

Overview and Scrutiny Committee

Tuesday 8 January 2019

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 8 January 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 27 November 2018.
(b) To note the minutes of the Health Scrutiny Sub-Committee meeting held on 20 November 2018.
- (Pages 1 - 4)
(Pages 1 - 3)

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

To consider a report from Democratic Services. (Pages 1 - 12)

5. **Chief Executive's Office – Service Review**

To consider a report from the Chief Executive's Office. (Pages 1 - 41)

6. **Shared Environmental Enforcement with Rugby Borough Council**

To consider a briefing note from Neighbourhood Services. (Pages 1 - 3)

7. **Pump Room Gardens Restoration Project**

To consider a briefing note from Neighbourhood Services. (Pages 1 - 5)

8. **Update on Catering & Concessions Contract – Royal Pump Rooms and Jephson Gardens**

To consider a report from Cultural Services. (Pages 1 - 33)
(includes a confidential appendix)

9. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 9 January 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)

10. **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.

11. **Update on Catering & Concessions Contract – Royal Pump Rooms and Jephson Gardens**

Confidential Appendix to Item 8 on the agenda. (Pages 1 - 2)
(Not for Publication)

12. **Executive Agenda (Confidential Items and Reports) – Wednesday 9 January 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)**

Published on 20 December 2018

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: committee@warwickdc.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

You can e-mail the members of the this Committee at
o&scommittee@warwickdc.gov.uk

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

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

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 30 October 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

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

Also Present: Councillors Butler, Coker, Grainger, Rhead and Phillips.

57. **Apologies and Substitutes**

There were no apologies or substitutes.

58. **Declarations of Interest**

Minute 63 Executive Agenda (Non-Confidential Items & Reports & Confidential Items & Reports – Wednesday 28 November 2018) – Items 3 & 13 – Europa Way Progress Update and Next Steps

Councillors Mrs Falp and Shilton declared an interest as Warwickshire County Councillors.

59. **Minutes**

The minutes of the meeting held on 30 October 2018 were taken as read and signed by the Chairman as a correct record.

60. **Work Programme, Forward Plan & Comments from Executive**

The Committee considered its work programme for 2018/2019 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 late October 2018.

Resolved that the report be noted.

61. **Development Portfolio – Service Review**

The Committee considered a report from Development Services and Councillor Rhead - Portfolio Holder, Development Services which brought together details of performance relating to the Development Portfolio.

In response to questions, Councillor Rhead and the Head of Development Services explained that:

- The level of pre-application enquiries were increasing slightly, as had the time taken to respond to them, caused by the departure of two staff members. The process to answer and deal with pre-application enquiries was being re-evaluated because it had proven so sensitive to staff loss.
- A new member of staff had been appointed to the Enforcement Team and this had helped reduce the backlog of work.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- A lot of work had been completed in the last 12 to 18 months to ensure that CIL and S106 monies were collected. An officer was now in place with the responsibility to ensure that these monies were collected in a timely fashion and Councillor Rhead had personally asked the Finance & Audit Scrutiny Committee to re-constitute the working party to oversee this process.
- The Council was using the services of a contractor to deal with arboricultural issues on three days a week.
- The main issues affecting planning developments were not always within the control of the District Council; for example, Highways were under the control of the County Council. The County Council was also under pressure, for example, a project manager for Europa Way had not yet been appointed.
- The District Council was working hard to hold its market share on Warwick Building Control. It was proving hard to compete against the Private Sector and work was in progress to form a partnership with other nearby Local Authorities. The Council had already approached Bedworth, Nuneaton and North Warwickshire Councils but these options had proven unworkable at this time.
- The Council would be ready for the forecast completions increase between 2019/20 and 2020/21 as shown in the Housing Trajectory 2011-2029 graph on page 31 of the report because work was already ongoing in respect of outline planning applications with site delivery officers already in place.
- 14 buildings of significant heritage value but which fell below the threshold of national listed building status were already on the Local List and the conservation team would be making a call for more buildings to be nominated to go on this list next year.
- The Council relied upon Warwickshire County Council to undertake traffic modelling to ensure that the roads would not be gridlocked with new development. It was the County Council's responsibility to formulate any mitigation and follow-through on changes required to the road network.

The Chairman thanked Councillor Rhead and the Head of Development Services for the report and answering questions.

(Councillor Rhead left the meeting.)

62. Annual Feedback on Outside Appointments and Champions

The Committee considered a report from the Deputy Chief Executive & Monitoring Officer and Democratic Services which detailed:

- (i) the annual statement of work undertaken by Outside Bodies written by the Councillor(s) who represented this Council on that Outside Body as detailed in Appendix 1 to the report;
- (ii) the criteria used by the Deputy Chief Executive & Monitoring Officer to determine whether the appointment of a Councillor to an Outside Body was required, detailed in Appendix 2 to the report; and
- (iii) the annual statement of work undertaken by Champions written by Councillor(s) who acted as this Council's Champions, detailed in Appendix 3 to the report.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

The Chairman informed the Committee that Councillor Heath, who was this Council's non-Executive representative on the South Warwickshire Community Safety Partnership, had not submitted a report because he had nothing additional to report to what Councillor Thompson, as this Council's Executive representative had reported. He had attended one meeting in the year.

