

Overview and Scrutiny Committee

Tuesday 2 April 2019

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 2 April 2019 at 6.00pm.

Membership:

Councillor Mrs Falp (Chairman)	
Councillor Boad	Councillor H Grainger
Councillor Bromley	Councillor Naimo
Councillor Mrs Cain	Councillor Parkins
Councillor D'Arcy	Councillor Mrs Redford
Councillor Davison	Councillor Shilton

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**

- (a) To confirm the minutes of the meeting held on 5 February 2019. **(Pages 1 - 8)**
- (b) To confirm the minutes of the meeting held on 5 March 2019. **(Pages 1 - 4)**

4. **Review of the Work Programme, Forward Plan and Comments from the Executive**

To consider a report from Democratic Services. **(Pages 1 - 14)**

5. **Health & Community Protection – Service Review**

To consider a report from Health & Community Protection. **(Pages 1 to 49)**

6. **Increased Litter Bin Provision – report back to show how well the scheme has been received and results**

To consider a report from Neighbourhood Services. **(Pages 1 - 7)**

7. **Briefing Note – Vision & Strategy for Leamington town centre annual update and progress on Action Plan**

To consider a report from Development Services. **(Pages 1 - 27)**

8. **Children’s Safeguarding: Improvement Action Plan Update**

To consider a report from the Children’s Champion Lead Officer. **(Pages 1 – 8)**

9. **HEART Service Progress Report**

To consider a report from Housing Services. **(Pages 1 to 25)**

10. **Role of the Chairman of the Council – Task & Finish Group**

To consider a report from the Task & Finish Group. **(Pages 1 to 38)**

11. **2019 Councillor Training Plan**

To consider a report from Democratic Services. **(Pages 1 to 19)**

12. **To review membership/participation with certain Outside Appointments**

To consider a report from the Deputy Chief Executive & Monitoring Officer. **(Pages 1 to 10)**

13. **Overview & Scrutiny Committee End of Term Report**

To consider a report from Democratic Services. **(Pages 1 to 11)**

14. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 3 April 2019**

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)**

15. **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 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

16. **Executive Agenda (Confidential Items and Reports) – Wednesday 3 April 2019**

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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The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 5 February 2019 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Mrs Falp (Chairman); Councillors Ashford, Boad, Mrs Cain, Davison, H Grainger, Naimo, Parkins, Mrs Redford and Weed.

Also Present: Councillors Butler, Mobbs, Phillips and Rhead.

74. **Apologies and Substitutes**

- (a) An apology for absence was received from Councillor Shilton.
- (b) Councillor Weed substituted for Councillor Bromley.

75. **Declarations of Interest**

Minute Number 76 – Warwick District Infrastructure Delivery Plan (IDP)

Councillors Mrs Falp and Gifford declared an interest because they were Warwickshire County Councillors.

76. **Warwick District Infrastructure Delivery Plan (IDP)**

The Committee received a report from Development Services in a joint meeting with Finance & Audit Scrutiny Committee updating them on the progress of the Infrastructure Delivery Plan. Both Committees voted for Councillor Quinney to chair this item on the agenda.

Members were asked to consider the information provided on s.106 contributions and feedback to officers if there was additional information that they would like to see provided in the future.

Councillor Rhead, Portfolio Holder – Development Services spoke about the work being done by the Members' Reference Group to:

- identify priorities and to recommend that officers ensured that these were kept under constant review because the flow of money from either s.106 or CIL was dependent on the house building programme working in a timely manner; and
- consider whether any further schemes should be added to the CIL 123 List, and that business cases formed an important part of this.

Councillor Rhead also spoke about various concerns and outstanding issues with the Europa Way scheme. Highlights included:

- timeline issues that he felt had not been considered enough if the developers needed to submit applications to Planning Department to change s.106 obligations;
- the infrastructure that would be provided for pedestrians to cross Europa Way to get to the country park; Warwickshire County Council had been asked to provide an appraisal of costs for the various means this could be provided;

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- landscaping provisions for making Europa Way a gateway to Royal Leamington Spa. Plans for this would be available imminently; and
- provision of cycle ways, and liaison with the County Council for these and how that they would link with those provided on the District side.

In response to various questions from Members of both the Finance & Audit Scrutiny Committee and the Overview & Scrutiny Committee, Councillor Rhead, the Business Manager, Policy & Delivery and Ms Janet Neale, Infrastructure Delivery Manager (Warwickshire County Council), explained that:

- It was difficult to respond to specific highway questions and how traffic bottlenecks at Victoria Park, the railway bridge and Emscote Road would be solved because a strategic overview was being undertaken; however, they would ensure that these issues were examined.
- The Members' Group were concentrating on the first five years of the plan and that was the reason for looking at what needed to be prioritised in case funds did start to dwindle. It would be a useful exercise for Members to examine the s.106 contributions and filter out those monies affecting their Wards and press for those projects to be delivered.
- Major funding streams were being investigated when there were funding gaps, e.g. money from LEP and Homes England.
- If the County Council wanted to change where s.106 money was allocated, then it would be necessary to seek authorisation from the Planning Committee.
- The electric bikes scheme suggested by BID was not in enough detail to be able to quantify the funding so a lot more detail was required and this had been requested.
- The County Council was pushing to get cycle ways wherever possible and it was required on all s.106 agreements.
- The Bath Street Gyratory was still one of the top three priorities at the County Council to go on the CIL 123 list. Something would need to happen in respect of this before the Commonwealth Games.

At 6.40pm, the Overview and Scrutiny Committee Members left the room to continue their own agenda in a different room. The Overview and Scrutiny Committee reconvened at 6.45pm with Councillor Mrs Falp assuming the Chair.

77. Declarations of Interest

There were no further declarations of interest.

78. Minutes

- (a) The minutes of the meeting held on 8 January 2018 were taken as read and signed by the Chairman as a correct record.
- (b) An amendment to the minutes of the meeting held on 27 November 2018 to correct the date of the meeting from 30 October 2018 to 27 November 2018 was approved.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- (c) The minutes of the Health Scrutiny Sub-Committee held on 15 January 2019 were noted.
- (d) The minutes of the Joint Meeting of the Finance & Audit Scrutiny Committee and the Overview & Scrutiny Committee 6 February 2018 were taken as read and signed by the Chairman as a correct record. This was introduced as an urgent item by the Chairman.

79. Work Programme, Forward Plan & Comments from Executive

The Committee considered its work programme for 2019 and the Forward Plan and the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in January 2019.

Members were informed that the fuel poverty strategy would only be completed in the summer and officers had requested that the report be postponed because of this.

The Chairman had received an email requesting that the progress report on the Heart service be postponed until March. She had requested that an explanation be sent to all Members explaining the need for the delay. Members agreed to the request for the delay but scheduled the report to be delivered to the April meeting because the March meeting had enough business to be discussed already.

Members re-examined the Work Programme items for the March meeting which was looking very full and agreed to move the Vision & Strategy for Leamington Town Centre report to the 2 April meeting.

Following a suggestion from the Deputy Chief Executive (BH), Members agreed that they would scrutinise the training programme for new councillors at the 2 April meeting.

Resolved that:

- (1) the Fuel Poverty report be postponed until June;
- (2) the Heart Service report will be moved back to the 2 April meeting because the March meeting is already busy;
- (3) the Vision & Strategy for Leamington town centre report be postponed until the 2 April meeting;
- (4) to consider a report on the induction training programme for new councillors at the 2 April meeting; and
- (5) the responses made by the Executive on the Comments from the Executive report at Appendix 2 to the report be noted.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

80. Chief Executive's Office – Service Review

The Committee considered a report which brought together details of performance relating to the Chief Executive's Office.

In response to questions, the Leader of the Council, Councillor Mobbs and the Chief Executive, explained that:

- The Fit for the Future programme had allowed the Council to change in many areas, but it was the ICT area that needed more work with the acceleration of the digital agenda being fed through to all service areas.
- The elections in May would impact the service area a great deal and then after that, the need to train new councillors. This would affect many departments, but in particular, Democratic Services.
- The Housing Service Area had a significant amount of work on its books, for example, the repairs and maintenance agenda. Grenfell had added to this workload.
- Much work was being done to look at the training programme for new councillors. The suggestion from Councillor Mrs Redford to provide new councillors with mentors would be taken on board.
- The funding for the officer responsible for the Council's GDPR compliance had been extended.
- The numbers of FOI and subject access requests could be added to the figures to demonstrate why the 100% target was so difficult to meet.
- A lot of work had been done on recruitment of new staff and the "brand" of the Council. The apprenticeship programme had proven successful.
- The Head of Development Services was looking at the Planning Enforcement targets and it had been noted that cases where no action was required were still appearing in the figures and these needed to be filtered out.
- A Council newsletter would be published after the election in May but work was required on a database to build up a list of subscribers that complied with GDPR.
- Only essential maintenance works were being done on Riverside House.

The Chairman thanked Councillor Mobbs and the Chief Executive for answering questions.

81. Business Portfolio – Service Review

The Committee considered a report which detailed the performance relating to the Business Portfolio.

In response to questions, the Portfolio Holder – Business, Councillor Butler and the Head of Development Services explained that:

- The Interactive Futures event held at the weekend had been very successful. A report would be going to the Executive in the future recommending that the event would be held again. The Council had staff at the event to showcase Leamington Spa as a place to invest. Leads would then be followed up.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- The Business Festival was organised by the Coventry & Warwickshire LEP.
- The strategy on which events would be supported was simply to take advantage of events as they arose and each one had to be justified individually. We were working with the County Council to put together an improved set of economic data looking at the contributions of specific sectors, how successful they were and how vulnerable. We would then use that data to develop a more strategic approach and on where to invest time based on that data.
- The Council had not yet developed a strategy to deal with the loss of jobs at JLR and how that would affect other businesses like the retail sector; it was high on the list of things that had to be done. (Councillor Boad drew everyone's attention to an initiative in Wolverhampton with EBay supporting small enterprises as a "shop front". This had proven very successful and he suggested that a similar opportunity could be explored for the District.)
- We had to re-examine the way shopping centres and high streets would function in the future and to bring in different uses to these places to encourage people into the town. Informal discussions had begun with the Executive on how to make the high street more attractive and proposals on that would be brought forward soon.
- Each individual project within the masterplan for the Creative Quarter had to be individually approved.
- In respect of reducing the amount of plastics used at events, the Council was examining how it could influence event organisers in a whole range of green policies and the Council was considering putting together a project team to look at this subject and how it could be incorporated into the events manual, mindful of the fact that there would be costs involved to do this.

The Chairman thanked Councillor Butler and the Head of Development Services for answering Members' questions.

82. Public Realm Contract Re-let Process

The Committee considered a report from Neighbourhood Services which gave an update on the direction of travel of the renewal of waste and recycling, street cleansing and grounds maintenance contracts.

Members were pleased to note that a Members Working Group was now being set up to work on the contract re-let process.

The Contract Services Manager explained that to start, work would be done looking at the three current contracts to see what could be improved, reduced or changed to make things better. How success could be measured would be examined, for example, would recycling be looked at in terms of percentages. Warwickshire Waste Partnership was considering moving away from tonnages as a measure. The Working Group could discuss what measures would be used. Members would be involved with the specification stage, but the tender process would only be done by officers. At least 90% of the specification work had to be completed very quickly to publish notification of the tenders in the next few months; the Contract Services Manager reminded Members that the names of the Councillors who would sit on the Working Group were urgently required.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

In response to a question from Councillor Mrs Redford about whether the new contracts would include the grass verges maintenance in the rural areas, the Contract Services Manager explained that this would require liaison with the County Council to try secure continued funding for the District Council to do this work.

One of the main focusses would be to increase recycling, and the Council had engaged a consultant to look at the best scheme to collect recycling and then the results from this would mean examining what was the current method against what would be required to move to another method and the costs associated with this and what would be the benefit of changing.

The Contract Services Manager explained the issues that would impede working with other local authorities for a Warwickshire Collection and Disposal Service. Issues such as collection methods, economies of scales, collection rotas and timetables were listed as issues that would have to be settled before the adoption of one system could be considered. Individual district and borough councils were the collection authorities and the County Council was the disposal authority. Discussions had taken place with other authorities but there were differences in the services. For example, Warwick District Council was the only kerbside sorting collection for recycling whereas the others all had co-mingle collections. The District Council felt that kerbside sorting was the best method for recycling collection but the other authorities maintained that their method was best.

The Government had recently strongly advocated food waste collection, and the Contract Services Manager explained the implications this could have on collection frequencies and costs. He cautioned that the cost increases could be very significant, especially since the National Living Wage had been introduced since the last time contract for waste and recycling collection had been tendered. It was therefore important to be mindful of costs against needs.

The Chairman thanked the Contract Services Manager for answering Members' questions.

83. Student Housing Strategy Community Engagement

The Committee considered a report from Housing which set out the findings of community engagement work, undertaken by WSA Community Consultants on behalf of the Council pursuant to the Student Housing Strategy. The report outlined the action plan for taking forward the recommendations of the project. The consultants ensured that the work was done impartially.

A main aim of the project had been to find out what support services the community needed to help the whole community to deal with large number of students. A lack of community between students and other residents had led to ill feeling and so the Council hoped to break down these barriers to bring about community cohesion.

Members were reminded that students living in the District were not just one group of people. Within this group you had people who attended the university, attended the college and people who had graduated but still lived in the District.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

Members questioned what pressure the Council could apply to ensure the action plan was implemented by other bodies. The Housing Strategy & Development Manager explained that the Council could not force anyone else to act on the findings and recommendations. However, Coventry City Council had done something similar with the universities and it was working well.

Recommendation 1 in the Strategy report was questioned as to how this could be implemented. The Housing Strategy & Development Manager suggested that an accreditation system or Kitemark award for landlords could run on a similar system to the Food Standards system. This would mean that it would be easy to obtain information on good landlords and market forces would help sift out the bad. It might mean standards would rise.

Councillor Boad suggested that officers examine a previous system the Council had for rating good and bad landlords that had stopped and see if anything of value might be learned from the previous scheme. He was unsure as to why the previous system had stopped. He also suggested that officers should look at how tenants on low incomes could legally challenge landlords for sub-standard accommodation and if there was any support the Council could give.

The Chairman thanked the Portfolio Holder for Housing Services, Councillor Phillips and the Housing Strategy & Development Manager for answering the Committee's questions.

84. Briefing Note: Follow-up to "Annual feedback on Outside Appointments" report – National Association of Councillors

At Overview & Scrutiny Committee 27 November 2018, the Committee considered the annual reports of Councillors who represented this Council on Outside Bodies. Councillor Naimo, who was the representative on the National Association of Councillors was asked to seek further information on this Outside Body to justify her recommendation that there was no longer a need to subscribe to the National Association of Councillors.

Councillor Naimo, in liaison with the Principal Committee Services Officer, undertook further examination of the activities carried out by the organisation, and discovered that the events were held mainly in the north of England or London and that none of the District Council's own councillors had ever attended any of these or made any use of the services. The Local Government Association was their preferred organisation for these sort of services.

It was pointed out the figure quoted in 3.3 of the report, £883, was the gross subscription paid by the Council for annual membership of the National Association of Councillors. The Council reclaimed VAT.

Councillor Naimo advised that she had been informed that one years' notice was required to terminate membership.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

Resolved that

- (a) it is recommended to the Deputy Chief Executive & Monitoring Officer that the Council no longer subscribes to the National Association of Councillors and that he takes appropriate action to end the membership; and
- (b) a representative is not appointed to the National Association of Councillors for the 12 months' notice period.

(The meeting ended at 8.40pm)

CHAIRMAN
2 April 2019

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 5 March 2019 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Mrs Falp (Chairman); Councillors Boad, Bromley, Mrs Cain, Davison, H Grainger, Naimo, Parkins, Mrs Redford, Shilton and Weed.

Also Present: Councillors Butler, Coker and Mobbs.

85. Apologies and Substitutes

- (a) There were no apologies for absence received.
- (b) Councillor Weed substituted for Councillor D'Arcy.

86. Declarations of Interest

Minute Number 88 – Annual Update from Shakespeare's England

Councillors Mrs Falp and Shilton both declared an interest part-way through discussions on this item when the subject of funding from Warwickshire County Council was raised because they were Members of the County Council.

Minute Number 91 – Culture Portfolio – Service Review

Councillor Naimo declared an interest because she was a director of two organisations in receipt of Arts grants.

87. Minutes

The Minutes of the meeting held on 5 February 2019 would be available for approval at the 2 April 2019 meeting.

88. Annual Update from Shakespeare's England

The Portfolio Holder - Business, Councillor Butler, and the Business Manager - Projects and Economic Development introduced Helen Peters, Chief Executive Officer, Shakespeare's England (SE), and Jo Lloyd, Chair, SE to the meeting to answer questions on the annual update from SE to the Overview & Scrutiny Committee. A report had been provided to the Committee giving a review of activity that SE had undertaken on behalf of public and non-public stakeholders since March 2017.

In response to questions from Members, the representatives from SE, Councillor Butler and the Business Manager – Projects and Economic Development explained that:

- As far as promoting Kenilworth was concerned, the Castle was the main focus of promoting the town and SE worked closely with the Castle and local businesses in this respect. A push would be made to promote Kenilworth and the rest of the District during a national

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

event "Tourism Week" taking place at the end of March/beginning of April and SE would be encouraging all Destination Management Organisations (DMOs) to showcase the area.

- SE worked very closely with English Heritage but did not have such a close relationship with National Trust.
- SE had not so far done much to use Social Media to engage followers. Currently, SE had about 1,200 to 1,300 followers on Instagram and hoped this would increase to 2,000 by the end of the year.
- No DMO could give figures on how many people would visit areas being promoted if this promotion did not take place, but benchmarking against other DMOs gave the opportunity to see how SE performed against others and whether there was an upward trend.
- SE only promoted its members. Royal Leamington Spa was not being promoted at the moment because SE's members told them where promotion should be concentrated. If there was no feedback that a location should be promoted, none took place.
- Communication between Warwick District Council and SE needed to be improved to push which venues to promote.
- The County Council had reduced its funding this year but might have found some additional funding it could give. However, the main funding came from the District Council and Stratford upon Avon.
- New members from the District were difficult to recruit and the reason for this was unknown. A recruitment event had been held back in November 2018 in Warwick, but only two people attended. The hope was to run more recruiting events in Kenilworth and Royal Leamington Spa.
- SE would be involved in promotion activities for the Commonwealth Games project and had plans for a big destination stand at the Coventry City of Culture event.
- Regular promotion activities were done at RAF bases and other military bases, including American Forces. These were well attended.
- The fee to be a member of SE for small businesses was £12.50 a month. When funding to SE had been cut, the choice was made to hold on to existing members and promote these rather than aiming for new members which SE would be unable to serve properly with only three members of staff.
- Bronze membership level members were more prone to terminating membership or joining and this caused a "wave" effect on membership numbers. SE hoped that member numbers would reach 150 by the end of the year, but because of short-staffing issues, there would be no push to over-promise the service to attract new members.
- The key performance indicators (KPIs) shown in the report were not representative of what Overview & Scrutiny Committee needed in order to be able to scrutinise what value the District was getting for its investment. There was a need to look for a more meaningful way to present data and the Council's Business Manager – Projects and Economic Development would work closely with SE to ensure better, more meaningful data for the District would be available in future reports.
- Members chose which level of membership they required and got the service they paid for. SE could not dictate which level of membership a business should have.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

The Chairman thanked the representatives from SE for answering questions and they left the meeting so that the Committee could discuss the Future Funding report for SE that would be considered by the Executive the following evening.

89. Executive Agenda (Non-confidential items and reports) – Wednesday 6 March 2019

The Committee considered the following non-confidential items which would be discussed at the meeting of the Executive on Wednesday 6 March 2019.

Item 9 – Shakespeare’s England Future Funding

The Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:

“Agreement of revised objectives and performance indicators in respect of Shakespeare’s England’s activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.”

(Councillor Mobbs left the meeting and Councillor Coker arrived.)

Item 7 – Creative Quarter Masterplan and Next Steps

The Committee noted the recommendations in the report.

(Councillor Butler left the meeting.)

90. Work Programme, Forward Plan & Comments from Executive

The Committee considered its work programme for 2019 and the Forward Plan.

The Committee was informed that the Task & Finish Group – Role of the District Council’s Chairman report would be presented to the Committee in April.

91. Culture Portfolio – Service Review

The Committee considered a report from Cultural Services which brought together details of performance relating to the Culture Portfolio.

In response to questions, the Portfolio Holder - Culture, Councillor Coker, the Arts Manager and the Head of Cultural Services explained that:

- The reason for the fluctuation in the trends in visitor footfall shown in appendix B to the report was explained by:
 - the Spa Centre had been shut last summer for a period of time;
 - good weather had caused a slight decrease in footfall to the Royal Pump Rooms because people preferred to stay outside; and

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- works at the gardens by the Pump Rooms had also caused a slight downturn in visits to the Pump Rooms.
- The figures on page 10 of the report referred to women and girls with no mention of men and boys. This was because officers had been asked to report on specific target groups. Figures for men and boys would be provided in the next report.
- There had been a substantial increase in the number of Everyone Active (EA) cards issued during the last 12 months. At the current point in time, 5,243 cards had been issued and there was another three months to go before the end of year data would be completed.
- it was not allowed to change the timetables of classes and sessions without consulting with the Council first. However, the Council would never refuse permission if there was a good business case with figures to back this up to make the change. The Council would then keep a check to ensure that the change had resulted in the changes expected.
- The Council would liaise with EA to look at making the names of sessions more recognisable.
- Work was in progress to get children and young people more engaged with lawn bowls. Officers were approaching schools to promote junior bowls with the hope to set up a junior league.
- Over the next three years, the Council would increase staffing, including marketing, to maximise the District's profile during the Coventry City of Culture project, including promotion of the District's Arts scene.
- Figures on the uptake of primary schools into school games competitions across the District were not available at the meeting. (Paragraph 3.5 on page 22 of the report). Members did not request that these figures were provided after the meeting.

(The Programme Manager arrived partway through the question and answer session.)

The Chairman thanked Councillor Coker and officers for answering the questions and for the work that they had done.

92. Executive Agenda (Non-confidential items and reports) – Wednesday 6 March 2019

The Committee considered the following non-confidential item which would be discussed at the meeting of the Executive on Wednesday 6 March 2019.

Item 11 – Newbold Comyn: Shortlisting of Future Options

The Committee supported recommendations 2.1 to 2.4 and 2.6.

(It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.)

(The meeting ended at 8.52pm)

CHAIRMAN
2 April 2019

 WARWICK DISTRICT COUNCIL	Overview & Scrutiny Committee – 2 April 2019	Agenda Item No. 4
Title	Work Programme, Forward Plan & Comments from Executive	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
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	5 March 2019	
Background Papers	N/A	
This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.		

1. Summary

- 1.1 This report informs the Committee of its work programme for 2019 (Appendix 1) and of the current [Forward Plan April 2019 to July 2019](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports submitted to the Executive on 6 March 2019 (Appendix 2).

2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2).

3. Reasons for the Recommendation

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload 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.

- 3.3 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.
- 3.4 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.
- 3.5 Appendix 2, Comments from Executive, 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.
- 3.6 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. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 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.
- 4.8 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.

- 4.9 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.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 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.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 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.

**Overview and Scrutiny Committee
Work Programme 2019/2020**

2 April 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update Review of Health & Community Protection – Service Area Update		Written Report	Councillor Thompson / Marianne Rolfe			
Increased Litter Bin Provision – report back to show how well the scheme has been received and results (postponed from Feb 2019 because: Whilst we have started additional bin collections the installation of the additional and damaged bins has been delayed. The delay is due to the need to procure an ongoing litter bin supplier followed by issues with the manufacturing lead times. Both have resulted in the delivery of the litter bins not occurring until the beginning of January. Our supplier for the installation of the bins has committed to start the work at the beginning of February, the programme should take 6 weeks to complete.)	Exec Report 27 June 2018 / O&S 26 June 2018. Date moved back 30 October 2018	Written Report	Gary Charlton			
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Written Report	TBA	Councillors Ashford, Mrs Knight and Margrave		

Appendix 1 – O& S Work Programme

Councillor Induction Training Programme – O&S to scrutinise	O&S February 2019	Written Report	Graham Leach			
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written Report	Phillip Clarke		12 Months	Annually
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written Report	Mark Lingard		12 Months	
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		21 April 2020	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Lesley Dury / Chair O&S		21 April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		21 April 2020	Annually

20 May 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
To appoint a Chairman	Councillors' Induction Programme					

29 May 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
O&S Committee Training	Councillors' Induction Programme					
To note the Health Scrutiny Sub-Committee minutes from March 2019						
Review the Work Programme and Forward Plan						

9 July 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Heath Scrutiny Sub-Committee – Appoint members and substitutes					1 st O&S Meeting each municipal year	Annually
Fuel Poverty	26 June 2018 and moved back Feb 2019 meeting	Written Report	Alice Ellis / Marianne Rolfe / Lisa Barker			
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written Report	Alice Ellis / Marianne Rolfe		12 months	Annual Report
Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> • What this Council has done, • Capacity • Staff Learning) 	27 June 2017	Written Report	Marianne Rolfe			

20 August 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	Written Report	Elaine Wallace / Mark Lingard			

1 October 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Shared Environmental Enforcement with Rugby Borough Council update.	O&S 8 January 2019	Written Report or Briefing Note	Gary Charlton			
Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – Update on how it has gone.	O&S 30 May 2018 & 8 January 2019	Written Report	David Guilding / Phil Clarke			
12 month update on the adoption of a Plastics Policy – progress with the policy and the difference it has made; future plans.	30 October 2018	Written Report	Alice Ellis			

12 November 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Current Arrangements for South Warwickshire Community Safety Partnership	Mandatory	Written report followed by Q&A at meeting	Pete Cutts		12 Months	Annually
Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		12 Months	Annually

17 December 2019

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

11 February 2020

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

17 March 2020

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual update from Shakespeare's England to include KPIs for the District Council's area and what has been done.	29 August 2018	Written Report	PH Business / Martin O'Neill		12 Months	Annually

21 April 2020

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		Last O&S meeting of the Municipal Year 21/22	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		Last O&S meeting of the Municipal Year 21/22	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		Last O&S meeting of the Municipal Year 21/22	Annually

TBA

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Reviewing the success of the Rugby trial and the way forward	25 September 2018	Written Report	Gary Charlton			
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	Written Report	PH Housing			

**Response from the meeting of the Executive on O&S Committee's Comments
– 6 March 2019**

Items no.	7	Title	Creative Quarter Masterplan and Next Steps	Requested by	Labour Group
Reason considered	To clarify the consultation outcomes and the proposals for decision-making and future coverage of the plans.				
Scrutiny Comment	The Committee noted the recommendations in the report.				
Executive Response	The recommendations in the report and addendums were approved, subject to an amendment to recommendation 2.4 to add "and Group Leaders" to the list of consultees.				

Items no.	9	Title	Shakespeare's England Future Funding	Requested by	Labour Group
Reason considered	To gain a clearer understanding of the relationship of past (and planned) KPI performance against outcomes and WDC requirements; and to explore the pros, cons and risks of the options considered.				
Scrutiny Comment	<p>The Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:</p> <p>Agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.</p>				
Executive Response	The Executive approved the recommendations in the report and also agreed to include the recommendation made by Overview & Scrutiny Committee.				

Items no.	11	Title	Newbold Comyn: Shortlisting of Future Options	Requested by	All
Reason considered	The O&S Committee asked for this report to be discussed at its March meeting because of its importance to the District.				
Scrutiny Comment	<p>The Overview & Scrutiny Committee supported recommendations 2.1 to 2.4 and 2.6.</p> <p>(It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.)</p>				
Executive Response	The recommendations in the report were approved.				

 Overview and Scrutiny Committee April 2nd 2019		Agenda Item No. 5
Title	Health and Community Protection – Service Review	
For further information about this report please contact	Marianne Rolfe Head of Health and Community Protection Marianne.rolfe@warwickdc.gov.uk Tel: 01926 456700	
Wards of the District directly affected		
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	NA	
Background Papers	NA	

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 Impact Assessment Undertaken	No
NA	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/03/19	Andrew Jones
Head of Service	20/03/19	Marianne Rolfe
CMT	20/03/19	Andrew Jones
Section 151 Officer	30/03/19	Mike Snow
Monitoring Officer	20/03/19	Andrew Jones
Finance	20/03/19	Mike Snow
Portfolio Holder(s)	20/03/19	Cllr Andrew Thompson
Consultation & Community Engagement		
NA		
Final Decision?		NA
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report brings together details of the performance of Health and Community Protection.

2. **Recommendation**

- 2.1 That Overview and Scrutiny Committee should review the Health and Community Protection (HCP) Performance Report and make observations on it as appropriate.

3. **Reasons for the Recommendation**

- 3.1 It has been requested by members that performance details are reviewed.
- 3.2 HCP are presenting this report on performance to the Overview and Scrutiny Committee.
- 3.3 Performance
- 3.3.1 Details of HCP performance against the Service Area Plan were reported to Executive in April within the finalised Service Area Plan for 2018/19.
- 3.3.2 The 2018/19 performance report has been updated to reflect the full year and is available as Appendix A. The aforementioned Service Area Plan for 2018/19 is available as Appendix B.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

"The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

"The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy."

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels

Impacts of Proposal		
HCP supports the community in order to resilient self reliant packages, through interventions based on evidence and multi agency partnerships	HCP monitors, has overview and deliverers interventions to deliver crime reduction, community cohesion and environmental protection.	HCP supports business to compete and grow through regular engagement with businesses, embedding better business for all across services and providing appropriate advice and guidance to assist in regulatory compliance.
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Health and Community Protection ensures staff are supported, provided with appropriate training and opportunities.	To maintain or improve services operated by Health and Community Protection, the services strive for continuous improvement and take advantage of opportunities such as technological developments.	HCP ensures that any expenditure achieves the best value for money.

4.2 Supporting Strategies

There are several strategies that underpin the delivery of services including the Health and Wellbeing Approach, Sustainability Approach, Air Quality Action plan, South Warwickshire Community Strategic Needs Assessment.

4.3 Changes to Existing Policies

4.3.1 There are no changes to existing policies as a result of this report.

5. Budgetary Framework

- 5.1 Annual Budgets for HCP are set by the Executive on an annual basis and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive.

6. Risks

- 6.1 Risks are managed using the service area's Risk Register which is regularly reviewed and updates, and is subject to scrutiny by the Finance and Audit Committee on the 2nd April 2019.

7. Alternative Option(s) considered

- 7.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.

Health and Community Protection

SERVICE AREA PLAN PERFORMANCE 2018/19

Photo by webbdigitalrs

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Service Background

Health and Community protection provides a range of key front line services including:

- Environmental Protection: Environmental Health, Nuisance investigation, Contaminated land, Air quality, Private Water supplies, Permitting of specific process likely to cause pollution, statutory consultations (HS2, TENS etc) and Public Health Funerals
- Food and Occupational Health and Safety: Food safety, Health and Safety, Infection Control, Imported Food control and Accident Investigation
- Licensing: Taxi Licensing, Premises alcohol Licensing, Street Collections, Street trading, house to house collections, Temporary Event Notices, Animal Licensing and Sexual Entertainment Establishments
- Services: Pest Control, Dog warden, Emergency Planning and Business Continuity
- CCTV, crime and disorder interventions, Antisocial behaviour and Domestic Homicide Reviews.
- Community Partnerships: Community Development, Voluntary Commissioned Services, Partnerships with localities particularly those who are most disadvantaged, Community Forums, Lead Corporate Sustainability, Lead Corporate Health and Wellbeing

Service Overview

RISKS

- The HCP Risk Register has continued to be reviewed throughout the year, and is due to be presented to the Finance & Audit Scrutiny Committee in April 2019, alongside the Contracts Register and review of the Budget.
- Currently, there is 1 risk that is rated as “Red” which is staff resources. This risk is being mitigated through alternations to the establishment. (Employment report on the 20th March 2019).
- HCP has received substantial assurance in each of the 4 internal audits undertaken this year.
- The BS 7958 audit of the CCTV service also highlighted the highest level of assurance.

WORKFORCE PLANNING

- An increase in service demand across HCP has prompted a need to increase resources, with a report being submitted to the March Employment Committees. There are currently two vacant posts on the establishment. One is due to be filled on the 14th April and the second is currently filled by a contractor as it has proved hard to recruit to.
- HCP continues to review district growth and demands on the service to identify and plan for required actions or mitigations.

BUDGET

- The Voluntary Commissioned Services was successfully re-contracted this year and delivered the savings required whilst ensuring effective targeted interventions.
- The District Heating Phase 2 study continues to be delivered within budget and is due to be completed in April 2019.
- The CCTV upgrade project is in the process of procuring a contractor to deliver the improvements required. An update on the project will be presented to the Executive on 3rd April 2019.
- The service level agreement for Flood Risk was transferred to Development Services.
- The soft market testing for the re-procurement of a back office system is continuing.
- The required discretionary savings have been made as required.

Service Wide

Planned Change, Major Work Streams & Projects Update

FLOOD MITIGATION PROJECT – ST JOHNS WARWICK

- Continue to await the decision from the Environment Agency.

CASH & CHEQUE HANDLING

- Continued reduction in Cash and Cheque handling as a result of fees to HCP.
- Continuing identification of appropriate field payment solution.

ENTERPRISE AND COMMERCIAL OPPORTUNITIES

- A review of the feasible enterprise opportunities is underway.
- Continue to raise the profile of the service through Better Business For All scheme including Business Charter adoption by the council.
- Review undertaken of the charging scheme for Primary Authority Principle (PAP) undertaken.
- Ongoing review of charging schemes within service.

DIGITAL TRANSFORMATION

- Total Mobile operational within the Food Safety Team.
- Participating in the review of the digital registration of Food Businesses.
- Soft Market testing in process for the identification of appropriate back office solution for the re-procurement of the ICT system which support HCP, Housing and Neighbourhood Services.
- Continuing website improvements including online forms for most services delivered by HCP.
- Body Cameras used by service areas for lone workers and for the gathering of evidence where appropriate and in accordance with policy.

CONTRIBUTION TO CORPORATE PROJECTS

- Continue to support the relocation and commonwealth games projects.
- Advice provided as and when required.

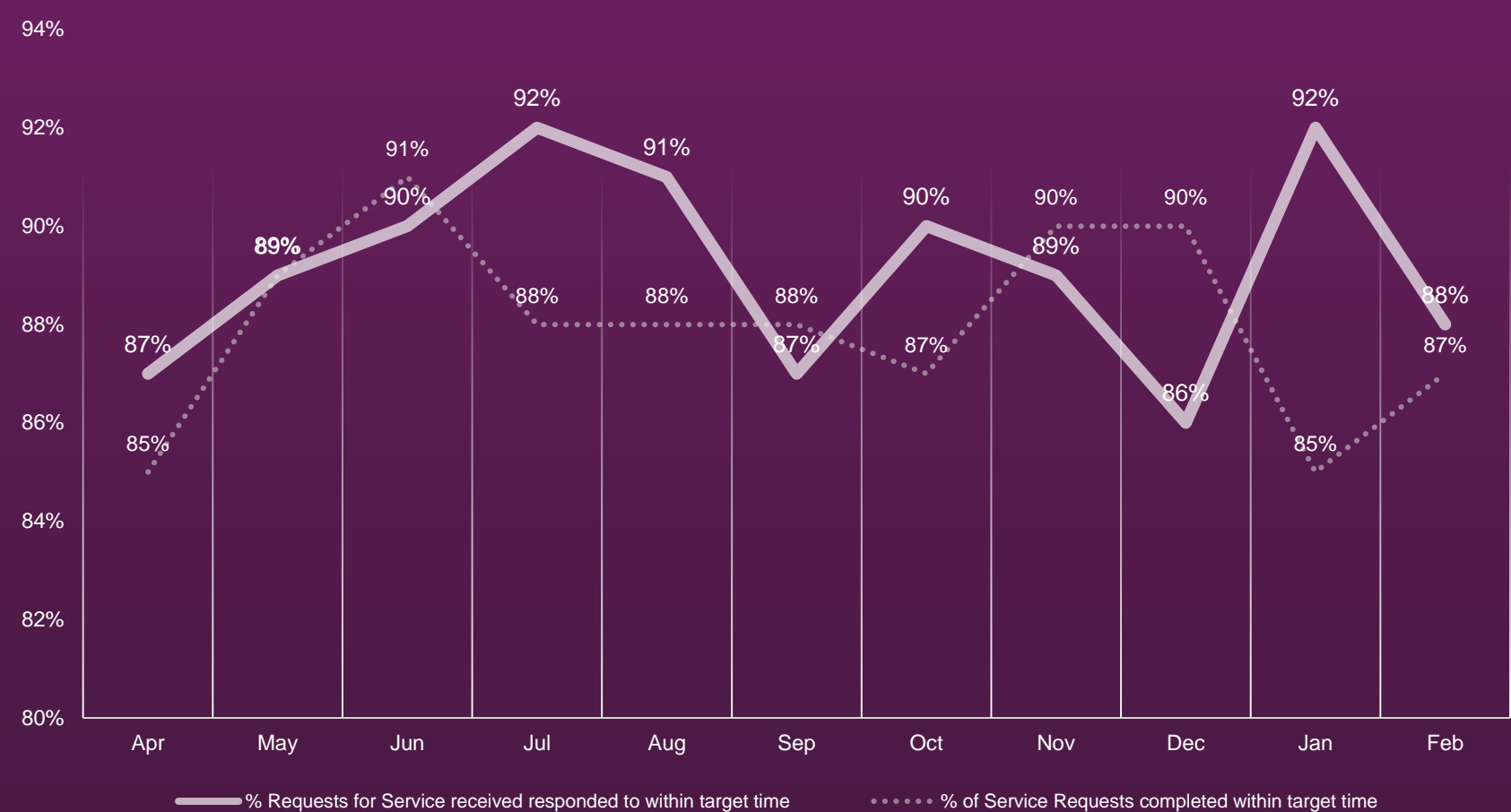
Service Wide Performance Measure

Each month HCP receives an average of 330 requests for service (RFS) across the teams of Environmental Protection, Services, Food & Occupational Safety and Licensing. At the time of writing HCP had received 3520 in 2018/19.

