

Overview and Scrutiny Committee

Tuesday 7 March 2017

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Tuesday 7 March 2017 at 6.00pm.

Membership:

	Councillor Boad (Chairman)	
Councillor Bromley		Councillor Miss Grainger
Councillor Mrs Cain		Councillor Margrave
Councillor D'Arcy		Councillor Naimo
Councillor Davison		Councillor Parkins
Councillor Edgington		Councillor Mrs Redford

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and Substitutes

- (a) To receive apologies for absence from any Councillor who is unable to attend; and
- (b) To receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter. If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting held on 7 March 2017.

(Item 3/Page 1)

4. **Update on Priority Families Programme**

To consider a briefing note from the Children and Families Unit, People Group, Warwickshire County Council.

(Item 4/Page 1)

5. **Shakespeare's England**

To consider a report from the Chief Executive, Shakespeare's England.

(Item 5/Page 1)

6. **Portfolio Holder Update – Business**

Question and answer session arising from a report from the Portfolio Holder for Business giving an update on his portfolio.

(Item 6/Page 1)

7. **Member Children's Champions: End of Year Report**

To consider a report from the Deputy Chief Executive and Monitoring Officer.

(Item 7/Page 1)

8. **Comments from the Executive**

To consider a report from Democratic Services.

(Item 8/Page 1)

9. **Review of the Work Programme and Forward Plan**

To consider a report from Democratic Services.

(Item 9/Page 1)

10. **Executive Agenda (Non Confidential Items and Reports) – Wednesday 8 March 2017**

To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**You are requested to bring your copy of that agenda to this meeting.
(Circulated separately)**

11. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

12. **Executive Agenda (Confidential Items and Reports) – Wednesday 8 March 2017**

To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

**You are requested to bring your copy of that agenda to this meeting.
(Circulated separately)**

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01926 456114.**

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 7 February 2017 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Boad (Chairman); Councillors Bromley, Mrs Cain, D'Arcy, Edgington, Gallagher, Margrave, Naimo, Parkins and Mrs Redford.

Also Present: Councillors Cross, Gill, Grainger, Mobbs and Shilton.

64. **Apologies and Substitutes**

- (a) An apology for absence was received from Councillor Davison; and
- (b) Councillor Gallagher substituted for Councillor Miss Grainger.

65. **Declarations of Interest**

Minute 70 Executive Agenda (Non-Confidential Items & Reports – Wednesday 8 February 2017) – Item 10 - Recommendations from the One Stop Shop (OSS) Review

The Chairman declared an interest because he was Chair of Crown Routes (Chain).

65. **Minutes**

- (a) The minutes of the meeting held on 4 January 2017 were taken as read and signed by the Chairman as a correct record.
- (b) The minutes of the Health Scrutiny Sub-Committee meeting held on 17 January 2017 were noted.

66. **Letting Boards Update**

In November 2015, the Enforcement Manager, Development Services, had provided a report to Overview & Scrutiny in response to concerns that had been raised about the proliferation of Letting Board notices being placed in front of properties in various parts of Royal Leamington Spa, mainly where there were large numbers of student accommodation. At that time, the Enforcement Manager had spoken about initiatives being driven forward to reduce this. She was able to report a significant reduction in the number of letting boards being erected and she was asked to monitor the situation and give a report in a year.

The Enforcement Manager reported that following inspection visits to 14 streets that had been notorious for the problem; she had counted only 20 boards in situ, which, on further investigation, were there for wholly legitimate reasons. This demonstrated that the Council no longer had a reason to approach the Secretary of State with a request to have the power to apply Regulation 7, restricting the display of letting boards with financial penalties imposed on those who flouted the regulations.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

The Enforcement Manager informed Members that letters were still sent to estate agents reminding them of their obligations, and the Council kept records on instances when estate agents broke the 14 day rule to remove the noticeboard following a successful let. 16 complaints had been received from around Royal Leamington Spa about the problem in the last 12 months.

The Chairman thanked the Enforcement Manager for the update.

67. Portfolio Holder Update – Neighbourhood Services

The Portfolio Holder for Neighbourhood Services, Councillor Shilton, gave an update on his portfolio area. In response to questions, he informed the Committee that:

- Street sweeping was undertaken in rural areas as and when required. Members who wanted an electronic list of the rota would need to make individual requests due to the size of the file which contained all rotas for the District.
- There were mechanisms in place to deal with contractors who did not perform work to the standards required. These included the right to serve default notices and fines and to bring in alternative contractors to handle the work.
- The Rapid Response Unit prioritised calls received according to the standards set by the Council and dealt with problems that involved immediate danger first.
- New technology for paying for parking was being evaluated. The Council planned to upgrade its pay and display machines within two years and was looking at options to reduce the heavy reliance on coins.
- A review of the Ranger Service was underway and a report would be going to Executive.
- A briefing note would be going to Executive in April on fly tipping and HMOs with a view to getting authorisation for an in-depth review.
- Linen Street car park was open on five floors only, but some of those car parking spaces were for permit holders. A report would be going to Executive in June.

68. Waste Collection Service Update

In June 2016, the Overview and Scrutiny Committee reviewed a report from Neighbourhood Services which highlighted the performance of the waste collection services for the first four months of 2016. The Committee requested a further review once six more months had passed.

The Committee considered a report from Neighbourhood Services which gave details of the latest six months of performance from the waste collection service for the period July 2016 to December 2016.

In response to questions, the Contract Services Manager informed the Committee that:

- When residents failed to put out their grey bin for emptying, this was recorded. This meant that should the resident later phone to

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

complain that their bin had not been emptied, the Council could prove that the fault lay with the resident.

- Failure to put out the grey bin for emptying did not trigger an alarm that something might have happened to the resident.
- If residents burnt their refuse rather than putting it out for collection, the Council would only investigate this if it was reported.

Resolved that the report be noted.

69. Waste Container Charging Regime

The Committee considered a report from Neighbourhood Services which reviewed the first eight months of the policy introduced to charge households for the provision of waste containers.

In response to questions, the Senior Contract Manager informed the Committee that:

- The reason given by 12% of residents who made requests for replacement containers was that their container had gone missing.
- The delivery charge made for replacement containers was the source of most complaints about the charging regime. Some residents had asked for collection points to be set up but this would have to be done at the depots, and there were health and safety issues which made this an impractical option because depots were very busy with vehicles coming and going.
- Containers damaged by the contractor's collection equipment was replaced free of charge. The contractor generally informed residents when there was damage caused to bins.
- There were no plans to introduce wheelie bins to houses where they were not currently in use.
- A report would be provided to the Committee again in six months and would contain an updated pie chart as given in the previous report "Waste Collection Service Update", paragraph 8.2.

Resolved that:

- (1) The report be noted; and
- (2) A further update report is brought to the Committee in six months which will include the updated pie chart as provided in the "Waste Collection Service Update" report at paragraph 8.2.

70. Executive Agenda (Non-confidential items and reports) – Wednesday 8 February 2017

The Committee considered the following non-confidential item which would be discussed at the meeting of the Executive on Wednesday 8 February 2017.

Item 10 – Recommendations from the One Stop Shop (OSS) Review

The Committee noted the report.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

71. Anti-Social Behaviour Policy (Housing)

The Committee considered a report from Housing & Property Services which gave it an opportunity to pre-scrutinise the Anti-Social Behaviour Policy that would be going forward to Executive in March.

The policy covered the work of Housing & Property Services as it carried out its function as a landlord to tenants in the District. The current policy was out of date, for example, it did not reflect new powers that had come into force in the Anti-Social Behaviour and Policing Act 2014.

The new policy would assist in framing new procedures and training for staff and would help improve the Council's services in this important area of business.

The Tenancy Manager informed Members that the policy was focussed on anti-social behaviour issues which were in contravention of the housing and tenancy agreement, and the Council relied on the policy for bringing any cases to court.

Resolved that the report be noted.

72. Revised Call-in Procedure for Warwick District Council

The Committee considered a report from the Democratic Services Manager and Deputy Monitoring Officer which brought forward a revised proposal for the call-in procedure for Warwick District Council. The proposed new procedure was set out in Appendix 3 to the report.

In April 2015, the Council adopted a revised call-in procedure. The first time this procedure was applied was in December 2015, when the Leisure Development Programme was called-in. It became apparent that the procedure relied on the Monitoring Officer to determine how the procedure fell within the policy framework and was therefore eligible to be called-in, a process which could be open to interpretation and challenge. Consequently, Council, as part of the Annual Governance Statement, asked officers to review the current procedure and ensure that a more robust procedure was put in place.

The Deputy Chief Executive (AJ) informed Members that paragraph 11 in the proposed new procedure set out in Appendix 3 to the report was an enhancement to the current procedure, and mirrored the process followed at Warwickshire County Council.

Members felt that the change in procedure in paragraph 14 was unnecessary. Currently, if the matter was referred back to the Executive, and Executive amended the decision in any way, the decision could be subject to further call-in. In the proposed procedure, this had been stopped. The Deputy Chief Executive informed them that this had been included to stop a loophole which would mean the decision was open to being called-in repeatedly. Members felt that as this had never happened, and was highly unlikely ever to happen, this precaution was not required and should not be included.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

Resolved that paragraph 14 in the Proposed Call-in procedure for Warwick District Council as set out in Appendix 3 to the report be revised so that if the original decision or wording of the decision is changed by the Executive in any way, then it becomes a new decision and can be subject to the call-in procedure.

73. Comments from the Executive

The Committee considered a report from Democratic Services which detailed the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in January 2017.

Resolved that the report be noted.

74. Review of the Work Programme & Forward Plan

The Committee considered its work programme for 2017 and the Forward Plan.

Task & Finish Group - HMOs

Councillor Naimo reported that the Group had met the day before. The project was currently in the consultation phase and it was intended to bring the report for approval to Overview & Scrutiny Committee in April.

Task & Finish Group – Off-street car parking charges review

Councillor Boad reported that the Group had drawn up a list of recommendations it would be making. It had already undertaken its consultation phase and did not have a further meetings scheduled. It was intended to bring the report for approval to Overview & Scrutiny Committee in March.

The Committee did not add any further items to its Work Programme. It had already agreed an update report be given in six months' time on the Waste Container Charging Regime (Minute 69).

75. Executive Agenda (Non-confidential items and reports) – Wednesday 8 February 2017

The Committee considered the following non-confidential item which would be discussed at the meeting of the Executive on Wednesday 8 February 2017.

Item 9 – A new bridge over the River Avon on St Nicholas' Park, Warwick, and improvements to the Myton Fields car park

The Committee noted the report.

(The meeting finished at 8.02 pm)

BRIEFING

To: Overview and Scrutiny Committee

From: Bill Basra, Priority Families Co-ordinator, Children and Families Unit, People Group, Warwickshire County Council, E:billbasra@warwickshire.gov.uk,
T:07867970015

Date: 7th March 2017

Re: Update on Priority Families Programme

Purpose of Report

- 1.1 This report seeks to provide an update on Phase 2 of the Priority Families Programme.
2. Recommendations
 - 2.1 That the Committee notes and comments on the progress made in relation to Phase Two of the Priority Families Programme;
 - 2.2 That Committee notes issues in terms of extending the Programme from March 2018 to March 2020 and efforts to integrate the Programme within the overall Context of the Journey of the Child and the business of the Children and Families Unit.
 - 2.3 That the Committee gives guidance on areas that would strengthen collaborative working to improve outcomes for children and families in the District.
3. Background
 - 3.1 Phase One of the national Troubled Families Programme (in Warwickshire known as the Priority Families Programme) commenced on 1st April 2012 and concluded on 31st March 2015. The first phase required us to work with 805 families across 3 national criteria. A total of £4000 was available per family through a combination of an upfront attachment fee and subsequent payment by results where significant and sustained progress could be demonstrated.
 - 3.2 As a result of the success locally and nationally, Government indicated that there would be a second phase of the Programme which would run from April 2015 to March 2020.
 - 3.3 Phase 2 is significantly different to Phase 1 in that:
 - q The headline criteria (see 3.4 below) for the identification of families are broader and more flexible

- The notion of 'local criteria' to be viewed alongside national criteria has been removed (although there is considerable local discretion in the setting of local indicators under the headline criteria)
- There is an emphasis on earlier intervention, working with vulnerable families with multiple problems, and those that are a high cost to the taxpayer.
- The numbers of families to work with and turn round are significantly higher than in Phase One (2,790 families over 5 years)
- The amount 'invested' by the Department for Communities and Local Government (DCLG) in the Programme on a per family basis has been reduced by 55% from £4000 above to £1800. Of this £1800, £1000 is payable upfront via an attachment fee and the remainder is on a 'payment by results' where significant and sustained progress can be demonstrated.

3.4 The headline criteria for Phase 2 are:

- § Parents and children involved in crime and anti-social behaviour
- § Children who have not been attending school regularly
- § Children who need help
- § Adults out of work or at risk of financial exclusion and young people at risk of worklessness
- § Families affected by domestic violence and abuse
- § Parents and children with a range of health problems

In order to be eligible for the Programme a family must 'fit' at least two headline criteria. The headline criteria are described in the chart below:



3.5 There are a number of critical distinctions between those criteria for Phase 2 that are comparable to the Phase One criteria around Crime / Anti-Social Behaviour, Education and Worklessness in that:

- In relation to Crime / Anti-Social Behaviour the emphasis has been changed to include adult crime as well as youth crime, and a focus on families where there is a member with parenting responsibility is in prison or on licence
- In relation to Education, changing the basis for identifying families through poor school attendance from Unauthorised Absence to the DfE definition of Persistence Absence which aggregates both authorised and unauthorised attendance. Attendance targets have also been raised from 85% to 90%
- In relation to Worklessness broadening the criteria beyond families in receipt of DWP Work Related Benefits to families with adults claiming Universal Credit and subject to work conditions, families with young people who are NEET (Not in Education, Employment and Training) or RONI (at risk of NEET) and families at risk of financial exclusion

3.6 All Local Authorities are required to produce an Outcomes Plan to demonstrate eligibility for each of the criteria and also the thresholds that need to be met to ensure successful claims under payment by results. The Outcomes Plan for Warwickshire can be accessed via www.warwickshire.gov.uk/priorityfamilies

4. Phase 2

4.1 Attached as Appendix 1 is the latest data in relation to Phase 2 which provides a snapshot of the first 20 months of the Programme. Key issues to note are:

- We are well on course for attaching the requisite number of families for this year. The Programme with confidence will reach the required attachment figure of 1467 by end March 2017.
- A total of 366 claims have been submitted for the current financial year at half year period and we are confident of surpassing 400 by year end. When added to the 60 claims for the whole of 2015/16 a total of 460 claims will have been made in the first 2 years of the Programme.
- By year end the programme in Phase 2 (April 2015-March 2017) has yielded:
 - £1,467,000 in attachment fees
 - £368,000 in PBR
 - £450,000 in Service Transformation Grant
 Resulting in £2,285,000 additional resources over the first 2 years of the Programme.