The Chairman also explained that Councillor Gallagher had requested to make a verbal report to the Committee as Parish/Town Champion, but the Chairman had refused this request because, in the first instance, written reports were required for this annual report.

Councillor Mobbs would be attending the Committee early in the New Year to give his annual Portfolio Holder update. He would be asked to include within this written reports giving updates on the Coventry & Warwickshire LEP and the LLP.

Councillor Naimo confirmed that she had looked at what previous Council representatives sitting on the National Association of Councillors had done in the past six years and she had discovered that no-one had attended this body's meetings and that its meetings were held some distance away. She therefore questioned whether it was necessary for this Council still to appoint a representative and whether Councillors used the services. The Committee therefore requested that she find out if it served any purpose continuing to subscribe to this outside body.

Resolved that Councillor Naimo liaise with the Principal Committee Services Officer to bring forward the necessary information to the Committee's meeting either in January or February to determine if the Council need continue to subscribe to the National Association of Councillors.

63. Executive Agenda (Non-confidential items and reports) – Wednesday 28 November 2018

The Committee considered the following non-confidential items which would be discussed at the meeting of the Executive on Wednesday 28 November 2018.

Item 3 – 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.

(Councillor Mrs Falp abstained from voting in respect of Recommendation 2.17 of Item 3, Europa Way Progress Update and Next Steps. Councillor Coker arrived at the meeting during debate on the Europa Way report.)

Item 5 – Covent Garden Displacement Plan

The Committee supported the recommendations in the report.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

(Councillors Coker and Grainger left the meeting at the end of Item 5, Covent Garden Displacement Plan.)

Item 8 – Houses in Multiple Occupation (HMO) Licence Conditions and HMO Licensing Cycles – Private Sector Housing

The Overview & Scrutiny Committee strongly supported the recommendations in the report.

(Councillor Phillips left the meeting at the end of Item 8, Houses in Multiple Occupation (HMO) Licence Conditions and HMO Licensing Cycles – Private Sector Housing.)

Item 10 – 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.

(Councillor Mrs Cain left the meeting during debate on Item 10, Creative Quarter – Draft Masterplan.)

(The meeting ended at 8.20pm)

CHAIRMAN
8 January 2019

Health Scrutiny Sub-Committee

Minutes of the meeting held on Tuesday 20 November 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Parkins (Chair); Councillors Mrs Falp and Mrs Knight.

Also Present: Councillor Thompson.

9. **Apologies and Substitutes**

An apology for absence was received from Councillor Bromley.

10. **Declarations of Interest**

There were no declarations of interest.

11. **Minutes**

The minutes of the meeting held on 3 July 2018 were taken as read and signed by the Chair as a correct record.

12. **Joint Strategic Needs Assessment Update**

The Sub-Committee considered a report from Health & Community Protection which provided an update on the first wave of place-based assessments as part of the Warwickshire Joint Strategic Needs Assessment (JSNA) programme. It also highlighted actions identified for the next wave to commence from November 2018.

The Head of Health & Community Protection informed the Sub-Committee that:

- A meeting had been held on the previous day when the draft report had been produced and the final report would be brought to the Sub-Committee at its meeting in January.
- Mental Health and Brunswick were the two areas she expected that work would be focused on for improvement in 2019.
- The District Council would need to make a decision on what would be its remit.
- The public consultation process had gone well with around 600 responses and many lessons had been learnt from the process. The next area for a public consultation would be Lillington.
- Any public consultation would need to be concluded by the start of March because of the Purdah period ahead of the next elections in May.
- A project officer had been appointed to oversee the JSNA.

Members were pleased with the progress in gathering data and noted that the JSNA would be a useful tool to determine areas for health and wellbeing scrutiny.

Resolved that the progress to date be noted.

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

13. Annual Status Report – Air Quality Management

The Sub-Committee considered a report from Health & Community Protection which gave an update on local air quality management.

Appendix 1 to the report was the annual status report and Appendix 2 provided a diagram of methods being used in the District to improve air quality.

The Head of Health & Community Protection informed the Sub-Committee that:

- The report had not yet been approved by DEFRA, and this had to happen before the report could be published on the Council's website.
- The Council had made a bid for a grant to electrify the bus route in South Leamington.
- She would hold discussions with Warwickshire County Council for routes to be determined for HGV use with the number of housing developments ongoing and HS2.

Resolved that the contents of the Warwick District Council Annual Status 2018 report (appendix 1 to the report) is noted.

The Head of Health & Community Protection was asked to convey the Sub-Committee's thanks to the staff for the hard work they were undertaking to improve air quality in the District.

14. Health & Wellbeing Outside Bodies Updates (Standing Agenda Item)

Warwickshire County Council Adult Social Care & Health Overview & Scrutiny Committee

Councillor Mrs Redford reported that:

- There would be a meeting of this Committee on the following day.
- The GP Task & Finish Group report had been delivered to the Health & Wellbeing Board for consideration.
- The Committee was still waiting for a report on "Stroke Services".
- A maternity services report had been delayed.
- An initiative had started for the Fire Service to transport patients home from hospital.