Due to the range of requests for service that are received by the service there are a range of appropriate completion and response targets set. For example: water disconnection 24 hours, nuisance 3 days, licence application 10 days,

Customer service remains strong at an average of 88% of RFS being completed within target time and 89% being responded to within target time.

The target is above 80% for both measures.



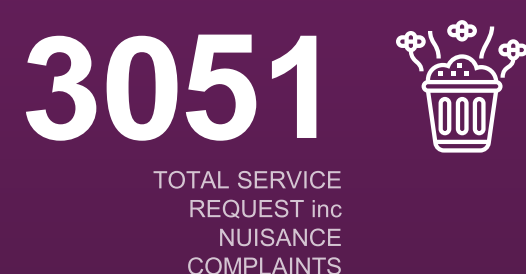
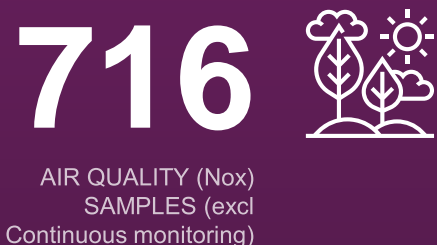
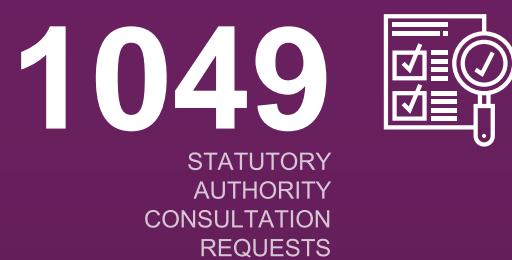
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Environmental Protection, Dog Warden & Pest Control

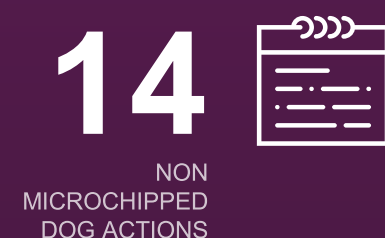
Photo by [James Baldwin](#) on [Unsplash](#)

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Environmental Protection



Dog Warden & Pest Control



Environmental Protection Performance Measures

HCP specifically monitor a number of types of service requests, namely Noise nuisance, Other nuisance Inc. Dog warden and pest control and planning consultations.

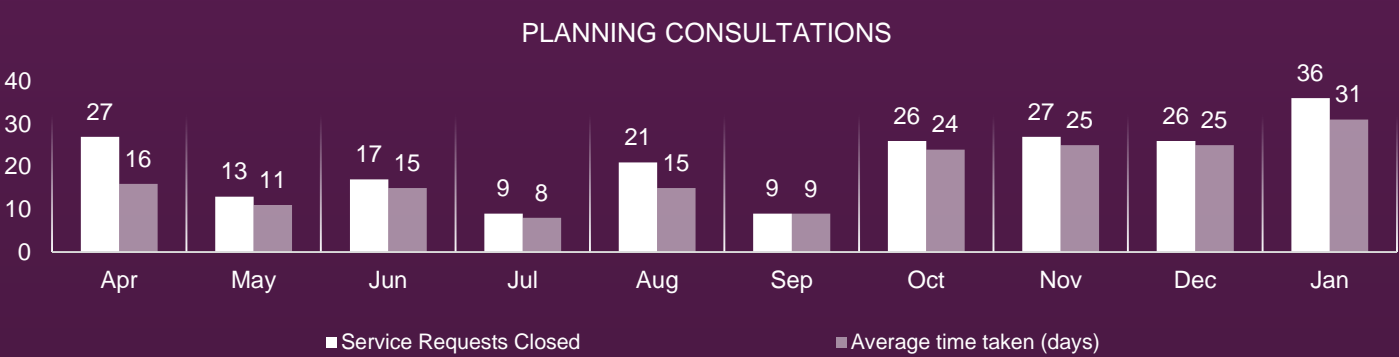
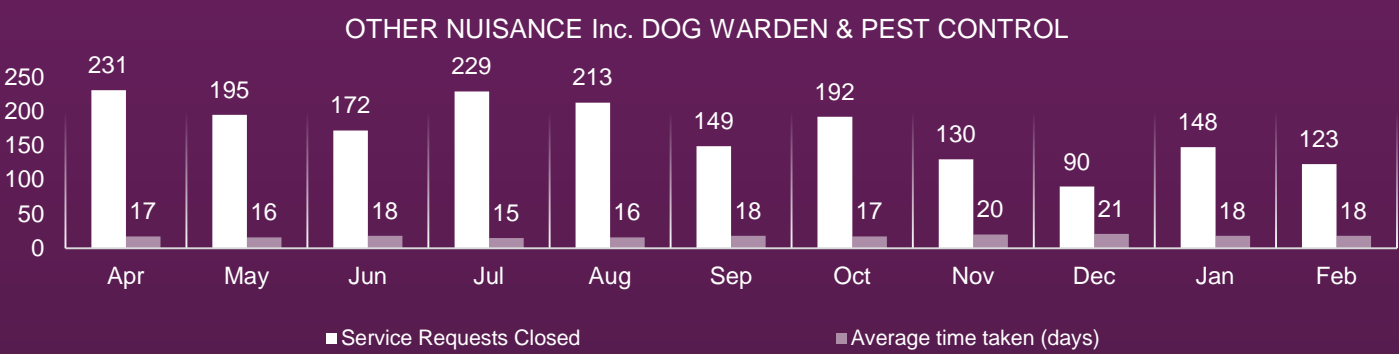
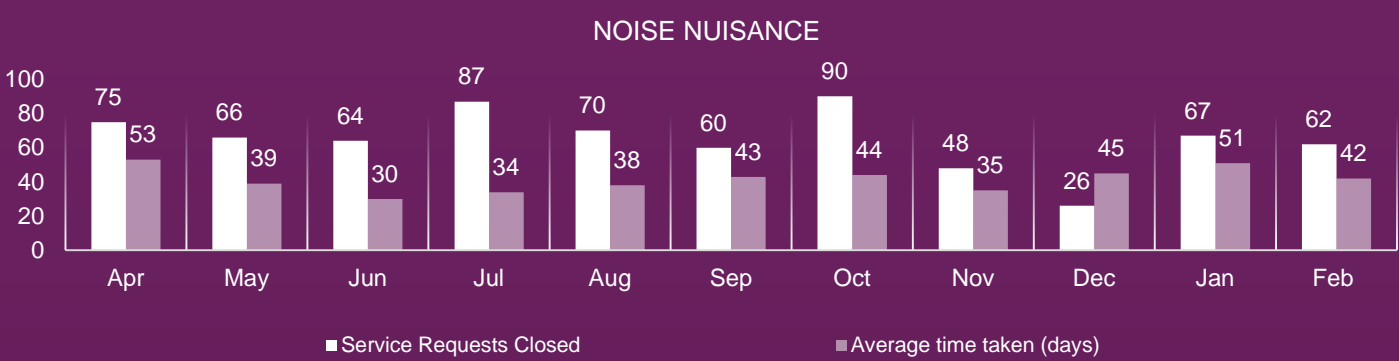
The average duration for noise nuisance complaint resolution of those closed. However, 56% of the noise complaints are resolved within 35 days and within 94% within 100 days. The longest duration of a resolved noise complaint in 2018/19 has been 159 days This has been due to the complex nature of the complaint.

The average time to response pest, dog warden and other nuisance continues to remain steady at an average of 17 days compared with the set completion target times of 35 days for pest control and 30 days for dog warden.

In 2018/19 there has been a improvement in the responses to planning consultations performance measure as an additional post was added to the establishment to directly address the increase in workload associated with planning applications. The number of planning applications which environmental health have been consulted upon has continued to rise through 2019/20.

Planned Change, Major Work Streams & Projects Update

- Due to the purdah the findings of the Night Noise Service report will be brought forward in the new municipal year.



2.

Air Quality

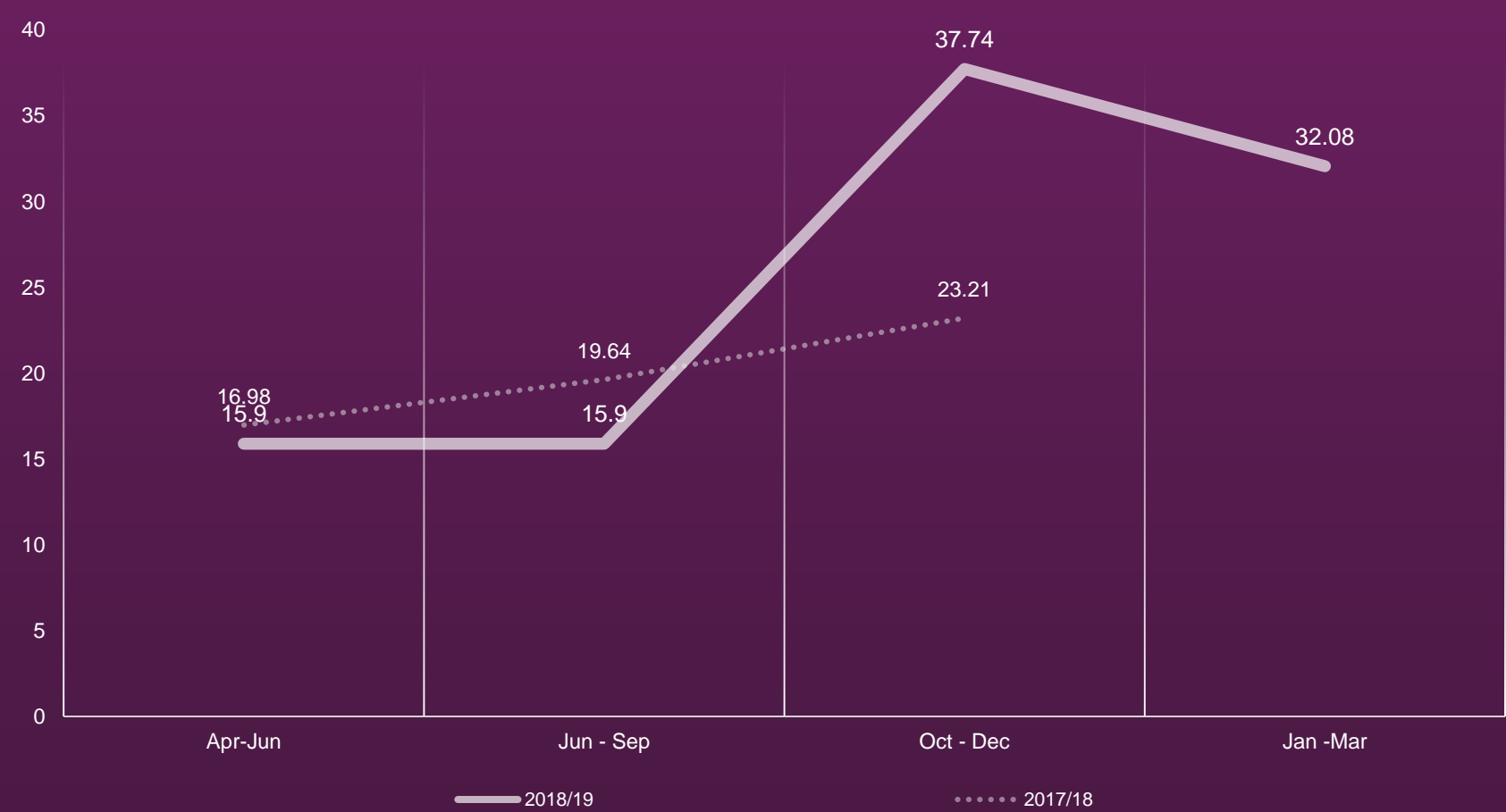
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Air Quality Performance Measure

HCP monitors the air quality in terms of nitrogen dioxide, within and immediately around the Air Quality Management Areas. The data presented requires ratification at the end of the financial year.

2018/19 unverified data shows lower percentages of exceedance locations in the winter months that 2017/18. Whilst the summer months which usually have the lower percentages of exceedances are slightly raised.



Air Quality

Planned Change, Major Work Streams & Projects Update

- Continued to deliver against the air quality action with partnership with other responsible agencies
- Applied for DEFRA air quality grant to deliver an number of air quality projects. Awaiting the outcome of that bid.
- Partnership working with agencies to deliver personal air quality monitoring project.
- Review of the impact of Taxis on air quality
- Supporting staff in making choices which will reduce impacts on air quality.
- Applied for Ultra Low Emission Bus grant which unfortunately we were unsuccessful in obtaining
- Additional area of concern monitoring
- Project to assess green street furniture use as air quality mitigation
- Working in partnership with WCC to deliver a bike share scheme
- Conversion of the Low Emission strategy into a Supplementary planning guidance document.

3.

Food Safety & Health and Safety

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Food Safety

1452

FOOD BUSINESSES

429

PROGRAMMED
INSPECTIONS



135

NON PROGRAMMED
INSPECTIONS



75

ADVISORY VISITS



19

RESCORE
INSPECTIONS



156

REVISITS



948

FOOD HYGIENE
COMPLAINTS &
ADVICE



18

FOOD COMPLAINTS



25

IMPORTED FOOD
NOTIFICATIONS



96

SAMPLES
TAKEN



32

SAMPLE VISITS



138

INFECTIOUS
DISEASE
NOTIFICATIONS



Health and Safety



Primary Authority Arrangements

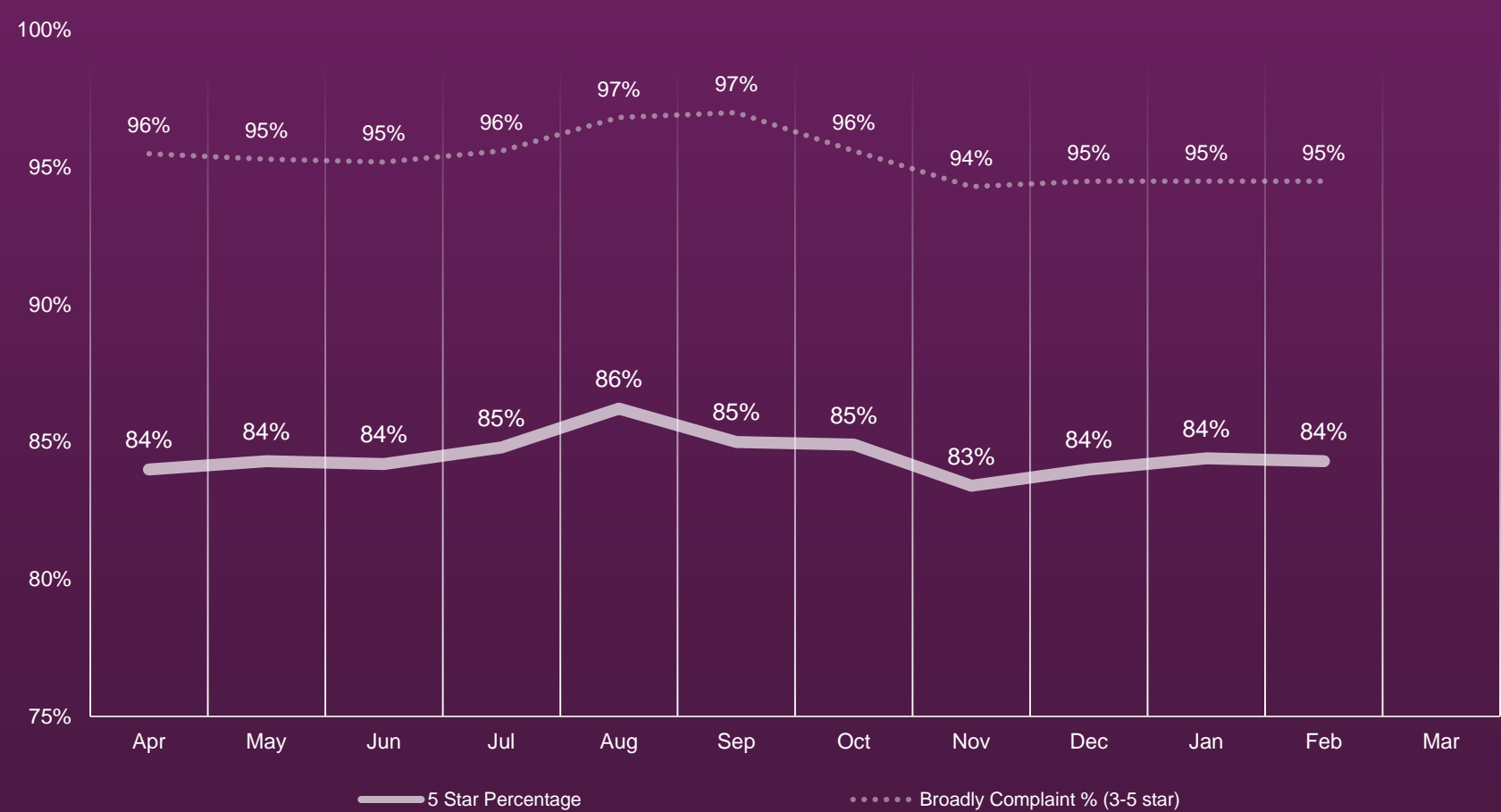


Food Safety Performance Measure

HCP monitors the percentage of businesses with a Food Hygiene Rating of 5 (very good standards) and those that are classed as 'Broadly Compliant' i.e. a 3 Food Hygiene Rating or above.

National averages are 69.9% of food businesses with a 5 rating and 94.9% with a rating of 3 or above.

The difference is attributable to the innovative way the food team engage with new food businesses which was recognised an award by the Federation of Small Businesses in 2017.



4.

Licensing

Photo by [chuttersnap](#) on [Unsplash](#)

Licensing

2005

LICENCES MANAGED

118



HOUSE TO HOUSE,
& STREET
COLLECTION
PERMITS

214



PREMISES
APPLICATIONS &
VARIATIONS

86



PERSONAL
LICENCES

564



TEMPORARY
EVENTS NOTICES

22



PERSONAL
TREATMENT
REGISTRATIONS

833



HACKNEY
CARRIAGE &
PRIVATE HIRE
DRIVERS, VEHICLE
& OPERATOR
LICENCES

45



STREET TRADING
CONSENTS

53



ANIMAL LICENCES

70



GAMBLING &
LOTTERY PERMITS
& CONSENTS

35



INTERVENTION
EVENINGS

249



COMPLIANCE VISITS
& CHECKS

343



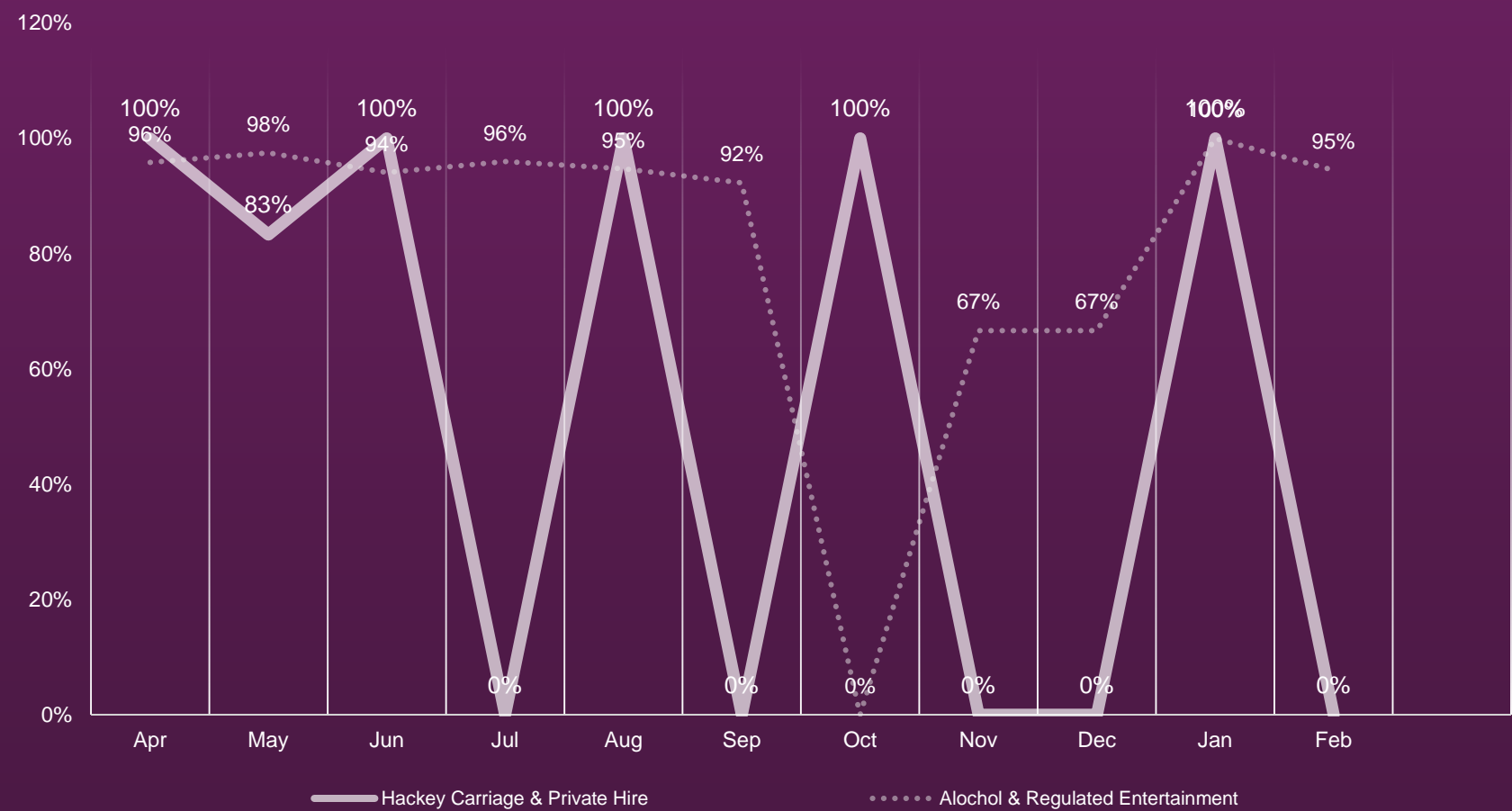
SERVICE
REQUESTS,
COMPLAINTS &
ENQUIRIES

Licensing Performance Measure

The number of taxi fleets inspections have been impacted by staffing changes over the year and the introduction of the new Animal Licensing legislation in October 2018.

The new animal licensing regime is very resource intensive and as a result has needed to take priority over both Taxi and Premises inspections.

Despite the reduced inspections undertaken the level of compliance of the license holders remains high.



5.

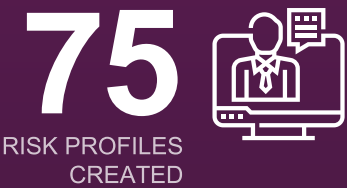
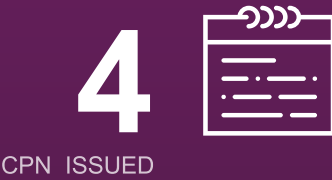
Crime & Disorder

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Crime & Disorder

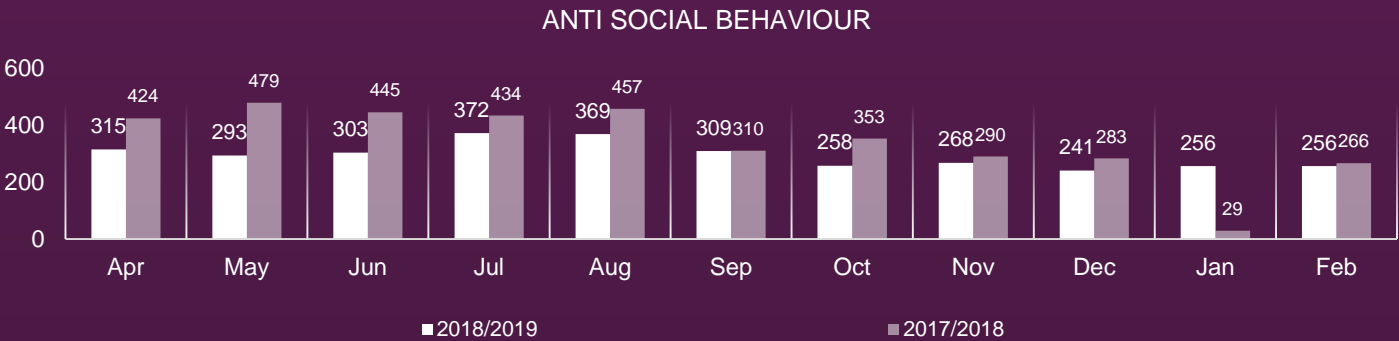
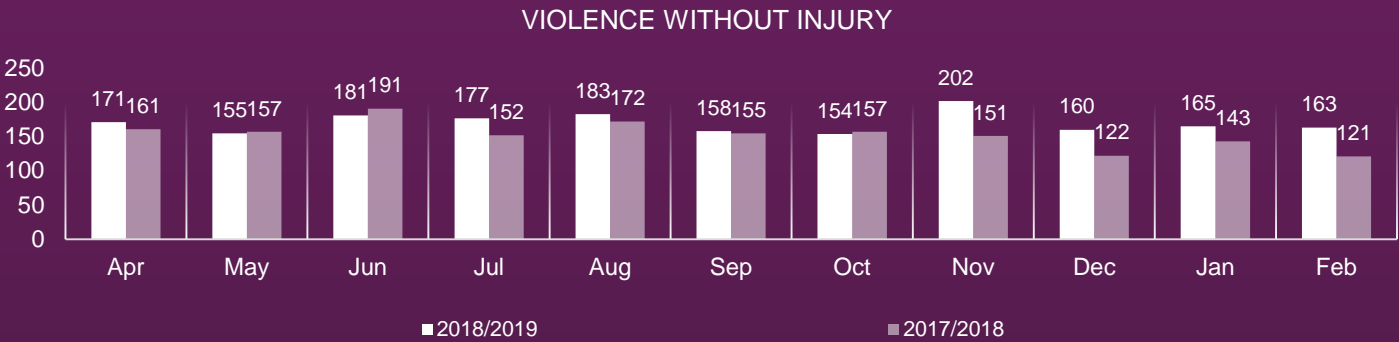
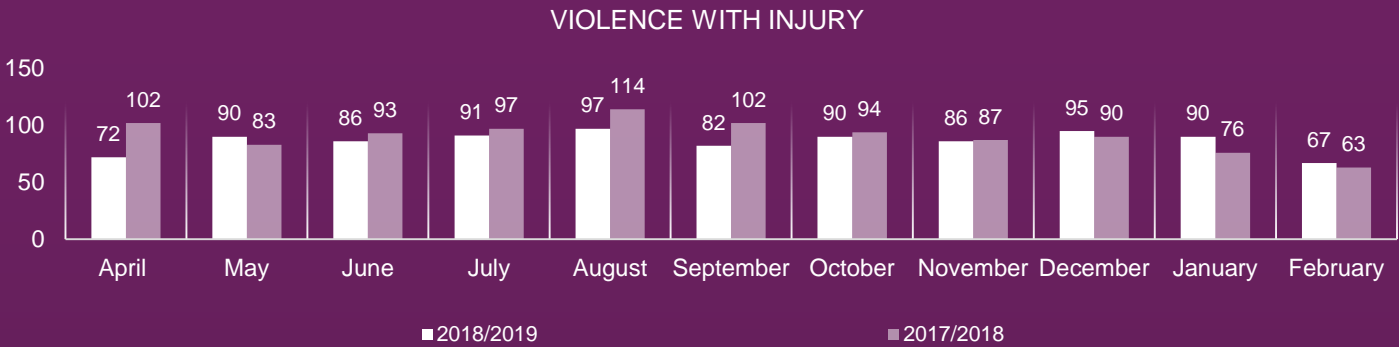


Crime & Disorder

Performance Measures

HCP monitors Violence, Violence without injury and Anti Social Behaviour crime statistics. Whilst these do not directly relate to the performance of the service they demonstrate the performance of crimes against priority areas which HCP delivers actions and interventions to address.

In addition to the recording standards changes seen in previous years, including the amendment of the VWI category to include malicious communications, including on social media. There have been some continuing changes however it is hoped that 2018/19 will be able to be considered a baseline year going forward.



CCTV

Performance Measure

HCP monitor the number of crime incidents observed by the CCTV control and the number of immediate arrests made from CCTV information.

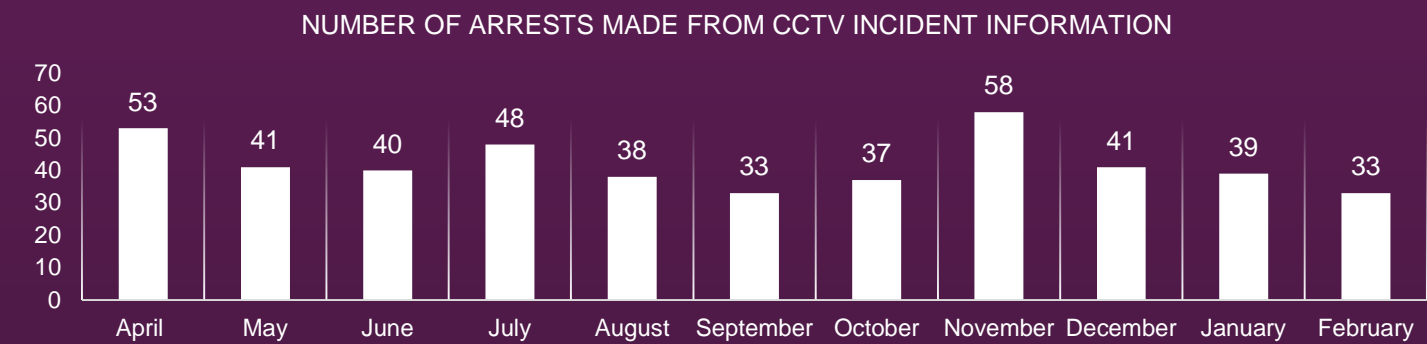
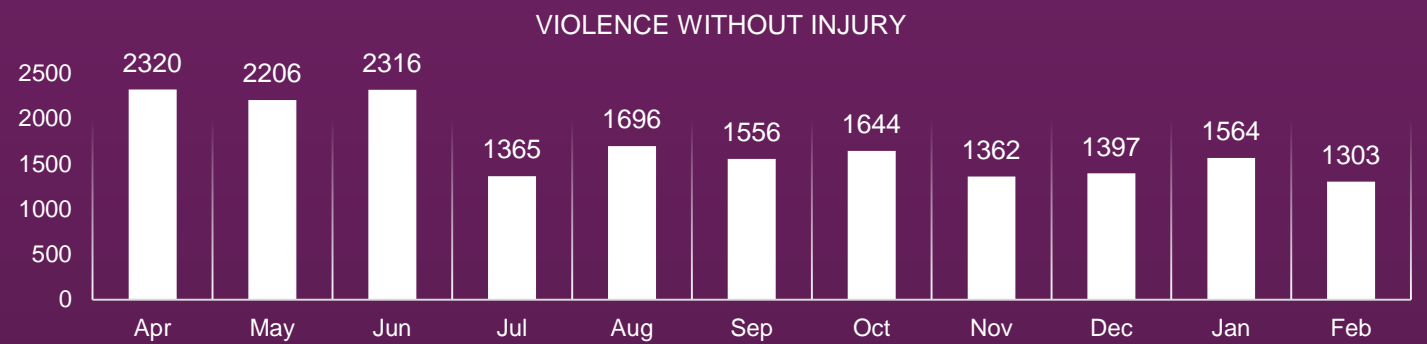
It should be noted that arrests made subsequently are not included in the figures as CCTV are not generally informed of the arrests.

The number of incidents observed by the control room continues to increase.

A number of these observations have led to individuals getting support for welfare concerns.

PLANNED CHANGE, MAJOR WORK STREAMS & PROJECTS UPDATE

- The procurement exercise is underway
- Report to Executive in April 2019



6.

Community Development, Social Inclusion & Partnerships

Photo by [Leah Kelley](#) from [Pexels](#)

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Community Development, Social Inclusion & Partnerships



Community Development, Social Inclusion & Partnerships

Planned Change, Major Work Streams & Projects Update

HEALTH AND WELLBEING

- Wellbeing Charter is no longer being delivered. Thrive Award has been identified as a suitable replacement and its recent regional launch attended.
- South Warwickshire partnership operational.
- Delivered the first JSNA area, remaining areas in progress.
- Detailed action plan delivered against the councils priority areas.
- Report presented to Health Sub-committee March 2019.

VOLUNTARY COMMISSIONED SERVICES

- Contracts re-procured successfully.
- Introduction of a new Rural Capacity Building Contract.
- 2 rounds of monitoring showing successful results from the contract delivery.

SUSTAINABILITY

- District Heat network studies progressing and final report to be delivered in March 2019 for the two areas under investigation.
- Sustainability approach has been developed and delivered a number of successes.
- Delivering ECO Flex.
- Energy contractor delivering (Act on Energy) projects within the community.
- Corporate Plastic Policy.
- Reviewing the use of Better-points scheme to reward greener travel habits in partnership with Neighbourhood services.
- Supporting Co –Wheels Car Share scheme.
- Developing a Corporate Fuel Poverty Strategy.
- Gathering evidence for a Warm Home Funds grant application with Housing colleagues.
- Participating the Eco Fest on 5th May 2019.
- Investigating opportunities for green energy generation.

Service Area Plan 2018/19

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Health and Community Protection
Service Area Manager:	Marianne Rolfe
Deputy Chief Executive:	Andrew Jones
Portfolio Holder(s):	Andrew Thompson

1 Purpose of the Services Provided

Purpose – To protect individuals and the community from harm, improving their health & wellbeing and the quality of the environment.

I want protection from practices, nuisance, infection and pollution which could have an adverse effect; and support for the disadvantaged in the community towards improving health & wellbeing. This includes:-

- Effective and fast response to environmental health, nuisance, animal welfare and public protection issues.
- Effective use of regulatory and licensing controls to ensure business practices are appropriate, comply with legislation and guidance and protect the public.
- To provide high quality services which support sustainable development, mitigate flood risk, maintains safety & security in the public domain and delivers effective solutions to meet the customer's needs.
- Support for local community and voluntary sector engagement, in particular for the most disadvantaged communities.
- Making my neighbourhood feel safer.
- In the event of Civil Emergencies, a quick and co-ordinated incident response with recovery, help & assistance to the community, whilst still being able to access Council services.
- Prompt and professional advice for businesses on legislative issues related to food safety, health & safety and environmental emissions; and to individuals across a wide range issues affecting health & wellbeing.
- A dog warden service providing effective control over stray dogs and dog fouling.

- A pest control service providing prompt and effective response to pest infestations having a public health significance, at low or no cost to those on low income.

1.1 Linkages to Fit For the Future Strategy

External	Direct	Indirect
Service (Green, Clean and Safe)	<p>In order that residents, workers and visitors within our communities feel safe, the district requires monitoring, overview, and targeted interventions to deliver crime reduction, community cohesion and environmental protection.</p> <ul style="list-style-type: none"> • Analyse data in order to identify and agree priorities. • Work in partnership with other local authorities and agencies to deliver targeted interventions. • Ensure that all of our decisions, policies and strategies promote safer communities as a consideration. <p>By Delivering:</p> <ul style="list-style-type: none"> • CCTV service. • Crime and disorder, ASB and public places interventions. • Undertaking Food Hygiene and Safety interventions. Inc illegally imported food. • Undertaking Health and Safety interventions. Inc accident investigations. • Licensing application processing and compliance interventions. • Advice provision to ensure safe & secure Events programme of WDC and third party events across the District. • Community Safety multi-agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership. • Work with the voluntary sector and Neighbourhood Watch to reduce the opportunity for crime and disorder. 	<ul style="list-style-type: none"> • Work to promote community cohesion, community resilience and community self-sufficiency. • Working with stakeholders to address the outcomes of this agenda. • Engaging stakeholders and other services in the delivery of agenda.