4.2 When examined in conjunction with the Annual Summary (which is available on the website), key themes to emerge during Phase 2 are:

- Payment by Results is significantly more difficult than it was in Phase 1. A total of 60 claims were submitted in 2015/16 which was far less than the 75% return rate that had been envisaged at the outset. Discussions with other Local

Authorities both regionally and nationally indicate that this is not solely an issue confined to Warwickshire.

- All Local Authorities have sought to balance the tension inherent in Phase 2, which, on the one hand requires an early intervention approach and at the same time expects the Programme to work with the most complex families who are causing the greatest financial burdens. Both locally and nationally the trend has been to work with those families with complex needs who are also incurring significant costs.
- Locally there is a greater geographic dispersal than was the case under Phase 1.
- Collectively, the two phases of the Programme have now been in operation since 2012. Close and intensive working with families is resulting in patterns and trends that are now being aggregated (locally and nationally) as policy issues. Key themes that have been drawn to the attention of DCLG are:
 - The impact of online gaming on behaviour and social interaction
 - Growing trends of Home Education where the home life may not be conducive to such arrangements
 - The need for Automatic FSM registration for those Families who are entitled but not claiming
 - The need for the Education criteria to focus as much on distance travelled as destination reached.

4.3 Despite recent media coverage, discussions with DCLG have indicated that the Programme will continue until 2020 albeit with a change in emphasis as a result of Government's emergent Social Justice proposals. Further details are likely in April 2017 and will result in consultation with Local Authorities.

Warwick District

4.4 Whereas the Programme in the past was concentrated more heavily in Nuneaton and Bedworth, there has been a greater geographic dispersal under Phase 2. 281 families reside within the District though as with other areas, families tend to be concentrated in certain wards and areas and there is a significant correlation with issues of deprivation. Within Warwick, there is a Locality Panel that meets monthly to look at those families that are 'stuck'. These Panels are multi-agency and look at families on an exception basis where a holistic approach is required to solutions.

4.5 This multi-agency dimension is crucial to the operation of the Programme when seen within the context of Appendix 2. As will be noted, approximately half of families engaged in the programme locally are also tenants of the District Council. Working together across the spectrum of the six criteria ensures mutual benefit in areas of housing enforcement, arrears, reduction of anti-social behaviour/domestic abuse, school attendance and de-escalation from Social Care. More importantly the concept of a single key worker within a multi-agency setting also seeks to ensure significant and sustained change in the families that we are working with many of whom face issues that are entrenched and intergenerational.

4.6 Working with local Boroughs and Districts, therefore, has been an important facet of the Programme and one that we are keen to strengthen further. Borough/Districts are represented on the Priority Families Programme Board, Locality Panels and have worked together to develop innovative practices. Partnership working with Warwick District is particularly strong and is evidenced by a jointly funded Housing/Family Support Worker post that has been in place since 2015. A recent evaluation has demonstrated real and tangible benefits and has the potential to foster innovative working practices that link the needs of the family with housing services and revenue and benefits. The arrangement has also fostered better partnership working both at the frontline and strategically between management. Further details are attached as Appendix 3. The innovation fostered through such working has led to a similar arrangement being explored with Orbit in Stratford District.

5. Workstreams & Priorities

5.1 The Outcomes Framework which is reviewed annually contains a list of workstreams for the year that seek to sustain and develop the effectiveness of the Programme during that year. Key workstreams detailed are:

- Partnerships
- Sustainable Progress Made by Families
- Identification and Referral of Families
- Audit
- Finance
- Cost Benefit Analysis
- Performance
- Employment and Financial Inclusion
- Crime and ASB
- Data Intelligence and Information Sharing

5.2 In terms of priorities for the Priority Families Co-Ordination Team to support the above the above:

- To achieve significant and sustained progress for a further 2790 Warwickshire Families identified as Priority Families and secure maximum PBR possible.
- To make work an ambition for all Priority Families where out of work benefits are being claimed and to ensure that all children within a family who are able to access their educational entitlement do so.
- To transform the way that Warwickshire works with families with multiple problems to take an integrated whole family approach-embedding Priority Families approach across Warwickshire.
- Identify the demand that attached Priority Families place on reactive services and how implementing the Priority Families approach can successfully reduce this.

- To demonstrate that this way of working results in lower costs and savings for the taxpayer

6. Sustaining & Mainstreaming

6.1 As mentioned above, Government have reaffirmed their commitment to the Troubled Families Programme until March 2020. In Warwickshire, the commitment was until March 2018 to coincide with the One Organisational Plan 2014-18. Currently an annual commitment of £425,000 is made by the County Council. This was based on a business model that envisaged three income streams of:

- Attachment Fees (£1000 per family)
- Payment By Results (£800 per family) at 75% of families worked with
- Service Transformation Grant (200k p.a to cover central co-ordination costs)

6.2 In terms of expenditure all monies received from the above (save the Service Transformation Grant which covers core costs relating to management, co-ordination and data analysis) is spent on employing 34 Family Support Workers, 2 Youth Workers, Attendance and Compliance Support which provide intensive family, employment and education support to a significant proportion of the families that we work with. Contribution to the Early Help Service (formerly CAF) enable the strengthening of partner agency capabilities to work with families and help contribute towards the delivery of the programme. Occasionally (and resources permitting) additional services have been commissioned where a need has been highlighted and there is a gap.

6.3 It should be noted that the sum total of the commissioned services above not only help deliver the Programme in line with national requirements; but they also make a significant contribution locally in terms of sustaining tenancies , reducing ASB and both avoiding escalation of issues to Social Care and helping de-escalation from Social Care. This in itself has improved outcomes for families and also reduced the demand on statutory services which are more expensive.

6.4 Notwithstanding the income streams above it was expected the anticipated deficits that would be accrued over the three years would be met through a proportionate drawdown from Reserves that had been accumulated during Phase 1. These Reserves will be depleted by the end of March 2018.

6.5 In the longer term a decision will also be required as to whether there is a collective commitment to extend the local duration of the Programme to March 2020 to align with national expectations. This would require a greater commitment than the current £425,000 currently allocated by County Council-due to the depletion of Reserves. In return this would yield an additional £1.5 million in guaranteed income that would approximately be available from DCLG between 2018-2020 through attachment fees and Service Transformation Grants and Payment by Results.

6.6 Government have been keen to stress that there will be no Phase 3 of the Programme. As such efforts are now underway to embed the work of Priority Families within the overall fabric of the Children and Families Unit and particularly the transformative work around the Journey of the Child which in addition to

providing seamless pathways of service provision will also help overall efforts to safely reduce the number of looked after children. Key elements of that vision entail

Values and Principles

1. Our **focus is the child** and the family and the outcomes we can help them achieve - with their voice at the centre of our engagement
2. We value and make the most of **partnerships and our colleagues** and the skills they bring to the table (including our foster carers)
3. We **avoid duplication and bureaucracy** wherever we can and
4. We share a **single system for assessment and a single plan** - wherever children and young people receive help.
5. We work together to safely deliver within the **context of financial constraint** and seek the opportunities as well as facing the challenges this provides

Priorities

1. Developing a joined up children and families **pathway for children in need of help and protection**, which proactively aims to break the cycle of poor outcomes in families - along with a range of interventions, we particularly want to focus on getting parents into work and children attending education.
2. Supporting children in their own families and where this is not possible in local alternatives - this will include a **real focus on alternatives to care for young people**, but also a drive to recruit and retain colleague foster carers to offer real placement variety and choice
3. Promoting and supporting **excellence and consistency** in the quality of practice and **making Warwickshire the best place to practice**.

7. Summary

7.1 This report seeks to provide an update on Phase 2 of the Programme and a summary of both the achievements, challenges and priorities both for the Programme and the Team

7.2 In addition to Members noting progress thus far particular attention is drawn to issues in relation to extending the programme from 2018 to 2020 to ensure alignment with national timelines and the considerable work that is now being undertaken to ensure that the key principles and practice of Priority Families (lead worker, information sharing, multi agency and robust evidence) are embedded both within the Children and Families Unit and also amongst partner agencies-as opposed to being a standalone programme.

8. Appendices

- Appendix 1—Performance Dashboard & Geographical Analysis

- <https://apps.warwickshire.gov.uk/api/documents/WCCC-1043-144>
 - <https://apps.warwickshire.gov.uk/api/documents/WCCC-1043-145>
- Appendix 2—Housing Tenure Analysis
 - <https://apps.warwickshire.gov.uk/api/documents/WCCC-1043-149>
- Appendix 3-WDC Housing Officer Evaluation
 - <https://apps.warwickshire.gov.uk/api/documents/WCCC-1043-143>



Report for WDC Overview & Scrutiny Committee Tuesday 7th March 2017

The following provides an overview of Shakespeare's England for the period 1st November 2016, the date when SE last reported to the OS committee, to 7 March 2017

- Full redevelopment of the SE website commenced in November 2016, to enhance the user journey but more importantly provide far better analytics from which we will be able to generate reports. It will also provide commercial opportunities from advertising and by tracking our visitors' journey around the site we will be able to see where our focus should be targeted. Launch date late April /early May
- Recruitment of Dan Campbell as Marketing & Administrative Coordinator to carry out the day to day tasks whilst the Marketing & Communications Manager project manages the website upgrade.
- Two successful Discover England Fund (£40m) BIDS. Year 1 Grant for **Mighty Waterways & Majestic Canals (£152,984)** with the test case being the Warwick Ring & Stratford canal and Year 1 grant for English Heritage Cities **Re-interpreting Heritage (£250,000)** These funds are only available to cooperative BIDS across geographic areas. Both have been given the go ahead to develop Year 2 &3 BIDS with funding up to £2m per project available. Have to work with a major Fund manager to be considered for these so our partnerships with Marketing Birmingham and EHC, allows SE access to this funding.
- Confirmation received 29 November of **£36,844.50** from EU Rural Development Fund for the **Shakespeare's England Regional Visitor Pass**, which is now been actively developed. This will incorporate 20-25 attractions, target launch date July 2017. The aim is to sell 11,000 passes in the first full year of operation and for this to become revenue generating for the DMO to the order of £30,000+ a year
- Shakespeare's England has also been designated the Fund Manager by WCC for a **£35,209** Skills for Employment Grant. We are running a project entitled – **Hospitality Means Business** taking experts from the Visitor Economy, hoteliers, attraction providers, transport providers' directly into schools and colleges to encourage students with the backing of their parents to choose apprenticeships & careers in the hospitality industry . Targeted outcomes, engagement of 10 schools & 20 industry partners, 1 x hospitality event , 10 x speaking events , resulting in 50 formal work placements. This also delivers against Priority 7, Skills business development, education & career on the DMP
- Shakespeare's England has also been invited to form part of the Birmingham Airport/VistBritain Gateway Partnership with a combined value of **£700,000**. Promoting BHX as the 'gateway' of choice there are then 3 specific promotional pillars, urban (City of

Birmingham) rural (Shakespeare's England), countryside adventure (partner secured but currently subject to an NDA)

- In total Shakespeare's England Members have access to additional funding of **£1,175,000**
- Shakespeare's England is shortlisted as 1 of 2 destinations to host VisitBritain's International Buyers Conference – **ExploreGB 2018**, with NAEC Stoneleigh as the main venue and the 400+ delegates accommodated throughout Warwick, Kenilworth, and Stratford. Final site visit taking place 22 February with a decision anticipated early March. Bid writing funding from SDC of **£2K**
- Shakespeare's England has also been approached by the County Council to work with them on a **'Totally Locally' Food & Drink Showcase**, to highlight the range and depth of food and drink both produced and served across the region. Potential date October 2017, potential venue Old Shire Hall. This has WCC Funding of **£20k**
- WCC & SDC have also provided Shakespeare's England with funding to purchase an App License to work with Gamar Ltd to produce a variety of Trails for visitors to follow across Region, these will range from Heritage, F&B, Castle & Cathedrals, Gardens, Child Friendly funding value **£8.5k** (£6k WCC + £2.5K SDC)
- The short breaks programme entitled **Stay, Play Explore**, is due to launch in time with the new SE website. This encourages a minimum stay of 1 night in the area and is to be a revenue generator to the DMO targeted return £10k annually. SDC project funding **£2.5**
- The Shakespeare's England Team will be providing maximum support to the WDC officers working on the Women's Tour via social media, website exposure, members engagement all of this domestically and internationally with the highlight being the finish in Leamington Spa
- The 'Meet Shakespeare's England Warwickshire', product continues to develop. We will be exhibiting at Confex 1-2 March where we will join forces with Conference Coventry & Warwickshire to host a drinks reception for potential Business Tourism buyers. On the back of the close cooperation and opportunities this has shown both parties, Shakespeare's England will join Conference Coventry & Warwickshire as keen stand partners at The Meetings Show and the Conference & Hospitality Show later in the year
- Since the last O&S Meeting, SE has attracted 7 new members from as far away as Fargo Village in Coventry to the Fire Service College in Moreton in Marsh. We also have a strong pipeline of potential new members including Alcester Chamber of Commerce, The Shipston Tourism Group and several key Coventry attractions, meaning we are well on the way to hitting the 10% financial and membership growth targets set for year end August 2017.

Overview & Scrutiny Committee

March 2017

Business Portfolio Holder Update

Service Plan Performance

Business Growth and Inward Investment:

Within the Council's Sustainable Community Strategy, one of the key priorities is Prosperity, and the Business Portfolio has a part to play in delivering this across the district. Part of prosperity is providing jobs, business support, ensuring that land is available to encourage inward investment, leading on regeneration projects, providing events and supporting our commercial sector, in particular our town centres. We have teams that work across all these elements, delivering major projects, inward investment and economic growth and some examples of the work is explained within this statement.

Significant work has been undertaken to review national, regional and local data about the performance and prospects of different business sectors. This data is being used to inform the priorities for Inward Investment work. Alongside this, work has continued to support the tourism sector in partnership with Shakespeare's England and tech/digital sector through Tech-Central*. Inward Investment enquiries continue to be routed through Invest in Warwickshire* with the support of WDC. Through the year on going engagement has been led by the Strategic Economic Development Officer with continued focus on the digital and creative sector.

Following work with partners at the County Council and the LEP, French games developer Ubisoft committed to locating its new studio in Leamington. It has now purchased FreeStyle, a Leamington based studio, and we will be working closely with the company to ensure the transition goes smoothly and that it meets its growth objectives.

In conjunction with the FSB and local Chambers of Trade, the team are co-ordinating a series of business workshops* focussing on marketing and promotion. These will be delivered over the next few months.

