways and Streetscene task group - Executive Response		Parvis Khansari	Cllr Philip Whitehead	Parvis Khansari

<b>Environment Select Committee – Forward Work Programme</b>			Last updated 1 MARCH 2017		
<b>Meeting Date</b>	<b>Item</b>	<b>Details / purpose of report</b>	<b>Associate Director</b>	<b>Responsible Cabinet Member</b>	<b>Report Author / Lead Officer</b>
	TBC - Business Plan	To review any changes for any impact on the areas of the business covered by the Environment Select Committee - currently no date scheduled for Cabinet	Robin Townsend	Cllr Dick Tonge	David Bowater
	Planning Committees		Alistair Cunningham	Cllr Toby Sturgis	

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