	<ul style="list-style-type: none"> • Mitigation against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners. • Emergency & Business Continuity planning. • Promoting Parish Emergency Planning. <p>In order to deliver a clean and green environment, the district requires monitoring, overview and targeted interventions to deliver improvements to safeguard our communities, businesses, environment, district and services.</p> <ul style="list-style-type: none"> • Ensuring the environment is protected so as to maintain or improve the current status. • Ensure that we represent sustainable values in our own organisation. • Promote sustainability within our communities. • Provide advice and support to our communities • Ensure that all of our decisions, policies and strategies take clean environment into account. • Work in partnership with agencies to deliver wider aims. • Investigate opportunities and programmes which promote our aims. <p>By Delivering:</p> <ul style="list-style-type: none"> • Deliver sustainability interventions both in the community and of the councils own impacts. • Air quality monitoring and interventions. • Contaminated land, private water supply monitoring. • Environmental process permitting. • Responsible dog ownership interventions. • Pest Control services. • Investigation of infectious diseases and undertaking of public health funerals. 	
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<p>People (Health, Homes and Communities)</p>	<p>In order for individual, homes and communities to remain healthy, they need to be supported in order to establish resilient self-reliant graduated care packages. The individual, the community and the specialist.</p> <ul style="list-style-type: none"> • Analyse data and deliver suitable targeted interventions based on evidence. • Use evidence to direct priorities. • Work in partnership with other local authorities and agencies to ensure a coordinated holistic approach. • Engage with those communities which are hard to reach. • Work in the community to establish effective community engagement, community capacity building • Identify gaps in available service provision and helping to establish mechanisms and arrangement to fill those gaps. • Concentrating on those with the greatest need. • Ensure that all of our decisions, policies and strategies promote health and wellbeing as a consideration. <p>By delivering:</p> <ul style="list-style-type: none"> • Advice and guidance through 'making every contact count' and other Health & Wellbeing mechanisms. • Delivering interventions in partnership to contribute to improvements in health and wellbeing. • Joint working on Priority Families county-wide programme and Anti-social behaviour issues. • Designing out crime and nuisance from new developments. • Overlap with direct measures listed above. • Co-ordinated response to Civil Emergency incident and recovery help & assistance. • Promotion of greater responsibility including a good neighbour guide and Going Out & Staying Safe. • Advice and support to enable the voluntary and community sector to access grants and funding • Support for Community Forums. 	<ul style="list-style-type: none"> • Working with stakeholders in the community to address the agenda. • Engaging stakeholders and other services in the delivery of Health and wellbeing.
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<p>Money (Infrastructure, Enterprise and Employment)</p>	<p>In order for businesses to compete, grow and stay current, they need support and engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands.</p> <ul style="list-style-type: none"> • Regular engagement with businesses and business community. • Work in partnership with other local authorities to engage with business. • Take steps to engage with businesses which are hard to reach. • Data share regarding business needs, confidence etc. • Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development. • Promote & deliver Primary Authority Arrangements • Take graduated enforcement action to address non-compliance. • Provide appropriate advice and guidance to assist in regulatory compliance. 	<ul style="list-style-type: none"> • Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Green, Clean and Safe. • Deliver training opportunities. • Embed social value, return and sustainability into our procurement activities.
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Internal	Direct	Indirect
<p>Service (Maintain or Improve services)</p>	<p>In order to maintain or improve services operated by Health and Community Protection, the services strive for continuous improvement and take advantage of opportunities.</p> <ul style="list-style-type: none"> • Make services accessible remotely to customers and staff. • Deliver payment solutions. • Ensure the staff have the required competence. • Ensure that staff are developed in order to meet the need of the future service. • Investigate opportunities and programmes of work. • Develop services in order to meet the needs of the future demand. 	

	<ul style="list-style-type: none"> • Develop commercial opportunities and experience. 	
People (Effective Staff)	<p>Employees are the key to the successful delivery of the services of Health and Community Protection. Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce.</p> <ul style="list-style-type: none"> • Ensure every member of staff has a personal development plan. • Promote shadowing, mentoring within teams and across service areas. • Ensure staff understand their role and contributions to the service plan and how their performance will be assessed. • Ensure that staff are treated fairly and that policies are consistently applied. 	
Money (Firm Financial Footing over long term)	<p>Health and Community Protection operate in a manner to ensure the firm financial footing of the service.</p> <ul style="list-style-type: none"> • Operates a full cost recovery in the calculation of its fees (within legislative boundaries). • Develop services which operate in a cost effective manner. • Investigate and take advantage of commercial opportunities. • Deliver payment solutions. • Seek investment and partners in order to deliver specialised services. 	

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand/Service Requests	
Community Partnership	Support for the Community Forums	7 Locality Areas	2/yr/e	Meetings and administration activities
		Dealing with grant applications and monitoring delivery of spent		
	Voluntary and Community Sector Funding Support	Procure Voluntary Commissioned Service contracts to deliver identified priorities		
		Delivering the new spending structures for VCS work		
		Build links with altruistic partners and funds		
	Community Development Work	Two CDWs in the community working out of 4 community hubs		
		Support for corporate projects e.g. Lillington Regeneration, Commonwealth games, pump room gardens		
		Champion self sustainability and community capacity building		
	Sustainability	Delivery of the strategic actions identified in the approach		
		Complete the phase 2 feasibility study of the District Heat Network Project in the key delivery areas		Project timetables of contractors
		Energy efficient identification of projects and schemes		
		Work with communities and supporting voluntary agencies to increase community sustainability.		
		Integration of the approach in corporate strategy's		
	Health and Wellbeing	Delivery of the Health and Wellbeing Approach actions		
		Work with other services to ensure that the Health and wellbeing embedded in decisions.		

Safer Communities		Progression of projects to have a positive impact on Health and Wellbeing on community		
		Integration of the approach in corporate strategy's		
	Emergency Planning	Work to support statutory local authority duties as Category 1 responder.		
		Review of Emergency Plan and Business Continuity Plans		Annual Review of plans
		Testing of Emergency and Business Continuity Plans	1 event	
		Representing the Council at Warwickshire LRF Tactical Group		Monthly meetings
		Organise and Chair Safety Advisory Groups (representatives attend from across HCP)	40 (events needing a SAG)	Internal and External Events
		Training programme to ensure complete understanding of roles responsibilities through organisation		
	Corporate Health and Safety	Programme of H&S Audits within the year	10	Internal Audits or services or processes
		Review and ongoing updating of H&S policy and procedures		
		Investigation and reporting of RIDDOR reportable Accidents		No. of reported incidents
		Monitoring, review and reporting on management systems		SMT, JCT, JMTUSP
		Training and induction	30	No. training sessions delivered
		Participation in Corporate Asset Compliance Management		
	Environmental Protection	Advice to Planning on Environmental Protection issues		
		Dealing with planning applications		As required
		Expert noise input on HS2		Requests for detained site information
		Investigation of complaints relating to domestic, commercial and industrial premises	1500	
		Monitoring of air quality – Operation of monitoring stations and equipment, preparation of reports as required by legislation.	60 (approx) 3	Diffusion tubes Monitoring sites

		Delivery against the Air Quality Action Plan		
		Advice to Licensing as a 'responsible authority' (public nuisance)		
		Permitting of polluting businesses (EPA Part 1)	37	No. current permits
		Public Health Funerals	10	
		Contaminated Land advice and monitoring		
		Delivery of Primary Authority Arrangements	1	PAP agreements
	CCTV	Identification of incidents and reporting to the police	14, 000	
		Monitoring of Retail radio, rangers, police and events radios.		
	Crime and Disorder	Organise 4 x Operational Your Town, Your Choice events	4	
		Deliver public education interventions	2	
		Tender for the weekend Street Marshal Service		
		Carrying out Domestic Homicide Reviews		
		Reducing incidents of anti-social behaviour,	<100 (approx.)	Warning letters to perpetrators
		Reducing the risk to victims of high risk cases	<140	Victim profiles created
		Reviewing the policy		
		Support for Community Safety Partnerships		Meetings and associated document production
		Support the delivery of purple flag accreditation by partners		
	Services	Collection of Stray Dogs	160	No. of incidents
		Provide advice regarding those effected by and allegedly causing noise nuisance as a result of dogs & animal licenced activities		
		Promotion and education activities for responsible dog ownership		
		Investigation of dog fouling service requests	165	No. of incidents
		Investigation of other dog related incidents	160	No. of incidents
		Delivery of pest control services	1365	Enquires and requests for treatment

		Remain abreast of emerging vector management issues		
		Study of commercial opportunity for pest control		
Regulatory	Food Safety	Delivery of Food business inspection programme as part of FSA agreed work plan	85 600 150 60	Advisory Inspections Programmed Inspections None Programmed inspections FHRS rescore requests
		Revisits	250	Revisits
		Investigation of food complaints	15	
		Food Safety advice, enquiries, registrations, hygiene complaints etc.	930	
		Response to imported food notifications	27	
		Investigation of appropriate infectious disease notifications	100	
		Understanding of service costs to progress commercialisation opportunities		
		Delivery of Primary Authority Services	4	PAP agreements
		Sampling visits	50	
	Health and Safety Enforcement	Intervention inc visits	90	Interventions
		Complaints and enquires	140	
		Accident reports	130	
		Delivery of Primary Authority Services	2	PAP agreements
	Licensing	Alcohol & Regulated Entertainment Licensing	217 104 597 163	Premise applications, variations Personal Licence Applications Temporary Events Inspections
		Dealing with Taxi Licenses	214 642 15 181 142	Drivers Licences Vehicle Licences Operators Licences DBS Assessments Inspections
		Dealing with complaints and enquiries	277	

		Personal treatment registrations	19	
		Street Trading Consents and Collections	28 100	Street Trading Collections
		Animal Licensing	64 27	Animal Boarding, Breeding, Pet Shop, Riding Establishments, Zoos. Inspections
		Gambling Licences	277	Including premises, lotteries, gaming, and animal.
		Licensing Policy – Amendments and updating of policy areas		

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qtr. 1	2	3	4
Average time taken to resolve noise nuisance service requests				
Average time taken to resolve pest control, dog warden and other nuisance (excl. noise) service requests				
% Food businesses with '5' score in Food Hygiene Rating Scheme				
% Food businesses which are 'broadly compliant'				
Reduce the risk of 80% of all ASB victims assessed as high				
To reduce the number of violent crimes across the District				
Percentage of monitoring sites exceeding national air quality standards (*unverified data as must be verified nationally at the end of the year).				

% of hackney carriage private hire fleet passing fleet inspection				
% premises compliant with their license at compliance visit				
Value of volunteering directly linked to grant investment				
Number of new services established through grant making				
Number of community inclusion services and support offers established as a result of community development interventions				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4
% Requests for Service received, first response to within target time				
% Requests for service received, completed within target time				
To increase the No of arrests from CCTV incident information				
To increase the No of crime incidents observed by CCTV Control Room				
Percentage of Planning consultation requests completed within target time.				
% of Armed Forces Community Covenant actions completed on target				
% of Sustainability actions completed on target				
% of Health and wellbeing action completed to target.				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> Regular budget monitoring (including accountants) Delivering service within budget Savings to be achieved without service impact Reviewing opportunities to gain income for services 	Expansion of current Primary Authority Arrangements. Commerciality of Services

	<ul style="list-style-type: none"> Ongoing budget management training 	
Procurement	<ul style="list-style-type: none"> Attendance of key officers at in-house Ongoing training Regular meetings with procurement officers Procurement project meetings to VCS procurement. <p>Planned Procurement exercises in year:</p> <ul style="list-style-type: none"> The 'Lots' of the Voluntary commissioned contracts (NEW) Service Level Agreement: Domestic Homicide Review Service level Agreement: Local Resilience Forum Water Coolers CCTV maintenance Air Quality Status Report MOT for taxis (concession) Electric Vehicles (subject to SMT decision) Public Health Funerals Disability Awareness Course Provision CSE Course Provisions (partnership with Warwickshire LA's) Energy advice provider Resilient telecoms Door Controls Street Marshalls (partnership with University Warwick) 	<p>Ongoing training of officers and those participating in procurement.</p> <p>Scheduled procurement exercises and review of long term service level agreements.</p>
Contract Management	<ul style="list-style-type: none"> No. Contracts due for renewal during the year (as identified above) Training in relation to contract monitoring Quarterly update of the contract register Report to Finance and Audit Committee 	<p>Ongoing training of officers and those managing contracts.</p> <p>Report due to F&A, April 2018</p>
Audits	<ul style="list-style-type: none"> Intra-Authority audit of Food Safety Peer Review of Health & Safety British Standard 7958 Management & Operation of Closed Circuit Television (June 2019) 	

	Internal audit programme 2018/19 <ul style="list-style-type: none"> • CCTV service • Places and Projects • H&S enforcement • Funding of VCS 	
Risk Register	<ul style="list-style-type: none"> • Regular review at departmental management meetings • Annual review • Quarterly PH review • Peer Review at SMT, by Risk Manager and Insurance Officer • Implementation of mitigation and control 	Reported to the Committee in Q3 2017/2018
Service Assurance	<ul style="list-style-type: none"> • Actions arising out of Annual SA document include: - • Amendment of customer measures • Refresher training in procurement and finance procedures, where appropriate • Update of Business Continuity Plan • Completion of the statutory returns. • Completion of the statutory Regulatory Service Plan • Completion of the SWSCP review. 	
Corporate Health and Safety	<ul style="list-style-type: none"> • Delivery of the H&S audit programme • Delivery of corporate Training programme • Satisfactory completion of Corporate Compliance Group actions • Regular Reports to SMT, Joint Communications Forum and Members Trade Unions Safety Panel. 	
Service Delivery	<ul style="list-style-type: none"> • Horizon forecasting review • Inclusion of horizon forecast within service plan • Keeping up to date with key change programmes from statutory agencies • Monitoring growth and demand for service need 	

3 Managing and Improving People

3.1 Staff Resource

There are currently 43.72 FTE posts in the department. There are two posts vacant at the time of writing.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Workforce Planning	Marianne Rolfe	Recruitment to vacant posts	Within Budget	Development Services In liaison with HR	Ongoing
	Marianne Rolfe	Review of impact of horizon forecast (inc demand from growth of district)	Within Budget	In liaison with HR	Ongoing
	Marianne Rolfe	Authorisation review	Within Budget	None	Completion of review Spring 2018
	Marianne Rolfe, Pete Cutts, Lorna Hudson	Apprentices & Environmental Health Officers Placements	Within Budget	In liaison with HR In liaison with other Warwickshire LAs for placement	September 2018
2. Skills, Training, Competency Needs	Marianne Rolfe	Continuing development of post holders	Within Budget	In liaison with HR	Ongoing
	Marianne Rolfe	Ongoing requirements for professional and technical staff including shadowing and mentoring	Within Budget	In liaison with HR	As required and identified in Personal Development Plans
	Marianne Rolfe, Lorna Hudson	Meeting continuing development needs of portfolio holder	Within Budget	In liaison with HR and other service areas	Ongoing

		and relevant members			
	Marianne Rolfe, Pete Cutts	Development of Corporate H&S, Emergency Planning, Prevent and Counter Terrorism.	Within Budget	In liaison with HR and other service areas	Ongoing
	Marianne Rolfe	Develop commerciality skills	Within Budget	In liaison with HR	As identified in Personal Development Plans
3. Service Changes –	Marianne Rolfe, Pete Cutts, Lorna Hudson, Elizabeth Young	Continued horizon scanning with focus on Food Standards Agency, Better Regulation office and Chartered institute of Environmental Health Officers with their proposed changes	Within Budget	Within Budget	Consultation reports General Meetings and update events
4. Determining the need for additional resource	Marianne Rolfe	Demand management and district growth	TBC	TBC	

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2018/19	2019/20	2020/21
Delivery of the VCS contracts and reduction in spend in this area	Budget saving	£39,895	£16,250 (in addition to previous saving)	£30,000 (in addition to previous savings)
Delivery of the District heat networks phase 2 feasibility study	Budgets in place	£5000 project manager £90,000 feasibility study	-	-

for the key areas				
Digitalisation of the CCTV service	Some budget in place as part of the HQ relocation. Additional budget to be secured and opportunities for income to be explored	£144,580.00 TBC £137,951.00 TBC (able to fit in new HQ and digital upgrade)	£432,726.00 TBC (get signal to new HQ)	£56,157.00 TBC £14,555.00 TBC (move in to new HQ)
Transfer of the Flood Responses SLA to Development Services	Budget Saving	£10,600	-	-
Upgrade of CIVICA app system/ alteration to another system.	Costs to be confirmed.	-	TBC	TBC
Discretionary Savings	Budget saving	£4,500 identified	£4,500	TBC


Part 5 – Managing Planned Changes, Major Work streams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Flood mitigation project • St John's Warwick	Marianne Rolfe SLA with WCC	Not known £100,000.00 earmarked for project contribution	Finance Neighbourhood	Response to decision by Environment Agency. Project contribution	2018/19 TBC
Budgetary pressures • Following corporate decisions	Marianne Rolfe	Not known	Unknown	Unknown	March 2019
Contribution to Major Corporate Projects • Relocation, • Commonwealth games	Marianne Rolfe	Not Known	Corporate project	Unknown	2020 (TBC)
Night Noise service • Implement the findings of the review of the	Marianne Rolfe Pete Cutts	Within existing budget	HCP project	Report Delivery Spring 18	March 2019

CCTV <ul style="list-style-type: none"> Digitisation of the CCTV service to enable relocation into new HQ 	Marianne Rolfe Pete Cutts	Budget allocated for relocation. Additional budget to be identified		Digitisation of Control Room Digitisation of Cameras Creation of Wireless Spine Relocation into new HQ	2020 TBC
Enterprise & Commercial Opportunities <ul style="list-style-type: none"> Assess current services for feasible enterprise opportunities. Understand commercial operating models. Identify relevant skills gaps of staff in this area. Raise the profile of our business offer Review charging for intervention (i.e.pre application advice) 	Marianne Rolfe Pete Cutts Lorna Hudson Elizabeth Young	Within Existing budget		Food standards agency – regulating our futures proposal for 2020 Better Regulation Office proposals for 2020	March 2019
Air Quality <ul style="list-style-type: none"> Delivery against the air quality action plan Investigation of opportunities and programmes which would enhance air quality 	Marianne Rolfe Pete Cuts Elizabeth Young	Within existing budget, raised grant funding	Development Services	September 2018 annual air quality review Annual report to Health Scrutiny Committee	March 2019
Voluntary Commissioned Services <ul style="list-style-type: none"> Procure Voluntary Commissioned Service contracts to deliver identified priorities 	Marianne Rolfe Elizabeth Young	Within Existing budget		Current contracts finish end June 2018	July 2018 March 2019
Health & Wellbeing <ul style="list-style-type: none"> Wellbeing Charter accreditation progress Development of the South Warwickshire Health and Wellbeing Partnership 	Marianne Rolfe Elizabeth Young Tracy Dolphin	None	Cross-cutting HR Regular updates to SMT, O&S subcommittee and Health and Wellbeing	Annual submission for HWB (Jun 18) Director of Public Health report (Sept 18) PH statement updates for the WHB.	March 2019

			Board.	Reports to Health Scurrility sub committee	
Sustainability <ul style="list-style-type: none"> Heat network mapping studies Development of the Sustainability programme and approach Identify projects and opportunities which enhance sustainability 	Marianne Rolfe Elizabeth Young	Within existing budget	Cross-cutting work. Need for regular updates to SMT	Phase 2 key stage 1 (May 18) Phase 2 key stage 1 (Aug 18) O&S report	March 2019
Cash & Cheque Handling: <ul style="list-style-type: none"> Ensure that cash and cheque handling is reduced. Develop field payment system for pest control and dog warden service. 	Marianne Rolfe Pete Cutts Lorna Hudson	Within exiting budget Projects through ITCSG allocation	ICT Chief Executives Office	Monthly monitoring of the cheques and cash received to order to review relevant systems to prevent cash & cheque receipts	March 2019
Digital transformation: <ul style="list-style-type: none"> Continuing Total mobile Development Review opportunities for digital registration of businesses Development of a specification for software provider to licensing. Development of specification for software provider (end of Civica app contract 2021) Improve website information Roll out of body camera use. 	Marianne Rolfe Pete Cutts Lorna Hudson Elizabeth Young	Within existing budget Projects through ITCSG allocation	ICT	Purchase of additional cameras and Information controller software Ongoing	Within ICTSG work programme

<ul style="list-style-type: none">• Begin online form integration activities• Improve the information to customers on website					
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Overview and Scrutiny Committee – 2nd April 2019		Agenda Item No. 6
		
Title	Increased Litter Bin Provision – report back to show how well the scheme has been received and results	
For further information about this report please contact	Gary Charlton Contract Services Manager gary.charlton@warwickdc.gov.uk 01926456315	
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	N/A	
Background Papers	“Increased Litter Bin Provision” report, Executive meeting 27th June 2018.	

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 Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/3/19	Bill Hunt
Head of Service	19/3/19	Rob Hoof
CMT	20/3/19	Chris Elliott
Section 151 Officer		Mike Snow
Monitoring Officer	20/3/19	Andy Jones
Finance		Mike Snow
Portfolio Holder(s)	19/3/19	Councillor Moira-Ann Grainger
Consultation & Community Engagement		
None.		
Final Decision?		N/A
Suggested next steps (if not final decision please set out below		

1. Summary

- 1.1. This report seeks to update the Overview and Scrutiny Committee on the progress made with the additional litter bin collection team, additional cleansing to our destination parks and the installation of new litter bins.

2. Recommendation

- 2.1. That the Overview & Scrutiny Committee notes the progress made with this project.

3. Reasons for the Recommendation

- 3.1 At its meeting in June 2018 the Committee requested that officers provide an update at the end of 2018 on the increased litter bin provision. Officers from Neighbourhood Services will present this report to the Overview and Scrutiny Committee.
- 3.2 The additional litter bin emptying team came into operation at the beginning of October 2018 and provided 80 additional litter bin collections per day. It had been expected that this team would be operational for the summer but was delayed due to vehicle hire and recruitment issues by the contractor.
- 3.3 The schedule of collections for this team was reviewed in January 2019 and has been increased to circa 140 collections per day. Officers will continue to work with the contractor during 2019 to refine the scheduling programme.
- 3.4 In May 2018 an additional parks and open spaces cleansing team commenced operations to support the existing annual cleansing programme. In July 2018 two seasonal barrowmen started cleansing duties at St Nicholas Park and Jephson Gardens. These additional resources carried on throughout the summer until late September 2018. During the summer we received several compliments via social media in relation to the cleanliness of Jephson Gardens and St Nicholas Park.
- 3.5 Litter bin complaints arising from the parks during May 2018 to December 2018 were 15 in comparison to 27 complaints from May 2017 to December 2017. The provision of the additional cleansing teams to the destination parks is likely to be a contributing factor to this improved position.
- 3.6 During July, August 2018 and September 2018 officers from Neighbourhood Services requested proposed locations for additional or replacement bins from Councillors and local Stakeholders. To date 36 new bin locations have been suggested, in addition to the new bins the Council have replaced 57 damaged and missing bins. The locations for these are included in Appendices 1 & 2.
- 3.7 It had originally been anticipated that the new bins would have been installed by the end of 2018. However, the delay was caused by the need to procure an ongoing preferred bin supplier followed by manufacturing lead times. This resulted in the delivery of the litter bins not occurring until the beginning of January 2019. The installation programme was 10 weeks and was completed mid-March 2019.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
Increasing litter bin collections gives a positive message in respect of a cleaner community.	Has had a positive impact on the cleanliness of public spaces. Has supported the Council's commitment to a cleaner environment.	A high quality public environment contributes to the local economy especially tourism and our town centres.
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money

Impacts of Proposal		
Additional contractor staff were recruited to provide the additional service.	The service improvement accords with the intended outcomes of meeting customer needs and continuously improving the Council's services.	The service improvement does increase the cost pressure on the Council.

4.2 Supporting Strategies

Not required at present as this is an information paper only.

4.3 Changes to Existing Policies

This report does not seek to change policy.

5. Budgetary Framework

- 5.1. The revenue cost of the additional litter bin collection teams, a seasonal mobile cleansing team and the two seasonal cleansing operatives is £176k per annum and is funded from the Business Rate Retention Volatility Reserve.
- 5.2. The capital cost to replace damaged litter bins and install new litter bins was £37.5k and was funded from the Capital Investment Reserve.

6. Risks

- 6.1. Increasing litter bin capacity could increase the amount of household waste being deposited at certain locations resulting in no net benefit to the provision offered.
- 6.2. Increased litter bin numbers create a larger capital and revenue burden in future years when bins need replacing.
- 6.3. Not increasing the capacity or collection frequencies of the litter bins will fuel a negative opinion of the cleanliness of the District and complaints may escalate.

7. Alternative Option(s) considered

- 7.1 Not relevant for this report.

8. Background

- 8.1 Please see the "Increased Litter Bin Provision" report which was agreed at the Executive meeting on 27th June 2018.

Appendix 1 – New Installations (36)

Location	Town	Collection Frequency
Opposite Otters Rest, St Fremund Way, Sydenham	Leamington Spa	3 Times A Week
Top of Moncrieff Drive, Sydenham	Leamington Spa	3 Times A Week
Opposite Calder Walk, Bus Shelter, Chesterton Drive, Sydenham	Leamington Spa	Daily
Kingsway next to Bench outside Edinburgh Crescent	Leamington Spa	Daily
Tachbrook Road on opposite side of road to Sayer Court	Leamington Spa	Daily
Brunswick Street Next to Bench outside Radcliffe Gardens	Leamington Spa	Daily
Brunswick Street near the Cemetery	Leamington Spa	3 Times A Week
West Street Car Park near co-op Supermarket	Leamington Spa	Daily
Althorpe Street junction of Canal Towpath	Leamington Spa	Daily
By Green Utility Cabinet, Oswald Road near junction with Rugby Road	Leamington Spa	Weekly
Warwick New Road junction with Westgrove Terrace	Leamington Spa	3 Times A Week
Rugby Road junction with Westgrove Terrace	Leamington Spa	Weekly
By Bus Stop, Rugby Road opposite side of road to Lockwoods	Leamington Spa	3 Times A Week
On verge at entrance to passageway Cornwall Place to Coniston Road	Leamington Spa	3 Times A Week
Next to Railings by entrance gates to Brookhurst School, Guys Cliffe Avenue	Leamington Spa	Daily
Rock Mill Lane by entrance to Open Space	Leamington Spa	3 Times A Week
Outside Lampost 18 at junction of Clarendon Avenue and Clarendon Street	Leamington Spa	3 Times A Week
Outside Clarendon Lodge Medical Practise junction of Clarendon Avenue and Clarendon Street	Leamington Spa	3 Times A Week
Clarendon Street near junction with Binswood Avenue	Leamington Spa	3 Times A Week
Bottom of Mill Hill under the A46 Flyover by river	Baginton	Daily
Path to Village Church opposite the Village Club	Ashow	Weekly
Glasshouse Lane/Dencer Drive junction	Kenilworth	Daily
Stansfield Grove footpath to Arlidge Crescent	Kenilworth	Daily
Outside Abbey Club, Abbey Hill by Bus Stop	Kenilworth	Daily
The Warwickshire Golf Course Warwick Road	Leek Wootton	Daily
Layby Banbury Road by Oakley Wood before Guide Dogs Breeding Centre	Bishops Tachbrook	Weekly
Layby Banbury Road by Oakley Wood after Guide Dogs Breeding Centre	Bishops Tachbrook	Weekly
Path by Canal, Thornton Close, Woodloes	Warwick	Daily
Path off Woodloes Avenue South opposite the Pub	Warwick	Daily
Rear of 6-11 Eliot Close, Woodloes	Warwick	Daily
Footpath from Deansway to Primrose Hill (Top of Gradient)	Warwick	Daily
Primrose Hill at top of steps leading down to Kites Close, Woodloes	Warwick	Daily
Primrose Hill at junction with Knoll Drive, Woodloes	Warwick	Daily
Near 16 Grassington Avenue, Woodloes	Warwick	Daily
By Bus Stop, Othello Avenue opposite Coriolanus Square, Warwick Gates	Warwick	Daily
Green Area, Near 46 Eastley Crescent	Warwick	Weekly

Appendix 2 – Replacement of Damaged & Missed Bins (57)

Location	Town	Collection Frequency
Canal Bridge, Radbrook Way, Sydenham	Leamington Spa	Weekly
Danesbury Crescent Canal Path	Leamington Spa	Weekly
Danesbury Crescent Car Park	Leamington Spa	Weekly
Gainsborough Drive Bus Stop opposite St Annes Close	Leamington Spa	Weekly
Sydenham Drive corner of Cowdray Close	Leamington Spa	Weekly
Danesbury Crescent junction of Vermont Grove	Leamington Spa	Weekly
Danesbury Crescent junction of Portway Close	Leamington Spa	Weekly
Radford Road outside Pinks Gym	Leamington Spa	Weekly
Farley Street corner of New Street	Leamington Spa	Weekly
Willes Road end of Farley Street	Leamington Spa	Weekly
Outside Royals Convenience Shop, Tachbrook Road	Leamington Spa	Daily
Bus Stop on Brunswick Street by Public Conveniences	Leamington Spa	3 Times A Week
Radford Road Car Park to River	Leamington Spa	Daily
O/S H & M, The Parade	Leamington Spa	Daily
O/S Mint Velvet, The Parade	Leamington Spa	Daily
O/S River Island, The Parade	Leamington Spa	Daily
O/S Salvation Army, The Parade	Leamington Spa	Daily
O/S A-Plan Insurance, The Parade	Leamington Spa	Daily
By Benches Holly Walk, The Parade	Leamington Spa	Daily
Next to the Entrance to Regent Court, The Parade	Leamington Spa	Daily
O/S Zizzi, The Parade	Leamington Spa	Daily
O/S Zizzi, The Parade	Leamington Spa	Daily
O/S Nationwide, The Parade	Leamington Spa	Daily
Lower Entry-Royal Priors, The Parade	Leamington Spa	Daily
O/S Poundland, The Parade	Leamington Spa	Daily
O/S Edinburgh Woollen Mill, The Parade	Leamington Spa	Daily
O/S Tui, The Parade	Leamington Spa	Daily
O/S Tui, The Parade	Leamington Spa	Daily
Willes Road junction with Eastfield Road	Leamington Spa	Daily
Newland Road near junction with Mason Avenue	Leamington Spa	Weekly
By Bench, Outside Tennis Club, Guys Cliffe Avenue	Leamington Spa	3 Times A Week
Cloister Crofts junction of Kenilworth Road	Leamington Spa	Weekly
Windmill Hill outside school	Cubbington	Daily
Bus Stop, Warwick Road	Kenilworth	Daily
Near 159 Warwick Road	Kenilworth	Daily
Corner of Harger Court, Warwick Road	Kenilworth	Daily
Opposite Friends Fish & Chip Shop, Warwick	Kenilworth	Daily
Outside Sohali Restaurant, Warwick Road	Kenilworth	Daily
Outside Card Factory, Warwick Road	Kenilworth	Daily
By Zizzi Restaurant, Warwick Road	Kenilworth	Daily
By Poundland, Warwick Road	Kenilworth	Daily
Outside Jubilee House,	Kenilworth	Daily
Junction of Waverley Road/Warwick Road	Kenilworth	3 Times A Week

The Close junction of Manor Road	Kenilworth	Weekly
A46 south from Coventry 1st layby		Weekly
A46 south from Coventry 1st layby		Weekly
A46 south from Coventry 2nd layby		Weekly
New Street Car Park	Warwick	Daily
Lee Road outside the Shops	Leamington Spa	Daily
Tachbrook Road junction with Charlotte Street	Leamington Spa	Daily
Lillington Road Bus Stop opposite Midland Oak	Leamington Spa	3 Times A Week
Black Lane, Lillington	Leamington Spa	Daily
Cromer Road outside Lillington Express	Leamington Spa	Daily
A46 south from Coventry 2nd layby		Weekly
Entrance to Whitnash Sports & Social Club, Heathcote Road	Whitnash	Daily

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 7
Title	Briefing Report: Vision & strategy for Leamington town centre annual update and progress on Action Plan	
For further information about this report please contact	Philip Clarke Policy & Projects Manager, Development Services	
Wards of the District directly affected	Clarendon, Milverton, Newbold, Leam, Brunswick	
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	Executive, 7 th March 2018 (min. no. 138)	
Background Papers		

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality Impact Assessment Undertaken	No
An Equality Impact Assessment (EIA) was produced as part of the Local Plan. Insofar as any individual WDC projects emerge from the vision & strategy, these will be subject to their own EIAs.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/2/19	Bill Hunt
Head of Service	20/2/19	Dave Barber
CMT	20/2/19	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	20/2/19	Mike Snow
Monitoring Officer	20/2/19	Andrew Jones
Finance	20/2/19	Mike Snow
Portfolio Holder(s)	20/2/19	Cllr. Mobbs
Consultation & Community Engagement		

The vision & strategy for Leamington town centre was prepared by a group of stakeholders and also subject to wider stakeholder and public engagement in 2016 and 2017. Details of this were reported to Executive on 7th March 2018 and were contained in that report.

Final Decision?

Yes/No

Suggested next steps (if not final decision please set out below)

1. **Summary**

- 1.1 In March 2018, Executive supported a "Vision & Strategy for Leamington town centre" that had been produced by the "Leamington Town Centre Forum". This report provides an annual update of the actions contained in that document.

2. **Recommendation**

- 2.1 That members note the progress that has been made on the Leamington Town Centre Vision & Strategy since it was approved by the Executive in March 2018.

3. **Reasons for the Recommendation**

- 3.1 Following discussions in 2015 with a number of key partners and stakeholders operating, or with an interest, in Leamington town centre, a "Leamington Town Centre Forum" was set up. This group had the remit to develop a strategy for Leamington town centre, consider delivery and implementation issues arising from the strategy and consider who may take these forward and how this may be done. Members of the Forum were:-

- | | |
|--|--|
| • BID Leamington | • University of Warwick |
| • Leamington Society | • University of Warwick |
| • Purple Monster (representing small businesses including those within Old Town) | • Students Union |
| • Royal Leamington Spa Chamber of Trade | • Wareing & Company (representing commercial agents) |
| • Royal Leamington Spa Town Council | • Warwick District Council |
| • Royal Priors Shopping Centre & Regent Court | • Warwickshire County Council |
| | • Warwickshire Police |

- 3.2 The Forum completed its work in late 2017 and out of this came the "Vision & Strategy for Leamington town centre". This document identified a number of key priority themes, which were presented as a series of "big ideas". These were on the themes of:-

- | | |
|---------------------------|------------------------------------|
| • A thriving town centre | • Revealing Leamington's waterways |
| • A connected town centre | • A hub for creativity |
| • Places & spaces to meet | • Enhancing Old Town |

- 3.3 The vision & strategy included an Action Plan. In supporting the Vision & Strategy, members asked to be updated annually on progress in its delivery. This report provides that annual update.

- 3.4 Appendix 1 to this report is a copy of the Action Plan to which a further column (progress – March 2019) has been added. The Action Plan classified all actions as being short, medium or long term with the short term actions to be delivered between 2018-19. This progress report therefore focuses on these short term actions only. As can be seen, positive outcomes have been achieved on a wider number of priority areas including the following:-

- Creative Quarter – progress has been made on the masterplan which was approved for public consultation in November 2018 and completed its public

consultation on 21st January. There is a report going to Executive on 6th March recommending that a final version of the Masterplan is approved. A number of the actions relate to the progress of this project.

- A number of major events were hosted in Leamington town centre during 2018, including both the Men's and Women's Tours of Britain.
- A student housing strategy was agreed by Warwick District Council in May 2018.
- A canal conservation area was designated in January 2019. This includes areas within the Leamington town centre.
- WDC has worked with the Coventry & Warwickshire Local Enterprise Partnership to support a number of initiatives to support the Silicon Spa brand and our range of creative industries. This includes the recent "Interactive Futures" event for the computer games industry.

3.5 Furthermore, progress is being made in a number of other areas:-

- Good progress is being made on the housing scheme at Station Approach. The first phase of apartments has been completed and the new public car park scheduled to be handed over to the WDC in November 2019.
- A consultation draft of the Canalside DPD is scheduled for July – September 2019.
- WDC is working with other local stakeholders to support a project to enhance the underpass at the railway station. The Council (along with Leamington Town Council) supported a feasibility study into the underpass project in 2018.
- WDC has committed £70,000 from payments made under the Community Infrastructure Levy (CIL) to be put towards a waymarking project in Leamington town centre. (Please note that a review and refresh of the CIL Regulation 123 list is being considered by Executive on 6th March.)

3.6 There have been challenges to delivering some of the actions set out in the Action Plan in March 2018.

- Covent Garden development: Although planning permission was granted in 2018 for the planning application for the new car park, the postponement of the final decision on the scheme may have a knock-on impact on the timetable for bringing forward proposals on the Chandos Street car park.
- A bid for grant funding to the LEP was made for enhancements to Leamington station in September 2018, however this was not successful. This would have included the upgrading of the station underpass.