The Coventry and Warwickshire Chamber of Commerce have been contracted to provide a business support service to deliver the European Regional Development Fund (ERDF) Programme. This is a three year programme that started in September 2016 to provide direct and practical support to businesses, focusing on Start-Ups. In addition the Council links with other business support provision such as Creative Warwickshire* and the Business Ready Programme* (aimed at established businesses that are ready to grow).

Embedding in the Policy and Projects Re-design:

The redesign of the service was implemented in April 2016 and was at a very busy time for the team due to the position the local plan had reached. Furthermore, the recruitment process and the evolution of the new Business Support and Events team is only just coming to a conclusion so it is still very early days to fully assess its effectiveness. However, the teams have adapted to the new way of working and it has given us the versatility to move from producing a local plan to being able to deliver its outcomes.

Projects are closely linked to and sometimes dependent on the local plan, such as Lillington (see details later in the report), and that close working relationship within the team has been invaluable. With regard to Business Support and Events, this has helped us to focus on the benefits of events to our towns not only from a leisure perspective, but also the economic benefits they bring. A short and focused internal review of the Business Support work has been undertaken in February to give this area of work refreshed impetus and to consider effective structures and working arrangements for engagement with the business community in Kenilworth, Leamington and Warwick.

Alternative Delivery Model for Enterprise:

Our Enterprise units are a valuable service and are very rarely vacant. We consider this an invaluable service to assist in business growth in our towns. Whilst this is successful, the team have skills that can be used to widen the opportunities to support businesses and increase income for the Council. However, to be able to trade in this way requires a different business model.

Significant progress has been made in developing this new model. We have looked very closely at our potential market for providing additional support for firms as they continue to grow from incubation into successful businesses with the objective that we retain them in our district. We are also looking at opportunities for increasing the number of business units we manage, not only using our own buildings but also managing space for other businesses that may have part of their premises vacant and are looking at renting out the space.

We aim to do this by developing a new Trading Arm of the Council which will enable us to be more commercial. The intention is to roll this out over 17/18.

Tourism Service Review:

Until now, the Council has provided a grant to Warwick Town Council to provide a visitor information service in both Warwick and Leamington. A review of the service in Leamington has been conducted. This has resulted in a new working arrangement that will see the service being provided directly by WDC from April 2017 as part of the services already provided by Cultural Services at the Pump Rooms and Town Hall. This new combined service will see the responsibility for

the provision of the Leamington VIC moving to Cultural Services on a permanent basis.

Events:

There have been many successful events within the district over the last year. Some of the most significant ones are the Bowls Championships held in August, which is not only nationally important, but helps to put our town in the spotlight, providing significant economic benefits for tourism, restaurants and accommodation in Leamington and beyond. We were also delighted to have the National Women's Aviva Cycle event pass through Kenilworth and Warwick for the first time, which also put these towns in the spotlight. Furthermore, this year stage 3 of the event will be finishing in Leamington Town Centre, which will enable us to promote the town and provide activities and events to make this a real occasion to be proud of. We also had the Kenilworth Siege, Warwick Folk Festival and the beautiful Christmas light switch-on events in our town centres.

In addition to these, we have supported numerous other events throughout the year and are already being approached about some new events in the coming year.

We have a new team delivering events and they have been looking at the safety aspects of our events to ensure that the safety of our visitors is at the foremost of our event preparation.

For some time there has been a proposal to review events and it was considered appropriate to do this when the responsibility moved over to Development Services. Increases in costs for waste and repairing our parks requires a review of these costs and how these are covered in the future and we are therefore intending to start the full review with internal and external stakeholders shortly.

Projects:

- **Europa Way:**

The feasibility study is nearing completion. A decision on whether to proceed to the next stage is expected in early spring 2017.

- **Regeneration at Leamington Railway Station:**

This project made significant progress during 2016/17. At Station Approach all the legal agreements with landowners (including WDC) were completed, in July 2016 allowing the developer (Waterloo Housing Association) to commence development. Building started on site in September and the first properties are scheduled for release in 2018. In total, Station Approach will deliver 212 homes of which 75% will be affordable.

In a parallel project, Chiltern Railways completed legal agreements to secure the former Travis Perkins Builders Merchants site on the Old Warwick Road as the new station car park. Work commenced on the new car park in September and the car park partially opened in December. By January, there was sufficient capacity in the new car park to allow WDC to close the Station Approach car park, and this will form the next phase of Waterloo's housing development.

Also within the scope of this project is the employment site on the corner of Princes Drive and Old Warwick Road (next to Morrison's). This was purchased by the furniture company Vitsoe for its world headquarters and the building is currently under construction. It is scheduled to open in June 2017. Vitsoe have indicated that they will be providing 50 jobs, with the intention of expanding in the future to increase the workforce.

- **Lillington regeneration:**

Progress on this project has been limited this year for two reasons. Firstly, uncertainty over Government changes in the financing of local authority housing (following the enactment of the Housing & Planning Act in early 2016) has meant that it has not been possible for WDC to make decisions around the affordability of any regeneration proposals involving the replacement of Housing Revenue Account (HRA) properties. Further clarification is being sought from Government on this matter. Secondly, decisions around whether regeneration at The Crest can take place have needed to await the outcome of the Inspector following the Public Examination into the Warwick District Local Plan.

The Council has continued to maintain a dialogue with key stakeholders, particularly the three GP practices that are seeking to co-locate on a site for a new surgery in north Leamington.

- **Kenilworth Public Services centre:**

This project has been on hold during 2016/17 pending completion of Neighbourhood Plan by Kenilworth Town Council (estimated for late 2017).

- **2nd Warwick Sea Scouts Headquarters (2WSS):**

In 2014, WDC granted landlord's permission to undertake works to redevelop the headquarters and other facilities of the 2WSS and to make a grant available to support this. Since that time, WDC has maintained a watching brief and provided advice as appropriate as the 2WSS have reviewed the design of their proposals and undertaken further fundraising. No new proposals were prepared for formal consideration by WDC during 2016/17.

- **Creative Quarter:**

Following the decision of Executive to find a development partner to work with WDC to deliver a Creative Quarter in the Old Town area of Leamington, an OJEU procurement process was launched in November 2016. Bids are currently being evaluated and it is hoped to be able to announce our development partner by April 2017. This will be the start of an intensive period of working with stakeholders to develop a masterplan and identify and bring forward projects within this area to support the established cluster of creative industries.

Risks

Key risks outlined in the Service Area Plan are as follows:

- **Failure to progress key corporate projects on time or budget, with impacts on budget savings, additional costs and failure to deliver against corporate priorities.**

This is mitigated by the Projects team closely monitoring and project managing projects to ensure that we meet the timelines set, and if there are changes or impacts in terms of delay or budgetary issues, there is a robust reporting mechanism and a governance structure in place to respond to these changes.

- **Difficulty in recruiting professional experienced staff generally**

Inevitably we do not have all the specialist skills to deliver projects from concept to delivery. However, the Projects team works very closely with Project Sponsors to ensure that the feasibility of projects captures any additional specialist support needed, particularly if this results in buying external advice. This is also the case with Inward Investment, where we work very closely with our partners such as the County Council, LEP, etc.

Workforce Planning

- **Succession Planning:** Historically, Development Services have had some difficult experiences with the lack of succession planning severely impacting on the service, and therefore we are trying to ensure that we have plans in place to train and develop staff to assist in their career development. It is hoped that we will have staff able to step into more senior roles when they become available.
- **Skills, Training and Competency Needs:** Officers are developing a service area training plan following on from staff appraisals, which will provide generic training as well as specialist training.

Finance

Development Services achieved the 2.5% saving on discretionary budgets in 2016/17, which totalled £21,900. We have made this saving year on year, which has been particularly challenging for the service area.

The service area commissioned a consultant to assist in sourcing grant funding for projects, not just for development services, but for the whole organisation. This is in recognition of the reduction in financial resources in local government, and allowed us to identify opportunities to enable projects to be progressed and delivered. This resource is on a temporary basis to measure the output and ensure that it provides value for money. The budget allocated was £50K over a two year period. Grant funding application successes achieved to date in the region of £2,356,350, with a further £180,000 still progressing. Whilst it is not solely down to the result of this post, the consultant has played a major role in either sourcing the grant and putting in a successful bid, or being a significant support to others in doing so, for example, £2M was the successful bid for the Sports and Leisure Centres. In addition to this work, there have been other work-streams that the consultant has assisted with, together with support to community projects in the district, e.g. European Regional Development Fund – Business Support Programme funding (in conjunction with other authorities in Warwickshire): 3 Years funding for business start-up support, Creative Warwickshire and the Business Ready Programme.

Budget: Officers have been involved in additional finance training throughout the year.

Procurement: As part of the training stated above, officers are working closely with the Procurement team to ensure that procedures are improved. For example, we have procurement surgery sessions where officers can carefully work through projects and this enabled us to plan beyond the end of project periods.

Contract management: Through a significant amount of work and scrutiny of the Contracts Register for the service area by Finance and Audit, the data held is now much clearer in the Contracts Register. An up-to-date contracts register is being maintained and is due to be scrutinised by Finance and Audit Scrutiny Committee in March 2017

Audits: There have been no audits within this area over the last year.

Risk Register: This is regularly reviewed for the service area. This is also a standing item on our team meetings. The only red risk within this portfolio is in connection with our Enterprise work, relating to the risk of Heat Network* not meeting the regulations and the financial implications this would have to the Council.

Work Streams and Projects

Looking ahead to 2017/18, it is anticipated that the service will progress a number of key work areas:

One of the themes from the Sustainable Community Strategy (SCS) is the development of prosperity in the district and it is important to provide a link between the high level themes of the SCS and the practical work on the ground provided by the staff within the service. The planned work will provide clarity regarding the key priorities on which the teams will focus and will enable effective business engagement and support including the development of geographically based action plans. This will ensure the District is playing its part in making our towns good places to do business.

As mentioned earlier, the outcomes of the Events Review and particularly the new Events Policy will be rolled out during the year. As many events have a significant lead time, the new policy will be phased in. However, by early 2018, it is expected that all events will be planned and managed in line with the new policy.

Work is needed to improve the current business engagement mechanisms in our towns. Currently the Town Centre Partnerships are not working effectively in this regard and following the Business Support Review it will be necessary to establish improved approaches and structures in each of the towns. As part of this, a series of practical business workshops mentioned earlier are being set up and run across the District to provide practical advice and networking opportunities.

The Business Support contract with the Coventry and Warwickshire Chamber of Commerce has now been in operation for 4 months. The effectiveness of this contract will be monitored on an ongoing basis. The Chamber are required to provide key performance indicators and if needed, this data will be used to drive improvements to the way this service is provide

Any Changes Required to Service Area Plan

The Service Redesign was introduced in April 2016 and its full implementation is still ongoing with the recruitment to the Strategic Economic Development Officer currently taking place, thereby completing the structure. Whilst reviews have been undertaken in relation to a number of specific parts of the service (such as business support and events) these are about ensuring effectiveness of the redesign and are not intended to fundamentally change the service. Given the 2016 changes and the number of staff who are new to their posts, stability is important during 2017 to enable the new way of working to become fully established.

The exception to this is the consideration of proposals for an arms-length Enterprise function. As mentioned earlier the potential for this is to establish new ways of working and explore new opportunities within that function during 2017/18

Managing Planned Changes, Major Work-streams and Projects

There are no planned changes to the Service Area Plan for the current year as we are very close to year end. However, we will be reviewing this as part of the development of the Service Area Plan for 17/18, currently taking place.

Authors:

Cllr Noel Butler - Business Portfolio Holder

Tracy Darke - Head of Development Services.

March 2017

Glossary

Tech Central – Tech Central is a partnership between the District and County Councils and a range of businesses within the tech cluster. The group put on a range of workshops and networking opportunities, as well as promoting the cluster as a great place for tech businesses.


Invest in Warwickshire – Invest in Warwickshire (IIW) is the Inward Investment section of the County Council. WDC has a Service Level Agreement to ensure that IIW continue to provide a single point of contact for investment enquiries, maintain a database of requirements and sites available, and also to work with UK Trade and Investment, Department for International Trade and other national bodies to ensure they are aware of our unique proposition.

Business Workshops – There are currently 8 workshops planned, although more are likely to be added over the coming months. They will be aimed at reaching a broad range of businesses, marketed in conjunction with the Chambers of Trade and the FSB, and include the following topics: Twitter, Facebook, LinkedIn, Twitter, Google tools for business, eMarketing, Staff training and retention and retailing in the 21st Century.

Creative Warwickshire – Creative Warwickshire is a dedicated business support programme for Warwickshire-based creative and digital businesses, focussing on peer-to-peer mentoring.

Business Ready Programme – The Business Ready Programme, hosted at the University of Warwick Science Park, is designed to assist those businesses with the potential for growth, or are now reaching their growth potential.

Heat Network – This relates to the metering and billing of heat within a building that may be shared by multiple users, sometimes known as District Heating

 Overview & Scrutiny Committee 7th March 2017		Agenda Item No. 7
Title	Member Children's Champions: End of Year Report	
For further information about this report please contact	Andrew.jones@warwickdc.gov.uk (01926) 456830	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	8 th April 2015, Overview & Scrutiny Committee (O&S)	
Background Papers	Report to O&S 8 th April 2015 Report to Executive 3 rd September 2014	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Programme of work?	Yes
Equality & Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval	Date	Name
Chief Executive/Deputy Chief Executive	9 th February 2017	Andrew Jones
CMT	22 nd February 2017	Chris Elliott Bill Hunt Andrew Jones
Section 151 Officer	22 nd February 2017	Mike Snow
Monitoring Officer	9 th February 2017	Andrew Jones
Member Children's Champions	20 th February 2017	Councillor Mrs Grainger and Parkins
Consultation & Community Engagement		
Discussion with Member Children's Champions.		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report updates Members on the current position in respect of its Safeguarding Children arrangements in effect bringing an end-of-term report.

2. **RECOMMENDATIONS**

- 2.1 That Overview & Scrutiny Committee (O&S) notes that Councillors Mrs Grainger and Parkins have been appointed as Member Children's Champions by the Group Leaders, and understands their role.
- 2.2 That O&S notes the current position of the *Children's Safeguarding: Improvement Action Plan* (Appendix A) making any comments or suggestions it considers appropriate.
- 2.3 That O&S notes the areas of work the Children's Champions would like to explore making any comments or suggestions it considers appropriate.