Warwickshire County Council Health & Wellbeing Board

Councillor Thompson, Portfolio Holder – Health & Community Protection had already sent an email giving an update on the last meeting of the Health & Wellbeing Board which was circulated to Members at the meeting. The following had been discussed at that meeting:

- the Warwickshire North Health, Wellbeing and Integrated Care Partnership;

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

- Commissioning Intentions – Clinical Commissioning Groups (CCGs), Public Health & Social Care;
- annual reports from the Safeguarding Boards 2017/18;
- Unintentional injuries – Children aged up to 14 years old;
- Better Health, Better Care, Better Value Programme; and
- report of the GP Services Scrutiny Group.

Minutes of the meeting were available on the County Council's website.

Councillor Thompson informed the Sub-Committee that the Director of Public Health Annual report had been published. This would be Dr Linnane's ninth and final report ahead of his retirement. He would be presenting his report to this Council at its Council meeting in January.

15. Review of the Work Programme & Forward Plan

The Sub-Committee considered a report from Democratic Services which informed it of its work programme for 2018/19 and the current Forward Plan for November 2018 to January 2019.

Members agreed that it would not do any pre-scrutiny work on the Air Quality SPD because this would be called into Overview & Scrutiny Committee.

The Head of Health & Community Protection was asked to speak to the Head of Housing to find out when a report on the work being done on hostels and integration could be presented to the Sub-Committee.

Resolved that the Joint Strategic Needs Assessment final report and also a report on the Year of Wellbeing would be presented to the Sub-Committee at its meeting in January.

(The meeting finished at 6.55 pm)

CHAIR
15 January 2019

 WARWICK DISTRICT COUNCIL	Overview & Scrutiny Committee – 8 January 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	27 November 2018	
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 January 2019 to April 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 28 November 2018 (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**

8 January 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Verbal Report	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	

5 February 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Local Plan Infrastructure Delivery Plan (O&S voted this to be done as a Joint meeting of F&A & O&S at its meeting 26 June 2018)	30 June 2015 & 26 June 2018	Joint meeting of F&A and O&S Written Report	David Butler / Phillip Clarke		June 2019 January 2020	Half yearly Update
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Verbal Report	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	
Review of Councillors' use of the National Association of Councillors service	O&S 27 November 2018	Verbal report with briefing note	Councillor Naimo / Lesley Dury			5 February 2019

Appendix 1 – O& S Work Programme

(Portfolio Holder Update) Review of Business - Service Area Update		Written Report	Councillor Butler		To be on the same evening as F&A 2020	Annually
Increased Litter Bin Provision – report back to show how well the scheme has been received and results (Cllr Grainger sends apologies)	Exec Report 27 June 2018 / O&S 26 June 2018. Date moved back 30 October 2018	Written Report	Gary Charlton			5 February 2019
To provide an update report on progress on the recycling contract. (Cllr Grainger sends apologies)	25 September 2018 and date moved back 30 October 2018	Written Report	Gary Charlton			
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written Report	Mark Lingard			5 February 2019

5 March 2019

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 and what has been done.	29 August 2018	Written Report	Councillor Butler / Suzee Laxton		March 2020	Annually
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	Written Report	Elaine Wallace			
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written Report	Phillip Clarke		March 2020	Annually
Fuel Poverty	26 June 2018	Written Report	Marianne Rolfe / Lisa Barker			
Portfolio Holder Update Review of Cultural Services – Service Area Update		Written Report	Councillor Coker / Rose Winship			

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		To be on the same evening as F&A 2020	Annually
Annual review of membership / participation of Outside Bodies Add the content of this email to the report.	Standing Annual Item	Written Report	Andrew Jones		April 2020	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		April 2020	Annually

Portfolio Holder Service Area Update Reports – Dates to be agreed for 2019/2020 to correspond with same evenings for F&A

May 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Elect an Overview and Scrutiny Committee Chairman					May 2019	Annually
Heath Scrutiny Sub-Committee – Appoint members and substitutes					May 2019	Annually

July 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
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			
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written Report	Marianne Rolfe / Alice Ellis		July 2020	Annually

August 2019: Nothing yet set in Work Programme for this meeting

October 2019

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

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		November 2020	Annually
Annual Feedback on Outside Appointments (October 2018 to End of September 2019)	Standing Annual Item	Written Report	Democratic Services		November 2020	Annually

December 2019: Nothing yet set in Work Programme for this meeting

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	Councillor Phillips			

**Response from the meeting of the Executive on O&S Committee's Comments
– 28 November 2018**


Items no.	3 & 13	Title	Europa Way Update & Next Steps	Requested by	Labour Party
Reason considered	To understand the options and oversight of this complex project				
Scrutiny Comment	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	<p>The recommendations in the report were approved, subject to an amendment to recommendation 2.21 to read:</p> <p><i>"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."</i></p>				

Items no.	5	Title	Covent Garden Displacement Plan	Requested by	All members of O&S Labour Group
Reason considered	<p>This was on the Committee's work programme because of the importance to the District.</p> <p>Labour Group – To examine the rationale for the proposals.</p>				
Scrutiny Comment	The Committee supported the recommendations in the report.				
Executive Response	<p>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:</p> <p><i>"...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."</i></p>				

Items no.	8	Title	HMO Licence Conditions	Requested by	Labour Group
Reason considered	To scrutinise the amended conditions in the light of Task & Finish Group recommendations.				