Appendix: Action Plan with progress report (February 2019)

Key to partner organisations

- BID – Leamington BID (Business Improvement District)
- CDP – Complex Development Projects Ltd (regeneration partner to Warwick District Council for Creative Quarter proposals)
- FPRG – the new Friends of the Pump Room Gardens
- LS - Leamington Society
- LTC - Leamington Town Council
- Police – Warwickshire Police
- UoW – University of Warwick
- WHA – Waterloo Housing Association
- WCC – Warwickshire County Council
- WDC – Warwick District Council

Timescale	Ongoing	Ongoing
	Short (2018 – 2019)	
	Medium (2020 – 2022)	
	Long (2022 onwards)	

A	Theme: A Thriving town centre				
	Action		Timescale	Delivered by:-	Progress (March 19)
1	CREATE and PROMOTE suitable ideas and opportunities for new shops, cafes, restaurants and leisure uses and to improve our public spaces.				
	1.1	Explore the potential and appropriateness of further cafes, restaurants and leisure uses to support the Creative Quarter proposals.		WDC / WCC	Creative Quarter Draft Masterplan approved for public consultation (November 18): this contains proposals which include a mix of uses including cafes and restaurants. Also, WDC has entered into a contract with CDP to provide a catering service for

A Theme: A Thriving town centre					
Action			Timescale	Delivered by:-	Progress (March 19)
					the Pump Rooms and Jephson Gardens (Glasshouse) to commence March 2019.
2	IDENTIFY and SUPPORT investment which delivers appropriate and sustainable development sites within the town centre.				
	2.1	Review the potential need for a master plan for town centre, including an assessment of other possible development sites within town centre in the context of the emerging Neighbourhood Plan.		WDC/LTC	<p>As part of the Creative Quarter initiative, a Masterplan for the Creative Quarter has been developed. (See other actions in this Action Plan.)</p> <p>More widely across the town centre, the need for a masterplan is still under review pending both the outcome of the Creative Quarter masterplan and the emerging Leamington Neighbourhood Plan. WDC's Local Development Scheme (updated February 2019) includes reference to an Action Area Plan for Leamington town centre however no timetable has yet been fixed for this. It is possible that the Creative Quarter masterplan and the Neighbourhood Plan will make production of an AAP unnecessary, and this will be kept under review as WDC further reviews its Local Development Scheme.</p>
	2.2	Prepare a master plan if required.		WDC	See 2.1 above.
	2.3	Undertake public consultation and adopt a master plan, if required.		WDC	See 2.1 above.

A		Theme: A Thriving town centre			
		Action	Timescale	Delivered by:-	Progress (March 19)
3		ACTIVELY SEEK OUT opportunities to capitalise on the town's heritage as a Spa.			
	3.1	Prepare management and activities programme for Pump Room Gardens (following renovation) to include consideration of spa heritage.		WDC/ Leamington Spa / FPRG	
4		DELIVER high quality developments on specifically identified sites: <ul style="list-style-type: none"> • Covent Garden Car Park – currently proposed by Warwick District Council for mixed office, residential and car parking use • Chandos Street Car Park – prime location and opportunity for retail/office/ residential/car parking • Town Hall – new uses for this building after it is vacated by the District Council • Creative Quarter - Changing uses of key buildings or development of opportunity sites identified within the Creative Quarter masterplan 			
	4.1	Covent Garden car park: Obtain planning approval for new HQ		WDC	Planning permission granted in April 2018
	4.2	Covent Garden car park: Commence demolition of current Covent Garden car park and construction of new offices, car park and housing.		WDC	WDC announced in January that it proposed to postpone the decision on this project until July 2019 at the earliest.
	4.3	Covent Garden car park: Open new car park		WDC	
	4.4	Covent Garden car park: Open new offices		WDC	

A		Theme: A Thriving town centre			
		Action	Timescale	Delivered by:-	Progress (March 19)
	4.5	Chandos Street: Review development opportunities at Chandos Street in light of relocation of WDC offices. Commitment that Chandos Street car park will not close until new car park at Covent Garden is opened.		WDC	Not started in view of current situation at Covent Garden car park. See 4.2 above.
	4.6	Chandos Street: Commencement of development (not to be before opening of new Covent Garden car park)		WDC	
	4.7	Town Hall: explore new uses which are commercially viable but seek, if possible, to maintain public use/access and deliver a use of benefit to the wider town centre		WDC	Creative Quarter Draft Masterplan approved for public consultation (November 18): Town Hall is included within this document. LTC has commented on the draft masterplan. No further detailed discussions with LTC and other users have been undertaken to date however there is a commitment to do so.
	4.8	Creative Quarter: develop a master plan that identifies potential alternative uses for key buildings and/or development opportunities for opportunity sites within the Creative Quarter area		WDC/CDP	Creative Quarter Draft Masterplan approved for public consultation (November 18).
5	EXPLORE opportunities to improve digital connectivity within the town centre including the potential for adopting a “Smart Cities” approach (where the traditional networks and services are made more efficient with the use of digital and telecommunication technologies for the benefit of residents and businesses).				
	5.1	Undertake a “digital audit” of Leamington town centre (as part of wider exercise looking at all town centres across	Sept 17	WCC	Audit was undertaken in May 2017 and May 2018. General trend is that the Retailers are becoming

A		Theme: A Thriving town centre			
		Action	Timescale	Delivered by:-	Progress (March 19)
		Warwickshire) to understand the digital capacity and capability of the town centre.			more digital. (AC)
	5.2	In the light of 5.1 above, investigate the interventions that are needed to help support Leamington town centre to get more from the opportunities that exist with the growth of the "Digital High Street".	From late 17	WCC / WDC	Continue to support Town centre Businesses offering Digital Skills training and work in partnership in supporting BID Leamington. (AC)
6	ENSURE that we have planning policies to:- <ul style="list-style-type: none"> • Support the continued mix of key town centre uses (shops, cafes and restaurants, offices, leisure uses, etc) whilst also being sufficiently flexible to respond to changing needs. • allow us to respond positively to those peripheral areas of the town centre, making it easier to attract investment. 				
	6.1	Monitor information relevant to the town centre on a quarterly basis and share with partners and the public.	Now	WDC	<p>Vacancy rates are monitored quarterly and reported through Council's "Economic Development" update to partners.</p> <p>"What's on" guide published twice yearly and widely circulated.</p> <p>Website updated (usually) weekly.</p> <p>Town centre flyposting actively and regularly monitored.</p> <p>Event information sent out to relevant partners.</p>
	6.2	Consider need for further planning policy or guidance (through town centre master plan, review of Local Plan or	Ongoing	WDC / LTC	No need identified to date however work is currently underway by LTC to prepare

A		Theme: A Thriving town centre			
		Action	Timescale	Delivered by:-	Progress (March 19)
		Neighbourhood Plan) in response to monitoring or if local circumstances change.			Neighbourhood Plan. This matter to be kept under review.
7	ENSURE that our town centre is welcoming to visitors and that our facilities are well managed and that our services and events are promoted and coordinated.				
	7.1	Ensuring that a range of high quality events are identified, coordinated and delivered in a way that most effectively promotes the town.	Ongoing	WDC / WCC / BID	Ongoing. Major events in 2018 included:- <ul style="list-style-type: none"> • Stage finish for Women's tour of Britain (cycle race) – June 18 • Peace Festival – June 18 • Leamington half marathon – June 18 • National Bowls Championships – August 18 • Art in the Park – Aug 18 • Stage finish for Men's tour of Britain (cycle race) – Sept 18 • Food Festival – Sept 18 • Christmas Lights switch-on – Nov 18
	7.2	Reviewing promotional literature to ensure it is up to date, effectively targeted and fit for purpose	Ongoing	WDC / BID	What's on guide (twice yearly) sent out to event and tourism based facilities. Website maintained and updated on a weekly basis.
	7.3	Provide a high-quality, effective face-to-face visitor information service	Ongoing	WDC	Ongoing
8	SUPPORT and MANAGE the needs of the growing student				

A		Theme: A Thriving town centre			
		Action	Timescale	Delivered by:-	Progress (March 19)
		population.			
	8.1	Develop a Student Housing Strategy for Warwick District		WDC / UoW	Student Housing Strategy for Warwick District agreed in May 2018.
	8.2	Coordinate work with Coventry University and all relevant local authorities to ensure that the student housing needs can be addressed collectively.		UoW / WDC	University of Warwick is leading on this work.

B		Theme: A connected town centre			
		Action	Timescale	Delivered by:-	
1	CREATE a strong attractive pedestrian and cycle corridor between key locations, including the station and the rest of the town centre, and between the north and south parts of the town centre crossing the river.				
	1.1	Deliver new and improved footpath links between Station Approach, Park Drive and Lower Avenue through the development of land at Station Approach in partnership with Waterloo Housing Association (WHA) to include an upgrading to the National Cycle Network Route 41 in this area.	Dec 21	WDC / WHA Cycleways	The sub-standard cycle route on Station Approach requires some upgrading and will see various widenings of the footway/cycleways to improve links to the rear of the railway station. (DM)
	1.2	Deliver on and/or off-road cycle network improvements as set out in Infrastructure Delivery Plan including at:- <ul style="list-style-type: none"> • Victoria Park • Bedford Street & Regent Street • Pump Room Gardens • Dormer Place & Milverton Hill 	Ongoing in line with the Local Plan	WCC Cycleways	Improvements have been identified and included into WCC's Cycle Network Development Plan. Transport Planning continues to look for funding opportunities. (DM)
	1.3	Deliver improved cycling and pedestrian connections between the town centre and surrounding key residential, employment, leisure and retail sites including: A452 Europa Way Corridor (new housing, Shires Retail, Heathcote & Warwick Technology Park); South Leamington including Whitnash and Sydenham; Emscote Road Corridor, to Warwick town centre and Guys Cliffe; A452 north to Kenilworth (K2L)	Start 2018	WCC Cycleways	Myton Road extension completed in summer 2018. A network of cycling routes is being provided as part of the South Leamington Urban Extension, including routes within developments and links to the improvements on the wider network. (DM)
2	IMPROVE pedestrian and cycle signage and way-marking				

B	Theme: A connected town centre				
	Action		Timescale	Delivered by:-	
	throughout the town centre.				
	2.1	Obtain funds to design and implement scheme to improve cycle route signage in Leamington providing recommended route signage to primary destinations.	2021/2022	WCC	
3	INCREASE provision of secure cycle storage within the town centre to promote increased cycle usage.				
	3.1	Increase secure cycle storage within WDC town centre car parks		WDC	WDC is currently getting estimates to install a minimum of 4 new cycle hoops in St. Peter's car park
	3.2	Obtain funds to provide secure cycle storage provision at other sites within the town centre.		WCC/WDC /LTC	Transport Planning continue to look for funding opportunities that would provide cycle parking solutions for the town centre. (DM)
4	IMPROVE linkages between the Pump Room Gardens and Spencer Yard including, potentially, through provision of a new footbridge over the river.				
	4.1	Include new footbridge within scope of masterplan of area as part of Creative Quarter initiative.			A proposal for a footbridge was not included within Draft Creative Quarter Masterplan (Nov 18).
	4.2	Liaise with owners of the Loft Theatre and Victoria Colonnade to establish feasibility of creating a footpath link to Spencer Yard from Victoria Terrace to Spencer Yard.		WDC / landowners	Creative Quarter Draft Masterplan approved for public consultation (November 18): this included proposals for Spencer Yard. A meeting took place with her Loft Theatre during the public consultation and the Loft have formally responded to the

B Theme: A connected town centre				
Action		Timescale	Delivered by:-	
				consultation.
5	IMPROVE connectivity and permeability when new development proposals come forward.			
	5.1	See above in relation to development at Station Approach.		WDC / WHA
	5.2	Ensure that connectivity is a core ambition in preparation of regeneration plan for Canalside area.		WDC
	5.3	Ensure that connectivity and permeability are considered at an early stage as any key sites and buildings come forward for development.	Ongoing	WDC / WCC
6	INVEST in town centre car parking including replacing the Covent Garden car park with one fit for future use.			
	6.1	Replace Covent Garden car park with new car park of approximately 620 spaces.		WDC
	6.2	Open new 100 space car park in Old Town at Station Approach in partnership with Waterloo Housing Association (WHA).		WDC / WHA
	6.3	Develop and implement an Electric Vehicle Policy for Warwickshire.		WCC
	6.4	Design and construct the new Covent Garden car park (see 6.1 above) to take at least 80 electrical vehicle recharging		WDC

B Theme: A connected town centre					
Action			Timescale	Delivered by:-	
		points.			
7	ENSURE that on-street parking management is fair and works for the wider benefit of the town centre, including the needs of visitors, businesses and residents.				
	7.1	Review the management of on-street car parking management through the next review of the Local Transport Plan.		WCC	Anticipating that we work on a review of the LTP will commence in 2019/20. (SR)
8	IMPROVE signage to and from car parks including VMS (Variable Message Sign).				
	8.1	Agree potential new VMS provision through the development of a new Car Parking Strategy.		WDC	Amendments to the highway signage in Leamington are being designed in conjunction with Warwickshire County Council to improve wayfinding (signs to be amended to indicate short/long-stay parking and number of parking spaces) A business case for a VMS upgrade has been drafted and is due to be considered by the Council.
	8.2	Secure funding for the installation of new VMS equipment.		WCC/WDC	Anticipating that we work on a review of the LTP in 2019/20. VMS discussion in combination with future developments of Covent Garden and Creative Quarter (SR)
9	ENSURE that the operational needs of the station are met,				

B		Theme: A connected town centre			
		Action	Timescale	Delivered by:-	
		including for car parking.			
	9.1	Support initiatives by Chiltern Railways and Network Rail to further improve Leamington station and its immediate environment following the opening of the new car park in January 17	Ongoing	Chiltern Railways / Network Rail / WDC / WCC	Bid for LEP funding submitted for improvements to the station forecourt area and also wider wayfinding. Unfortunately bid was unsuccessful.
	9.2	Deliver initiatives to improve accessibility to, and the profile of, the station.	Ongoing	WCC	See 9.1. WDC has included an allocation of £70k for wayfinding in Leamington town centre within its CIL Regulation 123 list. This scheme is scheduled to be implemented in 2018/19.
	9.3	Ensure that an integrated scheme for waymarking in the town centre clearly directs pedestrians and cyclists to and from the station.		WCC / WDC / BID	See 9.2.
	9.4	Work with Network Rail and rail operators to improve the rail service between Leamington Spa and key destinations including Kenilworth, Stratford, Coventry and the Thames Valley.	Ongoing	WCC / Network Rail / WDC / Chiltern Railways / others	Work is ongoing to secure improved rail services for Leamington Spa station. It is anticipated that from May 2019 a through service from Leamington-Nuneaton will be provided, providing new direct connectivity opportunities between Leamington and stations north of Coventry – Coventry Arena, Bedworth, Bermuda Park and Nuneaton. (DM)
10	MANAGE the road network to control traffic speeds, reduce congestion and improve safe pedestrian crossings				
	10.1	Seek additional funding (where necessary) and deliver multi modal highway improvements as set out in Infrastructure		WCC	

B		Theme: A connected town centre			
		Action	Timescale	Delivered by:-	
		Delivery Plan including at:- <ul style="list-style-type: none"> • Princes Drive / Park Road • Bath Street / Lower Avenue / Avenue Road / High Street • Adelaide road / Avenue Road junction • Dormer Place / Adelaide Road • Dale Street 			
	10.2	Improve connectivity between the town centre and the wider network along key corridors:- <ul style="list-style-type: none"> • A425 towards Southam; • A452 north to A46 (2022 – 2027) • Europa Way (2017 – 2022) • Emscote Rd (2017-2027) • Myton Rd (2017-2022) 		WCC	
11	ENCOURAGE modal shift to sustainable/public transport to reduce congestion, improve air quality and encourage active travel				
	11.1	Support measures identified elsewhere in this Action Plan to support rail travel and Leamington railway station.	Ongoing	WCC / train operators	Transport Planning worked with Chiltern Railways to submit a business case for the Leamington Train Station Gateway Scheme. The bid in 2018 to Growth Deal Fund was unsuccessful. Transport Planning to continue to explore future funding opportunities for this much needed scheme. (DM)
	11.2	Encourage sustainable travel options including: <ul style="list-style-type: none"> • Promote smarter choices through the 'Choose How 	Ongoing	WCC/ WDC / bus	Sustainable travel options are continually promoted at every opportunity that arises. (DM)

B		Theme: A connected town centre			
		Action	Timescale	Delivered by:-	
		You Move' initiative <ul style="list-style-type: none"> • Promote car sharing initiatives • c. Support workplace / school travel planning 		operators	Lift share feasibility study for staff completed. Results awaited. Grant Bid in to DEFRA for further lift share works. Working in partnership with WCC to deliver a Warwickshire Wheels.
	11.3	Continue to review the location of taxi ranks in the town centre to ensure that they are in the right place and of sufficient size.		WDC	Working in partnership with WCC

C Theme: Places and spaces to meet				
Action		Timescale	Delivered by:-	
1	PROTECT and ENHANCE existing public open spaces.			
1.1	Maintain all parks and gardens in the town centre in accordance with the standards set down in the “Green Space Strategy” adopted by Warwick District Council. Success is to be measured through national quality benchmarks such as the Green Flag Award.	Ongoing	WDC	<p>Ongoing</p> <p>The funded Green Space Action Plan has ensured the quality of green spaces have improved in Leamington as measured against the Green Flag Award standard. Other funded projects have also raised the quality of green spaces.</p> <p>An independent green flag self-assessment will be carried out in 12 months’ time to measure the quality across all of Leamington green spaces to evidence the increase in quality.</p>
1.2	Restore the Pump Room Gardens and deliver the activity plan for the management of the park.		WDC / Friends of Pump Room Gardens	<p>The Pump Room Gardens restoration will be completed by end of March 2019 (the exception may be the surface finish to the footpaths which are weather dependant)</p> <p>The Activity Plan is now being delivered and offers a variety of new events and activities, volunteering and learning opportunities.</p>
1.3	Ensure that green open spaces in the town centre are protected and linked with adjoining green spaces and links and that, where possible, links are improved.	Ongoing	WDC	Ongoing.
2	IDENTIFY new opportunities to provide new public spaces particularly where new development opportunities are created.			

C Theme: Places and spaces to meet				
Action		Timescale	Delivered by:-	
2.1	Ensure that the need to create areas of open space are included within master plan proposals for Creative Quarter and in particular developing proposals for Spencer Yard		WDC / CDP / WCC	Proposals for Spencer Yard in Draft Creative Quarter Masterplan include proposals to enhance the open space here.
2.2	Ensure that any new public spaces are designed to minimise the potential for crime and anti-social behaviour and improve community safety.	Ongoing	WDC / Police	Ongoing Draft SPD on Open space approved for public consultation by WDC in January 2019. Ensuring that open spaces are safe is a primary objective of this document.
3	IDENTIFY opportunities for smaller informal public spaces and pocket parks.			
3.1	Consider opportunities to develop new areas of open / public spaces as new sites and areas come forward for development in accordance with the policies in the Local Plan	Ongoing	WDC	Ongoing.
3.2	Consider the opportunities for, and appropriateness of, new open spaces as part of master planning work to deliver the Creative Quarter proposals.		WDC / CDP / WCC	Draft Creative Quarter Masterplan includes proposals for open space (see 2.1 above) and public realm improvements.
4	EXPLORE opportunities to close selected roads to allow more events to take place here.			
4.1	Warwick District Council to explore whether, and how, more events could take place in Leamington Town Centre, consulting with key stakeholders in the town centre where		WDC	Ongoing WDC has committed (September 2018) to engage consultants to advise on the economic impact of

C Theme: Places and spaces to meet					
Action			Timescale	Delivered by:-	
		applicable.			events. This will inform decisions about how best to support more events.
	4.2	Maintain dialogue to ensure that street closures are managed effectively to minimise disruption and maximise effectiveness.	Ongoing	WDC/WCC	Ongoing

D	Theme: Revealing Leamington’s Waterways				
	Action		Timescale	Delivered by:-	
1	SUPPORT development/enhancement opportunities where these can improve the setting of the river and people’s ability to view it				
	1.1	Consider regeneration opportunities for key riverside buildings as part of master plan work for Creative Quarter to include opportunities for public access		WDC / CDP / WCC	Regeneration opportunities at Spencer Yard & Former Post Office building considered as part of Draft Creative Quarter Masterplan.
2	ENSURE that the river banks are well maintained.				
	2.1	Ensure that maintenance regimes for open spaces recognise the landscape and biodiversity value of the river corridor	Ongoing	WDC	Ongoing
3	SUPPORT regeneration along the canal corridor.				
	3.1	Designate conservation area along the canal in the town centre as part of wider canal conservation area within Warwick District		WDC	Canal conservation area designated January 2019. This district-wide designation covers all areas of the canal in Leamington.
5	IMPROVE safe and attractive public access along both the river and canal including considering feasibility of providing a new pedestrian footbridge across the river.				
	5.1	Ensure that promoting safe public access along the canal is a central theme within the Canalside DPD working in conjunction with the Canals & Rivers Trust.		WDC / WCC	A consultation draft of the Canalside DPD is scheduled for July – September 2019.
	5.2	Explore opportunities to use s106 and CIL contributions in		WDC	No specific proposals are currently included within the CIL Regulation 123 list for towpath

D	Theme: Revealing Leamington's Waterways				
	Action		Timescale	Delivered by:-	
		the future to fund towpath improvements			improvements. WDC has, however, included an allocation of £70k for wayfinding in Leamington town centre within its Regulation 123 list. This scheme is scheduled to be implemented in 2018/19.


E Theme: A hub for creativity					
Action			Timescale	Delivered by:-	
1	DEVELOP plans for a “Creative Quarter” in Old Town as a vibrant area with a range of new uses to include new space for digital and creative industries to grow and to consider opportunities for establishing initiatives such as a digital hub and a “makerspace” within this.				
	1.1	Secure a regeneration partner to work with Warwick District Council to help develop ideas and identify specific projects for a Creative Quarter		WDC	WDC procured Complex Development Projects Ltd. (CDP) as its regeneration partner in November 2017. A 10 year Collaboration Agreement has been agreed.
	1.2	Engage with local creative companies, other local stakeholders and the wider public to develop proposals		WDC / CDP	CDP undertook extensive engagement with creative businesses as it put together its Draft Masterplan (Jan – Oct 2018). There was further engagement during the public consultation on the Draft Masterplan (Dec 2018 –Jan 2019).
	1.3	Develop master plan to consider priority projects for investment		WDC / CDP / WCC	Creative Quarter Draft Masterplan approved for public consultation (November 18). This includes options from which priority projects for investment can be selected.
2	IDENTIFY and BRING FORWARD specific proposals for the area around Spencer Yard and beyond				
	2.1	Develop specific proposals including new use for the former URC Church on Spencer Street as part of wider master plan work.		WDC / CDP / WCC	Creative Quarter Draft Masterplan includes proposals for URC as part of scheme for Spencer Yard.

E Theme: A hub for creativity				
Action		Timescale	Delivered by:-	
3	PROMOTE the town's place as a "creative cluster" and as a centre for creative industries within the West Midlands and beyond.			
3.1	Maintain the current creative incubation space provided at the Court Street Arches and 26HT and investigate the viability of further such spaces both as a part of and outside to the Creative Quarter project.	Ongoing	WDC / WCC	Space for small creative businesses continues to be managed successfully by WDC Enterprise Team. Occupancy levels in all the incubator spaces remains high. WDC has recently opened a new co-working space in "Arch 4" in the court Street Creative Arches (Jan 2019).
3.2	Support the introduction of a 'cluster manager' through LEP/Ukie and facilitate delivery of the Blueprint for Growth where possible.		WDC / WCC	Cluster manager now in place for 12 months and collaborative work ongoing to support delivery for Blueprint for Growth.
3.3	Create a robust marketing strategy for Silicon Spa and/or Tech Central as promotional brands.	Now	WDC / WCC	University of Warwick MBA student engaged to carry out research to validate previously held assumptions. CWLEP have also commissioned research into the region's brand and USP. Work is ongoing to take that insight and put it into action.
3.4	Develop and deliver a series of informal and formal events that bring creative individuals and companies together to support the wider development of a creative hub	Now	WDC / WCC	Implemented. Based on feedback from the creative individuals and companies, these events now tend to be less frequent but bigger and more significant when they do happen.

F Theme: Enhancing Old Town				
Action		Timescale	Delivered by:-	
1	DEVELOP new employment opportunities to support creative and digital industries; a “Creative Quarter” in Old Town.			
1.1	Work with Complex Development Projects (Creative Quarter regeneration partner) to identify and deliver proposals for a Creative Quarter in Leamington		WDC / CDP	Creative Quarter Draft Masterplan approved for public consultation (November 18).
2	REGENERATE other key areas within Old Town			
2.1	Bring forward proposals on the Court Street car park and on the former Stoneleigh Arms PH, recognising the need to protect car parking for local businesses and the public.		WDC / WCC	Draft Creative Quarter Masterplan (Nov 18) includes proposals for Court Street and Stoneleigh Arms PH.
2.2	Liaise with the owner of the Stoneleigh Arms Public House to ensure this is regenerated as part of any development on the Court Street car park (3.1 above).		WDC / WCC	See 2.1 above.
3	IDENTIFY and prioritise regeneration opportunities along the canal corridor for employment, housing, tourism and cultural uses.			
3.1	Commence work on a plan for the canal and its surroundings (a “Canalside Development Plan Document” (DPD)) to identify areas to be protected and to be regenerated along the canal corridor.		WDC / WCC	A consultation draft of the Canalside DPD is scheduled for July – September 2019.
3.2	Consultation on (a) issues and options for DPD and (b) the draft DPD		WDC	A consultation draft of the Canalside DPD is scheduled for July – September 2019.

F Theme: Enhancing Old Town					
Action			Timescale	Delivered by:-	
4	REGENERATE and ENHANCE the area around the railway station through new development and environmental enhancements in and around the station (including that currently underway at Station Approach).				
4.1	Enhance underpass through project to re-paint, refurbish and improve lighting.			Chiltern Railways, Network Rail, WDC and others	A project to enhance the underpass to the station (titled the “Leamington Gateway” has been promoted by a number of local stakeholders. LTC and WDC provided funding for a feasibility study in the summer of 2018. There was an (unsuccessful) bid for LEP funding to improve to the station forecourt area including the underpass (Sept 2018).
4.2	Investigate opportunities to improve the forecourt area at the station to improve its appearance and help it better meet the needs of those arriving at the station by various modes of transport (particularly on foot, cycle, by bus or taxi).		Ongoing	Chiltern Railways / WCC	See 4.1 above.

VERSION 2: Philip Clarke – 19/2/19

 Overview & Scrutiny committee 2nd April 2019		Agenda Item No. Item 8
Title	Children's Safeguarding: Improvement Action Plan Update	
For further information about this report please contact	Lisa.barker@warwickdc.gov.uk 01926-456403	
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	4 th April 2018 Overview & Scrutiny Committee (O&S), minute number 98 O&S 4/4/18	
Background Papers	Member Children's Champions Action Plan updates in O&S reports: 7/3/17 O&S 7/3/17 , 1/6/16 O&S 1/6/16 and 8/4/15 O&S 8/4/15	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Andrew Jones
Head of Service		Lisa Barker
CMT		Andrew Jones
Section 151 Officer		Not applicable
Monitoring Officer		Andrew Jones
Finance		Not Applicable
Portfolio Holder(s)		
Consultation & Community Engagement		
Not applicable.		
Final Decision?		This report is for information only

1. **Summary**

- 1.1 This report presents the annual progress in respect of the Children's Safeguarding Improvement Action Plan and informs the Committee of progress as detailed in Appendix 1 of this report.

2. **Recommendation**

- 2.1 That the Overview and Scrutiny Committee note the updated Improvement Action Plan.
- 2.2 That Members approve that a new action plan is drafted which takes account of both children's and adult's safeguarding, and which is both monitored and refreshed annually.
- 2.3 That the Overview and Scrutiny Committee decide if they want to recommend to the new Champions (appointed by Executive) if there is further work for them to consider.

3. **Reasons for the Recommendation**

- 3.1 The council has a duty under section 11 of the Children Act 2004 that places a statutory duty to safeguard and promote the welfare of children.
- 3.2 An improvement action plan was adopted in 2015 and progress against it is monitored on an annual basis.
- 3.3 All actions are now either completed or embedded into operational practice. As such, the plan is now delivered. The suggestion is to construct a new plan. Furthermore, because the Council also has responsibilities in respect of safeguarding adults, it is proposed that an action plan to address the requirements of both areas is established and monitored. The proposal is that on an annual basis, completed actions fall off the action plan with new actions that have arisen over the course of the year being added.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the vision for the district of making it a great place to live, work and visit. To that end, amongst other things, the FFF Strategy contains several key projects.

The FFF Strategy has 3 strands – people, services and money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u>	<u>Intended outcomes:</u>	<u>Intended outcomes:</u>

Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
Ensuring that children are safeguarded contributes to better health	Nil	Nil
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Nil	The Improvement Action Plan has enabled focus to be made on our processes in relation to children's safeguarding.	Nil

4.2 Supporting Strategies

The Council adopted the current Housing and Homelessness Strategy in April 2017. This includes objectives around supporting people to sustain, manage and maintain their housing

4.3 Changes to Existing Policies

There are no changes proposed for existing policies.

4.4 Impact Assessments

No impacts arise as a consequence of this update report.

5. Budgetary Framework

5.1 This report has no financial or budgetary implications for this council.

6. **Risks**

- 6.1 If we failed to deliver safeguarding, children and vulnerable adults would be at risk of harm.

7. **Alternative Option(s) considered**

- 7.1 No other options have been considered as this report is for information and to look retrospectively at the Children's Safeguarding: Improvement Action Plan update.

8. **Background**

- 8.1 It was agreed that the Children's Safeguarding Improvement Action Plan Update report be brought to Scrutiny committee each year with an update.
- 8.2 To support this work, two Councillors have been nominated in the role of Children's Champions.

Appendix 1


Children's Safeguarding: Improvement Action Plan Update

Action Required	Officer(s) Responsible	2015 Position	2019 Position	Comments
1. Report to Executive to recommend formal designation of and role for, Member Children's Champions.	Lisa Barker	Complete. Formal role agreed by 3/9/14 Executive. Councillors Falp and Gallagher appointed until May 2015.	New Member Champions have been appointed - Councillors Stef Parkins and Cllr Thompson	Complete
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 outside of WDC -dissemination of	Lisa Barker	Complete. New information added on Child Sexual Exploitation. Further review scheduled for April 2015. Updated June 2015. Updated September 2015.	The pages will be reviewed again this year as part of our reviews. Service areas will be contacted to prompt a check that content is up to date. Service areas can proactively update outdated content outside of wider content reviews.	Complete

Action Required	Officer(s) Responsible	2015 Position	2019 Position	Comments
information from WSCB				
3. Review roles with service areas to determine the requirement for DBS checks	Lisa Barker	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. HR Business Partners are supporting managers to understand which roles need DBS	On-going action taken by Work force steering group (WFSG) to understand which roles need DBS
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. 2017/18: CSE Training organised via Barnardos 163 staff and 9 Cllrs attended to-date. Further sessions being planned for both groups. 17 Cllrs also attended Safeguarding session by Bill Hunt.	Safeguarding training sessions in 2018/19 – attended by 203 staff Further sessions being booked for 2019/20 for both staff and elected members. E-learning – now available via WiLMA (the Warwickshire County Council e-learning website)	Booked sessions in 2019 - Ongoing
5. Review staff induction	Karen	Underway:	All staff to be booked on	

Action Required	Officer(s) Responsible	2015 Position	2019 Position	Comments
process	Weatherburn, in liaison with Lisa Barker	Investigate WSCB training to see if suitable module	one of the face to face training sessions	
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 Meta- compliance tool at present	To be looked at with the Safeguarding Policy when launched	WSG action
7. Complete review of Records Management Policy	Graham Leach, in liaison with CMT	Not yet started	Ongoing	Work has commenced as part of GDPRS project.
8. 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 Discuss with WSCB Training Officer whether there is any need to introduce bespoke policies relating to the supervision of staff	Safeguarding Group	Underway: All District and Borough Councils reviewing and standardising their policies. Link with existing review of E & D legislations and compliance for WDC. E&D Policy updated 2016. Delayed by reorganisation of WSCB	On-going – working with new Workgroup to look at policy/need for policy	

Action Required	Officer(s) Responsible	2015 Position	2019 Position	Comments
who work directly with children.		sub-committees		

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 9
Title	HEART Service Progress Report	
For further information about this report please contact	Lisa Barker Head of Housing Services Email: lisa.barker@warwickdc.gov.uk Mark Lingard Private Sector Housing Manager Email: mark.lingard@warwickdc.gov.uk	
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	6 th February 2018 – Overview and Scrutiny Report, minute 75	
Background Papers	None	

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 Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	10/03/19	Bill Hunt
Head of Service	08/03/19	Lisa Barker
CMT	13/03/19	Chris Elliott
Section 151 Officer	14/03/19	Mike Snow
Monitoring Officer	11/03/19	Andrew Jones
Portfolio Holder(s)	18/03/19	Councillor Peter Phillips
Consultation & Community Engagement		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 This report informs the Overview and Scrutiny Committee of current operational and financial performance with the countywide Home Environment Assessment and Response Team (HEART) shared service.

2. Recommendations

- 2.1 That Overview and Scrutiny Committee notes the performance of HEART as set out in Appendix 1

3. Reasons for the Recommendations

- 3.1 The HEART service began operating across the whole of Warwickshire on 1st April 2017. Appendix 1 to this report provides an update for members on the progress and performance up to the end of quarter 3 in 2018/19.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several key projects. The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all. Housing needs for all met. Impressive cultural and sports activities. Cohesive and active communities.	<u>Intended outcomes:</u> Area has well looked after public spaces. All communities have access to decent open space. Improved air quality. Low levels of crime and ASB.	<u>Intended outcomes:</u> Dynamic and diverse local economy. Vibrant town centres. Improved performance/productivity of local economy. Increased employment and income levels.
Impacts of Proposal		
The HEART service enables people with physical disabilities to meet their housing needs and remain in	None.	None.

their own homes for longer.		
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained. All staff have the appropriate tools. All staff are engaged, empowered and supported. The right people are in the right job with the right skills and right behaviours.	<u>Intended outcomes:</u> Focusing on our customers' needs. Continuously improve our processes. Increase the digital provision of services.	<u>Intended outcomes:</u> Better return/use of our assets. Full cost accounting. Continued cost management. Maximise income earning opportunities. Seek best value for money.
Impacts of Proposal		
None.	None.	None.

4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The Council adopted the current Housing and Homelessness Strategy in April 2017. This includes an objective of supporting people to sustain, manage and maintain their housing and an action of implementing, monitoring and evaluating the new HEART service.

4.3 **Changes to Existing Policies**

Not applicable – this is a progress report on a shared service.

4.4 **Impact Assessments**

An impact assessment has not been completed because this is a progress report on a shared service.

5. **Budgetary Framework**

- 5.1 The HEART project has now been set up as a countywide shared service and has its own revenue budgets. The capital funding previously provided to Warwick District Council from central government to provide Disabled Facilities Grants (DFG) is passed directly across to the HEART service for the same purpose.
- 5.2 Whilst HEART undertakes the assessment for adaptations in all tenures, DFG funds private sector adaptations with the Housing Revenue Account covering the costs of adaptations for council tenants.
- 5.3 The DFG allocations from Government have increased by 112% since 2015/16. There is a planned 8% increase in 2019/20 bringing the total

Government DFG allocation up to £505 million. The increase in DFG allocations gives the service the potential to earn additional fee income, to help with any increase in costs.

5.4 In Warwick District, the Government DFG allocation has increased as follows:

YEAR	Total National Allocation	WDC Allocation	Percent Increase on previous year
2015/16	£220m	£373,000	
2016/17	£394m	£684,000	83%
2017/18	£431m	£750,000	9.6%
2018/19	£468m	£816,000	8.8%
2019/20 (planned)	£505m	£880,000 (predicted)	7.9%

5.5 In 2017/18, the Government also released some additional funding for DFG's. WDC took up and spent this additional allocation of £79,000. In December 2018 the Government offered additional funding of £98,296 for the remainder of 2018/19 and again we have managed to spend this additional allocation.

5.6 Due to the organisational changes, vacancies and sickness experienced during 2017/18 the service managed to allocate £339k of the capital budget. This amounted to 45% of the budget. The uncommitted funding was carried over to the 2018/19 financial year. It is being used to proactively fund level access showers, external wall insulation and first time central heating systems through the Housing Financial Assistance Policy.

5.7 At the end of Quarter 3 for 2018/19 the capital position in WDC stood at:

Budget: £816k

Committed: £475k

Profiled rate of commitment: 78%

5.8 This is a substantial improvement on the previous financial year. It is currently predicted that there will be an under committed amount of £181,000 at the end of the year, which can be used to support work under the Housing Financial Assistance Policy.

5.9 Current approvals show a continuing uptake of the assistance available under the Housing Financial Assistance Policy.