3. **REASONS FOR THE RECOMMENDATIONS**

- 3.1 Executive has agreed that Member Children's Champions should be a member of the Executive appointed by the Leader of the Council and a non-Executive Member agreed and appointed by the Group Leaders. Following consultation with the Group Leaders those respective appointments are Councillors Mrs Grainger and Councillor Parkins.
- 3.2 The purpose of appointing Member Children's Champions is to undertake the following role:
- Assure themselves that the Council has sound arrangements to protect children and promote their welfare are in place within the district council and that the Council is promoting and engaging in effective interagency cooperation and collaboration in these fields;
 - Undertake reasonable investigations so as to be able to form a view of the quality of the Council's child safeguarding activities and work with the officer Children's Champion to assist the Council to improve the quality and/or effectiveness of those activities whenever appropriate;
 - Act as a 'critical friend' to constructively challenge officers and elected members on child safeguarding and welfare issues as appropriate;
 - Promote awareness of child safeguarding and welfare issues and the activities and processes undertaken by this Council amongst elected members.
- 3.3 Deputy Chief Executive (AJ) has met with the Children's Champions and a discussion took place around the areas of work that could be looked at over the coming months. This work will build on the work contained in the *Children's Safeguarding: Improvement Action Plan* an update of which is provided at Appendix A to this report. Members of O&S may have comments or suggestions which they wish to feedback to the Children's Champions and DCEX (AJ).
- 3.4 The discussion with the Children's Champions concluded with an agreement to consider the Council's Safeguarding responsibilities in the following areas:

- The provision of leisure centre activities following the awarding of the contract;
- The Council's relationship with local charities (such as Safeline) in promoting Safeguarding issues;
- The Safeguarding arrangements that are in place for bodies and organisations that hire our facilities;
- The Safeguarding arrangements that are in place for the Voluntary and Community Sector contracts the Council lets.

3.5 The Children's Champions considered that it would be helpful to bring to the Committee's attention the work that been undertaken in the Regulatory Section in respect of Child Sexual Exploitation training for taxi drivers.

3.5.1 As part of the wider scheme to safeguard children all hackney carriage, private hire drivers and private hire operators and call handling staff have been required to undertake mandatory child sexual exploitation training. The training covers what child sexual exploitation is, how to spot it, legislation and trafficking, what to do and who to report it too if they suspect it is happening. At the end of 2016 98% of drivers had attended a CSE course. The six drivers that who did not attend were required to stand before the Licensing & Regulatory Committee and have either had their licence revoked, suspended or are required to attend the next course on the 6th February 2017. Warwick District Council is the first Warwickshire Council to make CSE training a mandatory requirement for taxi drivers; our neighbouring authorities are now following our lead.

3.6 Similarly the Children's Champions wanted assurance as to the Safeguarding arrangements in place in the Cultural Services Area and details of this can be seen at Appendix B. This Service Area is highlighted because of the extent of contact it has with children.

4. **POLICY FRAMEWORK**

4.1 The Council's statutory duties are set out within the Children's Act 2004. However, the principles of child safeguarding and the promotion of children's welfare are relevant to all the Council's activities.

5. **BUDGETARY FRAMEWORK**

5.1 There are no budgetary framework implications as a consequence of this report.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

6.1 Whilst there is no specific or statutory requirement for a local authority to have Member Children's Champions there is a risk that, if they don't, elected members will become disconnected from and unaware of the Council's statutory responsibilities and the actions and activities that the Council has in place to fulfil them.

Appendix A

Children’s Safeguarding: Improvement Action Plan Update

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
<p>1. Report to Executive to recommend formal designation of and role for, Member Children’s Champions.</p>	<p>Bill Hunt</p>	<p>Complete Formal role agreed by 3/9/14 Executive Councillors Falp and Gallagher appointed until May 2015</p>	<p>New member Champions have been appointed - Councillors Mrs Grainger and Cllr Parkins</p>	<p>Completed</p>
<p>2. Review intranet/internet information to updating and re-position information on Children’s Safeguarding. To include: -Checking Information is comprehensive and up to date. -Information on what to do if worried a child is being abused -Whistleblowing in respect of safeguarding issues -WSCB structure, reporting mechanisms and escalation procedures -Safeguarding contacts and accountabilities within and</p>	<p>Bill Hunt, in liaison with Michael Branson</p>	<p>Complete New information added on Child Sexual Exploitation. Further review scheduled for April 2015 Updated June 2015 Updated September 2015</p>	<p>The pages will be reviewed this year as part ongoing, business as usual reviews (Michael Branson will contact service areas to prompt them to check their content is up to date if it hasn’t been updated in 12-18 months). However the content can be updated at any point if it’s necessary. Service areas can proactively update outdated content outside of wider content reviews.</p>	<p>Ongoing – next review date is April 2017</p>

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
outside of WDC -Dissemination of information from WSCB				
3. Review roles with service areas to determine the requirement for DBS checks	Heads of Service, in liaison with Karen Weatherburn and Andy Jones	2016 asked HoS to review of all roles relating to DBS requirements. Received Sept 2016	As new recruitment/ new roles are created the requirement for DBS check is updated on a manual log. Working with Self-Serve system to ensure this can be logged and reported on. Cross reference data received sept 2016 for DBS requirements to match roles with people. This is linked comment above related to reports from self-serve system.	On-going
4. Undertake full training audit for awareness training (including refresher training) and specific functional training e.g. CAFs to identify needs	Karen Weatherburn, in liaison with Heads of Service	June 15 Update: Underway: L&D Officer in dialogue with WSCB Training Officer.	CSE Training organised via Barnardos 163 staff and 9 Cllrs attended to-date. Further sessions being planned for both groups. 17 Cllrs also attended Safe Guarding	Further sessions being planned to be undertaken by June

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
Match training needs to appropriate training and deliver training programme	Karen Weatherburn, in liaison with WSCB Training Officer and Heads of Service	June 15 Update: Underway – L&D officer co-ordinating the training needs analysis in line with identified needs of Service Areas.	Session by Bill Hunt. CXO 5/Culture 41/Development 22/Finance 2/H&CP 35/H & P 32/Neighbourhood 26 E-Learning – Now available via WILMA – the Warwickshire County Council E –learning website (WCC)	2017
5. Review staff induction process	Karen Weatherburn, in liaison with Bill Hunt	Underway: Investigate WSCB training to see if suitable module	Review new E-Learning modules for new starters where appropriate to role	By April 2017
6. Develop an e-learning tool, as part of a wider meta compliance package that will lock staff out of the ICT system until successfully completed.	Graham Leach/Karen Weatherburn, in liaison with Ty Walter	Not yet started – linked to the above.	Decision made that this subject is not suitable for inclusion with the MetaCompliance tool	Completed Linked to Point 4
7. Review if a specific policy is required in relation to safeguarding training or if this is adequately covered	Karen Weatherburn, in liaison with Bill Hunt	No new policy considered necessary but this will be kept under review	2017 Reviewed – No new Policy required	Completed

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
within the existing Training Policy or other service specific policies				
8. Introduce central recording of safeguarding training and refresher training	Karen Weatherburn, in liaison with Heads of Service	Recording via Training Logs for centrally organised training.	Completed – The logs are reported back in the overall training data on an annual basis corporately	Reminders to be sent out regularly to ensure training records are up to date
9. Review need for a specific mechanism to seek the views of young people in all relevant consultations or whether current arrangements are suitable.	Bill Hunt, in liaison with relevant staff in Housing & Property Services and Cultural Services	Not yet started	Not considered necessary to have a specific mechanism.	Completed
10. Review commissioning arrangements in Cultural Services	Rose Winship, in liaison with Bill Hunt	Complete		Completed
11. Review Whistleblowing policy to determine if it should specifically refer to safeguarding	Bill Hunt, in liaison with Richard Barr	Underway	Complete Safeguarding, in its current definition, does not receive a specific mention in the policy but	Complete – no amendment to be made

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
			<p>it could be said to be covered by "sexual or physical abuse of clients" We do not feel that Safeguarding needs a specific reference in the policy. The policy's main focus is the protection of employees who raise concerns about the council's provision of services and the conduct of members and officers. The council is not a direct provider of children's services, related to Safeguarding, its role comprises of co-operation with all of the other partner organisations and raising awareness generally.</p>	
<p>12. Complete review of Records Management Policy</p>	<p>Graham Leach, in liaison with CMT</p>	<p>Not yet started</p>	<p>This piece of work is being combined with the preparatory work ahead of the introduction of GDPR in spring 2018</p>	<p>A plan for this work will be taken to SMT in early 2017</p>

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
13. Consider if the Recruitment and Selection Policy needs to be reviewed and/or a separate Disclosure and Barring Policy implemented	Karen Weatherburn, in liaison with Bill Hunt and Richard Barr	Underway: Review of DBS processes and inclusion in R & C Policy if relevant	Reviewed and complete- no amendments in policy required or separate policy	Completed
14. Resume regular attendance of WSCB meetings	Bill Hunt	Complete	N/A	Completed
15. Conclude discussions at WSCB District sub-committee meetings on: -Taking children's views into account on operational issues, e.g. homelessness decisions -potential for reciprocal external audits of each other's safeguarding function	Bill Hunt	Underway	Not yet complete	Further discussion to be had at WSCB
16. Consider feasibility of adding children's safeguarding to internal audit processes.	Richard Barr, in liaison with Bill Hunt	Underway	Safe Guarding Audit undertaken Dec 2016 – Substantial Assurance	Completed
17. Consider options for measuring the effectiveness of the mechanism for embedding	Bill Hunt, in liaison with Richard Barr	Underway Linked to above		Awaiting next SCR

Action Required	Officer(s) Responsible	2015 Position	2017 Position	Comments
recommendations arising from WSCB guidance and/or Serious Case Reviews into practice.				
<p>18. Review adequacy of existing equality and diversity monitoring, draft and agree with WSCB Development Officer, Child Protection Policy and Procedures that properly reflect the Equality Act 2010, the Public Sector</p> <p>Discuss with WSCB Training Officer whether there is any need to introduce bespoke policies relating to the supervision of staff who work directly with children.</p>	Karen Weatherburn, in liaison with Bill Hunt	<p>Underway: All District and Borough Councils reviewing and standardising their policies. Link with existing review of E & D legislations and compliance for WDC</p> <p>Underway</p> <p>Delayed by reorganisation of WSCB sub-committees</p>	<p>E&D Policy updated 2016</p> <p>Working with WSCB to implement a WDC Child Protection & Safe Guarding Policy</p>	On-going

Appendix B

WDC Cultural Services has a responsibility to safeguard participants and customers as part of our responsibilities. This table demonstrates our commitment to safeguarding across the service:

Prevention and Protection Policy	<ul style="list-style-type: none"> • We have a safeguarding Policy which is endorsed by Warwickshire Safeguarding children’s Board. The policy is to be reviewed in Summer 2017. • All managers have received a copy of the policy and requested to familiarise themselves with the procedures and guidance set out in the policy. • The policy provides managers with guidance and advice on a range of additional such as : how to record and make referrals to the relevant professional agencies, use of consent forms, ratios of adults/children for coaching sessions, accident reporting, code of behaviour, risk assessments, minibus trips, end of session/late collection of child procedures, photography, and recruitment of paid staff and volunteers.
Active Communities	<p>As part of the role of ‘Active Communities’, holiday activities are delivered both within leisure centres and across community venues in the district. The following procedures/actions are taken at an operational level when activities are delivered to ensure the safeguarding and protection of young people:</p> <ul style="list-style-type: none"> • All coaches are recruited in line with WDC recruitment procedures (application form, DBS checks, proof of qualifications checked). • All coaches are issued with coach guidelines which include job descriptions for leader and assistant coaches and guidance on a range of areas such as : maximum coach/child ratios, procedures to follow at the end of sessions, storing and administering medication. • All coaches are issued with uniform for identification purposes. • All coach’s initially work as assistant coach’s so they can familiarise themselves with how we operate and our expectations. • A minimum of 1 member of staff will be first aid qualified at all activities outside of our leisure centre. When activities are run at leisure centres first aid qualified staff are in place. • The Leader coach is required to complete a risk assessment before the participants arrive and the activity starts. • The Leader coach is required to collate parent consent forms for all participants and follow procedures for signing in/out participants. This includes information on any medical conditions and emergency contact numbers for

	<p>parents/guardians.</p> <ul style="list-style-type: none"> • The Leader coach is issued with a line mangers mobile number for any emergencies/queries. • Public liability insurance cover in place of £5 million. <p>The Active Communities Officer also works with Coventry Solihull & Warwickshire Sport to host sports coach UK Safeguarding workshops which are held in the district and are available for local clubs and groups to help raise the awareness and training on safeguarding.</p>
Leisure Centres	<ul style="list-style-type: none"> • Qualified first aiders on duty at all times. • All staff are recruited in line with WDC recruitment procedures (application form, DBS checks, proof of qualifications checked). • All staff are issued with uniform for identification purposes. • Regular building risk assessments. • Regular staff training, for example lifeguard training. • Public liability insurance cover in place of £5 million. • Public liability insurance proof requested from hirers of facilities, for example junior clubs. • Confirmation of the use of qualified coach's from external hirers that are delivering services for young people at our venues. • Maximum coach/child ratios in place for young people's activities, for example : swimming lessons. • Minimum parent or guardian/child ratios in place for use of swimming pools and minimum ages specified for young people to use swimming pools unaccompanied. • Current multi million pound investment in changing rooms at Newbold Comyn Leisure Centre and St Nicholas Park Leisure Centre which will include family changing and school changing facilities with safeguarding considerations taken in the design of the facilities. • Staff qualifications checked to ensure appropriately qualified when employed for delivering coaching courses e.g. badminton. • Parental consent forms attained for coaching/lessons to include emergency contact numbers and medical conditions. <p>Note: Warwick District Council Leisure Centres will be operated by an external contractor from June 2017. Within the</p>

	<p>specification the operator will be responsible for implementing its own safeguarding policies and procedures and this will be monitored by WDC through the contract monitoring responsibilities by the Sports & Leisure Manager.</p>
<p>Royal Spa Centre & Town Hall</p>	<p>The Royal Spa Centre and Town Hall do not provide services which require Council staff to take direct responsibility for young people/ vulnerable adults (i.e. running classes / workshops).</p> <p>However, we host many events which include them as performers, and we also have a responsibility to our audiences, therefore:</p> <ul style="list-style-type: none"> • All staff are made aware of their responsibilities regarding safeguarding during their induction – including the Cultural Services Safeguarding policy and our official guidance for hirers who have events including children or vulnerable adults. • It is a condition of their contract that Visiting Companies must provide a designated ‘Responsible Person’ throughout their event to liaise with the venue. • All events are required to present a risk assessment before they arrive. • We advise groups of the recommended supervision to child ratio – which must be evidenced in their risk assessment. • All staff, including casual staff, are recruited in line with WDC recruitment procedures (application form, DBS checks, proof of qualifications checked). • All contracted staff receive suitable safeguarding training • Frontline staff are issued with uniform / name badges so they are identifiable. Office staff have name badges and WDC ID cards on lanyards. • Staff are trained to never be put in a position where they are left along with a child or vulnerable adult. When in use, the backstage areas (such as dressing rooms) are out of bounds. • There is a no smoking / drugs policy strictly enforced backstage at the venue and the public bars have a ‘challenge 21’ policy. • A minimum of one first aid trained member of staff are on the premises at any one time (usually many more, as it is the aim for all contracted frontline staff to be first aid trained) • The organisers / chaperone of large groups that include children or vulnerable adults are given a safety briefing when they first arrive in the building – including security, evacuation procedures, any potential hazards etc • The Visiting Company are required to keep a record of all participants – and sign their participants in / out. • We have a strong relationship with Warwickshire County Council who provide Child Performance Licences and carry out regular inspections during performances which include child performers. Visiting Companies are signposted to their guidance. The Visiting Company must provide evidence that