Scrutiny Comment	The Committee strongly supported the recommendations in the report.
Executive Response	The recommendation in the report was approved.

Items no.	10	Title	Creative Quarter – Draft Masterplan	Requested by	Labour Group
Reason considered	To explore and question the options, approach and impact of the proposals for public consultations.				
Scrutiny Comment	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	<p>The recommendations in the report were approved, subject to the amendments detailed in the addendum and an additional recommendation 2.3 to read:</p> <p>“That a Cross Party Member Working Group be established to enhance communication on this matter”</p> <p>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.</p>				

 Overview and Scrutiny Committee 8 January 2019		Agenda Item No. 5
Title	Chief Executive's Office– Service Review	
For further information about this report please contact	Andrew Jones Deputy Chief Executive & Monitoring Officer andrew.jones@warwickdc.gov.uk 01926 456830 Andrew Mobbs Leader & Strategic Leadership Portfolio Holder	
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	17/12/2018	Andrew Jones
	17/12/2018	Bill Hunt
Head of Service		
CMT		
Section 151 Officer	18/12/2018	Mike Snow
Monitoring Officer	17/12/2018	Andrew Jones
Finance	18/12/2018	Mike Snow
Portfolio Holder(s)	18/12/2018	Councillors Mobbs & Phillips
Consultation & Community Engagement		
NA		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report brings together details of performance relating to the Chief Executive's Office.

2. **Recommendation**

- 2.1 That Overview and Scrutiny Committee should review the Chief Executive's Office performance report and make observations on it as appropriate.
- 2.2 That the Overview & Scrutiny Committee notes the reports, as set out at Appendix C, from the Leader with regard to his work on PSP Warwick LLP and Coventry & Warwickshire Local Enterprise Partnership (CWLEP) over the last 12 months.

3. **Reasons for the Recommendation**

- 3.1 It has been requested by members that performance details of each service/portfolio are reviewed.
- 3.2 The Chief Executive's Office is presenting this report on performance to the Overview and Scrutiny Committee.
- 3.3 The 2018/19 Service Area Plan for Chief Executive's Office is available as Appendix A. The annual performance report is available as Appendix B.
- 3.4 At its meeting in November the Committee asked the portfolio Holder to provide a written update on the work of the Leader on the LLP and LEP in the last 12 months.

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.

- 4.2 Supporting Strategies - Within the Chief Executive's Office there are two strategies which directly contribute towards the outcome of FFF.

- People Strategy 2016-2020
- ICT & Digital Strategy 2015-19

- 4.3 Changes to Existing Policies - There are no changes to existing policies as a result of this report.

5. **Budgetary Framework**

- 5.1 Annual Budgets for the Chief Executive's Office are set by the Council on an annual basis and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive. A separate

report providing further details of the Budgets is being presented to Finance and Audit Scrutiny Committee.

6. Risks

- 6.1 Risks are managed using the service area's Risk Register which is reviewed and updated on a quarterly basis, and is subject to scrutiny by the Finance and Audit Committee on the 8 January 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.

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 :	Chief Executives Office
Service Area Manager:	Chris Elliott
Deputy Chief Executive:	Andrew Jones, Bill Hunt
Portfolio Holder(s):	Cllr Andrew Mobbs, Cllr Phillips (Assets)

1 Purpose of the Services Provided

To provide comprehensive, professional and customer-focused support services which meet the Council's corporate objectives through the provision of cost effective and high quality services

Warwick District Council External Customers (Citizens) – We will

- enable the creation of a customer focussed Council, supporting joined up services and facilitating the creation of more efficient processes.
- improve customer access to Council services, taking advantage of electronic channels of contact and delivery.
- provide appropriate data security when handling or have responsibility for your data.
- ensure all new developments achieve Value for Money for the citizens of the district.
- support transparent government and enable the democratic process.
- ensure that we operate and manage our assets to support effective service deliver, maintains the safety of their users and provides value for money solutions to minimise costs to our residents
- lead on communicating the Council's news to inform residents and visitors to the district about the services provided, using all available channels

Warwick District Council (Corporate) – We will

- support the delivery of Fit for the Future, relevant policies and service priorities through the development and implementation of relevant strategies and the democratic process.
- ensure the effective and efficient delivery of support services.
- provide appropriate data security and continuity of service delivery.
- create a capability to exploit joined up working.
- establish and exercise effective strategic and service governance and management
- research and implement effective ways of reducing energy use and carbon emissions through technology.
- support transformational and incremental improvement interventions.
- ensure that key programmes and corporate projects are run effectively and deliver benefits to staff and customers.
- support leaders of the organisation by collating and providing relevant data about the customers and the community.
- help the organisation and people in it to develop, learn and improve.
- provide technical advice on all aspects of asset management, new development and asset base re-configuration to ensure our assets are used in the most effective way possible and support efficient service delivery
- provide the organisation with a robust Asset Management Strategy
- lead on informing staff and stakeholders about the council's fit for the future themes and how service delivery reflects this

Warwick District Council Internal Customers (Users of the Service) – We will

- provide high quality and responsive support services to officers and members.
- deliver high levels of service availability.
- empower staff to make better use of Council resources through the provision of training and development.
- undertake a programme of Continual Service Improvement supported by the monitoring and reporting of service performance
- provide professional high quality technical advice appropriate to the needs of Council
- procure and manage contracts to ensure that assets are maintained and improved and appropriate technical, safety and compliance advice and support is offered to the managers of operational buildings
- ensure our staff are fully informed about communications and marketing services we provide and the decisions taken by the council, so that they are better equipped to undertake their role and support decisions when interacting with the public.