Assistance Type (Approval	Percent of	Number of
---------------------------	------------	-----------

Amounts)		approved grant value.	approvals.
DFG	£423,357	89%	38
WaSH (warm and safer homes)	£35,190	7%	8
Home Safety	£11,326	2%	46
Hospital Discharge	£5,841	1%	1

- 5.10 Overall there have been 93 grants awarded at the end of quarter 3, this financial year. The number of Home Safety Grants (max £500) have significant increased this financial year, but due to its maximum value it has little impact on the overall budget.
- 5.11 The Housing Financial Assistance Policy included provision for a Hospital Discharge Grant to help with discharge or reducing care costs where the home environment was contributing to bed blocking or increased care costs. There has been limited take up of this grant so far. However, it has been agreed with the Director of Public Health (WCC) that Housing would work jointly with Social Care and NHS to promote HEART in George Eliot and Warwick Hospitals. Two temporary posts have been funded by WCC for this purpose, with the intention of understanding housing blockages in relation to discharge from hospital and to increase uptake of the Hospital Discharge Grant. It should be noted that housing reasons form only a very small percentage of the overall numbers of delayed hospital discharges.

6. Risks

- 6.1 Not applicable – this is a progress report on a shared service.

7. Alternative Option(s) considered

- 7.1 Not applicable – this is a progress report on a shared service.

8. Background

- 8.1 On 28th September 2016 Executive resolved that Warwick District Council should participate in the countywide Home Environment Assessment and Response Team (HEART) shared service for the future delivery of its home adaptation responsibilities for a period of five years from 1st April 2017.
- 8.2 This followed a previous pilot project, the Housing Assessment Team or HAT, which had been running across the south of the county since 2014.
- 8.3 Nuneaton and Bedworth Borough Council (NBBC) hosts the HEART service and provides all of the infrastructure and administrative support. Operational management is provided by an officer from NBBC seconded to the post of Head of Home Environment Services. The “on-the-ground” service for the south of the county (WDC & SDC) is delivered locally from Warwick District Council’s office at Riverside House.

- 8.4 Strategic management is provided by a Management Board consisting of the Heads of Housing (or equivalent) from each of the five district and borough councils and senior managers from relevant services within Warwickshire County Council.
- 8.5 The first year of the HEART countywide service (2017/18) was very challenging with performance deteriorating during the year. This was due to the considerable change involved in developing the service, staff sickness and several vacancies that effectively prevented the service from operating at the levels it is capable of.
- 8.6 However, significant progress has been made over the first three quarters of the current financial year with performance improving every quarter:
- Enquiries have increased over the previous financial year, being approximately 30% higher to date.
 - The number of people waiting for a visit has fallen from 231 to 93. This represents good progress when demand is rising.
 - There has been an increase in the number of people visited compared to the same quarter last year, up from 98 to 123 (a 24% increase).
 - The end-to-end time measures from enquiry to works completed for DFG's has shown a gradual improvement over the year after initially rising to 189 days for the south of the county at the end the previous financial year. It takes 6 months for improvements to work through, so given the lower numbers currently on the waiting list, it is expected that the end to end time will continue to improve if other variables remain constant.
 - The approval rate has been significantly higher than in the previous financial year. An additional staff member has been employed by the service within the South, which will assist with the processing of more grants. There are two vacancies that are currently being recruited to. One of these vacancies is the WDC employee contribution to the HEART service and the new member of staff will be in post on 1 April 2019.
 - In general the stage times in the South (WDC & SDC) are improving and at the end of quarter 3 are better than the North (NBBC, NWBC & RBC).
- 8.7 Part of the delivery performance relies on contractors to provide quotes and deliver the works. To help improve this HEART is procuring contractors to allow better allocation of work and monitoring of performance. Two contracts, architects and stairlifts went live at the end of January 2019. Procurement for level access showers is due to closed in January and will be awarded shortly. This is the first time that major procurement exercises have been undertaken to deliver private sector adaptations throughout the county.

- 8.8 The HEART Management Board will be closely monitoring that the improving trend in performance continues.
- 8.9 To help try and identify where further improvements to the service can be made The Partnership Agreement included a 2-year review of the HEART service.
- 8.10 This independent review is due to begin in April 2019 and will consider the following 5 lines of enquiry:
- Leadership and governance and that operational management is effective.
To include partnership arrangements, governance, the board and reporting.
 - Data is recorded and counted accurately.
To include operational data, trends, understanding system and highlighting pressure points.
 - Processes are optimised.
To include the flow through the system and testing process when under pressure and working with partners.
 - Demand is actively managed.
To include performance against priority outcomes, benchmark comparisons, capacity and productivity.
 - Service offer and capacity is appropriate.
To include expenditure and how we compare nationally, capacity in the system and cost benefit analysis of services as well as consistency across the teams.
- 8.11 In addition the Management Board are reviewing how the staffing arrangements are impacting on the service. Staff members are seconded from partner authorities, with WDC providing one seconded employee. New posts are now employed by HEART via NBBC. This creates challenges and partners are discussing the best way to resolve the legacy inconsistencies that have arisen from staff being seconded from different partners.
- 8.12 The Management Board meets quarterly and receives reports enabling it to monitor operational and financial performance as well as issues around the strategic direction of the service. Appendix 1 is the most recent performance report received by the board for quarter 3.
- 8.13 While members will find this useful, attention is drawn in particular to the following sections of the Performance Report in Appendix 1:
- Section 3 shows demand for the services with some accompanying commentary.

- Sections 5a gives the number of major adaptations funded by (DFG) the number approved, completed and closed for the quarter.
- Section 7b shows the average cost for each type of major adaptation.
- Sections 8 and 9 show end-to-end times for the quarter and the trend over time.
- Section 10 shows the average time taken to carry out key stages of the process.
- Sections 14 to 16 cover customer satisfaction with the service and with contractors, including compliments and complaints;
- Section 17 is the Head of Service report for the quarter.

8.14 The HEART Head of Service, Paul Coopey, will attend the meeting to assist with answering any questions that members may have on the progress.



Home Environment Assessment & Response Team

Performance Report

Quarter 3 2018/19
1st October – 31st December

A colour code is used to identify the North and South Teams within HEART service.
Colour Key

North
South

Please note – the statistics are based on a data extract at a specific point in time and may be subject to change due to the normal updating of cases.

Benchmarks are based on 2016/17 except where stated.

Customer Outcomes – number of each outcome achieved through DFG funded major adaptations.

Care Act Outcomes	Outcomes applied to HEART	North Total number of cases closed within Qrt	South Total number of cases closed within Qrt	Quarterly Total	Quarterly Benchmark	Annual Benchmark
1. Managing and maintaining nutrition	Able to prepare drinks/food	0	1	1	3	12
2. Maintaining personal hygiene	Provision of facilities (modified/new) Maximise ability in activities of daily living Maintaining dignity and respect	137	142	279	234	936
3. Managing toilet needs	Able to use the toilet	71	77	148	133	352
4. Being appropriately clothed	Able to dress /undress	60	71	131	115	460
5. Being able to make use of the home safely	Able to use existing facilities within the property Able to access principal rooms within the property	264	199	463	285	1140
6. Maintaining a habitable home environment	Improved condition of the property Provide comfort security & safety	57	50	107	2	8
7. Developing and maintaining family or other personal	To reduce isolation, maximise ability. To maximise participation in family roles and work and social activities.	7	9	16	25	100

relationships						
8. Accessing and engaging in work, training, education or volunteering	Facilitate working from home	0	0	0	0	0
9. Making use of necessary facilities or services in the local community, including public transport, and recreational facilities or services	Able to go in/out of property to access home, garden, community	7	9	16	25	100
10. Carrying out any caring responsibilities , the adult has for a child.	To minimise risk to person, carer or relative	105	119	224	182	728
Totals		708	677	1385	1004	4016

NB: The above outcomes relates to major adaptations only.

The number of outcomes for Q3 (1385) has increased compared with Q2 (1220) by 13%.

The annual benchmark was set based on Q4 of the previous year. The increased number of outcomes represents greater numbers of interventions being delivered by the service. The final year outcomes is likely to be higher by approximately 16% than the benchmark.

Increased delivery of home safety grants have contributed to the increased number of outcomes with the number of residents being able to use their homes safely by approximately 62% on the benchmark figure.

Home safety grants are preventative in nature with the intention to reduce accidents and higher-level needs arising.

2 Customer Goals

	Goal Set (all enquiries)	Percentage achieved	Percentage Exceeded (by providing a greater range of solutions)
North	456	234 (51%)	63 (14%)
South	244	156 (57%)	12 (5%)
Quarterly Total	700	390 (56%)	75 (10%)
Quarterly Benchmark	326	46%	7%
Annual Benchmark	1305		

The number of goals set is based on the number of enquiries received and therefore as demand has increased the quarterly total is much higher than the benchmark figure.

The percentage of cases where the customer goal was achieved has increased both on the benchmark figure (10%) and the previous quarter (3%).

3 Demand

	North	Average Per Month	Average Per Working Day	South	Average Per Month	Average Per Working Day	TOTAL within / at end of quarter	Qrt Bench mark	Annual Bench mark
Total number of enquiries in period	456	152	7	220	73	3	676	408	1632
Total number of Telephone Assessments in period	467	15	7	223	74	3	690	402	1611
Total enquiries on Intake list with no telephone assessment at period end	1	N/A	N/A	2	N/A	N/A	3	N/A	N/A
Total number on list waiting for face to face visit at period end	278	N/A	N/A	94	N/A	N/A	372	N/A	N/A
Total number that had face to face visit at period end	203	N/A	N/A	125	N/A	N/A	328	314	1259
Total number closed within period	456	152	7	244	81	3	700	429	1717
Number of cases closed within period that had received a visit	218	N/A	N/A	151	N/A	N/A	369	N/A	1375

There is a fall in enquiries compared to Q2 of this year, which reflects that same pattern of lower enquiries in the 3rd quarter of the previous financial year. However, this year Q3 figures are much higher than the previous year Q3 figures being 676 compared to 371. This is 82% higher.

The number of customers awaiting a visit has been maintained in the South although there is a slightly higher number than at Q2 (9 extra). There has been a slight improvement in the North, action to address the North waiting list will commence in Q4. If there is a worsening figure in the South then this can also be potentially dealt with through the systems set up for the North improvement project.

Staff vacancies have contributed to a lower number of visits by the service in the North. Lower numbers of visits within the South, when compared to Q2 are due to the improvement programme being completed and therefore less staff to carry out visits. Whilst additional Housing Assessment Officers commenced employment in October, they have not contributed to the number of visits greatly due to their structured training taking place.

All figures show an improvement on the quarterly benchmark figure some of these are very large, for example, the number of cases closed in the Q3 is 63% higher than the benchmark.

4 HEART service Interventions

	Interventions	North	South	Quarterly Total
Finance Support	Charity support	0	0	0
	Direct payment – social care	0	0	0
	Maximising income - Benefits	54	6	60
	DFG Means Test	34	29	63
Energy Efficiency	Energy Efficiency Advice	0	0	0
	Energy efficiency referral	15	1	16
Falls and Safety	Falls prevention assessment	0	0	0
0	Falls prevention works carried out	0	0	0
	Home safety survey	5	0	5
	Home Safety works carried out	22	5	27
Housing Hazards (statutory)	Full Housing Hazards Assessment	1	0	1
	Housing Hazards Identified	8	2	10
	Housing hazards removed – grants / loans	17	4	21
	Social housing repairs	0	1	1
	Social Housing Fast Track	8	0	8
Advice	Information & Advice – Health promotion / prevention	0	0	0

	Information & Advice – Housing related	3	1	4
	Information & Advice – general	0	0	0
	Nutrition	1	0	1
	Hydration	0	0	0
	Safety	3	1	4
Activities of Daily Living	Major Adaptations Assessments – Private Sector Housing (DFG Visit forms produced)	86	51	137
	Major Adaptations Referral – Council Housing	NWBC 15 NBBC 28 RBC 13	WDC 50	106
	Major Adaptations advice	0	0	0
	Minor Adaptations – ICESS	101	67	168
	Minor Adaptations – other	0	0	0
Alternative Accommodation Support	Rehousing support	0	0	0
	Suitability of property assessment	0	0	0
Referrals	Referral to Social care	0	0	0
	Referral to Health	4	1	5
	Referral to Housing – Private Sector	0	0	0
	Referral to Housing - Allocations	0	3	3
	Referral to CAB/Age UK	0	0	0
	Referral to Personalisation	1	1	2
	Refer to Handy Person	22	5	27
	Refer to other services	2	0	2
TOTAL		443	228	671

The system to record service interventions has improved on previous years. In addition to the Care Act Outcomes, the service has assisted with 671 interventions within the quarter. This is lower than Q2 and likely due to the improvement project in the south being completed within the previous quarter. The interventions are approximately 200 lower in the South due to this. The North has remained similar over the past 2 quarters.

The recording of interventions will improve as the process becomes more consistent.

21 Category 1 housing hazards were removed within the Quarter contributing to safer homes and lower risks of accidents or ill health.

5a Major Adaptations funded by a Disabled Facilities Grant (DFG)

	Total number of DFG's approved within quarter	Total number of DFG Major Adaptations where the works were completed within quarter	Total number of DFG Major Adaptations – cases completely closed within the quarter
North	32	28	32
South	46	42	48
Quarterly Total	78	70	80
Quarterly Benchmark	72	70	66
Annual Benchmark	291	282	265

The number of major adaptations approved within the quarter is higher than the benchmark figure. The total number approved within the year to the end of the 3rd quarter is 242 which suggests the yearly benchmark will be exceeded. The number approved in the north remains comparatively low due to staff vacancies within the quarter.

5b Other Grant funded work Approved within Quarter

	Discretionary Disabled Facilities Loans	Warm and Safer Homes Grants	Hospital Discharge Grants	Home Safety Grants
North	0	14	0	137
South	0	4	1	37
Quarterly Total	0	18	1	174

Warm and Safer Homes Grants have increased on Q2 in both the North and South regions although only slightly. Home safety grants have increased significantly in both service areas compared to the previous quarter i.e. by 120% and 68% respectively. The service provided one hospital discharge grant during the last quarter for heating related works.

6 Referrals for Council House Major Adaptations

	Total number of Major Adaptation Referrals for Council Housing referred within quarter	Number of Council Properties	Percentage of total properties receiving referral
North			
NWBC	15	2691	0.55%
NBBC	28	5780	0.48%
RBC	13	3798	0.34%
South			
WDC	50	5985	0.83%
SDC	N/A	N/A	N/A
Quarterly Total	106	18254	0.58%

The number of referrals for Council Housing adaptations is remaining relatively constant within North authorities of between 0.3 to 0.5%. The referrals are higher within WDC although half the rate reported in Q2 (1.63%).

7a Average Cost of a Private Sector Major Adaptation Grants for Quarter

Authority	Average Cost
NWBC	£5,834.23 (8 cases)
NBBC	£9,229 (19 cases)
RBC	£7,209 (2 cases)
WDC	£9,101 (12 cases)
SDC	£6,730 (31 cases)
Warwickshire	£7698 (72 cases)
Warwickshire Benchmark	£7229

Although slightly higher than the Warwickshire benchmark from 2010, the average cost is similar to Q2. This potentially indicates a change in average costs. New contracts may also have an influence on this costs when they come in to effect during Q4.

7b 2018/19 Average Costs Year to Date for Each Type of Adaptation

Type	North	North Average Cost	South	South Average Cost
Stair Lift	25	£3,692	33	£3,509
Level Access Shower	75	£4,676	90	£5,232
Ground Floor Conversion	2	£15,083	7	£25,675
Ground Floor Extension	10	£35,819	4	£19,334
Steps/Half Steps	5	£983	1	£275
Through Floor Lift	3	£12,462	1	£28,507
Closomat	5	£4,470	4	£3,061
Ramp	10	£3,787	22	£3,181

Please note that the figures are for the year to date.

For the bulk of the works delivered i.e. stair lifts, level access showers and ramps, the cost of the works remains similar between the two areas. Variations exist in the lower volume work as would be expected due to its bespoke nature.

New contracts for showers and stairlifts will commence in Q4 and this may have an influence on average costs as the contracts include performance standards not previously factored in.

8 End to End Time and the 8 Key Stages

The End-to-End time for the DFG is the overall time from initial contact with the HEART service to completion of the adaptation works. It does not include the time taken to close the case.

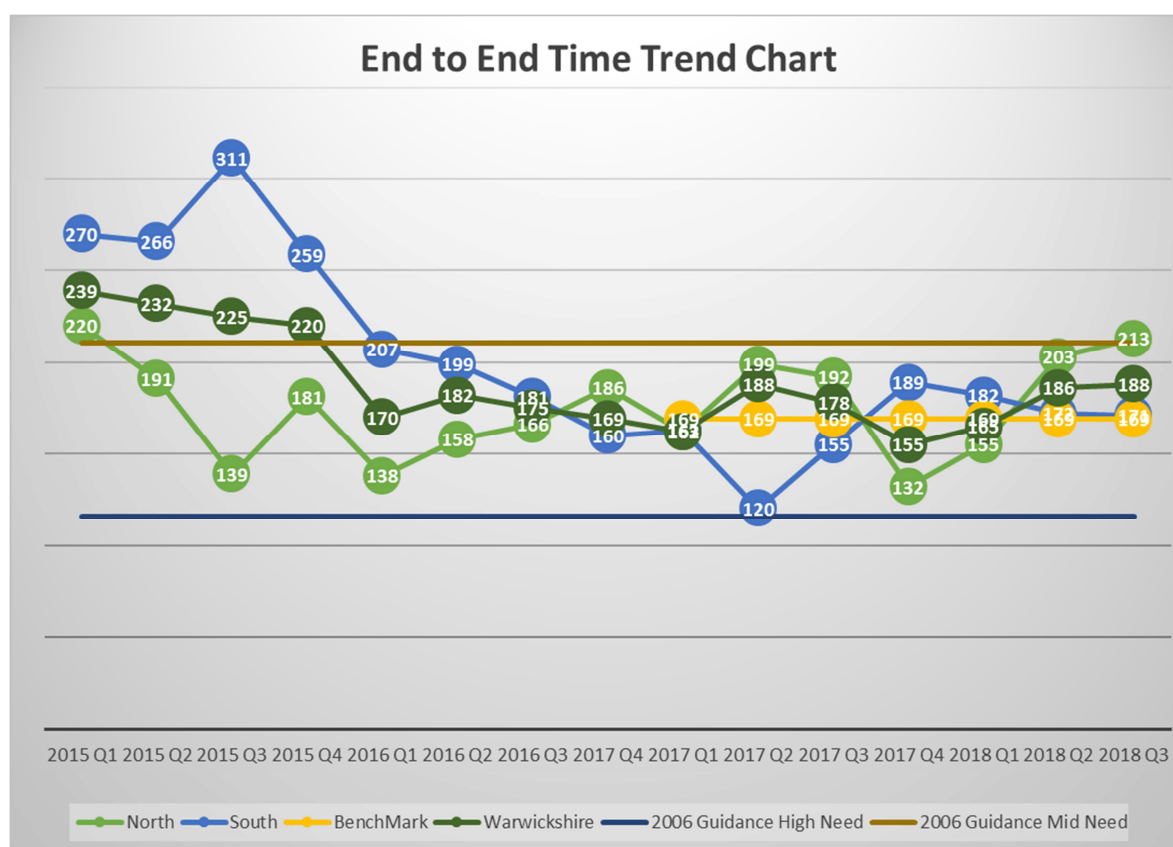
The data concerns Private DFG cases where works were completed within the quarter.

HEART Service DFG End to End times

North Average	South Average	Warwickshire Average	Warwickshire Benchmark
213 Calendar days	171 Calendar days	188 Calendar days	169 Calendar days

The end-to-end time for the South has continued to improve and has done so for the previous 4 Quarters. The North has increased which reflects the increased waiting list and staff vacancies. Work to reduce the waiting list will commence in Q4 and the end-to-end times should reduce as the cases progress. The increase in demand has helped cause delays in responding and increased end-to-end times.

9 DFG End-to-End Trend Chart



10 DFG Stage Times

There are 8 key stages in the HEART Service pathway. The following table reports the average stage time for the adaptations where works have been completed within the quarter.

DFGs closed in the quarter.

Stages	North Average Stage Duration	South Average Stage Duration	Countywide Average Stage Duration	Quarterly Benchmark
Enquiry to Telephone Assessment (all cases)	5 days	2 days	3.5 days	3.5 days
Telephone Assessment to Face to Face Assessment (all cases)	55 days	60 days	57.5 days	38.75 days
Face to Face Assessment to Contractor visit	51 days	29 days	40 days	38.5 days
Contractor visit to Quotation	14 days	12 days	13 days	11.5 days
Quotation to DFG Approval	22 days	17 days	19.5 days	21.75 days
DFG Approval to Start of Works	45 days	34 days	39.5 days	41.5 days
Start of Works to Completion of works	20 days	8 days	14 days	21.5 days
Completion of works to Case Closure	43 days	25 days	34 days	52.25 days

The stage times in the North have increased as expected given the longer end-to-end times and increased waiting list. They have decreased within the South area and are expected to continue to improve if demand remains stable.

Contracts coming in to force in the 4th Q will help to improve the some of the stage times in the future.

11 Time Frame for Each Type of Major Adaptation - North

Type	Number	Average Duration	Shortest Time	Longest Time	Comments
Stair lift	6	158	48	266	
Ramp	1	512	512	512	Recommendation made for electric wheelchair. Manufacture of this delayed works.
Level Access Shower	19	199	111	387	
Ground Floor Extension	1	409	409	409	

Ground Floor Conversion	0	0	0	0	
Steps/Half Step	0	0	0	0	
Through Floor Lift or Step Lift	0	0	0	0	
Other Adaptations	4	176	86	229	

NB. Where more than one adaptation was provided in one property the average duration for that adaptation type may include the associated works.

A star lift was delivered within 48 days which is an excellent time. A level access shower was delivered in 111 days.

The 512 days to deliver the ramp shows how some adaptations are influenced by other factors.

12 Time Frame for Each Type of Major Adaptation - South

Type	Number	Average Duration	Shortest Time	Longest Time	Comments
Stair lift	13	145	53	282	
Ramp	5	213	82	513	Delay in works commencing due to customer being admitted to hospital for major surgery.
Level Access Shower	32	150	53	371	
Ground Floor Extension	0	0	0	0	
Ground Floor Conversion	0	0	0	0	
Steps/Half Step	0	0	0	0	
Through Floor Lift or Step Lift	0	0	0	0	
Other Adaptations	2	237	199	275	

There were some excellent end-to-end times for stair lifts, ramps and the level access shower. Although these results will have been influenced by the South improvement project to deal with the backlog, it is beginning to show how quickly the service can deliver major adaptations.

13 Dropout Rate

The drop out is defined as when a case closes after a contractor has visited but before the works are completed.

Pre-HEART	North	South	Warwickshire Average	Quarterly Benchmark
35% Warwickshire Average	3 out of 32	1 out of 48	5%	3.75%
	9%	2%		

Of the 4 customers who did not proceed, one customer died, 2 decided to relocate and one withdrew due to the charged that was to be placed on the property (for grants between £5k and £15k).

14 Customer Survey

The survey is conducted on all types of customers and not just solely related to Disabled Facilities Grant. The target number of surveys to be completed per quarter is based on a percentage of the total number of enquiries within each area are with a target rate of 20%.

There are 6 key themes to the customer survey, which are:

- **Respect and Dignity**
- **Communication**
- **Responsiveness**
- **Reliability**
- **Contractors**
- **Overall experience**

Within each category, there are a number of questions customers are requested to rate from 1 to 6 with a score of 4 being a good service.

The table below shows the overall score for each key theme:

Score of 4 or above as a total percentage

KEY THEME	NORTH	SOUTH	HEART Service
Respect and Dignity	99%	97%	98%
Communication	99%	98%	87%
Responsiveness	98%	97%	97%
Reliability	99%	98%	98%
Contractors	100%	100%	100%
Overall Experience	98%	98%	98%

The actual number of surveys completed within each area are:

NWBC 15

NBBC 33

RBC 18

WDC 23

SDC 26

This exceeded the targets in all areas except NWBC.

Comments from customers include:

"The grab rails and half step are just perfect. Improved my confidence"

"I was anxious about having the work done and strangers in the house. But felt supported"

"I was listened to and kept informed"

"The contractors were excellent. The 2 young lads did such a good job. I can't fault them"

"L Daniels young lads were excellent and helped me so much"

"All of the work persons were considerate and polite and easy to talk to and ask questions. I would highly recommend all of them. Thank You"

15 Contractors Survey

The services major adaptations supply chain is effectively the contractors that deliver the adaptations. Ensuring high quality performance from the contractors is important to the overall delivery and customer satisfaction. From all the customers surveyed the following percentages were achieved during Quarter 1 from the customer surveys.

North

Themes	North % (good and above)	South % (good and above)	HEART Service Score of good or above as a total percentage
Polite and courteous	100%	100%	100%

Cleanliness	100%	100%	100%
Quality of work	100%	100%	100%
Timekeeping	100%	100%	100%
Choice of materials	100%	100%	100%

An excellent result from the contractor's survey. The comments received from the customers reflect this.

16 Complaints & Compliments

The service currently logs complaints and compliments with NBBC Customer Service Team.

2 complaints were reported and 7 customer compliments were received during the reporting period.

"The room itself is beautiful and everything and more we wanted and I would like to praise the workmanship, care and attention to detail Steve Browns workmen did, the same goes for all the service people he brought in to complete specialised jobs."

"I just wanted to say something I know you don't hear very often. THANK YOU from the bottom of my heart, my path is amazing , completely trip free And the sides filled with concrete have widened the whole width, so not only is it safe for me to walk but it is also wheelchair friendly. My drive is user friendly and the ambulance driver who rushed to my assistance last week was able to get on it too! I would like to say the guys from Sarrant where totally amazing what a job. You have made such a difference"

17 Head of Service Report

Quarter 3 has shown that the higher level of demand has now been consistent for a whole year; it started in Q4 of the previous financial year. Whilst plans were agreed to respond to the higher demand, i.e. with 3 additional Housing Assessment Officer posts, it takes time to recruit and train. The posts were occupied during October 2018 and commenced in-house and external training.

The extra demand, whilst welcome has presented a challenge with increased waiting lists. Staff vacancies have also contributed to being unable to match demand. The service employed locums, and is planning to deal with the North waiting list by contracting with an Occupational Therapy agency during Q4. If this is successful as a means of dealing with

fluctuating demand, then a longer-term relationship could be entered into to allow the service to manage peaks in demand and during periods of staff vacancies.

Reducing the waiting list in the South has contributed towards improving end-to-end times and this will be repeated within the North as the waiting list reduces.

Contracts have been procured for Architect Services, Level Access Showers and Stairlifts which will all be operational during Q4. The contracts have performance standards for returning quotes and starting and completing works. This will allow the service to better manage the delivery of works and therefore bring the whole process under better management control.

This year there has been a large increase in the delivery of Home Safety Grants with 174 approved to date. Many of these are being referred from other services (NHS / Social Care). Whilst this work is low cost in terms of the grants provided by HEART it is likely that delivery of these grants has a beneficial effect on the reduction of accidents.


The end-to-end time for Home Safety Grants is on average 46 days over the year to date. Approximately 50% are delivered in 1 calendar month (31 days). The 3rd quarter has significantly improved over the 1st quarter with average times of 28 days having improved from 54 days.

Of the cases completed / closed within the year (165) 74% were requests for key safes.

Approximately 2 thirds of the referrals 95 out of 165 come from NHS or Social Care teams which demonstrates the service is penetrating in to these organisations.

Author: Paul Coopey
Head of Home Environment Services

Date: 8 February 2019

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 10
Title	Role of the Chairman of the Council – Task & Finish Group	
For further information about this report please contact	Councillor Ashford Councillor Mrs Knight Councillor Margrave	
Wards of the District directly affected	None	
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	January 2019 Scrutiny Committee	
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 Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/3/19	Andrew Jones
Head of Service		
CMT	20/3/19	
Section 151 Officer	20/3/19	Mike Snow
Monitoring Officer	20/3/19	Andrew Jones
Finance	20/3/19	Andrew Rollins
Portfolio Holder(s)		Andrew Mobbs

Consultation & Community Engagement
<p>All 46 Councillors were provided the opportunity to respond to a questionnaire on the role of the Chairman and the work they felt it should undertake. In addition, the past Chairmen who are current District Councillors and two further past Chairmen were sent an additional list of questions.</p> <p>The four other Borough/District Councils as well as Hinkley & Bosworth Borough Council were also consulted on the work and role of their respective Chairman on Mayor.</p> <p>Chairman's P&A and Democratic Services Manager.</p> <p>The Task & Finish Group have consulted on the report and its recommendations with the current Chairman and Vice Chairman to discuss their recommendations ahead of this report coming Committee.</p>

Final Decision?	No
Suggested next steps (if not final decision please set out below)	
If agreed the report would need to be considered by both the Executive and Council.	

1. **Summary**

- 1.1 The report brings forward recommendations on the role of the Chairman of the Council following a Task & Finish Group Review.

2. **Recommendation**

- 2.1 That the Overview & Scrutiny Committee supports the proposed revisions to Article 5 of the Constitution as set out at Appendix 3 to the report.
- 2.2 That the Overview & Scrutiny Committee accepts that the current budget for supporting the Chairman is appropriate but that in light of the underspend on their allowance over each of the last four years, this be reduced by £1500 per annum.
- 2.3 That the Overview & Scrutiny Committee recommends that in the event of relocation to a new HQ, a room is not dedicated solely for the chairman's use, but a suitable room be made available to the chairman for use when inviting guests or meeting with staff.
- 2.4 The Overview & Scrutiny Committee welcomes the updated guidance/protocol for leading on events as set out at Appendix 7 to report.
- 2.5 That the Overview & Scrutiny Committee notes that a review of the current civic gifts with the Chairman's office will be undertaken with a view as to how these can be made more publically accessible or if appropriate disposed of.
- 2.6 That the Overview & Scrutiny Committee recommends that the purpose and arrangements for the annual meeting be reviewed, including who is invited and the new Chairman reports on this to Council by no later than November 2019.
- 2.7 That a report is brought back to Scrutiny in July 2020, by officers in liaison with the Chairman of the Council and Chairman of the Overview & Scrutiny Committee, that reviews the impact of these recommendations, if they are agreed by Council.

3. **Reasons for the Recommendation**

- 3.1 The Task & Finish Group was formed in October 2017 to undertake the review as set out within the defined scope, attached at appendix 1 to the report. The Membership of the Group was established as Councillors Ashford, Mrs Knight and Margrave.
- 3.2 The work took longer than expected as it had to be paused due to resource issues within Democratic Services to support the work.
- 3.3 The Group undertook a significant amount of evidence gathering from Councillors, Past Chairmen and other District and Borough Council's, as summarised in appendices 4-6 to this report. The group was pleased that nearly half of all District Councillors had completed the survey but were disappointed that some of the new Councillors from 2015 had not taken this opportunity.

- 3.4 In considering the information received, the Group was mindful of the challenges faced by the Council including the Medium Term Financial Strategy, however, they were equally mindful of the Chairman being the first Citizen of the District and the important role they play as Civic Lead.
- 3.5 From the responses received to the consultations and reviewing the relevant legislation, the Group were aware that the Chairman is responsible for Chairing the Council meeting and while beyond this the role is non prescriptive, consistently they have received evidence that the Chairman should be there to promote, in particular, the work done by the Council.
- 3.6 Within the representations there was strong agreement that the Chairman played an important part in recognising the hard work that the Parish/Town Council's undertake within the District and that the Chairman attending each one and/or holding a meal for them with guest speakers, was well received and enabled constructive dialogue.
- 3.7 There were some questions from Councillors with regard to the meaning and reason behind the Chairman being the 'conscience of the Council', as set out in the Constitution. On reflection, following written discussion with the current Chairman and Vice-Chairman, it was considered appropriate to remove this requirement for the Chairman because their role is closely defined to enable them to be fair to all.
- 3.8 The consultations undertaken, and discussion within the Group, highlighted concerns about the prominence and respect shown to the Chairman when they attended events, some of which had been WDC events. The Group therefore welcomed the work by officers to update the protocol for the Chairman attending events and guidance for officers and outside organisations who invite the Chairman to events, on who should be invited to WDC events, as set out at Appendix 7 to the report.
- 3.9 The Group recognised that, at present, the Chairman of the Council had discretion to attend whichever events they want during their year of office, because Council had never provided direction for them. This caused concern for the Group because some events appeared to be attended out of tradition without consideration of the benefit for Warwick District, the promotion of the District or the relevance of the event to Warwick District. Examples of these include Mayor making at Town Councils outside Warwick District and attending fundraising events for Mayors outside Warwick District.
- 3.10 The Group were also mindful that the Chairman attended a number of fundraising events for other Civic Heads charities. The justification for which appeared to be that if they did not attend their events they would not attend mine. The Group had significant concerns that Warwick District tax payers were essentially giving money to civic heads charities, some of which were outside the District. The Group considered this to be an inappropriate use of Council Tax payers money.
- 3.11 The Group also considered fundraising by the Chairman of the District Council. While any fundraising event had to be self-funding i.e. the money raised would pay for the costs of the event, it was recognised that there was a proportion of staff and Council time put into this which was not recharged back to the event. The Group also considered this work in relation to the main role of the Chairman to promote Warwick District and to what extent a proportion of the attendees at these events were Civic dignitaries from other authorities. The Group felt that on

balance it is not appropriate for the Chairman to be fundraising for charities. They recognised that there would still be donations made to the Council for example the donation from the crematorium recycling, that a decision had to be made on. Therefore, it would be appropriate for the Chairman, to name a preferred charity should any donations be forthcoming during the year of office.

- 3.12 The Group also reflected on the title of 'Chairman' as defined within the Local Government Act 1972. Although this involved a minor proposal for amending the Constitution, they felt it was important that the Chairman, should be given the opportunity to be called Chairperson or Chairwoman (as alternatives to Chairman or Chair already defined in the Constitution) if they so wished and the Constitution should be amended to reflect that.
- 3.13 The Group also felt that explicit reference to the appointment of Chaplin should be made within the Constitution and this should be made at the discretion of the Chairman.
- 3.14 The Group considered the current allowance paid to the Chairman each year. In total the allowance was £17,700 of which £4,240 and £1,860 are paid direct to the Chairman and Vice-Chairman respectively, with the remainder being held by officers to pay for the Chairman to attend events or host (no fund raising) events. The amounts paid directly to the Chairman and Vice-Chairman are in recognition of the role they will undertake and to cover the cost of items such as new clothing, collections, raffle ticket purchase, etc. The overall allowance of £17,700 is made under Local Government Act 1972 where the Council may pay the chairman and vice chairman for the purpose of enabling him to meet the expenses of office.
- 3.15 The Group have not established if the past Chairmen and Vice-Chairmen of the Council have found the money paid direct to them to be sufficient, but they were aware that no Chairman has ever requested further funding from the balance during their year in office. The Group has established that, as reported to Council previously, there is always a residual amount left over from the remainder of the allowance managed by officers. This has varied in level but the lowest was £1500. Having considered this, it would be a reasonable proposal to look to reduce the budget with a further review in 12 months to look at the impact of the wider recommendations if they are approved.
- 3.16 The Group noted the importance of the Chairman having a space available to meet with guests if required and also noted the minimal use the current Chairman's office has. It was recognised that this was partly because the majority of Council Officers are not based at the Town Hall and therefore the primary use of the office has become a room for the Chairman to prepare in prior to Council. The Group were mindful of the current proposals to relocate the Council's HQ and meetings to a new building. They noted that meeting space will be at a premium in the new HQ and that no officer will have a dedicated office. To have a dedicated room within the HQ for the Chairman to use for a maximum of two hours per week (when meeting with their PA), parading from and to Council eight times a year and meeting with guests for, on average, four times a year for an afternoon, was not appropriate. They also recognised the need for the Chairman to have a space to undertake these functions and that the new HQ, if approved, would have significantly improved meetings spaces which they could use.

3.17 The Group noted that over the last 45 years the Chairman of the Council has received many gifts or awards on behalf of the Council. A proportion of these were located within the Chairman's office and they welcomed that this would be reviewed by officers with the Chairman with a view to making these more visible to the public.

3.18 The final area the Group looked at was the Annual Council meeting. At present 364 people are invited, through 'plus one' invites, which includes all District Councillors. Those invited can be summarised as follows:

Other District & Borough Council's from Warwickshire Civic heads
Town Mayors from within Warwick District
Parish Chairmen of Warwick District
Town Mayors for outside Warwick District
Other civic dignitaries from Warwickshire (e.g. WCC Chairman and High Sheriff)
Head Teachers from schools in Warwick District
Chief Officers of the District Council
Local Organisations (WI, CAB etc)
Some local businesses
Officers from local government organisations (Army at Kineton, Warwick Hospital, Warwickshire Police etc)
Personal invites from the Chairman.

Despite the significant number invited, only 57 non WDC Councillors (or their partners) attended the event in 2018 with a slightly greater number in 2017 and 2016.