	<p>they use licence chaperones.</p> <ul style="list-style-type: none"> • The doors to secure areas / dressing rooms are kept locked at all times. • Toilets used by child performers are identified for their use only. • The Visiting Company staff all wear ID so they can be identified. <p style="padding-left: 40px;">Performances cannot be recorded / performers photographed without the permission of the visiting company and our staff enforced this policy.</p>
<p>Art Gallery & Museum</p>	<p>Leamington Spa Art Gallery & Museum provides programmes of events and activities accessible for young people/ vulnerable adults (e.g. running classes / workshops). Some of these are led by WDC staff and others by suitably qualified external events leaders. The following procedures/actions are taken at an operational level to ensure the safeguarding and protection of young people:</p> <ul style="list-style-type: none"> • All staff are made aware of their responsibilities regarding safeguarding during their induction – including the WDC Cultural Services Safeguarding policy and our guidance for hirers who have events including children or vulnerable adults. • A risk assessment is prepared before the event or activity takes place. • In the case of groups a suitable ratio for responsible adult per child or vulnerable adult is agreed in advance. • All staff, including casual staff, are recruited in line with WDC recruitment procedures (application form, DBS checks, proof of qualifications checked). • All contracted staff in contact with the public receive suitable safeguarding training • All staff wear name badges or WDC ID cards on lanyards so they are identifiable. • Staff are advised never be put in a position where they are left alone with a child or vulnerable adult. • The no smoking / drugs policy is strictly enforced in those areas in the Royal Pump Rooms managed by WDC staff. • A minimum of one first aid trained member of staff is on the premises at any one time (usually many more, as it is the aim for all contracted frontline staff to be first aid trained). • The organisers / chaperone of large groups that include children or vulnerable adults are given a safety briefing when they first arrive in the building – including security, evacuation procedures, any potential hazards etc. • Staff ensure that events or activities are not recorded on video or photographed without the permission of the responsible adult/s. • Public liability insurance cover for £5 million is in place.



Title	Comments from the Executive
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk
Service Area	Democratic Services
Wards of the District directly affected	N/A
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No
Date and meeting when issue was last considered and relevant minute number	7 February 2017
Background Papers	Executive Minutes – 8 February 2017

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No

Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
	Date	Name
Relevant Director		
Chief Executive		
CMT		
Section 151 Officer		
Legal		
Finance		
Portfolio Holders		

Consultation Undertaken	
N/A	
Final Decision?	Yes
Suggested next steps (if not final decision please set out below)	

1. **Summary**

- 1.1 This report informs the Committee of the response the Executive gave to their comments regarding the reports submitted to the Executive in February 2017.

2. **Recommendation**

- 2.1 The responses made by the Executive are noted.

3. **Reasons for the Recommendation**

- 3.1 This report is produced to create a dialogue between the Executive and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee are formally made aware of the Executive's responses.
- 3.2 Where the Overview & Scrutiny Committee have made a recommendation as opposed to a comment the Executive are required to respond to the recommendation(s) made, including whether or not they accept the recommendation(s).

4. **Alternative Option considered**

- 4.1 This report is not produced and presented to the Committee.

5. **Budgetary Framework**

- 5.1 All work for the Committee has to be carried out within existing resources.

6. **Policy Framework**

- 6.1 The work carried out by the Committee helps the Council to improve in line with its priority to manage services openly efficiently and effectively.


7. **Background**

- 7.1 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 7.2 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.
- 7.3 As a result the Committee considered the items detailed in appendix 1. The response the Executive gave on each item is also shown.
- 7.4 In reviewing these responses Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the work programme.

**Response from the meetings of the Executive on Overview and Scrutiny
Committee Comments – 8 February 2017**

Items no.	9	Title	A new bridge over the River Avon on St Nicholas' Park, Warwick, and improvements to the Myton Fields car park	Requested by	Labour Group
Reason considered	Councillors had some concerns about the proposal and wished to understand the plans and background more fully.				
Scrutiny Comment	The Overview & Scrutiny Committee noted the report.				
Executive Response	<p>The Executive recognised that this was a sensitive and important area that needed to be considered carefully to ensure all relevant parties were consulted. They noted the importance of paragraph 3.9 of the report that stated "Consultation with all interested parties would be needed including, but not limited to, Historic England, the Town Council, Chamber of Trade, Friends of St Nicholas Park, Warwick Society, Environment Agency, etc".</p> <p>Recommendation was amended to provide greater clarity on the fact that the improvements to the car park and new bridge were, while related, separate projects to be considered.</p>				

Items no.	10	Title	Recommendations from the One Stop Shop (OSS) Review	Requested by	O&S Committee / Labour Group / Whitnash Residents' Association
Reason considered	<p>At the Overview & Scrutiny meeting 1 November 2016, Members decided that they would scrutinise this report when it went to Executive.</p> <p>The Whitnash Residents' Association wanted the methodology for working out costs per transaction explained and how staffing costs for Lillington and Whitnash are the same but Whitnash is open 20% less hours.</p> <p>The Labour Group has concerns about the rationale and possible impact on some of our most deprived areas.</p>				
Scrutiny Comment	The Overview & Scrutiny Committee noted the report.				
Executive Response	The Executive agreed the recommendations in the report and the Portfolio Holder for Neighbourhood Services gave assurance that Ward Councillors would be consulted upon approval of the report.				

 Overview and Scrutiny Committee – 7 March 2017		Agenda Item No. 9
Title	Review of the Work Programme & Forward Plan	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Service Area	Democratic Services	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	7 February 2017	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality and Sustainability Impact Assessment Undertaken	No
n/a	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		
Head of Service		
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)		
Consultation & Community Engagement		
n/a		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report informs the Committee of its work programme for 2017/2018 (Appendix 1) and of the current Forward Plan March to June 2017 (Appendix 2).
- 1.2 Appendix 3 is the draft report from the Task & Finish Group – Off-street car parking charges review. It is the responsibility of the Overview & Scrutiny Committee to authorise that the report can go forward to the Executive for consideration.

2. **Recommendations**

- 2.1 The report be noted;
- 2.2 Any amendments suggested at the meeting for the Work Programme, be made accordingly;
- 2.3 The Committee to identify any future Executive decisions to be made, or future policies to be adopted, which members wish to have an input into before the Executive take the decision, and either:
 - 1. nominate one member to investigate that future decision/policy and report back to a future meeting of the Overview and Scrutiny Committee, before the final report is submitted to the Executive.
 - 2. request an officer report to be submitted to a future meeting of the Overview and Scrutiny Committee, before the final report is submitted to the Executive.
- 2.4 The Committee should review the report at Appendix 3 from the Task & Finish Group – Off-street car parking charges review, and either:
 - 1. recommend that the report be submitted, with either no changes or some agreed amendments, to the Executive for consideration.
 - 2. require that the report is amended and resubmitted to Overview & Scrutiny Committee for reconsideration.

3. **Reasons for the Recommendations**

- 3.1 The work programme needed to be updated at each meeting to reflect the work load of the Committee.
- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of executive decisions and to feed into policy development.
- 3.2 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.
- 3.3 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then

provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.

- 3.4 The Overview & Scrutiny Committee has responsibility for agreeing when a report from a Task & Finish Group is ready to go to the Executive for consideration.

4. **Policy Framework**

- 4.1 The work carried out by the Committee helps the Council to improve in line with its priority to manage services openly efficiently and effectively.

5. **Budgetary Framework**

- 5.1 All work for the Committee has to be carried out within existing resources. Therefore, there is a limit to the time available that officers will have to assist Members, so the Committee may wish to prioritise areas of investigation.

6. **Risks**

- 6.1 This Committee contributes to the effective minimisation of risk by fulfilling its duties in a timely manner and scrutinising the work undertaken by the Executive.

7. **Alternative Options Considered**

- 7.1 The only alternative option is not to undertake this aspect of the overview and scrutiny function.

8. **Background**

- 8.1 There are five main roles of overview and scrutiny in local government. These being:

- Holding to account
- Performance management
- Policy review
- Policy development
- External scrutiny

- 8.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.

- 8.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.

- 8.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.

- 8.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 8.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 8.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 8.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.
- 8.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 8.10 The draft report at Appendix 3 has been reviewed by certain senior officers at the Council and the Head of Finance has made a suggestion for additional content to the report. This will be brought to the attention of the Task & Finish Group Members and then reported to the Members at Overview & Scrutiny Committee 7 March 2017. Members may decide whether or not to accept the suggestion made for inclusion in the report.

**Overview and Scrutiny Committee
Work Programme 2017/2018**

To be scrutinised when the reports go to the Executive

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Community Forums and Voluntary and Community Sector Spending Review	27 September 2016 and 1 November 2016	Call-in when report goes to Executive (O&S 1 November 2016)				

7 March 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
T&F Group – Off-street car parking charges review draft report		Written report for consideration by O&S, which will decide if the report is ready for consideration by the Executive	Councillor Quinney			

4 April 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Update from the Leader of the Council on his corporate and strategic leadership	Standing Annual Item	Verbal report followed by Q&A at meeting	Councillor Mobbs		April 2018	Annually
Outside Bodies report – review of representation on certain of these prior to nominations in the new municipal year.		Report	Andrew Jones			
T&F Group – HMOs		Written Report	Councillors Naimo and Davison			
Procurement – 12 month review of the impact of the changes to the Code of Procurement Practice	April 2016	Report	John Roberts			
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	Written Report	Lesley Dury		April 2018	Annually

TBA

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Housing & Homelessness Strategy	27 September 2016	Report	Charlotte Lancaster			
Phase 2 Leisure Development in Kenilworth	1 June 2016	Verbal Update	Rose Winship		C. Servs to notify when the report can be presented	
CWLEP update	30 June 2015	Verbal Report	Councillor Mobbs		BH to provide a copy of the Board Meeting Dates to LD	Quarterly if an update is available
Council Development Company (Forward Plan Ref 727)	February 2016		Head of H&PS		A report cannot be brought forward until housing futures and changes to the Housing and Planning Act have been completed	

Appendix 1 – O&S Work Programme

Local Plan Infrastructure Delivery Plan	30 June 2015	Report	Tony Ward/Dave Barber			Quarterly Update once the Local Plan has been agreed.
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Report	Councillor Phillips			
National Association of Councillors Report – <i>investigation ongoing by Committee Services to see what this body provides and costs.</i>	November 2015	Report	Councillor Coker			

31 May 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Elect an Overview and Scrutiny Committee Chairman					1st meeting of Municipal Year 2017/18	Annually
Heath Scrutiny Sub-Committee – Appoint members and substitutes					1st meeting of Municipal Year 2017/18	Annually

27 June 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date

25 July 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Development Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Cross		Late Aug/Early Sept 2018	Annually
Waste Container Charging Review - Update subsequent to the last report February 2017 (to include a pie chart with updated figures as shown in paragraph 8.2 of the Waste Collection Service Update report, 7 Feb 2017.)	7 February 2017	Written report	Becky Davies			

30 August 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Development Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Cross		Late Aug/Early Sept 2018	Annually

26 September 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		March 2018	September 2019
Holding Portfolio Holders to account - Finance	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Whiting		Late Sept / Early Oct 2018	Annually

31 October 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Cultural Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Coker		Late Oct / Early Nov 2018	Annually
Outside Bodies Annual Report	Standing Annual Item	Written Report			Late Oct / Early Nov 2018	Annually

28 November 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Housing & Property Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Phillips		Late November 2018	Annually
Current Arrangements for South Warwickshire Crime and Disorder Scrutiny	Mandatory	Report	Pete Cutts		Late Nov / Early Dec 2018	Annually
Progress report on the HEART service	Email request from Ken Bruno 27 Jan 2017	Written report	Mark Lingard			

3 January 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Health & Community Protection	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Grainger		January 2019	Annually

6 February 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Neighbourhood Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Shilton		February 2019	Annually

6 March 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Business	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Butler		March 2019	Annually
Shakespeare's England	Request from Report Author	Written Report	David Butler		September 2018	September 2019

4 April 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Member Children's Champions: End of Year Report	Standing Annual Item	Written Report	Andrew Jones		April 2018	Annually

September 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		March 2019	September 2019

March 2019

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		September 2019	September 2019

September 2019

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler			September 2019



Warwick District Council Forward Plan March to June 2017

**Councillor Andrew Mobbs
Leader of the Executive**

The Forward Plan is a list of all the Key Decisions which will be taken by the Executive in the next four months. The Warwick District Council definition of a key decision is: - a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.

Whilst the majority of the Executive's business at the meetings listed in this Forward Plan will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 that part of the Executive meeting listed in this Forward Plan will be held in private. This is because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those items which are proposed to be considered in private are marked as such along with the reason for the exclusion in the list below.

If you would like to make representations or comments on any of the topics listed below, including the confidentiality of any document, you can write to the contact officer, as shown below, at Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ. Alternatively you can phone the contact officer on (01926) 456114. If your comments are to be referred to in the report to the Executive or Committee they will need to be with the officer 7 working days before the publication of the agenda. You can, however, make comments or representations up to the date of the meeting, which will be reported orally at the meeting. The Forward Plan will be updated monthly and you should check to see the progress of the report you are interested in.