1.1 Linkages to Fit For the Future Strategy

External	Direct	Indirect
Service (Green, Clean and Safe)	Will seek to use and move towards sustainable methods of service delivery. Monitoring the energy efficiency of the Council's corporate assets and devising cost effective proposals to improve their energy efficiency and providing support and assistance to Housing Services to allow them to do so for the HRA stock Managing the energy supply contracts for the Council in the most efficient way possible	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy
People (Health, Homes and Communities)	Implementation of Digital Council Services to assist communities with poor transport links. Ongoing support for BDUK, promoting rural broadband connectivity.	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy The service will act as an enabler for the successful delivery of the HRA Business Plan
Money (Infrastructure, Enterprise and Employment)	implementing an asset management strategy to ensure that opportunities for the Council to use its assets and land holdings to the benefit of the local economy are maximised providing technical advice, support and project management where appropriate for corporate projects	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)
Internal	Direct	Indirect
Service (Maintain or Improve services)	provision of technical advice, collection and maintenance of stock condition information and management of responsive repair, planned improvement, gas/electric and other safety contracts for the Council's retained housing stock and the corporate assets owned by other Service Areas undertaking options appraisals for the Housing Service area on the most effective means of developing new HRA housing and improving the existing stock	The service will act as an enabler for others to deliver their aspects of FFF

<p>People (Effective Staff)</p>	<p>Embedding health and wellbeing in the Council at all levels Ensuring that the Council meets all health and safety requirements in respect of its housing and corporate assets Right people with the right skills in the right jobs through effective workforce planning promoting the services we offer through correct channels to enable awareness and accessibility to services</p>	<p>The service will act as an enabler for others to deliver their aspects of FFF</p>
<p>Money (Firm Financial Footing over long term)</p>	<p>Asset improvement and replacement plans Effective procurement in line with our CoPP Effective contract management</p>	<p>The service will act as an enabler for others to deliver their aspects of FFF</p>

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	
Assets Team	Developing and managing the delivery of the Council's Asset Management Strategy in order to support the Fit for the Future Programme and the achievement of the Council's Medium Term Financial Strategy and HRA Business Plan objectives	c.5,500	No. HRA properties
		c.200	No. operational or leased Corporate properties
	Providing property owning service areas with technical advice, assistance and support in the feasibility, development and delivery of asset related maintenance and development projects		
	Maintaining the value and quality of the Council's HRA and corporate stock through cost effective and customer focused repairs and maintenance	c. 18,000	No. HRA repairs completed per annum
		£5.3m	Budget: HRA Repairs and Void Properties
		c. 20,000	No. corporate property repairs completed per annum
		£1.74m	Budget: Corporate Property Repair and Planned Maintenance
	Assisting in the appraisal, planning and delivery of the Council's major refurbishment and re-development projects across the Council's HRA and corporate stock	£30.69m	Budget: Housing Investment Programme and corporate capital programme
	Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice		
	Collecting, maintaining and reviewing stock condition survey data for HRA and corporate stock to ensure flexible and effective repair, maintenance and improvement strategies, and to provide up to date plans and work programmes to inform future investment requirements		

Service Being Delivered	Priorities (with Justification)	Service Demand	
	Seeking opportunities to improve the environmental impact and sustainability of the Council's new and existing assets		
	To ensure that works and services required to manage the Council's corporate assets are regularly reviewed to ensure that they comply with the Code of Procurement Practice and the Public Contract Regulations	31	No. works and services contracts
ICT Services	Develop and manage the ICT Strategy to meet the Council's priorities		
	Develop and monitor the Information Security Policy to ensure the Confidentiality, Integrity and Availability (CIA) of Council data.		
	Develop and rehearse the ICT Business Continuity Plan to ensure the continuity of Council services		
	Develop and monitor the ICT investment plan to maintain a stable and secure platform for current service delivery and to meet the future needs identified in the ICT Strategy	£1,532,407 £33,000	ICT Asset Reserve (5 Years) Digital work programme 18/19
Desktop Services	Provision of first line and second line Desktop Support, including the provision of a Helpdesk Service, to minimise the disruption caused by service incidents and to improve personal productivity through the adoption of technology.	14,000 600+ Users	No. of Helpdesk calls per annum, excluding Face-To-face, and emails. The team also has project work. Staff, Councillors, Contractors & WCC staff
Applications Support	Provision of support services to users of the Council's line-of-business applications to maintain system availability and to ensure that the applications are exploited to the benefit of the Council and the citizen.	3,200	Ad-hoc requests per year, although the majority of the work is project based
Infrastructure	Provision of a stable, secure, performant network, storage, server and telephony services stable operating environment for all the IT functions using the technology	120+ servers	Primarily a project based team
Geographical Information Systems	Provision and maintenance of the Council's Local Land & Property Gazetteer (LLPG) is a statutory requirement and one which provides an authoritative address database for the Council and its systems;	23,000	Approx. number of address creations/updates for the current year
	Delivery of a corporate geographical information service to the Council is designed to capture, manage, analyse and present all types of spatial and geographical data that it holds – equating to over 80% of all information held by a local authority		
	The provision of a Street Naming & Numbering Service is a statutory requirement.	150 £45,000	Requests per annum Income target