The Group were also aware that Annual Council cost in the region of £3,100 each year and that other local authorities had less formal ceremonies. Therefore, they felt that the change in elected members of the Council in May 2019 presented an opportunity to review the approach used for the annual meeting including, but not specifically:

The current past Chairman & Consort badges, due to the cost at over £500 each
The need for a drinks reception after the meeting for all guests
Those who are invited (considering if they are appropriate and the relationship they have with the District Council)
The need for a formal ceremony with photos (could the photos be undertaken afterwards rather than during the event which would reduce the length of the meeting)
Consideration of the need to appoint the Chairman of Committees the same evening to ensure that required delegated authorities were in place as soon as possible.

3.19 Although the Group have made no direct recommendations with regard to support for the Chairman, throughout the review past Chairman all had unequivocal gratitude for the support they received from the Chairman's PA. They also noted the views of past Chairman and Councillors that there was a need for a dedicated civic car and driver. They agreed that with the recommendations as set out there was not a need for this level of support to be reviewed, however, variation away from this may then require a further review of the resources with a view to either a reduction or increase based on the decisions.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
The report seeks to enhance the role of the Chairman as the first citizen of the District.	None	None
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
None	None	<i>The report brings forward proposals which would contribute to the savings required to achieve the Council's medium term financial strategy.</i>

- 4.2 **Supporting Strategies** – The report includes proposals that will contribute to the Medium Term Financial Strategy.
- 4.3 **Changes to Existing Policies** – The report brings forward possible amendments to the Constitution of the Council.

5. Budgetary Framework

- 5.1 The report does not impact on the budgetary framework for the Council.
- 5.2 The current annual budget for the provisions of the Civic office (i.e. the allowance for the chairman and the costs of supporting this) is £54,800, the equal to 85p per Council paying property in the District.
- 5.3 The proposals do provide a small annual saving from within the budget which will contribute to the Medium Term Financial Strategy. In addition, the removal of the need for a dedicated room for the Chairman within the new HQ will provide an opportunity for increased capacity in the new HQ as well as increased flexibility of the space available.

6. Risks

- 6.1 The main risk associated with the report is the loss of engagement within the community and ensuring the role of the Chairman is valued and supported.

7. Alternative Option(s) considered

- 7.1 An alternative option would be to not agree with the proposals put forward by the Task & Finish Group but this could look to undermine the work of the group who were appointed by Overview & Scrutiny Committee to scrutinise the role.
- 7.2 Members could choose to vary the proposals put forward, or to ask the group to undertake further investigations.

Scrutiny Review Outline

Review Topic	Role of Warwick District Council Chairman		
Working Group Members	Councillors Ashford, Mrs Knight & Margrave		
Key Officer Contact	Amy Barnes – Senior Committee Services Officer		
Officer Support	As above		
Rationale	<p>There has not been a recent review of the role of the Chairperson or of the budget allocated to this role. At present the Chairman is permitted to attend and organise events as they see appropriate and it is considered that the Council should provide direction for the Chairman on this aspect.</p>		
Purpose/Objective of Review	<p>To clarify the purpose and role of the Chair, how to select to the role and how it can best be implemented for maximum benefit to the Council and Community. This will include a definition of the necessary experience to be considered before an individual is appointed to the role of Chairman.</p> <p>This would also review the allowance available to the Chairman for their work and if this set at an appropriate level to support this role.</p> <p>To consider if it is appropriate that the Chairman should have nominated charities that they raise money for while in office.</p>		
Scope of the Topic	Should include how the Chair is appointed, allowance for Chair and the support required for the role should be examined.		
Indicators of Success	A clearly defined role for the Chairman of what is expected of them during their year in office.		
Specify Evidence Sources	<p>Article 5 of the Warwick District Council Constitution (appended)</p> <p>Previous Chairs and Mayors, Parish/Town Councils, Warwickshire County Councillors and the public</p> <p>Officers working in Civic Services & Clerks to Town Councils</p>		
Specify Witnesses/Experts	<p>All Warwick District Councillors</p> <p>All Past Chairmen of Warwick District Council</p> <p>All parties who have invited the Chairman to an event in the last 12 months</p>		
Specify Site Visits	N/A		
Consultation with Stakeholders	Community / Business Leaders		
Level of Publicity	This will be determined within the final report to the Overview & Scrutiny Committee. However it is no considered necessary to publish that the review is being undertaken at this time.		
Barriers/dangers/risks	<p>Political differences</p> <p>Potential for loss of role, reluctance of past Chairmen to be consulted, realisation of true costs incurred.</p> <p>Timescales – for receipt of responses considering time of year and number of parties involved.</p>		
Projected Start Date	1 January 2018	Draft Report Deadline	Report completed by 20 February including circulated

	01/12/2017		and approved by CMT. Scrutiny on 6 March 2017 (Agenda published 27 February) Report to Executive 5 April 2017
Meeting Frequency	Monthly - This will need to be more often to complete in such a short timescale.	Projected Completion Date	Before next Chair appointed
Date to evaluate impact		April 2019.	
Methods of tracking / Evaluating		These will be defined in the final report to Overview & Scrutiny Committee but could include: <ul style="list-style-type: none"> • Reduced budgetary impact for delivery of service • Monitor if revised role and remit works effectively 	

ARTICLE 5 - CHAIRING THE COUNCIL

LOCAL GOVERNMENT ACT 1972 - SECTIONS 3-7

LOCAL GOVERNMENT ACT 2000 - SECTION 37 - CONSTITUTIONS DIRECTION PARAGRAPH 3(G)

5.01 Role and function of the Chairman

The Chairman of the Council and in their absence, the Vice-Chairman will have both a ceremonial role and that of chairing Council meetings.

The Chairman will be elected by the Council annually. The Chairman will have the following responsibilities:

1. to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;
2. to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community;
3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Executive are able to hold the Executive to account;
4. to promote public involvement in the Council's activities;
5. to be the conscience of the Council;
6. to attend such civic and ceremonial functions as the Council and they determine appropriate. The Chairman may on occasions delegate this function to their Vice Chairman, or in exceptional circumstances, another Councillor;
7. Cannot be a member of the Executive or Standards Committee; and
8. Can decide to be called Chair or Chairman during their year in office.

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3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Executive are able to hold the Executive to account;
4. to promote public involvement in the Council's *activities and to celebrate the activities and achievements of the Council including its officers and councillors*;
5. *to support the Town and Parish Councils in their work by either visiting their meetings, inviting them to events or through other appropriate actions*
6. *to host or attend events or functions they determine appropriate, so long as they are not; (a) fundraising for a civic charity (e.g. a charity concert or meal for a mayors charity), or (b) a Parish/Town Council meeting outside of Warwick District*
7. The Chairman may on occasions delegate *attending* functions to their Vice Chairman, or in exceptional circumstances, another Councillor (*normally the previous Chairman*);
8. Cannot be a member of the Executive or Standards Committee; and
9. Can decide to be called Chair, *Chairwoman, Chairperson*, or Chairman during their year in office.
10. *The Chairman may optionally select a chaplain but this should not be seen as requirement of the role.*
11. *Determine one or two charities, associated with the District, to advocate during their year in office, but not hold any specific events to fund raise for them.*

Task & Finish group – Role of the Chairman
Responses to questionnaires

(1)	What do you think the role and responsibilities of Chairman should be?
	<p>To act as the face of the council and to chair council meetings and receive and host dignitaries</p> <p>The description of role and responsibilities sent to us seems to cover these adequately</p> <p>This is adequately described in the constitution</p> <p>To Chair Council meetings and represent the District at local events when invited and to always open/support District Council funded facilities and initiatives.</p> <p>Taking points 1 & 2 the preliminary introduction states the Chairmen shall have a ceremonial role and that of chairing Council meetings – two separate functions. The description contained in Article 5 paragraphs 1 -6 therefore can be widely interpreted and cover the duties that the Chairman is requested to undertake.</p> <p>The Chairman is effectively The Mayor of Warwick District in Protocol terms and a lot of confusion over the years would have been removed if the Council had voted for this title in 1974 (like North Warwickshire District Council did). This explains why the Chairman is more important than local Mayors in terms of Protocol, for processional purposes and when it comes to Meeting Royalty. Once this is clearly understood the Role and Responsibilities become a lot clearer.(provided you understand the Role of A Mayor)</p> <p>The below questions cover this</p> <p>No change</p> <p>With the obvious exception of chairing council meetings, i think the chairman has an important civic role which should include representing Warwick District Council at events both locally and regionally and convey the good work done by the council whether it be through local projects or a wider role in strategic schemes and the delivery of housing and infrastructure.</p> <p>Responsibilities for Chairman should be, Chairing council meetings, representing the Council at events that promote the area and the work of the Council, supports local organisations and at events such as memorial services</p> <p>To be a lead figure, the number one citizen of the District. He/she should be promoting the work of the Council at every opportunity. Secondly they must be well trained to Chair the Council</p> <p>To be the figurehead and ambassador for Warwick District.</p> <p><i>To chair Council meetings and other appropriate meetings in an efficient manner in accordance with the Constitution and respecting the rights of all Councillors, officers and any other persons addressing the Council. To host such civic or ceremonial events as the Council may hold on behalf of the Community. To represent the Council and the Community both within and</i></p>

	<p><i>outside the District at such civic, ceremonial and other events as it is appropriate to attend including visiting Towns and Parishes. To write such letters of congratulation or condolence as are called for and to present such awards as are earned. To delegate any of these roles to the Vice-Chairman should the need arise.</i></p> <p><i>To Chair District Council meetings - To represent and promote the District Council at official and community functions through responding to invitations and through initiating events which reach out to the wider community to promote the Council , its activities and policies</i></p> <p>To Chair Council meetings only as that is what the title says.</p> <p>To ensure that the Council's business is conducted fairly and in accordance with the constitution and rules of procedure.</p> <p>They are a representative of the Council - a figurehead. In practical terms, when it comes to meetings they preside over them, having casting vote. It should be a politically neutral role.</p> <p><i>The responsibility of the chairman in this instance is to act as the link between the members and the executive to help prioritise the activities and actions, whilst at the same time facilitating good governance and communications between the parties affected in a neutral and unbiased way.</i></p> <p>To chair meetings of Full Council and act as the face of Warwick District Council at outside functions and ceremonial events</p> <p>I am content with the detail attached in Article 5</p>
(2)	<p>Do you think the description of the role (attached) is accurate? If not, please detail why.</p>
	<p>The chairman is an appropriate title</p> <p>Yes x 8</p> <p>The Chairman is responsible for Chairing Full Council Meetings in a concise dignified and business like manner most importantly Non Political. The Chairman is the Chairman for all the Party Groups and needs to fully understand the rules of Procedure which apply to this prior to taking Office otherwise he / she will continually have to seek advice and in so doing lose the respect of Council and thereby Control of future Meetings.</p> <p>This seems a good description, but I'm not sure what 'to be the conscience of the Council' means or whether I have noticed this! Of course, if any of the below are agreed, then the description should change. I believe there also needs to be consideration of how 'political' they can be. Can they decide what events and charities to support? Can they organise their own events? Point 4 is interesting, as that suggests more of the public speaking at council meetings... anything else? Perhaps, tours or talks for the public.</p> <p>Not sure as it only covers the responsibility for the constitution of the Council. The role is so much more than that.</p> <p>Yes broadly speaking but could be updated</p>

	<p><i>Items 4 and 5 seem unclear to me otherwise very similar to my words.</i></p> <p>I do not think it is necessary for the Chairman to promote the Council or attend Civic functions I do not understand/recognise what point 5 is 'the conscience' of the Council and how that works in practice.</p> <p>(Will get back to you on this Q)</p> <p><i>In part, as I don't know what they do in depth however I believe they could take a greater stance when it comes to liaison and making sure we have a positive impact</i></p> <p>See my additions in red <i>"to attend such civic and ceremonial functions as the Council's representative and they determine appropriate. To be the public face of the Council at such events The Chairman may on occasions delegate this function to their Vice Chairman, or in exceptional circumstances, another Councillor;"</i></p>
(3)	<p>What training do you think should be provided for the Chairman before they start the role?</p> <p>A Chairman's Course</p> <p>As a minimum they should receive training on how to chair meetings</p> <p>A Councillor of the usual seniority plus a year as Deputy should be capable with assistance of officers</p> <p>Traditionally they are Vice-Chair beforehand and so should have seen the way it works. Normally the Chair is a Member with a number of years experience. Some guidance with voting and dealing with amendments seems advisable!</p> <p>The question of training, which is available from outside sources, should be up to the individual. However since the position is filled by individuals who have sufficient service to have knowledge of their duties; plus a desire, presence and confidence to represent the Council, training could be considered a superfluous requirement. The year of vice- chairman should prove sufficient to brush up the necessary 'knowledge' to undertake the chairman role.</p> <p>I attended a course in Bristol for City Mayors which was relevant and useful. A Trainer should be employed to give the Future Chairman a crash course in Public Speaking. I did several years of Exams in this as a Teenager and it's proved useful over the years . There is nothing more annoying than a Chair who mumbles .Apart from a Chairman who doesn't know how to use a Microphone. Dawn Mardle who looks after the Chairman of WCC and more importantly the Lord Lt might perhaps be prevailed upon to give a brief explanation of Protocol prior to the Deputy taking Office.</p> <p>Better to ask ex-chairs! They are well guided by officers during meetings, so that isn't problematic</p> <p>Role specific briefing, but otherwise none</p> <p>Obviously not being chairman myself i feel past chairman would be better placed to address this.</p> <p>I had a training session on the role of a Chairman/ Mayor put on by Coventry</p>

City Council. It was a really good informative do's and Do not's. It is important to also have chairing skills training or refresher training. Media training would also be helpful and a session on the Constitution

Public speaking, chairman skills and speech writing

A brief course on chairing meetings if not already familiar

As the Chairman will normally be an experience councillor who has served a number of years and will bring to the role his or her own style and personality I do not see that "training" is relevant bit s briefing particularly on procedures and administration is necessary.

Opportunity to learn what is expected from a past chair, and supporting staff, and help to determine the scope and possibilities and limits of the role

How to chair a meeting effectively. Esp around the constitution and voting on motions.

It is very important that the Chairman is confident in their ability to conduct meetings of Council before taking up their duties, so training should be reasonably intensive.

How to Chair meetings. How to use social media to promote the work of the Council and community groups. Training on networking and small talk.

Meeting protocols, the impact of various communication elements and personal image /presentation

How to chair a meeting, the importance of standing orders and protocols. How to discipline a meeting in a polite but firm manner. How to deal with the press, how to behave at civic events!

Depends on the person selected. My "army training" over 40 years was sufficient I think

(4)	Is it appropriate that the Chairman uses their time in office to raise money for Charity?
	<p>No the Chairman's role is to act as the head of the council and should dedicate their time solely for this purpose</p> <p>Yes</p> <p>Yes . This is traditional and also shows the more human face of the District the Chairman represents</p> <p>I am not sure about this, However, some Chairs use it as the focal point for their year. Ultimately it should be their choice but they should not feel obligated to have a Charity Committment.</p> <p>Throughout the District there are many voluntary organisations supporting the local community. It has become a traditional practice that as the Civic Representative that the Chairman supports a charity. In so far as I am aware previous Chairs have not had a difficulty in selecting a worthy organisation to promote their contribution to their community and usually, with the aid of other community endeavours, hold public occasions to fund raise. It also appears that provided the selected charity's aim can be interpreted as 'saving life' then Oakley Wood Crematorium monies, under a national crematoria project, can be directed to that charity.</p> <p>Fundraising for Charity: I enjoyed doing this and made many friends doing it but consider that it should be entirely at the Discretion of the incoming Chairman. The very essence of Charity is that it is discretionary.</p> <p>Tricky. My gut feeling is that 'no', they should be focussed on promoting the council. However, it could be argued that carefully selected fundraising also promotes the council.</p> <p>Yes, they do so on behalf of WDC</p> <p>Yes, i feel that it should be a key part of the role, similar to Mayors</p> <p>I think the Chairman should not fund raise but donations could be accepted</p> <p>It is neither appropriate or not, this is for the individual chairman to decide. However the profile of the position is such that it should certainly be used to raised awareness of a charities work etc such as cancer screening</p> <p>I don't think this is important role but should the chairman have a specific reason to raise funds then he/she should be allowed to <i>I do not see this as a primary role but supporting other charities in their efforts is undoubtedly part of the role towards the community.</i></p> <p><i>Acceptance of donations is fine but it should not be felt obligatory for a Chair to fundraise</i></p> <p>Not really necessary</p> <p>Yes, but that should primarily be the role of the mayors (see also 11. below) so should be limited in scope.</p>

	<p>If that consists of a small number of events, yes.</p> <p><i>In part but not with a great emphasis this role should be about monitoring and facilitating progress and presenting all the positive elements of the council.</i></p> <p>I have no thoughts either way, it can be a distraction but can also give a Chairman a focus for the year.</p> <p>"Virtue signalling" seem very popular nowadays but I was very content to raise money for Myton Hospice & Castle Froma during my time as Chairman. I have also raised funds whilst Mayor of Warwick again Myton Hospice & the RRF Benevolent Fund.</p>
(5)	<p>Do you feel the Chairman should have a dedicated office at the Civic HQ and if so, what do you feel it should be used for?</p>
	<p>Yes the Chairman should act as a figurehead for the council and should promote the council around the district for businesses and visit parish councils and visit schools</p> <p>There should be an office which the Chair has first call on. I don't know how many visitors the chair receives each year but this office would be the obvious place to host them. I assume they would robe up for meeting there as well.</p> <p>Yes. This provides a place where the Chairman is able to provide a place to welcome visitors as well as provide a preparation area for meetings. Would we wish to be the first Council not to have a Chairman /Mayors Parlour</p> <p>Yes, So that on occasions they can host and entertain guests and have private meetings. To not provide an office would be a slippery slope to lessening the role of the Chairman.</p> <p>Other than providing the launch pad for entering the Chamber I have not had any need for the room to entertain. However the room does appear to have amassed a number of objects that have been presented to the Council, that perform some part in representing the history of WDC which could be more publicly displayed?</p> <p>Is useful provided it abuts the Council Chamber for the purpose of entering and leaving Meetings in a dignified manner. Also it should not be forgotten that Chairing a Full Council Meeting is a stressful business and it's useful to have somewhere private to compose yourself in . I also used mine for a Christmas Cocktail Party for Mayors and Civic Heads .</p> <p>No, as I suspect most of the time it would be empty. However, they perhaps should have first call on an office for meeting people.</p> <p>No</p> <p>No, i think members should embrace the modern ways of working and share workspaces with council employees. i think this benefits the chair and council employees and promote mutual understanding. Separate offices are an archaic (in my opinion) past time. Therefore flexible meeting rooms/work spaces should be booked/used as required.</p> <p>I used the Chairman's office at the Town Hall quite a bit. Others do not. Do as long as there is opportunity to use other rooms when required I do not think</p>

	<p>we can justify a room just for the Chairman</p> <p>Ideally yes as there should be somewhere to meet and greet official guest, to make minor presentations etc so it should be close to the chamber and on the ground floor.</p> <p>No I think there could be a meeting room that could be shared by him for greeting visitors to the District or private consultations relating to the District.</p> <p><i>Undoubtedly the Chairman should have a room as a base for hosting, preparing and storing and displaying memorabilia relating to past Chairmen.</i></p> <p><i>Yes, a room for Chair's use for receptions or meetings with community/representatives helping plan events and receiving all visitors interested in the District Council</i></p> <p>No</p> <p>The answer should be based on an objective assessment of their workload, using appropriate comparators within WDC.</p> <p>No - they should be able to book the use of a room for free, but not have their own office.</p> <p><i>If there is in depth work required, then they should be provided with a clear space within the facility to ease and help with communication and workload (or put simply Yes) Additionally, this space should be used to receive or present to the various other people of sufficient standing but WITHOUT being too extravagant.</i></p> <p>Not necessary, I used the Parlour on one occasion. Waste if space and money!</p> <p>I only used the Town Hall office infrequently apart from Council meetings when we assembled there before the meeting.</p>
	<p>Do you feel the Past Chairman and Past Consort badges provide value for money at circa £400 plus VAT?</p>
	<p>Past Mayors badges are appropriate and should be kept</p> <p>I haven't looked closely at these badges so it is difficult to give an opinion on value for money. However, the Chair is the top civic post in the District and the badges should reflect this and be of good quality. Past Chairs would be best placed to say how important they are to them personally.</p> <p>Yes. As against the turnover of our District this recognition of the service of the Chairmans year of office and no doubt prior service is insignificant</p> <p>I do believe that a Chairman should be give a badge to recognise their time in office. Suggest retendering for provision of the badges.</p> <p>If a Chairman chooses to not require a badge fine but really £400 in the Council budget is neither here or there. I and my consort will be very gratefully appreciate the award which will be a reminder of the enjoyment, honour and privilege we have experienced in fulfilling the post.</p>

	<p>Yes . Don't let's start being Tacky</p> <p>Personally I'm not keen on these traditions... photographs can be sufficient memories.</p> <p>no</p> <p>I feel that this cost is quite excessive on face value - however i feel that there should be recognition for the chairman over the year for their hard work and dedication to the role. So, yes badges should be awarded, but maybe an alternative supplier should be sought.</p> <p>The past Chairman's badges are really special and I treasure mine, but we have little opportunity to wear them so I cannot justify the £400 cost</p> <p>I don't think the consort badge is required these days and if a Chairman wanted a past consort badge that should be at personal expense. We have decided on this action at Warwick Town Council.</p> <p>No.thats an expense that could be looked at and reduced.</p> <p><i>When were these items last put out to tender?</i></p> <p><i>Absolutely not</i></p> <p>No</p> <p>People like and probably deserve a token of their service which can be worn at future civic events. If there is a less expensive alternative what is it?</p> <p>In an ideal world we would look for better value for money, but it is important for Civic Pride to continue to recognise past Chairs.</p> <p>"No"</p> <p>Not necessary, a pin badge would do</p> <p>The cost is a worry and they can only be used infrequently. Mine made debut in October 2018 at the Funeral of Former Mayor of Leamington.</p>
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(7)	How do you feel the Chairman should engage with the Parish/Town Councils, if at all, during their year in office?
	<p>The Chairman should visit as many parish councils as possible in their year in office and should promote the district</p> <p>I have attended the Chair's Parish/Town Council's supper last year and found this to be a very informative event. The Chair should be visible to the Councils during their year in office but how they do it must be their choice.</p> <p>This is very important. The Chairman provides a direct link with the PCs and recognises their importance and the regard the the District has for its constituent parts. My impression is that they welcome that contact and expect it</p> <p>It used to be that the Chair visited each of the Parish Councils during their year as well as entertaining them at an event, I was disappointed when a previous Chair felt it unnecessary. The Chair is a useful link between WDC and the Parishes.</p> <p>The Chairman should be open to accepting and supporting all events organised by the Towns, Parishes and non political Community Organisations. It seems that it is a tradition that the Chairman hosts an annual supper when Parish Council Chairs are the guests, which, having attended previously, appears to be a worthwhile occasion for those who choose to support it.</p> <p>Visiting Parish Councils is hugely time consuming and hugely important. Anybody who isn't prepared to do this shouldn't be Chairman. A lot of the Parish Councillors have issues with WDC but are somewhat mollified when visited by their District Mayor/Chairman .I believe that my successor refused to visit any of the 28 and I've had most unflattering feedback about this . A lot of Parish Councils actually look forward to this visit and make it a bit of an occasion. The Dinner for Parish Clerks and Parish Chairman is likewise an important evening event for them as we should remember that they are the unpaid rung on the Democratic Ladder.</p> <p>I don't know how this should balance with other avenues for promoting the council. If the chair is apolitical, it may be better to have a different mechanism whereby parish/ town can feed ideas into the council/ executive. Perhaps invite all together for a single meeting/ discussion.</p> <p>No, it only confuses them.</p> <p>The chairman should meet all of the towns and parish councils to have an understanding of their thoughts and views, as a representative of the district i feel this is important</p> <p>I think it is very important that the Chairman is seen in all the Town and Parish's. I went to everyone of the 23 Parishes and Towns and invited them to a supper. It is important we show support for what are mainly volunteers. I know others went to Forums but i think it is worth giving each Parish and Town a visit.</p> <p>I feel this is a crucial part of the Chairmans job however the Parish/Town visits should be with a direct purpose of updating them on the work of the District, not just a social visit.</p>

	<p>The chairs secretary should make all towns/parish councils aware he is available to visit if they so wish.</p> <p><i>Linking the many (21?) Parish and Town Councils to the District Council is a vital part of the role, whether by visits to their meetings or by hosting central events.</i></p> <p><i>I think it is courteous and very useful to visit each of them to familiarise the Chair with the valuable work they do in the rural communities</i></p> <p>This could be a useful function if it's to attend their meetings and feedback but I don't know how it works in practice...</p> <p>Attending a meeting of each local council is not necessarily a good use of time, given that district councillors already attend meetings. Better to invite parish Chairs to an event hosted by the Chairman. See also 8. below.</p> <p>They should be attending the same sort of events that Parish and Town Mayors will be attending, and that is an opportunity to engage and pass information back and forth.</p> <p>"Yes, within limitations, for example setting out the areas which will be monitored by way of "Task and Finish elements" and possibly inviting them to add and contribute in order to understand the local priorities much better, something that as a whole is not as robust as it could be.</p> <p>As I was I full time work I chose to meet with the Forums rather than travel around all the PCs and Town Councils, I felt this was a better use of my time as I could meet with a group at a time.</p> <p>I feel this is very important. I visited them all and held a dinner at the trident centre for all the Parish Council Chairman & Town Council Mayors. Bill Hunt speaking was very good.</p>
(8)	<p>How do you feel the Council could ensure that the District Council Chairman is invited to events and acknowledged when they are present?</p>
	<p>The chairman should promote businesses in the town and give a report at the end of the year</p> <p>- Not sure how to answer this. I thought it was up to the organisers to decide whether the chair should be invited. The information that is sent out is very clear how the chair should be seated and acknowledged</p> <p>It should in the first place give its own Chairman the respect that this office deserves. Further it should make it plain to organisations who receive funding that it's funds and Chairman should be recognised. As the Chairman is in any event according to protocol the first citizen in the District this should be known to all organisations if they were not already aware of it.</p> <p>The diary of events to which the Chairman is invited is largely repetitive year on year. Most often local Mayors and on occasions WCC Chairman Lord Lieutenant and High Sheriff are also invitees. The question of acknowledgement, except on the more formal occasions, can be as informal as 'Civic Heads' without offence.</p>

Perhaps in the WDC Circulars & Press releases we can regularly mention that the Chair would be available to attend events, ceremonies and open businesses etc if invited. The Pro Forma sent out should make it clear that the Chair's presence is to be acknowledged together with the usual questions about what their duties would be. The Chair should also have his own page on the WDC website to show and promote his activities as well as a social media presence.

8 The Chairman has a Diary Secretary who is much more experienced than the Chairman. The Secretary should run through the list of events attended by the previous Chairman at the very beginning of the Civic Year and ascertain which events the incoming Chairman is keen on attending then contact those bodies to see if they "want their event to go in The Chairman's Diary this year " Be Proactive. I personally considered that the Chairman got invited to far too many concerts but that's only because I'm not musical and dislike sitting in Church on a Saturday Night .

I'm sure others have more insight into this than me!

Yes & yes

Whilst invitations are discretionary, i think that hen the council has contributed financially to a project or scheme the chairman should see how money is being spent and also act as a liaison between officers, the council and the community group/organisation

Publicity, Publicity, Publicity. Send to all one mail contacts list the profile of the incoming Chairman. Put in press, tell all our departments, tell Bid and the Chamber of trade, tell W.A.L.C.

We need a better invite sign up sheet giving details of what is expected of the Chairman. All those in receipt of grants, RUICS funding, major events all these events should be inviting the Chairman and this should be part of the funding.

This is up to the other towns to invite who they wish. There should be a method I.e. Central diary across the District held by all clerks to ensure civic events do not clash between towns/parishes as has happened many times. The chairman should then be acknowledged for being there either by seating arrangements or in speeches or in programmes etc.

Whether the Chairman is invited to events inside or outside the District depends to an extent on routine but also on profile. It is difficult to see how an invitation can be generated if it is not earned or the position not recognised. Protocol is an obvious problem particularly when relating to the Mayors of towns within the District who the residents see as the civic head.

As the written protocols on the request forms seems to be ignored, perhaps a phone call to organisers before event, if they seem unfamiliar with protocols or are new applicants

This is not necessary. Do people really know what Civic function a Chair of WDC performs? The Public know and recognise a Mayor but a Chair as a Civic person seems unnecessary.

	<p>See 11 below. The Chairman should avoid events in the towns which the town mayor is already attending. The Chairman ought to attend (1) events that are specifically related to the work of WDC and (2) events in the parishes where they can properly perform the "mayor" role.</p> <p>The Council should be looking to make sure that they are represented at a whole host of different events that take part across the District - and there should be knowledge of those events internally.</p> <p><i>"By helping the chairmen manage their diary and publishing events in advance where the chairmen is in attendance.</i></p> <p>Worked Ok in my day</p> <p>Traditionally we seem to be invited to an awful lot of events. I was happy to attend throughout Warwickshire, however some Town/Boroughs were less keen than others to organise events.</p>
	<p>Should the Chairman arrange specialist events to help promote Warwick District Council within the wider community and if so, how do you feel this could be achieved?</p>
	<p>The Chairman should attend businesses and schools to help promote the council</p> <p>This is a difficult question. It will depend on the experience and skills of the chair what could be achieved. Depending on the extent of the work some experienced admin support would be required</p> <p>The District should be promoting itself on an active basis as for instance a good place to live work and visit and the Chairman is an ideal neutral host for these events. Likewise there is an opportunity for the Chairman to assist with additional events.</p> <p>Yes but with co-operation and support of our own business promotion staff and the local trade bodies, BID etc.</p> <p>I hope to host a promotional event in the Pump Rooms inviting local dignitaries from across the County together with other guests in conjunction with Cultural Services. Other opportunities could present themselves to market our 'Offer'. Although our Event Organisation Officers support many events in the District, at no charge, the Chairman is not necessarily invited to visit by the organisers - eg Art in the Park. I understand that, following my suggestion, both Officers and the Executive are investigating this missed opportunity to publicise the work undertaken by WDC on behalf of our residents and work more closely with our Media Team.</p> <p>Arrange Special Events ? I did a Freedom of the District Parade to the Fusilers and also events in Shire Hall but again I regard this as discretionary. It's up to the Chairman to stamp their own signature on the year .</p> <p>Yes, working with schools, e.g. to chair debates. Decisions somewhere need to be made (by the executive?) as to whether events are considered apolitical e.g. it may be considered inappropriate if they chaired a debate for the local community on the car park displacement time.</p> <p>Don't know</p>

	<p>I think that this should be pursued to generate additional funds for charity and promote the district and what organisations have to offer</p> <p>It depends on the event. It could be useful if different sections of the council have something they wish to promote. Departments have service plans cannot the Chairman be involved in promoting something happening with them.</p> <p>Yes but what administrative support does the Chairman have to arrange such events he/she should work with the various area of the Council to be a lynch pin and head figure of any major promotional event</p> <p>No. This should be the responsibility of the Events dept at the District but in cooperation with the chairman.</p> <p><i>Promoting the Council has political overtones. Promoting the District is more appropriate.</i></p> <p><i>Yes , through various forms of engagement with the community, and in response to their current preoccupations and through Civic receptions and through special meetings.</i></p> <p>No. What do you mean by wider community? If that's within the District I cannot see the need to promote Warwick District. If outside, it would cost more money and time which I would not be in favour of.</p> <p>Better to attend existing events e.g. community forums, parish meetings etc. of which there are plenty.</p> <p>No, that is not the role of the Chair. They should attend events that are put on, but the role is not event organiser, and it strays into the political if they are organising events.</p> <p><i>Yes and In this role only to provide details publicly about what has been achieved (task & finish) in order to promote a positive output from the council in terms of activities."</i></p> <p>? Possibly meet with the Chamber of Trade, neighbourhood Watch etc to listen to views and feed back to fellow councillors and officers Traditionally I held a Civic Service, Civic Dinner, Charity Concert and other fund raising events. However the Civic event cost money and could be curtailed if felt necessary. We cannot compete with Coventry on Funding. A lot would depend on the ability and time of the respective Chairman.</p>
	<p>Should the Chairman encourage participation in democracy and help explain responsibility for services within local government?</p>
	<p>(1) No pre established criteria just that they are an elected councillor</p> <p>Not sure who the intended audience for this is but the chair should be doing this in all they do.</p> <p>This is again a role that can be undertaken during a year where the Chairman is required to be neutral politically</p> <p>Perhaps, but they should remain politically neutral and that isn't always easy</p>

	<p>when dealing with these issues.</p> <p>At all events I attend I take every opportunity to meet and greet and chat to those attending, particularly the representatives of local and voluntary organisations present. In terms of democratic issues questions generally surround the services we provide.</p> <p>Yes</p> <p>Yes. See previous point.</p> <p>Yes, good idea.</p> <p>I think that is part of the role of being a Councillor</p> <p>It depends on the event. It could be useful if different sections of the council have something they wish to promote. Departments have service plans cannot the Chairman be involved in promoting something happening with them.</p> <p>This should be a key role for the Chairman especially going out into the community or schools, student groups and showing groups around the chamber etc.</p> <p>Don't see how this could be done.</p> <p><i>All councillors should be doing this.</i></p> <p><i>Very much so, especially in schools and by seeking invitations to meet businesses and other sectors of the population</i></p> <p>Yes that would be a more useful function. Every Councillor should do this anyway.</p> <p>Yes, this would be a worthwhile role.</p> <p>Yes, as this is something that is politically neutral which benefits the whole council.</p> <p><i>Yes, particularly when it comes to delivering emotive activities (eg the town hall & car park move) using data and facts not any political bias or intervention, the facts must be validated and accepted and confirmed within other processes and not conjecture"</i></p> <p>Yes</p> <p><i>Yes with hindsight I would have written a column for the local newspaper</i></p>
	<p>What events do you think the Chairman should attend?</p>
	<p>I believe the Chair should not be expected to attend every event they are invited to. There should be a priority order i.e. 1) The events which are a must attend 2) Those that should be attended if at all possible 3) Those to be decided on a case by case basis.</p> <p>Other than official occasions at District Town and Parishes any appropriate to which the Chairman is invited which promote the District Council as an</p>

important part of our local community

Any which they wish to and feel is appropriate in the role of Chairman but particularly those that promote local business and Charities.

All events within the District see 7 above. It is also good policy to support, civic events in the surrounding Districts and Towns on a selective basis including Coventry. Generally all civic leaders work hard and the status of their events are lifted by the attendance of other civic leaders and appreciated by their own public.

By answering this question I would be indirectly proscribing the Events which the Chairman shouldn't attend and I consider that's impertinent. To be helpful though I would suggest that the Chairman should avoid events which are commercially organised as Corporate Promotions. A good example would be Touch F M's Pride of Warwick District Awards which I foolishly went to and immediately regretted .

This is tricky, as it will be easy to fill up the chair's calendar. There probably should be a clear minimum expectation of a number of events to attend and example events to help chairs

Not as many as he / she does now.

I don't think that this should be a prescribed list and some discretion should come down to the chair, but community events are key as are wider civic events whereby the chair can build rapports with other towns and parishes

Anything that promotes the District, supports local organisations, business and the local Town and Parish's and Memorial services.

Any that are of benefit to the WDC or particular groups of residents however it should still mean that a Chairman can continue to work normally and this will influence what and how much any Chairman can do!!!

Events such as armistice day, cycle race, national bowls, civic services and dinners and any events that promote the District he is invited to.

Appropriate ones! This is a rather too open question but it is essential that the events attended, particularly within the District demonstrate a balanced approach to the community.

Those which give opportunity to promote WDC and within reasonable geographical reach

None unless it is to further their role as a Chair - ie how to chair meetings and promote democracy. Otherwise all these events take up a lot of time and do not add value to the function of the Council

Since there are 4 mayors in the district the Chairman should concentrate their efforts on matters which do not involve the mayors i.e. in the parishes or purely district events. At present the Chairman sometimes attends events in the towns which are already being covered by the relevant mayor. This is an unnecessary duplication. The respective civic offices should coordinate diaries.