(857)

Section 1 – The Forward Plan March to June 2017

Topic and Reference	Purpose of report	If requested by Executive – date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
March 2017						
Housing Futures – Housing and Homelessness Strategy 2017 (Ref 822)	To propose a new Housing and Homelessness Strategy for Warwick District.		Executive 8/3/2017	28/02/2017	Bill Hunt Cllr Phillips	
New Domestic Abuse Policy (Ref 826)	To consider a Domestic Abuse Policy.		Executive 8/3/2017	28/02/2017	Simon Brooke Cllr Phillips	
Amended Housing Anti-Social Behaviour Policy (Ref 827)	To consider a revised Anti-Social Behaviour Policy.		Executive 8/3/2017	28/02/2017	Sue Sweeney Cllr Phillips	
Bereavement Services (Ref 836)	To consider the restructure of the service and Saturday working.		Executive 8/3/2017	28/02/2017	Pam Chilvers/ Rob Hoof Cllr Shilton	
Community Forums and Voluntary and Community Sector Spending Review (Ref 833)	To consider proposals relating to the review of community forums and voluntary and community sector spend.		Executive 5/1/2017 Reason 4 8/2/2017 Reason 5 8/3/2017	28/02/2017	Liz Young Cllr Grainger	
2017/18 ICT Services Digital Work Programme (Ref 845)	To review the 2016/17 programme, note budget expenditure and consider the 2017/18 programme of works.		Executive 8/3/2017	28/02/2017	Tass Smith Cllr Mobbs	Executive report 02/12/15 – agenda item 5

Review of Policy and Powers relating to Illegal Encampments (Ref 852)	Following illegal encampments over the Christmas and New Year Holidays, the report will review the current joint approach and available powers in order to reassure our residents and businesses that we are doing our best to prevent and respond promptly to illegal encampments.		Executive 8/3/2017	28/02/2017	Pete Cutts Cllr Grainger	
Procurement Exemptions – CIL Viability and Retail Planning (Ref 855)	To seek approval for an exemption to the procurement policy to allow the extension of these contracts for a year.		Executive 8/3/2017	28/02/2017	Dave Barber Cllr Cross	
St Mary's Lands Implementation of the Delivery Plan for 2017/18 (Ref 856)	To agree funding for 2017/18 year to implement proposals in the agreed Delivery Plan.		Executive 8/3/2017	28/02/2017	Chris Elliott Cllr Butler	

April 2017

Leamington Cemetery North Lodge (Ref 828)	To review the future use of Leamington Cemetery North Lodge.		Executive 5/1/2017 Reason 5 8/2/2017 Reason 5 4/4/2017	27/03/2017	Rob Hoof Cllr Shilton	
Service Area Plans for 2017/18 & Annual Performance Reports for 2016/17 (Ref 837)	To approve the Council's Service Area Plans for 2017/18 and report on performance against Service Area Plans for 2016/17.		Executive 4/4/2017	27/03/2017	Andrew Jones Cllr Mobbs	

Code of Procurement Practice (Ref 805)	To consider and recommend to Council an updated Code of Procurement Practice.		Executive Reason 5 28/9/2016 30/11/2016 5/1/2017 8/2/2017 4/4/2017	27/03/2017	John Roberts Cllr Whiting	
Members' Allowances Scheme (Ref 853)	To consider the recommendations of the Independent Review Panel with regard to Warwick District Councillors Allowances.		Executive 4/4/2017	27/03/2017	Graham Leach Cllr Mobbs	
Corporate Property Planned Preventative Maintenance Programme (Ref 850)	To provide the rationale for the proposed allocation of works against the budget for the Corporate Repairs and Maintenance Programme.		Executive 4/4/2017	27/03/2017	Russell Marsden Cllr Phillips	
Leamington Spa Car Parking Displacement Plan (Ref 844)	To set out the options available should vehicles be displaced from Covent Garden car park and to consider alternative parking options within Leamington Town Centre.		Executive 4/4/2017	27/03/2017	Gary Charlton Cllr Shilton	
Housing Futures – Revised Housing Revenue Account Business Plan (Ref 775)	To propose a revised Housing Revenue Account Business Plan.		Executive 8/3/2017 Reason 5 4/4/2017	27/03/2017	Bill Hunt Cllr Phillips	
St Mary's Lands Warwick Golf Centre (Ref 843)	To consider the business case for an investment proposal. (Private and Confidential by virtue of paragraph 3 of Local Government Act 1972 - Schedule 12A following the Local Government (Access to Information) (Variation) Order 2006)		Executive 4/4/2017	27/03/2017	Chris Elliott Cllr Butler	

May 2017 – there are no scheduled Executive meetings at this time.

June 2017

Fit For the Future Change Programme (Ref 839)	To update the Council's Fit For the Future Change Programme.		Executive 28/06/2017	20/06/2017	Andrew Jones Cllr Mobbs	
Risk Based Verification (Ref 846)	To seek approval for using Risk Based Verification for Benefit Claims		Executive 28/06/2017	20/06/2017	Andrea Wyatt Cllr Whiting	
St Mary's Lands Master Plan and Delivery Plan Implementation Update (Ref 842)	To consider the masterplan for adoption as the policy for the area and further decisions on its implementation.		Executive 28/06/2017	20/06/2017	Chris Elliott Cllr Butler	
Housing Related Support (Ref 854)	To approve new budgetary arrangements following a restructure of Housing Support Services.		Executive 28/06/2017	20/06/2017	Simon Brooke Cllr Phillips	

Section 2 Key decisions which are anticipated to be considered by the Council between July and October 2017

Topic and Reference	Purpose of report	If requested by Executive – date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
July 2017						
HQ Relocation Project – outcome of phase 1 work (Ref 801)	To consider the outcomes of the phase 1 work and, if appropriate, seek approval for commencement of the phase 2 delivery works.		Executive 26/07/2017	18/07/2016	Bill Hunt Cllrs Mobbs, Whiting, Cross, Shilton	
Final Accounts 2016/17 (Ref 847)	To report on the Council’s outturn position for both revenue and capital.		Executive 26/07/2017	18/07/2016	Marcus Miskinis Cllr Whiting	
Corporate Asset Management Strategy (Ref 641)	To propose an Asset Management Strategy for all the Council’s buildings and land holdings.		Executive 29/6/2016 Reason 6 1/9/16 Reasons 3 & 5 5/1/2017 Reasons 3 & 5 8/2/2017 Reasons 3 & 5	18/07/2016	Bill Hunt Cllrs Mobbs, Cross, Shilton, Coker & Whiting	

August 2017						
Budget Review Quarter One to include Financial Projections (Ref 848)	To report on the latest financial prospects for the current and future 5 years.		Executive 31/08/2017	22/08/2017	Andy Crump Cllr Whiting	

September 2017						
Fees and Charges (Ref 849)	To propose the level of fees and charges to be levied from 2 January 2018.		Executive 27/09/2017	19/09/2017	Andy Crump Cllr Whiting	

Section 3 Key decisions which are anticipated to be considered by the Council but the date for which is to be confirmed						
Topic and Reference	Purpose of report	History of Committee Dates & Reason code for deferment	Contact Officer & Portfolio Holder	Expansion on Reasons for Deferment	External Consultees/ Consultation Method/ Background Papers	Request for attendance by Committee
Private Sector Housing Grants Policy (Ref 658)	To propose a revised policy for the allocation of grant funding for private residents.		Ken Bruno Cllr Phillips	This will come forward in due course once the Future of Housing Adaptations Service has been determined		TBC
Council Development Company (Ref 727)	To consider a report on establishing a Council Development Company.	Executive 9/3/2016 2/6/2016 Reason 2 Reason 1 29/6/2016	Bill Hunt Cllr Phillips			
Car Parking strategy (Ref 790)	To consider the future off-street car parking needs of Leamington, Warwick and Kenilworth and how these should be addressed.	Executive 2/6/16 27/7/2016 Reason 3	Rob Hoof Cllr. Shilton			
Revisions to the Constitution/ Delegation Agreement (Ref 819)	To request revisions to the Constitution/ Delegation Agreement with regard to the determination of Planning Applications.		Tracy Darke/Gary Fisher Cllr Cross	This is the subject of on-going discussion with key members		
Leisure Development – Phase II (Kenilworth) (Ref 803)	To agree the scope of Phase II.	Executive 28/9/2016 Reason 5	Rose Winship Cllr Coker			

HRA Asset Management and Development Policy (Ref 829)		Executive	Bill Hunt Cllr Phillips			
Strategic Opportunity Proposal (Ref 712)	To update Members on the current position. It is anticipated that this report will be, in part, Confidential by virtue of the information relating to the financial or business affairs of any particular person (including the authority holding that information).	Executive/ Council 03/09/15 30/09/15 02/12/2015 6/4/2016 2/6/2016 30/11/2016 Reason 3 5/1/2017 Reason 3 & 5	Chris Elliott Cllr Phillips	This item will be brought to Council on 22 February 2017, however it is not yet clear if Executive approval will be required for some aspects of the report.		
Recording and Broadcasting of Public Meetings (Ref 840)	To inform members of the research into the potential to record and broadcast all Council meetings as per the Notice of Motion to Council.	Council 29/6/2016 Executive 5/1/2017 8/2/2017 Reason 3	Graham Leach Cllr Mobbs	Currently being investigated in tandem with Council Chamber PA issues.		
Councillors IT (Ref 841)	To report back on the work of the Councillor IT Working Party.	Executive 5/1/2017 8/2/2017 Reason 3	Graham Leach Cllr Mobbs	Awaiting the outcome of Members' Allowances Review.		

<p>Consideration of a Hackney Carriage Vehicle Limitation Policy (Ref 851)</p>	<p>To update members on the results of the WDC Hackney Carriage Unmet Demand Survey and:</p> <p>Meeting1 – Introduce highlights of survey and propose a 6 week consultation on recommended options outlined in the survey.</p> <p>Meeting 2 – Update on the consultation & determine any change to policy, following the consultation.</p>		<p>Lorna Hudson Cllr Grainger</p>	<p>This report will go to Licensing & Regulatory Committee on 20/02/17 & 30/05/17 prior to being brought to Executive.</p>	<p>Taxi trade, local business, safer communities, disability, equality and other local group representatives, Town Councils, Police.</p> <p>Questionnaire on website/email.</p> <p>CTS Traffic & Transportation Final Report - July 2016.</p>	
<p>WDC Enterprise – New Trading Arm (Ref 817)</p>	<p>To seek approval to establish a Local Authority Trading Company, to expand support provision whilst capitalising on existing skills to maximise income.</p>	<p>Executive 2/11/2016 Reason5 5/1/2017 Reason5 8/2/2017 Reason 5</p>	<p>Gayle Spencer Cllr Butler</p>			
<p>Events Review (Ref 832)</p>	<p>To review the provision and support of events in the District.</p>	<p>Executive 8/3/2017 Reason 4</p>	<p>Stuart Poole Cllr Butler</p>			

Section 4 – Items which are anticipated to be considered by the Executive but are NOT key decisions

Topic and Reference	Purpose of report	If requested by Executive – date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
March 2017						
Revised Call-in Procedure for Warwick District Council (Ref 823)	To recommend to Council a revised call-in procedure of Executive decisions for Warwick District Council.		Executive 5/1/2017 8/2/2017 8/3/2017	28/02/2017	Graham Leach Cllr Mobbs	Councillors Barrott, Boad, Mrs Falp and Mobbs (Group Leaders), Overview & Scrutiny Committee (27/9/16)
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		Executive 8/3/2017	28/02/2017	Jon Dawson Cllr Whiting	

April 2017

Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		Executive 5/4/2017	27/03/2017	Jon Dawson Cllr Whiting	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council.		Executive 5/4/2017	27/03/2017	Richard Barr Cllr Mobbs	

May 2017 – No scheduled Executive meetings at this time.

June 2017						
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		Executive 28/06/2017	20/06/2017	Jon Dawson Cllr Whiting	

July 2017 – No scheduled reports at this time.

August 2017						
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		Executive 31/08/2017	22/08/2017	Jon Dawson Cllr Whiting	
Contracts Register Review	To review the Service Area's Contract Register		Executive 31/08/2017	22/08/2017	John Roberts Cllr Whiting	

September 2017						
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council.		Executive 27/09/2017	19/09/2017	Richard Barr Cllr Mobbs	
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		Executive 27/09/2017	19/09/2017	Jon Dawson Cllr Whiting	

October 2017 – No scheduled reports at this time.


Delayed reports:

If a report is late, officers will establish the reason(s) for the delay from the list below and these will be included within the plan above:

1. Portfolio Holder has deferred the consideration of the report
2. Waiting for further information from a Government Agency
3. Waiting for further information from another body
4. New information received requires revision to report
5. Seeking further clarification on implications of report

Details of all the Council's committees, Councillors and agenda papers are available via our website www.warwickdc.gov.uk/committees

**The forward plan is also available, on request, in large print on request, by telephoning
(01926) 456114**

 WARWICK DISTRICT COUNCIL	Executive (Insert date of meeting)	Agenda Item No.
Title	Task & Finish Group – Off-street car parking charges review	
For further information about this report please contact	Membership: Cllrs Quinney, Mrs Cain, Day, Mrs Stevens, Boad, Ashford	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Overview & Scrutiny Committee 8 March 2016, minute 77, scoping document first established Overview & Scrutiny Committee 5 April 2016, minute 87, membership agreed Verbal updates given at Overview & Scrutiny Committees: 2016:26 July, 27 Sept, 1 & 29 Nov 2017:7 Feb	
Background Papers	Task & Finish Group Scoping document	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliott
Head of Service		
CMT		Andrew Jones
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Finance		Mike Snow
Portfolio Holder(s)		

Consultation & Community Engagement	
WDC Officers – Mike Snow, Gary Charlton, David Butler and Paul Garrison. Leamington BID – Stephanie Kerr Leamington Chamber of Trade – Brian Wall and colleagues Kenilworth Chamber of Trade – Seanna Holland Warwick Chamber of Trade – Sue Butcher and colleagues Warwick County Council – Park & Ride - Margaret Smith and colleagues; on-street parking and liaison – Philippa Young, Garry Palmer, Margaret Smith	
Final Decision?	No
Suggested next steps (if not final decision please set out below)	
The report will go to Executive for approval.	

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1. Summary

1.1 In March 2016, the Overview & Scrutiny Committee agreed a scoping document for a Task & Finish Group to review off-street car parking charges. The Group would have two objectives:

- To understand the rationale behind the current method of deciding the differential level of off-street car parking charges across the towns in the District.
- To recommend a transparent charging regime for off-street car parking charges across the District that met both the needs of the residents and enhanced the economic prosperity of the town centres.

1.2 This report makes recommendations which are intended to provide a consistent, transparent and flexible basis for balancing the Council's requirements:

- to breakeven financially over the medium-term;
- to continue to support and improve the facilities for shoppers and visitors; and
- to take account of alternatives such as on-street, private and station parking operators.

It is based on information gathered from extensive consultations and analysis of data.

2. Recommendations

2.1 That the financial objective of the Council's off-street car parking activities should be to breakeven in the medium-term (three years).

2.2 That performance against this objective should be tracked longer term using the newly developed business or "memorandum" accounts for this important service.

2.3 To achieve this, that all surpluses above running, maintenance and interest costs, generated by car parks, be applied to investments in the facilities (fabric improvements, new technology), to pay down any borrowings and to fund a sustainable Reserve.

2.4 That charges be increased as soon as possible in 2017/18, to generate at least an addition 5% of revenue on the overall annual budget.

2.5 That charges be updated annually in future years by at least the RPI/CPI, as per the process for rail fares.

2.6 That the charging strategy be codified to provide a coherent approach across the District, with each carpark classified according to a set of uniform criteria based on user priorities:

- (i) convenience / location (proximity to destination);
- (ii) capacity (availability of spaces);
- (iii) ease of use (access / space size); and

(iv) perception (appearance / lighting / safety).

This may result in there being two, possibly three pricing groups. This work should be officer-led and include one Councillor from each Town.