Electoral Services	To deliver and maintain the electoral register for Warwick District, in line with the requirements for Individual Electoral Registration	109,000	Number of electors
	To deliver the requirements placed on this Council for potential Neighbourhood Plan referendums or byelections		
Civic & Committee Services	To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	180	Committee meetings per year
	To manage & support the Chairman of the Council, at the functions they host and attend.		
Corporate Support Team	To administer all information requests, associated reviews and work with the Information Commissioner.	700	Requests for information per year
	To administer all Stage 1, Stage 2, LGO and HO complaints about this Council	100	Complaints per year
	To provide a same day document processing service and to manage the corporate scanning project		
	To provide an accurate same day cash receipting system		
	To provide an efficient postal system offering timely delivery		
Information Governance	To provide an information Governance and assurance for the Council in ensuring relevant Policies are in place along with appropriate training and support for officers.		
Payroll	To liaise with Coventry City Council to co-ordinate payroll and HR transactional services		Monthly
	To ensure people management information – vacancies, absence etc is up to date at all times		Quarterly via SMT and PSSG
	To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		Monthly
	To provide 'Self Serve' to all staff and Councillors which includes Expenses, Overtime, time sheets and Mileage		
HR	Develop and manage the People Strategy to meet the Council's priorities.		Quarterly (SMT PSSG)
	To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer		Annual
	To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs.		Quarterly via SMT and PSSG

	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
	Review E & D priorities including updated training for EQIA's and link to Public Sector Equality Duty		Quarterly via SMT and PSSG
	To ensure the organisation continues in its drive to support different ways of working throughout the council		
Learning & Development	To review key indicators, such as IIP, Peer Review and Safeguarding Agenda, to determine corporate training needs		Quarterly via SMT and PSSG
	To complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		Quarterly via SMTplus
	To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning.		Elearning Classroom External facilitation
Marketing & Communications	To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Communications Strategy.	20 100	Press releases per week Tweets per month
	To support the Local Resilience Forum in delivering the County-wide Emergency Plan		
	To provide communications and marketing support across the Council to help promote services		
	To provide a comprehensive graphic design service to all service areas		
Website	To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers.	No of visits	WDC Residents, businesses and visitors

2.2 Measures

The following measures are reported to SMT/CMT (Management Information) on a quarterly basis and are used for strategic monitoring purposes. For corporate reporting purposes, the measures are summarised to show adverse, neutral or favourable variance from the performance target. Measures that fall outside of the 'Reporting Tolerance' are highlighted in **Red** and are accompanied by an explanatory narrative in the reported management information.

Operational measures are contained within each teams respective Team Operational Plan (TOP).

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

Measure	Performance Target	Reporting Tolerance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Assets Team						
%age of HRA repair requests completed on time	90%	2%	78.33%	86.49%		
%age of HRA repair requests which were subject to a recall	<10%	2%	1.63%	2.72%		
%age of HRA homes with a gas safety inspection completed within the last 12 months	100%	<=2%	99.98%	99.91		
%age of corporate properties with up to date gas safety certification	100%	0%	100%	100%		
%age HRA homes with in date Electrical Test certificates	100%	<=2%	94.21%	93.33%		
%age HRA homes with stock condition survey information updated within the last 5 years	100%	0%	88.28%	88.28%		
%age corporate properties with in date Electrical Test certificates	100%	0%	87.50%	87.50%		
%age HRA dwellings with in date Fire Risk Assessment (KPI under review)	100%	0%	Not recorded	Not recorded		
%age corporate properties with in date Fire Risk Assessment	100%	0%	96.08%	91.07%		
%age corporate properties with an up to date DEC on display	100%	0%	100%	100%		
%age corporate properties with an up to date asbestos survey	100%	0%	92.43%	92.43%		

ICT Services						
%age Service Availability – Servers, Network, Applications	99.99%	>=-0.5%	99.99%	99.88%		
%age Service Availability – Corporate Telephones (CallManager)	99.99%	>=-0.5%	100%	100%		
%age Service Availability – Virtual Desktops	99.99%	>=-0.5%	100%	100%		
%age Completion rate for combined Incident & Service Request Calls within SLA	95.00%	>=-5%	97.21%	97.43%		
Democratic Services						
%age of Complaints to Ombudsman upheld	0%	>=1	0%	0%		
%age of Freedom of Information Requests responded to on time	80%	>=-5%	93.4%	91%		
%age of subject access requests responded to on time	100%	0%	60%	67%		
%age of ICO case upheld	0%	0%	0%	0%		
Human Resources						
HR - staff satisfaction and engagement levels via:						
Sickness absence levels - Av no of working days lost to Absence per employee (tolerance against annual local gov figures)	2.2 Days Per Qtr	>=5%	2.09%	2.05		
Average number of Vacant Posts per quarter	40	>=10	68	52		
Staff Turnover %age of FTE (tolerance against annual local gov figures)	3% Per Quarter	+/- 0.5%	3.3%	2.6%		
Media						
Increased number of Twitter followers	200	>=-10%	215	66		
Increased number of retweets	500	>=-10%	999	848		
Increased number of click throughs	500	>=-10%	2261	1450		
Increased number of facebook (jobs) followers	50	>=-10%	21	67		
Positive Press coverage as a percentage of overall reporting about the Council.	60%	>=-5%	60	100		