	<p>A Chair should have oversight of all of the events that are available, and it should be down to the individual Chair to pick from that list what they want to go to. Some Chairs will have less time available, due to work or family commitments, and so we should not be mandating any events.</p> <p><i>""Full executive meetings and those relevant to their role (ie the completion of a major task or event that is both visible and credible" and significant "public events as they do now"</i></p> <p>I think it would be useful to attend Forum meetings, WDC Executive as an observer so they have more idea of what is going on rather than being thrust into meetings, if they have more background they would have a good understanding of issues. Not being on a committee makes you very remote.</p> <p>I attended everything I was invited to and was warmly welcomed wherever I went. I did not pick and choose.</p>
(12)	<p>Do you think there should be a pre-established set of criteria, other than being a District Councillor, applied for being appointed as Chairman?</p> <p>Being a District Councillor does not give you all the skills to be a good chairman but i can't think of other criteria that should be set. Past Chairs would be best placed to advise on this. However, being a good chairman is a must and training should be given in this.</p> <p>It is difficult to have a set criteria. Usually a Councillor of some experience who is held in respect of by the Council as a whole and felt to be capable of being a neutral lead and willing to undertake the role of promoting the Council</p> <p>Absolutely not.</p> <p>Alan Boad, Jane Knight, Michael Doody, Clare Sawden, Richard Davies, Michael Kinson and Felicity Bunker, have been the last seven Chairman and have already established the criteria for those following, including myself.</p> <p>The Rule used to be that you had to have served as a District Councillor for 10 years . I would add to that that I think it desirable for the incoming Chairman to have been the Chairman of a Committee, however small</p> <p>? Tradition seems to be that being deputy chair in the previous year is usual. Also that having been a councillor for a number of years. These both seem reasonable. More tricky is whether the chair should be shared round different parties or whether a judgement can be formed as to the suitability of individuals. I don't have strong views on these.</p> <p>No</p> <p>No i feel that the chair should be able to have the opportunity to bring their own style to the role, again like mayors of towns. i think there is then more of an onus on a chair to bring their style, set their goals for the year and what they would like to achieve. If there was a criteria, i feel the role may detract some members and i think to be modern, fresh ideas and priorities are fundamental</p> <p>I think it should be offered to all parties on a rota basis Conservative, Labour, Liberal, Independent, others not just the administration. Length of</p>

	<p>service has been used in the past. difficult this though if the Chairman has the casting vote, so I can understand if politically this is not popular.</p> <p>Not sure what this question is asking.</p> <p>The chairman should have served at least four years on the council and the position should be rotated through the political groups in order of seniority of the individual and length of service.</p> <p><i>Seniority should be heavily weighted and politics little. Ability is presumed to be a given.</i></p> <p><i>No except perhaps selection of those with at least 2 or 3 years experience as councillors, and in party rotation as much as feasible. Also maybe some proven experience of leadership and ability to set up innovative initiatives..</i></p> <p>No</p> <p>Yes, e.g. length of service and relevant experience e.g. having chaired their parish council or other body such as school governors.</p> <p>No, it should be a nomination by the Executive, to then be voted on by Council. Other nominations can be put forward - it is the gift of each Council to vote on.</p> <p><i>"Yes, particularly in areas of commercial competence, personal presentation and a good grasp of PR and associated media (sorry I have no idea how you select the role now but it does appear to be a little "old boys network style "rather than competency based"</i></p> <p><i>A brain!</i></p> <p><i>I think the all Councillors & District Officers should be confident that the person is someone who can represent Warwick District Council. I joined WDC in 2003 and so there was ample opportunity to weigh me up before I was elected as Chairman. I also attended events as Vice-Chairman and was fortunate to be Deputy Mayor and Mayor of Warwick immediately prior to my appointment as Chairman. I was awarded the OBE in 1990 and was requested as the most widely experienced late entry officer in the infantry and probably the army as well.</i></p>
	<p>Do you have any other views on the role of the Chairman of the Council?</p>
	<p>- The first Council meetings are very strange for new Councillors and i think a meeting (either individually, in groups or all together) with the Chair would be helpful to explain protocol and set out how they would be chairing meetings during the year.</p> <p>Yes. This Council should be proud of this office which provides a very simple and easy way to promote the Council as an important part of the community and not merely a burocrasy that provides services.</p> <p>I do think it is important that the District has a figurehead and that should be the WDC Chair. I believe that over the last 10 years or so the Office has been eroded by budget cuts and a culture that has tended to marginalise the Office of Chairman and this has come from both members and officers alike.</p>

The primary role is that of an Ambassador, either as the host or in mixing and communicating with other dignitaries and the general public at every event that is attended. When most of the events, to which the Chairman is invited, involve people enjoying themselves then sharing one's own enjoyment is something that is appreciated. Needless to say there are also sombre occasions which demand appropriate demeanour.

I believe that the role should be a Once Only Position

No

None

No, i think the role is important and should have an element of individuality whilst working in the interest of the district

Its a great honor to be asked to be Chairman. Leave the fund raising to others. Make greater use of their ability to promote and while we all do it in a unique way give the opportunity to have training and support

I have lost the survey but in short I am against a chairman and as for if I remember 400 pounds for consort badges is outrageous when we have cut out all expenses and teas, if the public had any idea of these cost they would be very unhappy.

I do think this is an important role within the Council and does need some clearer definition. However the political implications of the role when no Group has a majority could have a damaging effect on the position of the Chairman as they could wield too much influence which could mean the integrity of the Council could be challenged - one would hope that the impartiality of the post would prevent this but it could happen as the post is in the gift of a particularly group.

No

In a nutshell, there has been a ceremonial role which should draw together the strands of the District ,that is all the councils and councillors. Most councillors who become the chairman have huge local knowledge but they should know what is happening throughout and in the far corners. Promotion of the district has to be a priority too. Badges are part of the ceremonial. Charity work should be inclusive in that councillors from all the towns should be updated. There is some overlap with the role of the mayor, which I am unclear about,

I will have clearer views on this in 18 months' time, elections permitting.

No except the role could be an opportunity to explore new and effective ways to promote the council, its community activities and preoccupations and should not just be a routine round of dinners and church services with the Chain Gang

There is already enough pressure on Councillors within our roles and with the reduction of Councillors in future, this will increase. Taking a person out for the year with a number of civic functions seems unnecessary. These could be performed by the appropriate portfolio holders or officers.

Being a past Chairman I understand the role and believe it should be given the respect it deserves as the First citizen of the District . To do the job properly it needs a office to meet others and show the paintings ect that have been given over the years and to help promote the district for those who visit. It should also have member support a secretary like Roma and attendant as Cliff was and to act as the driver of the districts official car and security . the Role if done properly is to promote the district in every way including visiting the Town & Parish councils to show that they are listened too ,also to engage with other Mayors at their functions . Also to meet V.I.PS I/E Members of the Royal Family who visit the area and make them welcome along with others . Regarding the charity side this should be left to the chairperson to decide . The person selected should have had knowledge and served time as a councillor and be prepared to give the time and effort that the role demands to carry the good name of the council in their duty as Chairperson . To me it is most important to have an Attendant come Chauffeur to help in delivering this service on behalf of the council .

Important to focus on what is special to the District Council. The primary role must be promoting good civic governance through the effective chairmanship of Council meetings. The Civic Head role is valuable but secondary and should be mainly limited to places and areas of activity which are not covered by the 4 town mayors.

Training is really important. Digital is also important - we have all of these photos hanging on the wall in the Town Hall of Chairs and past Chairs, but hardly anyone sees them as the Town Hall is an intimidating place to enter for the average person. Why do we not have the photos, and a brief description (with description of things done in the year for past Chairs) on the website?

Our views are not that important really, it's what the public think and my expectation would be to have someone who understands this very public role and the impact it can have after all they in some cases are the "Face of the council"

This is an important role and you need to have the ability to work under pressure and make decisions, it is not just a role for someone who has the necessary service record

I think the role is about right though I would be to listen to other views.

Task & Finish group – Role of the Chairman
Responses to Questions for Past Chairmen

(1)	Did raising money for Charity put additional pressure on you in your role as Chairman and if so was this a positive or negative?
	<p>Yes but the personal satisfaction experienced from benefitting the community far outweighed the work and pressure involved. It also showed the District in a good light</p> <p>yes raising money did put on pressure and I feel was not what I was there for.</p> <p>No problem if anybody wanted to donate money but trying to think of what to do that the Mayors we not doing was a problem. Asking the same people each year to donate raffle prizes, buy tickets etc was difficult and i would of rather spent my time raising awareness of what the council is all about and supporting our staff doing charity events.</p> <p>No, it was something I enjoyed doing but I don't think it is essential</p> <p>I was happy to do this and it was a very satisfying ask. I think it set a good example.</p>
(2)	Did you use the Chairman's office at the Town Hall and if so, what for?
	<p>Yes..I Hosted a large number of small receptions for various bodies associated with the District to enhance our connection. with. them and to build bridges</p> <p>. I did use the Chairman's office,Not just to prepare for council meeting but also to meet residents, other Cllrs and people from organisations. It gave me a base instead of having to find somewhere at Riverside House</p> <p>Once before a police award ceremony and as a waiting area before Council, the hospitality cupboard with wine and spirits was never stocked and should not be.</p> <p>Hardly ever except assembly before council meetings</p>
(3)	What support did you receive from the Civic Office?
	<p>I had the benefit of the office making all my arrangements and carrying out and arranging my programme during the year. This is essential. as it. should be a busy. year and without that assistance it would be impossible to carry hit out adequately</p> <p>I was very lucky to have a PA and Attendant looking after me. Having a driver/security person with you meant you were never late, parking was not an issue and you could walk usually straight into the venue, much better for safety than walking with the chain on for any distance. Both Cliff and Roma knew the protocol for the functions. The diary was always kept up to date, all the information needed was sorted for you. Roma also helped arrange the civic service, civic dinner (or in my case a show at the Spa Centre), the supper for the Parish and Town Chairs and clerks. The official Christmas card and the visits to all the Towns and Parish's in Warwick District.</p> <p>Not much as I chose to do it myself, invitations were forwarded to me and I</p>

	<p>responded directly as it was easier.</p> <p>Wonderful support throughout</p>
(4)	<p>What is the one part of the role that you would change from your year in office to make the role better for future Chairmen?</p> <p>I would not change the role but would like to see the role enhanced. and more formal respect given to it and the Chairman used as the representative of the district on all. formal events and its source of contact with neighbours Parishes, organisations etc</p> <p>I would of liked to help promote the district and its work more. I along with other Chairman went to Worthing to help persuade the male bowlers to come to Leamington. this may involve travelling out of the area but worth it if it brings extra facilities, business etc to the area. I know we have to be careful not to become involved with political decisions but promotion of all we do should along with representing our residents at events and special occasions their groups/organisations events and chairing meetings should be our main priorities.</p> <p>I concentrated on the essentials of the role, chairing meetings and promoting WDC within the area, I did not attend many functions outside of WDC as I felt it was unnecessary and 'the chain gang' only talk to each other and do not necessarily promote their towns. If I did the role again I think I would try and talk to businesses, the university and Warwickshire College more to build relationships.</p> <p>Reading the questions I suspect some Chairman have questioned whether the traditional duties are worthwhile. I think they are and I tried to do the best of my ability to represent the Council across Warwickshire. I did not expect Southam or Shipston to compete with us but Rugby did not do a great deal throughout my Civic years. Maybe the District/Boroughs should decide on a common policy after a joint meeting.</p>

Task & Finish group – Role of the Chairman

Questions for Neighbouring LA's

To be sent to:

Hinckley & Bosworth Borough Council
 North Warwickshire Borough Council
 Nuneaton & Bedworth Borough Council
 Rugby Borough Council
 Stratford District Council

What is the Chairman's role described as at your authority?	
What would <u>you</u> describe the purpose & role of the Chairman to be?	
Do you have a selection process for new Chairmen? If not, how is it decided?	
Do you have a definition of the	

necessary experience required?	
What training do you provide for new Chairmen?	
What support does your Chairman receive (ie. Chairman's PA / Attendant)	
Does the Chairman receive a personal allowance? Are you able to provide a breakdown of the allowance & advise how much is spent on the various aspects of the role?	
What transport arrangements does the Chairman have? Is there a separate budget for this?	

Is there a budget for hosting events?	
Do you have any geographic restrictions on the role?	
Does the chairman fundraise for any charities during the year, and if so, how are the charities chosen?	
Do you have a specific room for the Chairman to use at the Town Hall or your offices?	
Do you present past Chairmen & consorts with any memorabilia?	

Do you have any other comments that we may find useful?	
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Guidance for inviting Dignitaries to events

When organising events on behalf of Warwick DC, it is likely that you will be inviting Dignitaries and Civic Heads along to raise the profile of the event and to raise awareness of the support given by the organisations they represent.

Which Dignitaries can I invite?

The district has a number of Dignitaries and Civic Heads who you can invite to attend your events. The table below lists who they are, to help you decide who to invite.

General Guidance

For events involving Warwick District Council, then you will invite the Chairman of this Council, and they will represent the council as a whole. They will take precedence over any other representative present and are senior to all Mayors of the Town Councils.

With most events, it is clear who should be involved, but with some, it is not so obvious and you might need to invite more people than you think. For example, if you are inviting the Town Mayor to an event, you must invite the Chairman of the District Council. Alternatively if you are inviting your Portfolio Holder, you must check with media team if you also need representation from CMT or whether in fact the Leader of the Council would be more appropriate.

Protocol

Prior to your invitation please use the contact column in the table, to check you are inviting the right Dignitary and then you will be advised who you need to contact to make the actual invitation.

The Dignitary should be greeted on arrival and given recognition of their role, either by way of an announcement and thanks, or by offering the opportunity to speak. They should be introduced to key people in attendance and either chaperoned or left with suitable guests. They should be included in any photos.

Booking

Most Dignitaries will provide you with a booking form to complete covering details about the event, their role, the dress code and whether there will be refreshments for example. In addition, it is good practice to provide your dignitaries and key staff with a list of who else is attending the event and what you will be expecting from them in their role as Dignitary or Presiding Officer.

Speaking and Publicity

If you would like the Dignitary to speak, provide a few bullet points of information to help them, and find out what your other speakers are saying, so that you can co-ordinate them all saying something slightly different!


You should ensure that all your guests read the **Media Policy** and the **Social Media Policy**, because even if the formal media are not attending events are very likely to be filmed and shared on social media by anyone else in attendance.

Further help

If you are unsure about who should be in attendance at your event, please speak to Roma Armstrong or the media team who can point you in the right direction to contact them.

With all events involving Dignitaries and VIPs, please advise the media team, so that we can support you and organise publicity.

Dignitary/Civic Head	Contact for guidance on protocol	Type of event
Royalty	Roma Armstrong	Very high profile!
Lord Lieutenant	Roma Armstrong	District or County-wide high profile events
High Sheriff	Roma Armstrong	District or County-wide high profile events
Chairman of Warwickshire County Council	Deputy Clerk at WCC	Representing WCC and/or district wide events
Chairman of Warwick District Council	Roma Armstrong	Representing Warwick District Council – openings, launches, awards nights etc...
Leader of the Council <i>Usually invited along with other organisations involved in the project/decision</i>	Media team	High profile projects or decisions usually in collaboration with business or organisations
Chief Executive and/or CMT	Media team	High profile projects and announcements
Portfolio Holder <i>Usually invited with Head of Service/key WDC staff in their service area</i>	Media team	Supporting and promoting a service area, project or initiative
Town Mayor <ul style="list-style-type: none">LeamingtonKenilworthWarwickWhitnash	Town Clerks	Events and activities relevant to their specific town e.g. Light switch-on
Local MP Matt Western Jeremy Wright	Media team	Key WDC events and projects that they have represented or helped

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 11
Title	2019 Councillor Training Plan	
For further information about this report please contact	Graham Leach Democratic Services Manager & Deputy Monitoring Officer 01926 456114 graham.leach@warwickdc.gov.uk	
Wards of the District directly affected	None	
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	N/A	
Background Papers	None	

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 Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/3/2019	Andrew Jones
Head of Service		
CMT	20/3/2019	
Section 151 Officer	20/3/2019	Mike Snow
Monitoring Officer	20/3/2019	Andrew Jones
Finance	20/3/2019	Andrew Rollins
Portfolio Holder(s)	20/3/2019	Andrew Mobbs
Consultation & Community Engagement		
Senior Management Team of the Council Councillors Boad, Mrs Falp (substituting for Councillor Heath), Naimo and Mobbs as the Member Development Group and Group Leaders.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report sets out the agreed Councillor Induction Programme for after the May 2019 election.

2. **Recommendation**

- 2.1 The Overview & Scrutiny Committee note the agreed Councillor Induction Programme for after the May 2019 Warwick District Council election, as set out at Appendix 2 to the report.

3. **Reasons for the Recommendation**

- 3.1 The Councillor Induction Programme for after the May 2019 Warwick District Council elections has been agreed with Group Leaders, as the Member Development Group. This will be shared with all candidates as soon as possible after the close of nominations at 4pm on 3 April 2019 so they can start to diarise the events they need to attend. The dates have been programmed in the Town Hall booking system to ensure availability of meeting rooms to provide the training.
- 3.2 The training has been based on the feedback from the 2015 Induction Programme for Councillors and subsequent courses. The Council now has ability to deliver more information and training to Councillors electronically and as a result there will be some information/training rolled out to Councillors to further enhance learning opportunities.
- 3.3 Councillors will note that under the Attendance column, within Appendix 2, some courses are marked as mandatory for either all Councillors or members and substitutes of specific Committees. In respect of the Council's two quasi-judicial committees, Planning Committee and Licensing & Regulatory Committee, Councillors cannot sit on those Committees or any of their Sub-Committees until they have undertaken the relevant training.
- 3.4 The Committee should be aware that the overarching feedback from Councillors was to increase the range of courses available earlier but at the same time to try and reduce the induction because of the burden this places on Councillors to start with, especially with the significant number of courses being in the evening. Therefore, officers and Group Leaders have tried to balance these when developing the programme including running some courses in both day time and evening.
- 3.5 Appendix 1 to the report sets out the feedback from Councillors on how they think attendance at mandatory training can be encouraged/enforced. This view also applies to training overall, and there needs to be a commitment from Councillors to this training as it will enable them to effectively develop into their new role. To this end, Group Leaders have committed to monitoring training attendance and discussing this both with the Group and individual Councillors as required and taking appropriate action as required.
- 3.6 In addition to the induction programme after the election, all Warwick District Councillors will receive an induction booklet which includes details on their first few days as a Councillor, a short overview of the democratic structure and decision making at the Council, the Code of Conduct & Disclosable Pecuniary Interests, Registering as a Data Controller, officer structure, useful contacts

outside the council, useful web pages on WDC website, along with other basic details about visiting Riverside House and car parking.

- 3.7 Group Leaders have agreed, as they did for the 2015 elections and subsequent by-elections, to a mentoring process within their own Groups, where a new Councillor will be allocated to a more experienced Councillor, to support them over the first year in office. There will also be meetings arranged for new Councillors with the Chief Executive or his Deputies within the first month, after three months, six months and a year. In addition to this Democratic Services will act as sign posts for Councillors in helping them to find the right contacts within the Council for problems they may have.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

The overarching aim of the programme is to enable Councillors to fulfil their role and therefore contribute to all strands of FFF.

- 4.2 **Supporting** Strategies - Each strand of the FFF Strategy has several supporting strategies but there are no directly relevant ones to this report.
- 4.3 **Changes to Existing Policies** – The report does not propose any changes to existing policies.

5. Budgetary Framework

- 5.1 The report does not impact on the Budgetary Framework for the Council and will be delivered within the existing Member Development Budget of £5,100.

6. Risks

- 6.1 The main risks associated with the development and training for Councillors is balancing the needs of Councillors to be trained and aware of their roles, ensuring attendance at events and not overloading Councillors within the first few months of elections. This leads to the significant risk of Councillors not engaging with the programme and as a result are not trained to the detriment of the Council and their electors as they do not fully understand the role and the opportunities it presents for them.

7. Alternative Option(s) considered

- 7.1 The programme has already been agreed by the Group Leaders as the Member Development Group for the Council and therefore no amendments can be made at this time.

How can we ensure that 'mandatory' training is attended?

I was told I could not attend a planning meeting without having the training. So if on a particular committee you should have to our you cannot go on it
By having dates set well in advance and being careful to ensure that only key topics are presented as "mandatory". It would also be good to give a report to Leaders so Groups can reinforce the importance of attendance.
Do it at a time when cllrs might already be coming in - eg group meetings. Keep it short. Offer a number of dates? (But maybe no more than 2)
Make it professional and well done and give flavour at statutory meetings which are likely to be attended.
You can't because it isn't mandatory! Except of course for planning and licensing. Your challenging is to convince councillors of the importance/ relevance to being effective.
Ensure they are kept on weeknights from 6pm - daytime courses are not ideal for members that work. I think this would attract more people from more walks of life to be in a position to become a Cllr.
Outline how the councillor would benefit from it
I think people should attend if possible, especially after having been elected.
Offer alternative dates Work through Group Leaders Remove Members who are serial offenders from key Committees - publicly Name and shame the non-participants e.g. alongside the annual report on attendance at Committees
Make the benefits (or risks) of attending (or not) clear
Bring back attendance allowance
Ensure choice of time is availablesay 9am , 12pm,2pm and 6pm
Make it relevant, short and fact led. Start with good basics and only train on the legal needs of those committees which have legal requirements.
Difficult one. Perhaps more choice on dates. I also think that calling these sessions at short notice means that many are unable to attend. The Group leaders should set an example by attending them to set an example.
Don't know
Perhaps offering one than one session at different times. Sanctions if training not done.
Pay Attendance Allowance
Mandatory is Mandatory. It is up to the Group Leaders to ensure everyone attends. You can't sit on certain committees until training has taken place. Perhaps consider withdrawing allowances until training has been completed.

**Schedule of Training for Councillors
Following 2019 Election
Including Agreed Committee Meetings**

What	When (All sessions are at the Town Hall, Parade, Leamington Spa unless otherwise stated)	Who Should attend
Welcome Reception <ul style="list-style-type: none"> ✓ Welcome by the Chairman of the Council; ✓ Presentation by the Chief Executive and Deputies on how the Council works, challenges it faces and dealing with those challenges; ✓ Major ongoing projects and initiatives; ✓ Introduction to Council services; ✓ Commitment to training; ✓ Change Programme introduction; ✓ Who to contact. 	7 May 2019 6.00pm to 8.00pm 5.00pm to 6.00pm Photos being taken of all District Councillors, Health & Wellbeing display and IT display	Mandatory for all District Councillors Lead officer – Chris Elliott, but SMTplus to attend from 5.00pm
Group Meetings	8 May 2019 6.00pm to 8.00pm	
Getting you through your first meetings (what you need to know) <ul style="list-style-type: none"> ✓ The Constitution; ✓ Understanding the role of the Councillor; ✓ Understanding the role of Officers; ✓ Member/Officer Protocol; ✓ Council, the Executive, Committees & Portfolio Holders; ✓ The role of the Ward Councillor; ✓ Practicalities of attending your first meetings (including Council) and what not to do; ✓ Declarations of Interest. 	13 May 2019 6.00pm to 7.30pm 5.00pm to 6.00pm Photos being taken of all District Councillors, Health & Wellbeing display and IT display	Mandatory for all District Councillors Lead officer - Graham Leach
Group Meetings	13 May 2019 7.30pm to 9.00pm	
Annual Council	15 May 2019 6.30pm to 9.00pm	All Warwick District Councillors

Planning Committee day school - Mandatory training for all members and substitutes of the Committee before the first meeting	16 May 2019 9.00am to 5.00pm	Mandatory for all members of the Planning Committee & Substitutes Other interested Members are welcome to attend. Lead officers – Dave Barber & Gary Fisher
Planning Committee site visits	18 May 2019 9.00am to 12.00pm	Members of the Committee
Health & wellbeing display and Councillor IT display	20 May 2019 5.00pm to 6.00pm	All Warwick District Councillors
Roles & Responsibilities of Committees and Councillors	6.00pm to 7.00pm	Lead officers - Chris Elliott, Andrew Jones, Graham Leach
Council Procedure Rules & Interests (including life cycle of decisions)	7.00pm to 8.00pm	
Standards, Employment, Overview & Scrutiny, Finance & Audit, Licensing & Regulatory Committees meet to appoint Chairmen and Vice-Chairmen	8.00pm to 8.30pm	
Planning Committee	21 May 2019 6.00pm to 10.00pm	All members of the Committee (useful for named substitutes to attend and observe). Some Ward Councillors will need to attend as public speakers.
Planning Committee (Reserve)	22 May 2019 6.00pm to 10.00pm	All members of the Committee (useful for named substitutes to attend and observe). Some Ward Councillors will need to attend as public speakers.
Bank Holiday	27 May 2019	Have a rest

Licensing & Regulatory Committee Training* on the types licences issued by the Council and those determined by this Committee followed by a meeting of the Committee to appoint Licensing Panels. *there will also be three further half days on the training for this Committee for which the dates are tbc)	28 May 2019 10.00am to 4.00pm 4.30pm to 4.45pm	Mandatory for Licensing & Regulatory Committee members and their substitutes but all Councillors welcome to attend Lead Officer - Lorna Hudson
Executive/CMT briefing	28 May 2019 2.00pm to 5.30pm	Executive/CMT
Overview Scrutiny Committee Training - an overview of the function, remit and responsibility of the Committees, including Health Scrutiny & Crime and Disorder requirements, plus a short meeting review of current work programme and forward plan.	29 May 2019 6.00pm to 8.00pm	Mandatory for Overview & Scrutiny Committee and essential for named substitutes Lead - delivered by CfPS
Finance & Audit Scrutiny Committee Briefing on the role and responsibility, followed by a meeting to consider the Annual Governance Statement.	29 May 2019 6.00pm to 8.00pm	Mandatory for Finance & Audit Scrutiny Committee and essential for named substitutes Lead Officers - Mike Snow and Richard Barr
Safeguarding training (This will either be on the safeguarding agenda or safeguarding awareness. There will be two opportunities for each course.)	30 May 2019 2.00pm to 4.00pm	Mandatory for all Warwick District Councillors Lead Officer - Lisa Barker or external
Members/Trades Unions Joint Consultation & Safety Panel Briefing on the role and the Health & Safety remit followed by meeting	30 May 2019 4.30pm to 6.30pm	Mandatory for members of the Panel and Employment Committee members Lead Officers - Graham Leach, Ian Carden & Tracy Dolphin
HRA Business Plans	30 May 2019 6.00pm to 8.00pm	All Warwick District Councillors

Executive/ SMT Away Day	3 June 2019 9.00am to 5.00pm Executive/CMT Morning Executive/SMT Afternoon	Mandatory for all members of the Executive & SMT
Data Protection Act, Freedom of Information Act Good Governance and the implications of these for Councillors	3 June 2019 10.00am to 12.00pm (Plus e-learning module)	Mandatory for all Warwick District Councillors Lead Officer - Shafim Kauser
Licensing Panel E	4 June 2019 10.00am to 12.00pm	Members of the Licensing Panel
Standards Committee Briefing on role 6.00pm to 7.00pm Committee (if needed 7.00pm to 8.00pm)	4 June 2019 6.00pm to 8.00pm	Mandatory for Standards Committee members and named substitutes but useful for all Councillors Lead Officer - Andrew Jones
Social Media Training (Opportunity 1 of 4)	5 June 2019 2.00pm to 4.00pm	All Warwick District Councillors Lead Officer – Kris Walton
Local Government Finance <ul style="list-style-type: none"> ✓ Introduction to how finance works; ✓ Councillors’ role in budget management; ✓ The Council’s budget/medium term financial strategy position 	5 June 2019 6.00pm to 8.00pm	All Warwick District Councillors Lead Officers - Mike Snow & Andrew Rollins
Data Protection Act, Freedom of Information Act Good Governance and the implications of these for Councillors (Plus e-learning model)	6 June 2019 2.00pm to 4.00pm	All Warwick District Councillors Lead Officer: Shafim Kauser
Riverside House – Tours Pre booking required and the tour will not take place if nobody is booked on (maximum of 6 Councillors per session)	6 June 2019 10.00am to 1.00pm or 2.00pm to 5.00pm	All Warwick District Councillors Lead Officers - CMT (Shared)
Executive/CMT	10 June 2019 2.00pm to 5.30pm Riverside House	Executive & CMT
Health & Safety for Councillors	11 June 2019 10.00am to 12.00pm	All Warwick District Councillors Lead Officer - Ian Carden

Employment Committee –training on the role of the Committee followed by meeting	11 June 2019 6.00pm to 7.00pm (training) 7.00pm to 8.00pm (meeting)	Mandatory for Members of the Committee, named substitutes and Members/Trades Unions Joint Consultation & Safety Panel Lead Officer - Tracy Dolphin
Riverside House – Tours Pre booking required and the tour will not take place if nobody is booked on (maximum of 6 Councillors per session)	12 June 2019 10.00am to 1.00pm or 2.00pm to 5.00pm	All Warwick District Councillors Lead Officers - CMT (Shared)
Chief Executive’s Annual Talk Outlining priorities, projects and challenges	12 June 2019 5.30pm to 7.00pm Spa Centre	All Warwick District Councillors Lead Officer - Chris Elliott
Warwick District Conservation Advisory Forum Including review of role and purpose	13 June 2019 2.00pm to 4.00pm Riverside House	Members of Warwick District Conservation Advisory Forum Lead Officer - Robert Dawson
Chairing Committee meetings: Good practice Guide for Chairing Meetings	13 June 2019 6.00pm to 8.00pm	Mandatory for all Warwick District Councillors Lead Officer - CMT
Riverside House – Tours Pre booking required and the tour will not take place if nobody is booked on (maximum of 6 Councillors per session)	13 June 2019 10.00am to 1.00pm or 2.00pm to 5.00pm	All Warwick District Councillors Lead Officer - CMT (Shared)
Planning Committee Site Visits	15 June 2019 9.00am to 12.00pm	Members of the Planning Committee
Social Media Training (Opportunity 2 of 4)	18 June 2019 10.00am to 12.00pm	All Warwick District Councillors Lead Officer – Kris Walton
Planning Committee meeting	18 June 2019 6.00pm to 10.00pm	Members of the Planning Committee
Reserve Planning Committee meeting or training for the Committee	19 June 2019 6.00pm to 10.00pm	Members of the Planning Committee

Licensing Panel A	20 June 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	24 June 2019 2.00pm to 5.30pm	Executive/CMT
Riverside House – Tours Pre booking required and the tour will not take place if nobody is booked on (maximum of 6 Councillors per session)	24 June 2019 10.00am to 1.00pm or 2.00pm to 5.00pm	All Warwick District Councillors Lead Officers - CMT (Shared)
Service area expo Heads of Service for Neighbourhood Services, Finance and Development Services to attend with a stall to explain what their teams deliver.	24 June 2019 5.00pm to 7.00pm	All Warwick District Councillors Lead Officers - SMT
Group meetings	24 June 2019 7.00pm to 9.00pm	
Newbold Comyn Project	25 June 2019 6.00pm to 8.00pm	All Warwick District Councillors Lead Officer - Phillip Clarke
Riverside House – Tours Pre booking required and the tour will not take place if nobody is booked on (maximum of 6 Councillors per session)	25 June 2019 10.00am to 1.00pm or 2.00pm to 5.00pm	All Warwick District Councillors Lead Officers - CMT (Shared)
Health and safety for Councillors Including a briefing on handling difficult and awkward people and computer usage	26 June 2019 2.00pm to 4.00pm	All Warwick District Councillors
Service area expo Heads of Service for Housing Services, Health and Community Protection, Cultural Services and Chief Executive to attend with a stall to explain what their teams deliver.	26 June 5.00pm to 6.00pm	All Warwick District Councillors Lead Officers - SMT
Council	26 June 2019 6.00pm to 8.00pm	All Warwick District Councillors
Licensing Panel B	2 July 2019 10.00am to 1.00pm	Members of the Licensing Panel
Social Media Training (Opportunity 3 of 4)	3 July 2019 2.00pm to 4.00pm	All Warwick District Councillors Lead officer -
Leisure Projects	3 July 2019 6.00pm to 9.00pm	Lead Officer - Rose Winship
Executive/CMT	8 July 2019 2.00pm to 5.30pm (Riverside House)	Executive & CMT

Warwick District Council Business Plan	8 July 2019 6.00pm to 7.00pm	All Warwick District Councillors Lead Officer - Chris Elliott
Group meetings	8 July 2019 7.00pm to 9.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	9 July 2019 6.00pm to 8.00pm	Members of the Committees
Executive	10 July 2019 6.00pm to 8.00pm	Members of the Executive
Warwick District Conservation Advisory Forum	11 July 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Site Visits	13 July 2019 9.00am to 12.00pm	Members of the Committee
Safeguarding training (This will either be on the safeguarding agenda or safeguarding awareness. There will be two opportunities for each course)	15 July 2019 10.00am to 12.00pm	Mandatory for all Warwick District Councillors Lead Officer - Lisa Barker or external
Reflection on the first two months (Councillors to submit their thoughts and issues on first two months by 28 June 2019 for officers to reflect feedback on and help them with)	15 July 2019 6.00pm to 9.00pm	Lead Officer - Tracy Dolphin and Graham Leach
Planning Committee	16 July 2019 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee	17 July 2019 6.00pm to 10.00pm	Members of the Committee
Licensing & Regulatory Panel C	18 July 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	22 July 2019 2.00pm to 5.30pm Riverside House	Executive/CMT
Health Scrutiny Sub-Committee training on remit followed by the meeting of the Committee	23 July 2019 6.00pm to 7.00pm 7.00pm to 8.00pm	Members of the Committee
Code of Conduct briefing (plus post course questions via metacompliance for WDC councillors)	24 July 2019 6.00pm to 8.00pm	Mandatory for All Warwick District Councillors, plus Parish & Town Councillors and Clerks

Code of Conduct briefing (plus post course questions via metacompliance for WDC councillors)	29 July 2019 6.00pm to 8.00pm	Mandatory for All Warwick District Councillors, plus Parish & Town Councillors and Clerks as well
Licensing Panel D	30 July 2019 10.00am to 1.00pm	Members of the Licensing Panel
Finance & Audit Scrutiny Committee – Approval of Statement of Accounts	30 July 2019 6.00pm to 8.00pm	Members of the Committee
Overview of Development Review Forum, Conservation Advisory Forum, Planning Forum, Community Forums and their roles	31 July 2019 6.00pm to 7.30pm	All Warwick District Councillors
Executive/CMT	5 August 2019 2.00pm to 5.30pm Riverside House	CMT/Executive
Local Plan	7 August 2019 6.00pm to 7.00pm	All Warwick District Councillors
Warwick District Conservation Advisory Forum	8 August 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Committee Site Visits	10 August 2019 9.00am to 12.00pm	Members of the Committee
Safeguarding training (This will either be on the safeguarding agenda or safeguarding awareness. There will be two opportunities for each course)	12 August 2019 6.00pm to 8.00pm	Mandatory for all Warwick District Councillors Lead Officer - Lisa Barker or external
Planning Committee	13 August 2019 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee or training for the Committee	14 August 2019 6.00pm to 10.00pm	Members of the Committee
Safeguarding training (This will either be on the safeguarding agenda or safeguarding awareness. There will be two opportunities for each course)	14 August 2019 4.00pm to 6.00pm	Mandatory for all Warwick District Councillors Lead Officer - Lisa Barker or external
Licensing Panel E	15 August 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	19 August 2019 2.00pm to 5.30pm Riverside House	Executive/CMT
Licensing & Regulatory Committee	19 August 2019 4.30pm to 6.00pm	
Group Meetings	19 August 2019 6.00pm	Members of the Committee

Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	20 August 2019 6.00pm to 8.00pm	Members of the Committees
Members/Trades Unions Joint Consultation & Safety Panel	21 August 2019 4.30pm to 5.30pm	Members of the Panel
Executive	21 August 2019 6.00pm to 7.00pm	Members of the Executive
Bank holiday	26 August 2019	Have a rest
Licensing Panel A	29 August 2019 10.00am to 1.00pm	Members of the Licensing Panel
Executive/CMT	2 September 2019 2.00pm to 5.30pm Riverside House	CMT/Executive
Social Media training (Last chance for 2019)	2 September 2019 6.00pm to 7.00pm	All Warwick District Councillors Lead Officer – Kris Walton
Group Meetings	2 September 2019 7.00pm to 9.00pm	All Warwick District Councillors
Employment Committee	3 September 2019 6.00pm to 8.00pm	Members of the Committee
Service area expo Three Heads of Service to attend with a stall to explain what their teams deliver	4 September 2019 5.00pm to 6.00pm	All Warwick District Councillors Lead Officers - SMT
Council	4 September 2019 6.00pm to 8.00pm	All Warwick District Councillors
Warwick District Conservation Advisory Forum	5 September 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Committee Site visits	7 September 2019 9.00am to 12.00pm	Members of the Committees
Planning Committee	10 September 2019 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee	11 September 2019 6.00pm to 10.00pm	Members of the Committee
Licensing Panel B	12 September 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	16 September 2019 2.00pm to 5.30pm Riverside House	Executive & CMT
Health Scrutiny Sub-Committee	17 September 2019 6.00pm to 8.00pm	Members of the Committee
Standards Committee	18 September 2019 6.00pm to 8.00pm	Members of the Committee
Horizon Scanning	19 September 2019 6.00pm to 8.00pm	All Warwick District Councillors Lead officer - Chris Elliott