- 2.7 That this banding be reviewed annually to reflect any significant changes in circumstances.
- 2.8 That a pricing schedule be developed that reflects the District-wide charging strategy and revenue requirements.
- 2.9 That the all-day parking charges be aligned for each class of carpark across the District.
- 2.10 That revenue be maximised and short-term capacity protected from out-bound commuters by aligning the Council's all-day and season ticket charges, where appropriate, more closely with the parking charges at station carparks (there will be some limited exceptions to 2.7 and 2.8 where WDC has a legal or moral obligation to certain town centre residents).
- 2.11 That the number of season tickets available for carparks which experience high overall usage, e.g. St Peter's and Rosefield Street, perhaps West Rock and Linen Street, be reduced and holders in multi-storey carparks be restricted to use of the upper floors.
- 2.12 That an investment is made in new charging technologies, which improve the payment convenience and increase income (subject to the strength of the business case).
- 2.13 That other cost saving / revenue raising options be considered on existing and new facilities – for example around solar power, electric vehicle charge points, advertising on walls etc.
- 2.14 That close relationships be established with local business groups to plan other improvements in the customer experience and other aspects of some of our carparks.
 - (i) signage in and pedestrian guidance – including local area maps;
 - (ii) appearance and cleanliness including better lighting inside and especially on routes to and from;
 - (iii) trialling marketing and promotional initiatives; and
 - (iv) ensuring there is adequate capacity available to support the evening economy in Royal Leamington Spa.
- 2.15 That further discussions be had with Warwickshire County Council (WCC) Highways to ensure:
 - (i) recommendations for off-street pricing in the short-term are readily accepted and aligned with their plans;
 - (ii) there is closer regular communication between officers to minimise delays in agreeing and implementing charging orders;
 - (iii) WDC understand WCC experience of outsourcing on-street enforcement and review what financial and other benefits there may be in adopting an integrated approach;

- (iv) the residents' parking scheme is extended to those areas with severe on-street parking stress; for example near stations (Ward Councillor responsibility to initiate); and
- (v) the implications of the Asps and any subsequent Park & Ride schemes on our off-street parking and charging rates are fully understood and agreed.

3. Reasons for the Recommendations

3.1 Head of Finance advised that:

- (i) the financial objective is for off-street car parking to break-even in the medium term;
- (ii) Councils are not legally permitted to make regular profits from running their carparks;
- (iii) however, the current reporting of car parking revenues and costs does not present a true picture of the financial position; and Finance has now provided 'memorandum' or full business accounts including depreciation, which do give the full picture (Appendix 1);
- (iv) charges can be set across all carparks to meet all costs; there is no requirement for each park to reflect its individual costs; and
- (v) there is no legal requirement to set charges from a particular date in the year.

3.2 Revenues and capacity utilisation are running at higher than budgeted rates in 2016/7 across the District but the projected carpark deficit for the current financial year is still put at around £300,000 or 10% of gross revenues. The Council has limited reserves available for the investments required to replace/refurbish three existing multi-storey carparks in the near future.

3.3 Increases in off-street parking charges agreed in September 2015 were only implemented in August 2016, partly due to late stakeholder consultations and other communication/process difficulties with Warwickshire County Council, which must approve all changes. As a result it has not been thought possible so far to propose further increases during 2017/18.

3.4 Town centre short-stay charges are currently broadly aligned across the District with the exception of Kenilworth and Old Town Leamington which are approximately 50% of the charges levied elsewhere (Appendix 2). All-day rates vary, mostly from £3.00 to £4.50.

3.5 Short-stay charges in our off-street Warwick and Leamington town centre car parks are currently aligned with WCC's on-street short-stay rates; although in principle should be lower to encourage more off-street parking. In Kenilworth WCC charges are higher than off-street but lower than they would wish them to be. WCC informs us that they wish to move on-street charges up, probably by 5%, across the District at a uniform rate as soon as feasible in the new financial year.

3.6 WDC off-street town centre charges, with the exception of Kenilworth, are broadly in line with neighbouring Authorities for 1-4 hour stays – much lower than Solihull, lower than all others for a 30 minute stay and lower than all others except Cherwell for day rates, generally significantly so (Appendices 2 and 3).

- 3.7 Both all day and season ticket rates are approximately half those charged by Cherwell in their Leamington station carpark.
- 3.8 Royal Priors, the other large carpark in Leamington, is privately owned but managed by WDC. Its pricing policy is to attract the medium-stay shoppers (up to 3 hours), discourage both short and long-stay, and sets its prices accordingly. Most of the time it is 50-70% full.
- 3.9 An independent user survey in early 2016 across all three towns reports that the key factors in the decision whether or not to use our parking facilities are convenience, accessibility and the availability of spaces, together with ease of payment, appearance and safety. Parking charges are around 7th on users' list of priorities. (Appendix 4).
- 3.10 In Kenilworth, the Waitrose carpark is frequently full. Discussions with Waitrose management indicate that they would have no difficulty with increases in adjacent WDC car parking rates. Their pricing aim will be to eliminate as many non-Waitrose shoppers as possible through appropriate pricing in their carpark.
- 3.11 Trends in car parking revenues and snapshots of capacity utilisation as of 12 months ago suggest that most off-street carparks are well-used or near capacity especially at peak times (Appendices 5 & 6). The main exceptions appear to be St Mary's Lands Warwick, Court Street and Covent Garden Multi-storey. Since those snapshots, strong growth in use of carparks has continued across the District.
- 3.12 St Peter's, Rosefield Street, Linen Street and West Rock – and perhaps St Nicholas Park and St Mary's Land 4 – are busy carparks with relatively high season ticket usage.
- 3.13 Season and all day ticket users in multi-storey carparks can use any available spaces; at busy times short-stay users are obliged to use the upper decks.
- 3.14 Payment systems used in our parks are generally old, increasingly unreliable and will need to be upgraded. This is planned to start with the new Covent Garden carpark. However feedback from other out of area parks and local business representatives suggest that there may be benefits in reinvesting rapidly in new technology, giving better reliability, more flexibility and higher financial returns without price rises, from more modern payment and enforcement systems.
- 3.15 Consultees also suggested that more and better coordinated marketing initiatives could be developed to promote town centre events and businesses, to mutual benefit; for example with short-term promotions and use of advertising on tickets or within the parks themselves. Other suggestions to improve the customer experience and driver use of car parking facilities included improved cleanliness in multi-storeys, better signage into and especially pedestrian signage/mapping out; better lighting in and around certain parks and ensuring there is adequate night-time capacity to support Leamington's evening economy. All welcomed being invited to contribute to this report and the expectation that engagement with the Council on these issues will be more regular and productive in the future.

3.16 Park and Ride schemes are in the new Local Plan. The longer-term impact of these on our car parking pricing (and investment) strategies will need to be carefully assessed. However discussions with Officers at WCC indicate that the first planned 500 space scheme in the ASPS development is likely to have most impact on Business Technology Park and some Warwick Town organisations, for example WCC itself. The impact on parking demand in Warwick is likely to be limited (except perhaps for weekend visitors) and in Leamington hardly noticeable.

3.17 However, as other P&R schemes are developed, for example north of Leamington, the impact is likely to be greater and close coordination will be necessary to ensure the elements of a successful scheme are agreed:

- (a) speedy access to transport and into town centres
- (b) adequate differentials between town centre all day/long-stay charges and transfer costs.

Details of the WCC model were made available and some of its key assumptions debated. However, it is not yet seen to be an immediate issue for the management & pricing of our parking facilities and is therefore not considered as strictly within the scope of this report.

4. Fit for the Future

4.1 Providing competitive and attractive off-street car parking is an important element in the Council's policy of supporting local residents and businesses.

4.2 A key element of Fit for the Future is ensuring that the Council achieves the required revenues and efficiencies to enable it to set a balanced budget over the medium term, whilst maintaining and replacing assets. This report supports these objectives.

5. Budgetary Framework

5.1 Revenues from car parking charges are a key component of the Council's budget framework and the recommendations are in accordance with the Medium-Term Financial Strategy.

5.2 In principle revenues should be set to cover all carpark costs, both current and major maintenance/replacement expenditure.

5.3 However the way in which local government accounts are constructed has not given good visibility to these longer-term liabilities. Adequate reserves are therefore not in place for the urgent works now recognised. However the recommended approach to financial monitoring and price-setting will ensure these costs are taken into account on a consistent basis in future.

6. Risks

6.1 Raising All Day and Season ticket prices and rationalising charges by category of carpark across the District may discourage use and reduce revenue overall. However current charges are not a key criterion determining use, are lower than most towns in the area, and will be modest and incremental. More efficient

new charging technologies may also increase revenues and cap any rate increases required.

- 6.2 Competitive off-street car parks (Kenilworth Waitrose, Sainsbury's, and Leamington Royal Priors) may undercut WDC rates and attract users. However these operators are focussed on attracting shoppers to their stores and have indicated they will simply follow the pricing leads from WDC/WCC.
- 6.3 Local businesses may oppose the type and level of increases proposed; but feedback so far suggests they recognise the financial pressures on the Council, the reasonable to low rates currently charged, and the emphasis on raising longer-term rates in order to protect capacity and competitiveness for shorter-stay shoppers and visitors.
- 6.4 Local residents may object to seeing greater long-stay day-time parking pressure on nearby residential streets where parking is free. However, where that is already or could become a problem (already recognised near Leamington railway station and potentially near the new one in Kenilworth), the impact can be controlled by introducing shorter-stay controlled on-street parking with resident permits through initiatives from Ward councillors with WCC.

7. Alternative Option(s) considered

- 7.1 Continue with the current policy of accounting for car parking charges on a current costs basis, without seeking to include longer-term capital costs. This is not sustainable given the overall squeeze on Council finances and the implied cross-subsidisation from other services.
- 7.2 Maintain the present structure of rates and adjust them incrementally as required. However, by choosing to review the criteria and rationale for differences in rates and developing a transparent policy, the Council will maintain public confidence. The community will understand the way in which user preferences, business needs, operational and competitive realities and revenue requirements are balanced now and in the future.

8. Background

8.1 In March 2016, the Overview & Scrutiny Committee agreed a Scoping Document for a Task & Finish Group to review off-street car parking charges.

8.2 In April 2016, the Committee agreed the membership of the Task and Finish Group as:

Councillors:

Ashford

Boad

Mrs Cain

Day

Quinney

Mrs Stevens

8.3 The Group was chaired by Councillor Quinney, and administrative assistance was provided by Committee Services Officer, Lesley Dury.

Appendices:

1. Car Parks Memorandum Account
2. WDC Car Park Costs in detail (with Coventry & Solihull)
3. Other Council Charges 2015-2016 - overview
4. Extract from User Survey Feb 2016
5. WDC Car park Trends
6. Season Ticket Analysis
7. Scoping Document

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Appendix 1

Car Parks - Memorandum Account

Machines

Numbers 57

Car park Spaces 2977

Subjective	Description	2016-17 Revised 1105 Budget	Total	2016-17 Revised 1105 Budget
Expenditure				
1110	Salaries	54,200	54,200	54,200
1140	Employers NI	3,800	3,800	3,800
1160	Employers Pension	8,100	8,100	8,100
1170	IAS19 Adjustments	5,300	5,300	5,300
1260	Enhancements	400	400	400
1450	Ins-Employee Related	900	900	900
	Employees Cost	72,700	72,700	72,700
2052	PPM Open Spaces	0	118,900	0
2066	RM Car Parks Rep+Mnt	90,600	0	90,600
2068	Other CP R&M - Car P	300,000	300,000	300,000
2100	Electricity	60,200	60,200	60,200
2200	Rent	10,000	10,000	10,000
2250	M+E(r) Gas Responsiv	200	200	200
2264	M+E(r) LightningCond	100	100	100
2265	M+E(c) LightningCond	300	300	300
2274	M+E(r) Fire Fighting	1,400	1,400	1,400
2275	M+E(c) Fire Fighting	800	800	800
2276	M+E(r) Lift+Stairlif	4,100	4,100	4,100
2277	M+E(c) Lift+Stairlif	1,400	1,400	1,400
2300	Rates	288,100	288,100	288,100
2400	Water Charge-Metered	13,900	13,900	13,900
2410	Water Rates	12,500	12,500	12,500
2705	Contract Cleaning	29,100	29,100	29,100
2800	Grounds Maintenance	4,500	4,500	4,500
2950	Premises Insurance	11,000	11,000	11,000
	Premises	828,200	856,500	828,200

Appendix 1 (continued)

Subjective	Description	2016-17 Revised 1105 Budget	Total	2016-17 Revised 1105 Budget
4000	Equip Furn & Materls	25,800	25,800	25,800
4009	Other Signs	16,000	16,000	16,000
4019	PCN / DVLA Fees Paym	10,000	10,000	10,000
4025	Oth Hired & Con Serv	83,000	83,000	83,000
4028	Miscell Insurances	3,100	3,100	3,100
4200	Clothes + Uniforms	400	400	400
4300	Printing Of Tickets	7,500	7,500	7,500
4310	Printing	3,100	3,100	3,100
4315	Stationery	1,000	1,000	1,000
4405	Advertising	3,500	3,500	3,500
4500	Computer Equip Costs	13,700	13,700	13,700
4533	Corporate postages	1,000	1,000	1,000
4535	Telephone Rentals	500	500	500
4540	Phone Calls Non-Rech	500	500	500
4542	Data Phone Lines	1,000	1,000	1,000
4550	Mobile Phone Costs	8,000	8,000	8,000
4921	BID Levy	2,000	2,000	2,000
	Supplies and Services	180,100	180,100	180,100
5705	Cleansing Services	133,900	133,900	133,900
5751	Legal Fees Shared Se	3,500	3,500	3,500
5770	Consultants Fees	20,000	20,000	20,000
	Third Party payment	157,400	157,400	157,400

Appendix 1 (continued)

Subjective	Description	2016-17 Revised 1105 Budget	Total	2016-17 Revised 1105 Budget
7010	Finance Unit	1,700	1,700	1,700
7015	Fin. Admin Support	21,200	21,200	21,200
7020	Accountancy	15,900	15,900	15,900
7030	Audit Services	6,100	6,100	6,100
7035	Payment Channels	13,400	13,400	13,400
7050	Insurance Services	2,000	2,000	2,000
7100	ICT Support	900	900	900
7310	Office Accommodation	5,700	5,700	5,700
7320	Asset Management	58,200	58,200	58,200
7500	Procurement	4,900	4,900	4,900
7610	Housing Services	4,000	4,000	4,000
7624	Corporate projects	8,900	8,900	8,900
7625	Chief Exec's Office	6,000	6,000	6,000
7634	Media Room	1,500	1,500	1,500
7645	One Stop Shop	20,800	20,800	20,800
7650	Waste Management	37,900	37,900	37,900
7655	Env Health Services	1,600	1,600	1,600
7668	Ranger Services	260,200	260,200	260,200
7700	CCTV	141,600	141,600	141,600
7703	Neighbourhood Servs	26,700	26,700	26,700
7705	Customer Service Cen	2,300	2,300	2,300
7706	Web Services	3,400	3,400	3,400
7725	Human Resources	20,100	20,100	20,100
7730	Switchboard Alloc'tn	100	100	100
7740	CSTeam	8,200	8,200	8,200
	Recharges	673,300	673,300	673,300
	3.5% Notional Interest on CP Buildings Valuations		466,443	0
	3.5% Notional Interest on CP Land Valuations	0	382,512	0
8800	Depreciation on Car Parks	403,200	545,442	403,200
	Capital Charges	403,200	1,394,397	403,200
	Total Expenditure	2,314,900	3,334,397	2,314,900