2.3 Managing Risk

The Chief Executive's Office has adopted a layered approach to risk management which ensures risks are managed at an appropriated level.

- The **Significant Business Risk Register** contains the CXO risks which have the potential to have a **significant** adverse impact on the Council. It is the responsibility of CXO team managers to advise, through their head of service, SMT of these risks so that SMT can decide whether to update the corporate risk register as appropriate.
- The **CXO Risk Register** identifies the high level Service Area risks that have the potential to adversely impact multiple Service Areas. The document uses the corporate formatting standard and uses language that is more understandable to the business. The format also supports political scrutiny.
- **Thematic Risk Registers** are used to identify risks associated with particular aspects of the CXO's service that requires additional focus and risk management. For example, ICT has a specific risk register that relates to malware.
- **Project Risk Registers** are created, when appropriate, to manage the risks associated with the introduction of new technology.
- **Individual Risks Assessments** are created when a Request for Service requires a deviation from an agreed policy.

The **Team Operational Plan** contains the key operational service risks for the period of the plan.

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> • Monthly budget monitoring as part of Finance's corporate budgetary control. • Bi-Annual review of the ICT Equipment Reserve 	
Procurement	<ul style="list-style-type: none"> • Appropriate training for all officers undertaking procurement. • Early involvement of the procurement team in relevant procurement exercises. • Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice. • E & D & Information Governance to continue to support the procurement process across the Council. • Major Procurements: <ul style="list-style-type: none"> • Datacentre Support and Maintenance; plus purchasing framework (ICT) • Business Continuity Contract (ICT) • Occupational Health • Combined gas and electric fuel supply contract • Roofing replacement and repairs 	

Contract Management	<p>Quarterly update of contract register</p> <p>Contract monitoring</p> <p>Mobilisation and bedding in of new HRA Repairs and Voids contract</p>	
Audits	<ul style="list-style-type: none"> • Implementation of outstanding audit recommendations. • Audits: <ul style="list-style-type: none"> • System Ownership and Management (ICT) • Database Security (ICT) • Corporate Training • Data Protection • Income Receipting and Document Management • Shared Legal Service • Performance Management (Corporate) • Payroll and Staff Expenses • Absence Management 	
Risk Register	<ul style="list-style-type: none"> • Team Operational Plan risks are reviewed monthly by the management team. • Technical and operation risks are managed according to areas own risk management policy • Review of Risk register quarterly at One to One with Deputy Chief Executive/CXO • Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks. 	
Service Assurance	<ul style="list-style-type: none"> • Undertake any outstanding actions identified in the Service Assurance Statement. 	
Corporate Health & Safety	<ul style="list-style-type: none"> • Ensuring appropriate H&S risk assessments are undertaken. • Assess the H&S implications of any new services prior to launch. • Reviewing all current Risk Assessments. 	

Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 89.81 FTE posts in the department.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)					
	All	Review critical posts and activities to ensure continuity of service.	Additional training. Additional resource. Revised structure. Third party contracts.	Potential for reduced service levels.	Include in risk register if appropriate.
2. Skills, Training, Competency Needs					
	All	Completion of the PDPs as part of the appraisal process to enable the creation of a KSA matrix.	Align training needs to the available budget, also considering training required to deliver key projects	None	Ongoing updates throughout the year as a result of appraisals, 1-2-1, succession planning and specific area needs.

3. Service Changes					
Demands on staff resource	All	Responding to and supporting business change throughout the Council.	Unknown	Insufficient capacity to enable, implement and support effective change.	Include in the service area risk register.
ICT Service Review	Ty Walter	Review JDs for currency Position the ICT Helpdesk as the first point of contact for the service. Explore the option of introducing an apprentice in Applications.	Possible salary increase depending on HAY evaluation. Potential apprentice cost.	A more responsive service. Outcome to be monitored via service KPIs and feedback.	Infrastructure Jobs submitted to HAY- Complete Transfer of Application Support calls to Helpdesk- Complete Approval for an apprentice. - Complete
Change to service delivery	Graham Leach	Trial and potential introduction of Hybrid mail	Possible salary saving and efficiencies across the Council	Potential savings in terms of service delivery and improved performance for mail delivery. Changes in operation for sending mail.	Business case being developed.
Re-design Asset Team structure and responsibilities	Bill Hunt	Temporary contracts extended to Aug 18 to allow re-design process to be completed	Possible savings but report to Executive as appropriate if any additional budget required	Consultation on re-design options will involve other service areas.	Re-design consultation to commence March 2018 2017 Report to Employment Committee July 2018