Change programme training	w/c 23 September 2019 Times to be confirmed keep free	All Warwick District Councillors
Licensing Panel C	24 September 2019 10.00am to 1.00pm	Members of the Licensing Panel
Executive/CMT	30 September 2019 2.00pm to 5.30pm Riverside House	Executive/CMT
Licensing & Regulatory Committee	30 September 2019 4.30pm to 6.00pm	Members of the Committee
Service area expo Three Heads of Service to attend with a stall to explain what their teams deliver	30 September 2019 5.00pm to 6.00pm	All Warwick District Councillors Lead Officers - SMT
Group Meetings	30 September 2019 6.00pm to 8.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	1 October 2019 6.00pm to 8.00pm	Members of the Committees
Executive	2 October 2019 6.00pm to 8.00pm	Members of the Executive
Warwick District Conservation Advisory Forum	3 October 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Committee Site visits	5 October 2019 9.00am to 12.00pm	Members of the Committee
Planning Committee	8 October 2019 6.00pm to 10.00pm	Members of the Committee
Reserve planning Committee or training for the Committee	9 October 2019 6.00pm to 10.00pm	Members of the Committee
Licensing Panel D	10 October 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	14 October 2019 2.00pm to 5.30pm Riverside House	Executive & CMT
Planning Forum	14 October 2019 6.00pm to 8.00pm	All Warwick District Councillors
Handling the Media – A two-hour briefing session on working with the Media (Plus briefing paper)	15 October 2019 6.00pm to 8.00pm	Mandatory for Executive, Chairman, Chairmen of Committees and Group Leaders Lead officer - Tracy Dolphin
Licensing Panel E	22 October 2019 10.00am to 1.00pm	Members of the Licensing Panel
Health and Safety for Councillors Including a briefing on handling difficult and awkward people and computer usage	22 October 2019 6.00pm to 8.00pm	All Warwick District Councillors

Executive/CMT	28 October 2019 2.00pm to 5.30pm	Executive/CMT
Risk Management	29 October 2019 6.00pm to 8.00pm	All Warwick District Councillors
Warwick District Conservation Advisory Forum	31 October 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Committee site visits	2 November 2019 9.00am to 12.00pm	Members of the Committee
Planning Committee	5 November 2019 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee	6 November 2019 6.00pm to 10.00pm	Members of the Committee
Licensing Panel A	7 November 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	11 November 2019 2.00pm to 5.30pm Riverside House	Executive & CMT
Group Meetings	11 November 2019 6.00pm to 8.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	12 November 2019 6.00pm to 8.00pm	Members of the Committees
Executive	13 November 2019 6.00pm to 9.00pm	Members of the Executive
Executive/CMT	18 November 2019 2.00pm to 5.30pm	Executive/CMT
Briefing on available Grants & Community initiatives, including: Rural & Urban Initiative Heritage Other Community initiative schemes	18 November 2019 6.00pm to 7.00pm	All Warwick District Councillors
Group meetings	18 November 2019 7.00pm to 9.00pm	
Licensing Panel B	19 November 2019 10.00am to 1.00pm	Members of the Licensing Panel
Health Scrutiny Sub-Committee	19 November 2019 6.00pm to 8.00pm	Members of the Committee
Members/Trades Union Joint Consultation & Safety Panel	20 November 2019 4.30pm to 6.30pm	Members of the Panel
Council	20 November 2019 6.00pm to 8.00pm	All Warwick District Councillors
Treasury Management briefing	26 November 2019 6.00pm to 8.00pm	Mandatory briefing for F&A only plus Executive
Warwick District Conservation Advisory Forum	28 November 2019 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Site visits	30 November 2019 9.00am to 12.00pm	Members of the Committee
Executive/CMT	2 December 2019 2.00pm to 5.30pm Riverside House	Executive/CMT

Planning Committee	3 December 2019 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee or training for the Committee	4 December 2019 6.00pm to 10.00pm	Members of the Committee
Licensing Panel C	5 December 2019 2.00pm to 5.00pm	Members of the Licensing Panel
Europa Way Project	9 December 2019 6.00pm to 8.00pm	All Warwick District Councillors Lead Officer – Chris Elliott
Employment Committee	10 December 2019 6.00pm	Members of the Committee
Standards Committee	11 December 2019 6.00pm to 8.00pm	Members of the Committee
Executive/CMT	16 December 2019 2.00pm to 5.30pm Riverside House	Executive & CMT
Group Meetings	16 December 2019 6.00pm to 8.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	17 December 2019 6.00pm to 8.00pm	Members of the Committees
Executive	18 December 2019 6.00pm to 8.00pm	Members of the Executive
Licensing Panel D	19 December 2019 10am to 1.00pm	Members of the Licensing Panel
Warwick District Conservation Advisory Forum	2 January 2020 2.00pm to 4.00pm Riverside House	Members of the Forum
Planning Committee Site Visits	4 January 2020 9.00am to 12.00pm	Members of the Committee
Executive/CMT	6 January 2020 2.00pm to 5.30pm	Executive/CMT
Planning Committee	7 January 2020 6.00pm to 9.00pm	Members of the Committee
Reserve Planning Committee	8 January 2020 6.00pm to 9.00pm	Members of the Committee
Licensing Panel E	9 January 2020 2.00pm to 5.00pm	Members of the Licensing Panel
Health Scrutiny Sub-Committee	14 January 2020 6.00pm to 8.00pm	Members of the Committee
Creative Quarter Project	20 January 2020 6.00pm to 8.00PM	All Warwick District Councillors
Licensing Panel A	21 January 2020 10.00am to 1.00pm	Members of the Licensing Panel
Major Emergency Training (Plus e-learning module)	22 January 2020 6.00pm to 8.00pm	All Warwick District Councillors
Warwick District Conservation Advisory Forum	23 January 2020 2.00pm to 4.00pm Riverside House	Members of the Forum

Executive/CMT	27 January 2020 2.00pm to 5.30pm Riverside House	Executive & CMT
Planning Site Visits	1 February 2020 9.00am to 12.00pm	Members of the Committee
Planning Committee	4 February 2020 6.00pm to 9.00pm	Members of the Committee
Reserve Planning Committee or training for the Committee	5 February 2020 6.00pm to 9.00pm	Members of the Committee
Licensing Panel B	6 February 2020 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	10 February 2020 2.00pm to 5.30pm Riverside House	Executive/CMT
Group Meetings	10 February 2020 6.00pm to 8.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	11 February 2020 6.00pm to 8.00pm	Members of the Committees
Executive	12 February 2020 6.00pm to 8.00pm	Members of the Executive
Executive/CMT	17 February 2020 2.00pm to 5.30pm Riverside House	Executive & CMT
Licensing Panel C	18 February 2020 10.00am to 1.00pm	Members of the Panel
Health Scrutiny Sub-Committee	19 February 2020 6.00pm to 8.00pm	Members of the Committee
Warwick District Conservation Advisory Forum	20 February 2020 2.00pm to 4.00pm Riverside House	Members of the Forum
Licensing & Regulatory Committee	24 February 2020 4.30pm to 6.00pm	Members of the Committee
Executive/CMT	24 February 2020 2.00pm to 5.30pm Riverside House	Executive/CMT
Group Meetings	24 February 2020 6.00pm to 8.00pm	
Standards Committee	25 February 2020 6.00pm to 8.00pm	Members of the Committee
Council	26 February 2020 6.00pm to 8.00pm	All Warwick District Councillors
Planning Committee site visits	29 February 2020 9.00am to 12.00pm	Members of the Committee
Keep free (Reserve Council)	2 March 2020 6.00pm to 8.00pm	All Warwick District Councillors
Executive/CMT	3 March 2020 2.00pm to 5.30pm Riverside House	Executive/CMT
Planning Committee	3 March 2020 6.00pm to 10.00pm	Members of the Committee
Reserve Planning Committee	4 March 2020 6.00pm to 10.00pm	Members of the Committee

Licensing Panel D	5 March 2020 2.00pm to 5.00pm	Members of the Licensing Panel
Members/Trades Unions Joint Consultation & Safety Panel	11 March 2020 4.30pm to 6.30pm	Members of the Forum
Executive/CMT	16 March 2020 2.00pm to 5.30pm Riverside House	Executive & CMT
Group meetings	16 March 2020 6.00pm to 8.00pm	
Licensing Panel E	17 March 2020 10.00am to 1.00pm	Members of the Licensing Panel
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	17 March 2020 6.00pm to 8.00pm	Members of the Committees
Executive	18 March 2020 6.00pm to 8.00pm	Members of the Executive
Warwick District Conservation Advisory Forum	19 March 2020 2.00pm to 4.00pm Riverside House	Members of the Forum
Executive/CMT	23 March 2020 2.00pm to 5.30pm Riverside House	Executive/CMT
Group meetings	23 March 2020 6.00pm to 8.00pm	
Employment Committee	24 March 2020 6.00pm to 8.00pm	Members of the Committee
Council	25 March 2020 6.00pm to 8.00pm	All Warwick District Councillors
Planning Committee site visits	28 March 2020 9.00am to 12.00pm	Members of the Committee
Planning Committee	31 March 2020 6.00pm to 9.00pm	Members of the Committee
Reserve Planning Committee or training for the Committee	1 April 2020 6.00pm to 9.00pm	Members of the Committee
Licensing Panel A	2 April 2020 2.00pm to 5.00pm	Members of the Licensing Panel
Executive/CMT	6 April 2020 2.00pm to 5.30pm Riverside House	Executive/CMT
Planning Forum	9 April 2020 6.00pm to 8.00pm	All Warwick District Councillors
Bank holiday	10 & 13 April	Have a rest
Executive/CMT	14 April 2020 2.00pm to 5.30pm	Executive/CMT
Licensing & Regulatory Committee	14 April 2020 4.30pm to 6.00pm	Members of the Committee
Group meetings	14 April 2020 6.00pm to 8.00pm	
Council	15 April 2020 6.00pm to 8.00pm	All Warwick District Councillors
Licensing Panel B	16 April 2020 10.00am to 1.00pm	Members of the Licensing Panel

Warwick District Conservation Advisory Forum	16 April 2020 2.00pm to 5.00pm Riverside House	Members of the Forum
Group meetings	20 April 2020 6.00pm to 8.00pm	
Finance & Audit Scrutiny Committee and Overview & Scrutiny Committees	21 April 2020 6.00pm to 8.00pm	Members of the Committees
Executive	22 April 2020 6.00pm to 8.00pm	Members of the Executive
Planning Committee site visits	25 April 2020 9.00am to 12.00pm	Members of the Committee
Planning Committee	28 April 2020 6.00pm to 9.00pm	Members of the Committee
Reserve Planning Committee	29 April 2020 6.00pm to 9.00pm	Members of the Committee
Licensing Panel C	30 April 2020 2.00pm to 5.00pm	Members of the Licensing Panel
Group meetings	11 May 2020 6.00pm to 8.00pm	
Annual Council	13 May 2020 6.30pm to 8.30pm	All Warwick District Councillors
Employment, Standards, Planning, F&A, O&S and Land R Committees (appointment of Committee Chairmen)	13 May 2020 8.30pm to 8.45pm	Members of the Committee
Reflection on the first year in office (Councillors to submit their thoughts and issues on first year by 1 May 2020 for officers to reflect feedback on and help them with)	18 May 2020 6.00pm to 9.00pm	Lead Officer - Tracy Dolphin and Graham Leach

NB: In addition to the above, there will be additional briefings as required on the major projects for the Council as they develop and come forward for consideration and three further half day training sessions for Licensing & Regulatory Committee members.

Briefing papers will be provided on

The responsibilities for Councillors as an Employer

Role of Portfolio Holders

Role of Shadow Portfolio Holders Training

The services we provide

Year 2

Procurement Training

Questioning Skills


Data protection training

Universal Credit

CIL/IDP & S106

Role of Scrutiny Committees

Modern Slavery

 Overview & Scrutiny Committee 2 April 2019		Agenda Item No. 12
Title	To review membership/participation with certain Outside Appointments	
For further information about this report please contact	Andrew Jones – Deputy Chief Executive & Monitoring Officer Lesley Dury – Principal Committee Services Officer	
Wards of the District directly affected	None	
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 4 April 2018 and 27 November 2018 Council 9 May 2018	
Background Papers	None	

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 Impact Assessment Undertaken	No, not applicable

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	27.02.2019	Andrew Jones
Head of Service		
CMT	27.02.2019	Andrew Jones
Section 151 Officer		
Monitoring Officer	27.02.2019	Andrew Jones
Finance		
Portfolio Holder(s)		
Consultation & Community Engagement		
The Deputy Chief Executive and Monitoring Officer liaises with Group Leaders.		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
The report will be presented to Council in May 2019 for approval of the appointments.		

1. **Summary**

- 1.1 Each year, Councillors who are appointed to represent this Council on outside bodies provide a report to Overview & Scrutiny Committee on what the outside body has achieved during the preceding 12 months; and what has been the personal contribution of the Councillor to this achievement. This municipal year, these reports were presented at the Overview & Scrutiny Committee's meeting at the end of November 2018. Under this Council's Scheme of Delegation, the Deputy Chief Executive (AJ) & Monitoring Officer undertakes an annual review of outside appointments, and this report details his initial decisions.
- 1.2 This report also details the Council's Champion appointments for information purposes.
- 1.3 The report also asks Overview & Scrutiny Committee Members to consider if an addition to the Council's Constitution should be recommended to Council in respect of the duties of this Council's Outside Body representatives.

2. **Recommendation**

- 2.1 That Overview & Scrutiny Committee note the recommendations for outside appointments 2019/2020, as set out at Appendix 1, to be agreed by Council in May 2019.
- 2.2 That Overview & Scrutiny Committee note the Council's Champion appointments.
- 2.3 That Overview & Scrutiny Committee recommend to Council that a change be made to this Council's Constitution with regard to Outside Bodies:

"Representatives are expected to act corporately and are authorised to advise the respective bodies of the Council's policy position and make requests to the appropriate Portfolio Holder if new Council policy might be appropriate."

"Most Outside Bodies operate using their own Boards which determine their terms of reference. Council representatives will be expected to work within the framework of the body upon which they are serving. A report will be submitted to the budget setting meeting of Council in February each year."

3. **Reasons for the Recommendation**

- 3.1 The Council's Constitution, Section 4 – Scheme of Delegation stipulates that:

The Deputy Chief Executive (AJ) & Monitoring Officer shall have authority to:

MO(2) – Subject to consultation with Group Leaders, make appointments to outside bodies in accordance with the political balance already agreed. As a result in the cessation of the Warwick Town Centre Management Group and the Rural Services Network (from early 2019) the number of appointments allocated to each Group will need to be amended. This would result in the current allocation for the Conservative Group being reduced by one (from 10 to 9) and the allocation for the Labour Group being increased by 1 (from 2 to 3)

- 3.2 This delegated power allows the Deputy Chief Executive (AJ) to determine which outside appointments can be discontinued after consulting with Group Leaders.
- 3.3 The appointments by Council are made on a politically proportionate basis. The process for nominations is that the largest group on the Council are requested to make their nominations first, followed by, in turn, the second and third largest.
- 3.4 Over time, the list of the Council's Champions has increased and it was felt that each year a "stock-take" should be done of these, presented to Annual Council. This report lists which Councillors act as Champions so that it is transparent what work is being undertaken by whom.
- 3.5 The addition to the Constitution is recommended to provide a central point of guidance for councillors and outside bodies, to recognise the role of both the Council and the Outside Body.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
Nil	Nil	Nil
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained	<u>Intended outcomes:</u> Focusing on our customers' needs	<u>Intended outcomes:</u> Better return/use of our assets

All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Continuously improve our processes Increase the digital provision of services	Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Re-evaluating which outside bodies require councillor participation ensures that time is not wasted.	Nil	Nil

4.2 Supporting Strategies

Each strand of the FFF strategy has a number of supporting Strategies, however this report does not relate to one of them.

4.3 Changes to Existing Policies - There are no changes to existing policies.

4.3 Impact Assessments – There are no new policy changes in respect of Equalities.

5. Budgetary Framework

5.1 The report does not impact on the Budgetary Framework.

5.2 The only outside appointments the Council has made a financial contribution, in terms of subscriptions and grants, during the current financial year are:

- West Midlands Employers £40,689.23
- District Councils Network £838.80
- Association of Retained Council Housing £3478.80
- Shakespeare's England Ltd £75,000
- National Association of Councillors £736

6. Risks

6.1 The main risk associated with the appointments to outside bodies is the need for Members to be mindful of their roles and responsibilities to the Council and the organisation they are appointed to. Therefore, it is considered that Members should be refreshed of this following a review of the guidance.

7. Alternative Option(s) considered

7.1 No alternative options have been considered as in this instance, it is unnecessary.

8. Background

8.1 It is considered good practice to regularly review the outside appointments by the Council to ensure that they are beneficial to the Councillor and the Councillor appointed is held to account for their actions.

- 8.2 The Overview & Scrutiny Committee therefore receives reports from all Councillors on outside appointments and it is intended to continue this arrangement on an annual basis.
- 8.3 As a result of this year's review made at Overview & Scrutiny Committee and in liaison with the Monitoring Officer, it was decided to cease this Council's membership of the National Association of Councillors. The National Association of Councillors has asked for one year's notice, so payments to this Outside Body will cease from the financial year 2020/21.
- 8.4 The criteria used by the Monitoring Officer to evaluate the outside appointments and their usefulness is:

Council agreed criteria:

1. A body or partnership to which the Council provides significant financial contribution;
2. An established Council partnership with agreements in place;
3. A body or partnership to which the Council is obliged to appoint a Member;
4. A body or partnership which relates to the management of an asset of the Council; or
5. Appointments made at the discretion of the Council.

Additional Criteria used by the Deputy Chief Executive & Monitoring Officer:

6. Does the body play a significant role in local service delivery;
 7. Does the body have significant influence on local or national policy.
- 8.5 It should be noted the appointments listed in Appendix 1 are split between Executive and Council appointments. Executive appointments are ones which are appointments made by the Executive and therefore cannot be made by the Council and in doing this are not subject to the calculation of political proportionality. However, these are included in the report for information.
- 8.6 Appendix 1 lists the outside appointments, with the Monitoring Officer's evaluation included.
- 8.7 Appendix 2 lists the Council's Champions.

Appendix 1 – Outside Appointments

Executive appointments

(Appointments made by the Executive and therefore not a decision for the Council and not subject to political proportionality rules)

Conservative Appointments	Number of places	Councillor 2018/2019
Warwickshire Police & Crime Panel (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
West Midlands Employers	1	Cllr Phillips
Coventry and Warwickshire LEP (Including City Deals)	1	Cllr Mobbs
District Councils' Network (Leader of the Council)	1	Cllr Mobbs
LLP Board	3	Cllr Butler Cllr Whiting Cllr Mobbs
Safer Warwickshire Partnership Board (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
South Warwickshire Community Safety Partnership (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
Warwickshire County Council Health & Wellbeing Board (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
Association of Retained Council Housing (ARCH) (Housing Portfolio Holder)	1	Councillor Phillips
Shakespeare's England (Development Portfolio Holder)	1	Councillor Butler
Total	12	

Warwick District Council appointments to be agreed by Council

Conservative Appointments	Number of places	Councillor 2018/2019	*Evaluation Criteria	Continue (Y/N)
Coventry Airport Consultative Committee	1	Cllr Wright	2	Y
Kenilworth Abbey Advisory Committee	1	Cllr Cooke	4	Y
Kenilworth Town Centre Partnership	1	Cllr Coker	4	Y
LGA District Councils' Network	1	Cllr Mobbs	5	Y
South Warwickshire NHS Foundation Trust	1	Cllr Mrs Bunker	5	Y
Warwickshire County Council – Adult Social Care and Health Overview & Scrutiny Committee	1	Cllr Mrs Redford	5	Y
Warwickshire Waste Management Forum	1	Cllr Grainger	2	Y
Birmingham Airport Consultative Committee	1	Cllr Illingworth	2	Y
Bid Leamington Board	1	Cllr H Grainger	2	Y
Chase Meadow Community Centre	1	Cllr Butler	4	Y
Total	10			

*Evaluation Criteria Key:

Council agreed criteria:

1. A body or partnership to which the Council provides significant financial contribution;
2. An established Council partnership with agreements in place;
3. A body or partnership to which the Council is obliged to appoint a Member;
4. A body or partnership which relates to the management of an asset of the Council; or
5. Appointments made at the discretion of the Council.

Additional Criteria used by the Deputy Chief Executive & Monitoring Officer:

6. Does the body play a significant role in local service delivery;
7. Does the body have significant influence on local or national policy.

Labour Appointments	Number of places	Councillor 2018/2019	*Evaluation Criteria	Continue (Y/N)
National Association of Councillors	0	Cllr Naimo	5	N
National Parking Adjudication Service (PATROL)	1	Cllr Barrott	1	Y
Total	1			

Whitnash Residents Association Appointments	Number of places	Councillor 2018/2019	*Evaluation Criteria	Continue (Y/N)
South Warwickshire Community Safety Partnership (Non Executive rep)	1	Cllr Heath	2	Y
Total	1			

*Evaluation Criteria Key:

Council agreed criteria:

1. A body or partnership to which the Council provides significant financial contribution;
2. An established Council partnership with agreements in place;
3. A body or partnership to which the Council is obliged to appoint a Member;
4. A body or partnership which relates to the management of an asset of the Council; or
5. Appointments made at the discretion of the Council.


Additional Criteria used by the Deputy Chief Executive & Monitoring Officer:

6. Does the body play a significant role in local service delivery;
7. Does the body have significant influence on local or national policy.

Appendix 2 – Champions

Champions	Lead Officer	Number of places	Councillors 2018/2019
Children's Champions <ul style="list-style-type: none"> 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 and 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. 	Lisa Barker	2	Thompson (PH) / Parkins
Heritage Champion (See Caf constitution for definition)	Robert Dawson	1	Chairman of CAF
HS2 Champion <ul style="list-style-type: none"> (To monitor the impact of HS2 on Warwick District and work on mitigation for this; To liaise with appropriate officers and organisations on HS2 matters and support the Portfolio Holder in this detailed area of work) 	Debbie Prince	1	Illingworth
Armed Forces Covenant Champion	Bernie Allen	1	Illingworth
Procurement Champions	Mike Snow	4	Mrs Knight Gifford Quinney Rhead
Parish/Town Champion – Role Profile <ul style="list-style-type: none"> To raise awareness and have regard of issues affecting Local Councils within the District Council; To respond to invitations from Local Councils to attend meetings of mutual interest; 	Bernie Allen	1	Mrs Redford

<ul style="list-style-type: none"> • To be the first point of contact for Local Councils in the event of concerns relating to dealings with the District Council; • To ensure that Local Councils view are taken into account when the District Council undertakes consultation; • To facilitate discussions in relation to the possibility of devolving services to Local Councils; • To encourage joint training events including Councillors from the District Council and Local Councils • To respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Committees; • To attend other Local Council liaison meetings as appropriate 			
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 Overview and Scrutiny Committee – 2 April 2019		Agenda Item No. 13
Title	Overview & Scrutiny Committee End of Term Report	
For further information about this report please contact	Lesley Dury, Committee Services Officer 01926 456114 committee@warwickdc.gov.uk	
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	O & S 4 April 2018 Council, 18 April 2018	
Background Papers	Agendas/Minutes Municipal Year 2018/19	

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 Impact Assessment Undertaken	No
Not required as this report gives a synopsis of work undertaken by the O & S Committee and contains no new material.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12.3.2019	Andy Jones
Head of Service		
CMT	12.3.2019	Andy Jones
Section 151 Officer		
Monitoring Officer	12.3.2019	Andy Jones
Finance		
Portfolio Holder(s)		
Consultation & Community Engagement		
12 March 2019 - Chairman of Overview and Scrutiny – Councillor Mrs Falp		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
The report will be presented to Council in April 2019 to be noted.		

1. **Summary**

- 1.1 This report is the annual end of term report to the Council on the work the Overview & Scrutiny Committee has undertaken during the municipal year 2018/19. The Committee met 11 times during the year. The report also includes work by the Health Scrutiny Sub-Committee which met three times.

2. **Recommendation**

- 2.1 It be recommended to Council that the list of matters considered by the Overview & Scrutiny Committee and Health Scrutiny Sub-Committee during the municipal year 2018/19, as detailed in Appendix A to the report, be noted.

3. **Reasons for the Recommendation**

- 3.1 Under Article 6 of the Council's Constitution Overview & Scrutiny Committees and Policy Committees are required to provide an end of term report to the Council on work they have undertaken during the year.
- 3.2 The matters considered during the year are attached at Appendix A to the report. This will be updated to include matters considered at this meeting, before it is submitted to Council.

4. **Policy Framework**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Nil	Nil	Nil
Internal		
Effective Staff	Maintain or Improve	Firm Financial Footing

	Services	over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Nil	Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal in respect of service provision are taken into account.	Nil

4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes and allows an overview of the previous 12 months' work.

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

This report is made annually as a matter of good practice and Council policy.

4.3 **Changes to Existing Policies** - There are no changes to existing policies.

4.4 **Impact Assessments** - There are no new policy changes in respect of Equalities.

5. **Budgetary Framework**

5.1 The recommendations of the report do not affect the Council's budgetary framework.

6. **Risks**

6.1 There are no risks associated with this report which is purely provided as a matter of good practice and Council policy concerning Scrutiny committees.

7. **Alternative Option(s) considered**

7.1 There are no alternative options because this report complies with the requirements of Article 6 of the Council's Constitution.

Chair's Introduction

This has been the second year that I have acted as the Committee's Chairman and I have noticed that the Committee has really found its feet. In particular, the Committee has covered a wide range of topics on its own work programme and has been stringent in ensuring that any matters outstanding have been followed up. An example of this stems from the work done in the previous municipal year when the Committee has followed up and scrutinised reports in respect of the recommendations made by the Task & Finish Group – HMOs. It has asked for regular updates from officers on matters of huge importance to the District such as the Leisure Centres and litter collection and recycling. The Council's work to stem the tide of fly-tipping, working in co-operation with Rugby Borough Council has also drawn close examination and the Committee has been pleased to note the progress made in this respect and also that officers have reported with positive enthusiasm about the work being done and the results.

The Executive has discussed a large number of reports this year and this has meant that the Overview & Scrutiny Committee has scrutinised a large number of these too. The response from the Executive in respect of recommendations made to it by Overview & Scrutiny has been more consistent and detailed.

The Committee also undertook another Task & Finish Group this year in respect of examining the role of the Council's Chairman. The report giving the recommendations from this Group will be examined by the Committee in April 2019.

The Health Scrutiny Sub-Committee also found its feet this year and Members felt that they were finally adding value to initiatives being taken by this Council in respect of health and wellbeing instead of simply being told what had happened. The Sub-Committee has also received regular updates from the Portfolio Holder, Councillor Thompson and Councillor Mrs Redford, both of whom sit on outside bodies at the County Council. Their regular feedback has given the Sub-Committee the opportunity to feed into the work being done at the County Council.

The Sub-Committee has noted that the Joint Strategic Needs Assessment tool has captured a lot of useful data allowing this Council to hone in on areas requiring attention such as mental health and housing. I would like to extend my thanks to the Lead Officer for this Sub-Committee, Marianne Rolfe, who has gently guided the Sub-Committee to concentrate on the areas within the control of this Council.

I would like to thank the officers that have supported me and this Committee during my tenure as this Committee's Chairman and also those officers who have regularly been asked to present reports and take questions.

Councillor Judy Falp
12 March 2019

Items considered by Overview & Scrutiny Committee 2018/19

Overview & Scrutiny Work Programme Items

2018:

Warwick District Infrastructure Delivery Plan (IDP) update
Finance – Service Area Update
Review of Council’s Sustainability and Climate Change Approach
Review of Housing Services – Service Area Update
Report on Fuel Poverty
Leisure Development Programme Phase 2 – Kenilworth Facilities
Events Review Update
Christmas Lights Display 2018
Renewal of Recycling Contract 2019/20
Review of Neighbourhood Services – Service Area Update
Task & Finish Group HMO’s Update
Summary of the role, responsibilities and performance of the South Warwickshire
Community Safety Partnership (SWCSP)
Local Plan Policy H6 (Task & Finish Group Recommendation 2.4)
Development Portfolio – Service Review
Annual Feedback on Outside Appointments and Champions
Stock Condition Survey

2019:

Pump Room Gardens Restoration Project
Update on Catering & Concessions Contract – Royal Pump Rooms and Jephson
Gardens
Shared Environmental Enforcement with Rugby Borough Council
Chief Executive’s Office – Service Review
Warwick District Infrastructure Delivery Plan (IDP)
Business Portfolio – Service review
Student Housing Strategy Community Engagement
Briefing Note – Follow-up to “Annual feedback on Outside Appointments” report –
National Association of Councillors
Culture Portfolio – Service Review
Annual Update from Shakespeare’s England

Routine Items

Review of the Work Programme, Forward Plan and Comments from the Executive

Executive Items Considered by the Committee

(This section details the comments and recommendations made by the Overview & Scrutiny Committee to the Executive on reports being considered by the Executive. The decisions made at the Executive meeting have been detailed if the decision has been more than to approve the recommendations in the report.)

30 May 2018:

Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens
Glasshouse

The Committee welcomed and supported the report but requested robust monitoring of the contract from the outset.

Student Housing Strategy

The Committee welcomed and supported the Policy in general and welcomed that some of the recommendations from the HMO Task & Finish Group were included within the document.

Executive Response:

The Executive thanked the Scrutiny Committee for the debate and consideration of this matter and reminded them that, as set out within the report, one of the next steps would be to work with the University of Warwick to promote further on-campus provision and a more dispersed distribution of the student population across Warwick District to enable the district to positively integrate the students and settled populations.

The Committee expressed concerns that the aims did not specifically address the concerns about over-concentration of students in some areas through a dispersal strategy.

MHCLG Rough Sleepers Initiative 2018-20

The Committee welcomed the report but had questions on what would happen in two years when the MHCLG funding ceased.

26 June 2018:

Increased Litter Bin Provision

The Committee welcomed and supported the recommendations in the report.

Ideas were raised about using new technology where possible and providing different types of refuse bins in different areas, based on demand and use e.g. Parade in Leamington Spa might have different requirements to quieter streets, such as Milverton Hill in Leamington Spa.

24 July 2018:

Air Quality SPD

The Committee welcomed and supported the report and recommended that the report was aligned with the National Planning Policy Framework (NPPF) prior to the report going out for consultation.

Executive Response:

The recommendations in the report were approved along with the recommendation from the Overview & Scrutiny Committee that the SPD was aligned with the new draft National Planning Policy Framework prior to it going out to consultation.

Creative Quarter: Growth Deal, Bid Options & Potential Purchases

The majority of O&S Members supported the recommendations in the report and recommended that the wording to one of the recommendations was amended.

(Recommendations 2.3 and 2.4 were matters for the Finance & Audit Scrutiny Committee to scrutinise.)

Executive Response:

The recommendations in the report were approved, subject to the amendment recommended by the Overview & Scrutiny Committee and 2.3 be amended to read "in the region of".

Leamington Car Park Displacement Strategy

The Committee noted the report.

29 August 2018:

Council Tax Reduction Scheme

The Committee supported the recommendations in the report but was concerned at the level of complexity of the questionnaire and the effect this might have on the response rate.

Executive Response:

The Executive noted the comments of the Committee but were mindful that there was a requirement to provide all the information in order to enable full consideration of the proposals.

The recommendations in the report were approved.

Creative Quarter Growth Deal Update Report

The majority of Committee Members supported the recommendations in the report.

25 September 2018:

Leisure Development Programme Phase Two – Kenilworth Facilities

The Committee supported the recommendations in the report.

Events Strategy

The Committee supported the recommendations in the report but made the following comments:

- A standardised EIA, the format of which has been defined by the Council, should be completed for all events.
- Event organisers should be encouraged to ensure the use of recyclable materials for all disposable items, e.g. plastic.
- Parish and Town Councils should be sent a copy of the events manual once it is published.
- All events organisers should receive a copy of the events manual.

Executive Response:

The Executive agreed that the comments made by O&S should be circulated to officers, for them to consider as part of the process. Executive approved the recommendations in the report.

30 October 2018:

Code of Procurement Practice

The Committee noted the report.

Executive Response:

The recommendations in the report were approved with an amendment in Appendix 1, Page 13 of the report, to bullet point four to read "*The exemption must be agreed by the Head of Finance and Executive, prior to any contract being entered into*". These changes would be made prior to submission to Council.

Adoption of a Plastics Policy

The Committee supported the recommendations in the report.

The Committee discussed what could be done to reduce the use of plastic at events held in the District, and requested an update in 12 months' time to review progress with the Policy and the difference it had made.

Suggestions were made for some amendments to the wording in the Policy and Councillor Thompson asked Councillor Davison to liaise with him over the changes.

Executive Response:

The recommendations in the report were approved, with the agreement of revised wording as discussed with officers.

Discretionary Business Rates Relief as a Tool for Business Growth and Inward Investment

The Committee supported the recommendations in the report.

Executive Response:

The recommendations in the report were approved with an amendment to the figures contained within paragraph 5.6 to read "*£100,000*".

27 November 2018

Europa Way Progress Update and Next Steps

The Committee supported the recommendations in the report with the inclusion of an amendment to recommendation 2.21 which the Portfolio Holder agreed he would bring forward to the Executive meeting on the following evening.

Executive Response:

The recommendations in the report were approved, subject to an amendment to recommendation 2.21 to read:

"To agree that a Members Working Group made up of representatives of all political groups plus the portfolio holder for Housing and Property Services is set up for this project."

Covent Garden Displacement Plan

The Committee supported the recommendations in the report.

Executive Response:

The recommendations in the report were approved, subject to the amendments detailed in the addendum. These were amendments to paragraphs 3.3.11 and 3.3.12 of the report and additional wording to recommendation 2.4 to read:

"...and delegate authority to officers to submit a planning application for up to 80 spaces at Riverside House to be made available for public parking on weekdays during the displacement period."

Houses in Multiple Occupation (HMO) Licence Conditions and HMO Licensing Cycles – Private Sector Housing

The Committee strongly supported the recommendations in the report.

Creative Quarter – Draft Masterplan

The Committee recommended that the public consultation period on the draft masterplan should be extended by a further four weeks, meaning that a final masterplan would be submitted to the new Council in 2019.

Executive Response:

The recommendations in the report were approved, subject to the amendments detailed in the addendum and an additional recommendation 2.3 to read:

“That a Cross Party Member Working Group be established to enhance communication on this matter”

The Executive rejected the recommendation from Overview and Scrutiny because the Portfolio Holder, Councillor Butler stated that there had been widespread comments received about the slow decision making regarding the regeneration of Old Town and the opinion that this area of the District had a tendency to be ignored. Whilst he felt that the recommendation from Overview & Scrutiny Committee had merit, he did not feel that an extension to the consultation timeframe would improve the quality of the feedback being received. For these reasons he did not accept the recommendation. He did agree, however, that an additional recommendation should be added relating to the establishment of a cross party Member working group.

8 January 2019

Leisure Development Programme – Phase 2, Kenilworth

The Committee supported recommendations 2.1 and 2.3 in the report and noted recommendation 2.2.

In respect of recommendation 2.4 in the report, the Committee recommended to the Executive that it deferred its decision to allow further evaluation of a lido option as a facility to benefit the whole District.

Executive Response:

The recommendations in the report were approved and the petition was noted.

The Executive rejected the recommendation from Overview and Scrutiny Committee because the decisions taken so far were based on the recommendations received from the very experienced team leading the project, and the success of the other two leisure centres within the District were a testimony to the team's expertise. If another consultation was to be held, the Portfolio Holder could not see how the results would be any different from the one already conducted, and failed to see what else could be done in order for the public to be able to express their opinions.

It was therefore proposed by Councillor Coker and seconded by Councillor Butler that the recommendation from the Overview & Scrutiny Committee was rejected on the basis that:

- despite the lido option not being part of the consultation, it had been fully evaluated by officers and an independent, well-respected consultancy; and
- consequently, there was no merit in holding a further consultation as Members were comfortable that all the material issues had been examined both in preparation for the report of September 2018 and report of January 2019.

Supplementary Planning documents – request to consult
The Committee noted the report.

5 March 2019

Creative Quarter Masterplan and Next Steps

The Committee noted the recommendations in the report.

Executive Response:

The recommendations in the report and addendums were approved, subject to an amendment to recommendation 2.4 to add “and Group Leaders” to the list of consultees.

Shakespeare’s England Future Funding

The Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:

- Agreement of revised objectives and performance indicators in respect of Shakespeare’s England’s activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.

Executive Response:

The Executive approved the recommendations in the report and included the recommendation made by the Overview & Scrutiny Committee.

Newbold Comyn: Shortlisting of Future Options

The Committee supported recommendations 2.1 to 2.4 and 2.6.

(It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.)

Items considered by Health Scrutiny Sub-Committee 2018/19

Health Scrutiny Work Programme Items

2018:

Joint Strategic Needs Assessment Update

Annual Status Report – Air Quality Management

Promoting Health & Wellbeing in the Wider District – Focus on Mental Health

Improved Housing Conditions

2019:

The Health and Wellbeing Benefits of Warwick District Council's Direct Access Hostel

Health and Wellbeing Approach 2018-19 Annual Update

Joint Strategic Needs Assessment – Wave 1 (presented by the Associate Director – NHS South Warwickshire CCG and WCC)

Routine Items

Review of the Work Programme and Forward Plan

Health & Wellbeing Outside Bodies Updates (Standing Agenda Item):

- Warwickshire County Council Adult Social Care & Health Overview & Scrutiny Committee; and
- Warwickshire County Council Health & Wellbeing Board