Appendix 1 (continued)

Subjective	Description	2016-17 Revised 1105 Budget	Total	2016-17 Revised 1105 Budget
9208	Other Income	-43,900	-43,900	-43,900
9307	Car Parking-Fees	-2,632,000	-2,632,000	-2,632,000
9308	Car P'kng-Season Tck	-225,000	-225,000	-225,000
9309	Car P'kng-PCN Inc	-105,000	-105,000	-105,000
9310	Use P'kg Spaces,Prmt	-4,100	-4,100	-4,100
9520	Rents-Others	-9,400	-9,400	-9,400
	Total Income	-3,019,400	-3,019,400	-3,019,400
	Net Income/Expenditure	-704,500	314,997	-704,500
	Appropriation Account		214,000	
	Net Income Less Reserve		528,997	

Parking Charges

all day/long-stay charges highlighted

Appendix 2

	Monday to Friday up to (hours)								All day	O'nt	Saturdays	Sundays
	30m	1	2	3	4	5	6	6+				
Leamington												
Cov Gdn m'storey	£0.50	£1.00	£2.00	£3.00	£3.00	£3.00	£3.00	£3.00	£3.00	na	same all week	
St Peter's m'storey	£0.50	£1.00	£2.00	£3.00	£4.50	£4.50	£4.50	£4.50	£4.50	£1.00		
Other Town centre	£0.50	£1.00	£2.00	£3.00	£4.00	na	na	na	£4.00	£0.50		
Rosefield St/Adelaide Br	£0.50	£1.00	£2.00	£3.00	£4.50	£4.50	£4.50	£4.50	£4.50			Free
Royal Priors	£2.00	£2.00	£2.00	£2.00	£3.50		£5.50	£8.00	£8.00	na	same all week	£1.20
Old Town	£0.30	£0.50	£1.00	£1.50	£2.00	£2.50	£3.00		£3.50	£0.50	same all week	Free
Chiltern Railways									£7.00		week	
									£4.50	after 10.30		
Kenilworth												
Town Centre	£0.30	£0.50	£1.00	£1.50	£2.00	£2.50	£3.00	£3.50	£4.00	£0.50	same	Free
Abbey Fields	Free	Free	Free	£1.50	£2.00	£2.50	£3.00	£3.50	£3.50	£0.50	same	Free
Warwick												
Linen Street	£0.50	£1.00	£2.00	£3.00	£4.00	£4.50	£4.50		£4.50	na		
St Nicholas Park	£0.50	£1.00	£2.00	£3.00	£4.00	£4.50	£4.50		£4.50	£0.00	same all week	
Most other Town Centre	£0.50	£1.00	£2.00	£3.00	£4.00	£4.50	£4.50		£4.50	£0.50		
New Street/Westgate	£0.50	£1.00	£2.00	£3.00	na	na	na		na	£0.50		
Myton Fields		£3.00	£3.00	£3.00	£4.50	£4.50	£4.50		£4.50	na		

St Mary's Lands 2	£0.50	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£1.00	£0.50	same all week	
St Mary's Lands 3	Free	Free	Free	£2.00	£3.00	na	na	na	na	same all week	
St Mary's Lands 4	£0.50	£1.00	£2.00	£3.00	£4.00	£4.50	£4.50	£4.50	£0.50	same all week	
Coventry											
Most City Centre	£1.00	£1.80	£2.30	£3.00	£6.00	£8.00	£10.00	£10.00	£10.00	same all week	+ Bank Holidays
Salt Lane	£2.50	£3.50	£4.50	£10.00							£1/1.50 (Bp St cheaper Sats)
Grove St/Gr'nor Rd/Ford St	£3.00	£4.00	£4.50	£5.00	£8.00						£0.50
Solihull											
Most Town Centre		£2.30	£3.10	£4.00	£4.60	£5.60	£8.20	£8.20		same all week	
Lode Lane/Mell Squ	£1.20	£2.30	£3.10	£4.00	£4.60	£5.60	£8.20	£8.20		same	£1.00
							6-8 hrs	8-12hrs			
Touchwood		£2.30	£3.10	£4.00	£4.60	£5.60	£9.00	£11.00		same all week	
John Lewis		£2.30	£3.10	£4.00	£4.60	£5.60	£8.20	£15.00		same all week	

Appendix 3

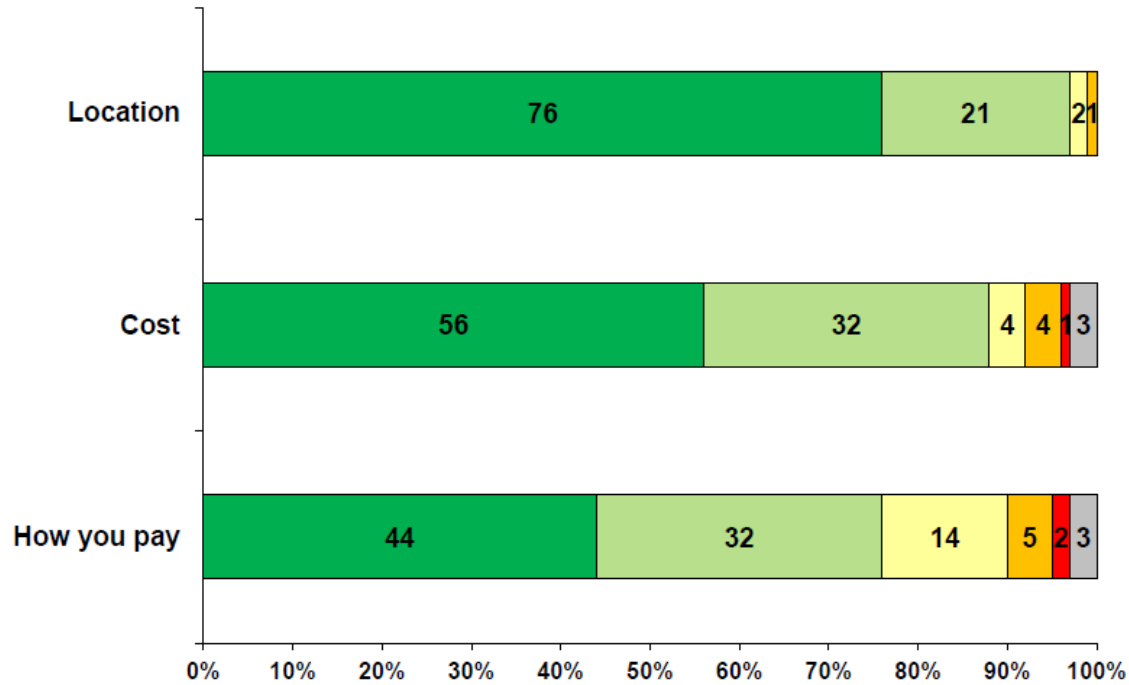
Author:GC	WDC L & W Town Centres	WDC Ken & Leam Old Town	Coventry Centre (most & cheapest) /Sat tariff	Solihull Centre (few £1.20 to 1 hr)	W C C	Stratford on Avon	Rugby Borough Council	Cheltenham Borough Council	Cherwell District Council	Northampton Borough Council
30 Min.	£0.50	£0.30 (36m)	£1.00	£2.30	£0.50	Free	£1.00	£1.20	£0.80	£0.60
1 Hour	£1.00	£0.50	£1.00	£2.30	£1.00	Free	£1.00	£1.20	£0.80	£0.60
2 Hour	£2.00	£1.00	£1.80	£3.10	£2.00	£2.00	£1.00	£2.00	£1.60	£1.20
3 Hour	£3.00	£1.50	£2.30	£4.00	-	£3.00	£1.30	£2.60	£2.20	£2.40
4 Hour	£4.00	£2.00	£3.00/2.5	£4.60	-	£4.00	£2.50	£5.50	£2.80	£3.20
9 Hours	£4.50		£10.00	£8.20	-	£6.00	£5.00	£14.00	£3.50	£7.00
12 Hours	£4.50		£10.00		-	£8.00	£10.00	£14.00	£3.50	£7.00
All Day	£4.50	£4.00	£10.00	£11/15		£10.00	NA	£14.00	£3.50	£7.00

How important are the following when choosing a car park?

% respondents



Very important Quite important Neither Not important Not at all important Don't know



Q11

Base: (1000)

Trends in WDC Car parking

Appendix 5

Excl St Mary's Lands, Myton Fields, Barack St, Royal Priors, Station Approach

	Spaces	2011	2012	2013	2014	2015	Trend
Income		£k					
		Revenues.....					
Leamington TC	1260	£1,386	£1,411	£1,514	£1,451	£1,682	Recent spike (200 Cov
<i>Av price per ticket</i>		£2.26				£2.63	Gdn spaces out of use)
Leamington OT	141	£78	£55	£43	£54	£80	Flat, recent spike
<i>Av price per ticket</i>		£2.58				£1.54	
Warwick	703	£689	£639	£744	£725	£814	Recent growth
<i>Av price per ticket</i>		£1.92				£1.89	
Kenilworth	364	£322	£327	£351	£315	£351	Recent growth
<i>Av price per ticket</i>		£0.72				£0.59	
Tickets		1000's of Tickets sold.....					
Leamington TC	1260	615	721	658	691	640	growth in longer-stay ?
<i>(Seasons per mth)</i>				273	277		
Leamington OT	141	30	45	52	70	52	growth in longer-stay ?
<i>(Seasons per mth)</i>				2	1		
Warwick	703	359	449	400	417	430	
<i>(Seasons per mth)</i>				197	204		
Kenilworth	364	450	327	466	315	598	growth in short-term ?
<i>(Seasons per mth)</i>				64	64		

Capacity
 (Jan 16 snapshots)
 Leamington TC
 excl Rosefield/Adelaide Br

	Mon-Fri average fill.....				Sat av'ge fill	
	10am	1pm	4pm	Peak	10,1,4pm	Peak
1172	48%	66%	51%	70%	59%	80%

Leamington OT

	10am	1pm	4pm	Peak	10,1	Peak
141	54%	45%	na	62%	52%	60%

Warwick

	10am	1pm	4pm	Peak	10,1,4pm	Peak
703	51%	57%	46%	77%	32%	37%

Kenilworth
 Abbey End
 Square West

	10am	1pm	4pm	Peak	10,1	Peak
368						
233	52%	65%	na	82%	70%	88%
135	39%	46%	na	53%	62%	83%

CAR PARK USAGE FOR PERIOD Season ticket analysis
2015-6

Lease +
Season
actual max %
act max

Appendix 6

CAR PARK	Total No OF SPACES PER CAR PARK	SNAP SHOT % FILL	Lease + Season actual	max	% act	% max
			4	50		
			Long-term anywhere in District (expensive...low Take-up)			
ROSEFIELD STREET	45	86%	17	20	38%	44%
ADELAIDE BRIDGE	43	52%	10	10	23%	23%
ST PETERS (MSCP)	385	77%	145	170	38%	44%
COVENT GARDEN (MSCP)	511	45%	132	250	26%	49%
COVENT GARDEN (SURFACE)	81	85%				
CHANDOS STREET	146	89%				
BEDFORD STREET	49	82%				
BATH PLACE	62	52%	13	45	9%	31%
PACKINGTON PLACE	32	51%				
COURT STREET	53	37%				
TOTAL	1407	66%				
WARWICK CAR PARKS						
LINEN STREET	152	59%	78	100	51%	66%
CASTLE LANE	18	92%				
THE BUTTS	17	86%				
PRIORY ROAD	42	45%	15	15	36%	36%
BARRACK STREET (Sat only)	271	4%				

WEST ROCK	92	83%	40	40	43%	43%
ST NICHOLAS PARK	250	66%	91	100	36%	40%
WESTGATE	32	93%				
NEW STREET	40	80%				
MYTON FIELDS	800					
ST MARYS LANDS AREA 1	25					
ST MARYS LANDS AREA 2	187	2%	25	150	13%	80%
ST MARYS LANDS AREA 3	67	43%				
ST MARYS LANDS AREA 4	70	81%	56	60	80%	86%
TOTAL	2,063	61%				
KENILWORTH CAR PARKS						
ABBAY END	221	68%	52	75	24%	34%
SQUARE WEST	143	59%	19	75	13%	52%
ABBAY FIELDS	82	79%	30	30	37%	37%
TOTAL	446	69%				

Scrutiny Review Outline

Review Topic	Review of off street car parking charges and their impact on the economic development of the town centres.
Working Group Members	Alan Boad
Key Officer Contact	TBC
Officer Support	TBC
Rationale	The reasons and evidence of the need for differential charging across our towns is not accepted or understood by Councillors.
Purpose/Objective of Review	To understand the rationale for the current basis of deciding the differential level of off street car parking charges across our towns. To recommend a transparent charging regime for off street car parking charges across the District that meets both the needs of our residents and enhances the economic prosperity of our town centres.
Scope of the Topic	Included: Charges for off street car parking in current car parks. Comparison with privately operated car parks. Evidence of the 'need' for differential charging. Impact of on street charges. Comparison with adjacent town centre car parking charges. ¹ Excluded: Off street car parking strategy. Type of payment regime (pay and display, pay on exit).
Indicators of Success	A clear and transparent charging regime is implemented across the District. Level of return required to fund and maintain existing car parks.
Specify Evidence Sources	District Council car parking charges and usage. Private sector car parking charges and usage. Warwickshire CC – Parking Team Finance level to fund and maintain existing car parks.
Specify Witnesses/Experts	Chambers of Trade Bid Leamington Private town centre car park operators Warwickshire CC – Parking Team Economic Development Team
Specify Site Visits	Car parks across the District (Council and Private)
Consultation with Stakeholders	At report stage
Level of Publicity	Low
Barriers/dangers/risks	Lack of officer support, lack of engagement with stakeholders.

¹ Added to the Scope Document 9 May 2016

Projected Start Date	April '16	Draft Report Deadline	September '16
Meeting Frequency	TBA	Projected Completion Date	October '16
Date to evaluate impact	January '18		
Methods of tracking / Evaluating	Income and usage levels compared to baseline		

DRAFT