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2018/19	2019/20	2020/21
Key ICT Support & Maintenance Contracts	The majority of ICT's support & maintenance contracts are due to be retendered through 2017-2019. Many of these contracts are initially quoted in USD. Due to the devaluation of sterling following the Brexit vote, there is the potential for significant contract price increases at renewal. Inflation will also be a factor as some of the contracts have not been renewed for 5 years.	Unknown	Unknown	Unknown
Re-procurement of gas and electric fuel supply contracts	Unknown. Price increase possible due to higher utility prices but intention is to procure a combined contract via ESPO to achieve cost savings against individual supply contracts.	Unknown	Unknown	Unknown

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

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Corporate Projects					
Digital by Design To assist in the definition and delivery of the DbD programme and to act as the project lead.	Ty Walter (ICT Lead) Web Site Manager / Media Team	£200,000 allocated	All Services	Set out in the Digital Programme of Works 2018/19 submitted to the Executive Feb 2018. 2019/20 Digital Programme of Works to be submitted to the Executive Feb 2019.	
Transforming our Workplace (ToW) To assist in the identification and delivery of technology and processes that will enable staff to operate efficiently and effectively delivering revenue savings and service improvements.	Bill Hunt (Project Lead) Ty Walter (ICT Lead) Tracy Dolphin (HR lead)	Budget in place and AWA appointed as change partner	All Services	Agreed work programme with change partner and the implementation of agreed technologies.	
Corporate Complaints Policy To review the Council's corporate complaints policy and define what systems should support this.	Graham Leach	Unknown, at this time. Part of the review will investigate IT provision with a view (if needed to bring forward a business case as part of the 2019/20 Digital by design work)	All Services	Report to be taken to Executive April 2019 subject to SMT policy approval.	
Development of an Asset Management Strategy	Bill Hunt	Unknown	All services	Targetting July Executive	

Governance & Management					
ICT Strategy 2015-19 To monitor, review and update ICT Strategy to ensure it remains aligned the Council's corporate objectives.	Ty Walter		All Services	Strategy delivered & monitored via ICTSG. Delivery via the Digital Programme of Works.	
People Strategy 2016-2020 Monitor, review and update of People Strategy Action Plan priorities aligned to Workforce Steering Group, themes to include: <ul style="list-style-type: none"> • Leadership & Organisational Development • Workforce Planning & Performance • Learning & Development • Communications, Involvement & Engagement • Equality & Diversity • Employee Well-being, Reward & Recognition 	Tracy Dolphin	Potential savings/additional costs from specific workstreams identified	Impact across levels of Staff and Manager	Updates to JCF/WSG/SMT quarterly	
ICT Business Continuity Plan To continue to update ICT BC Plan in conjunction with the Civil Contingencies Officer to make it a stronger operational document.	Ty Walter	None	Will be used to inform other services on the BC actions they need to undertake	Tender for new BC supplier to be awarded in Nov 2018	Nov 18
Information Governance Framework To bring forward updated policies and practices in advance of the introduction of GDPR in May 2018	Graham Leach/ Shafim Kauser		All service areas	Weekly reports to CMT and to Executive as appropriate,	

Security & Compliance					
Secure Email To meet the governments requirements for secure email to replace GCSx mail.	Ty Walter	None	All Services	Adoption of SPF, DKIM, DMARC & TLS	Nov 18
Digital Resilience To identify opportunities, largely through cloud based services, to provide increased digital resilience in the event that Council ICT facilities are compromised.	Ty Walter		All Services	ICTSG decision on the corporate adoption of O365. Project to commence Jan 19	Q1 18 Jan 19
Desktop Projects					
Desktop Refresh Review Look at the implications of implementing Windows10 and Office 2016, and Office 365	Lee Millest		All Services	Rollout of Office 2016 to commence Dec 2018	Dec 2018
Application Support Projects					
Corporate Development To deliver the projects authorised in the ICT Steering Group's development plan	Tass Smith	Service Area Budgets	All services		On-going
Infrastructure Projects					
Review Backup & Recovery Re-evaluate use of Data Protector. Do we move to Data Protector 10 or look at other product such as Veeam. How we backup Sharepoint, Exchange and requirements for Office365. Improvements in backup and DR that can be achieved using new features and technologies. Use of Tape Drives, Disk Backup and cloud and off site storage.	Richard Bates		All services	Adoption of Veeam as the corporate backup solution. Solution ordered – project commencement Jan 2018	Jan 2018
Upgrade Windows 2008 R2 Server to 2016. We have approx. 70 Windows server 2008 R2 and need a plan to migrate them by Jan 2020 to server 2016 when support expires.	Richard Bates		All services	Project Commenced	On-Going

Expand VoIP telephony to Satellite Sites Potential to join the Crematorium and Pump Rooms to the Council's VoIP telephone network. This will allow access to services such as Jabber and corporate preferential call rates.	Richard Bates		Neighbourhood Services Cultural Services	Initial work at Pump Rooms completed. Line upgrade ordered to complete the work	On-going
GIS Projects					
Support of the Neighbourhood Services Data capture project. A major exercise to capture spatial data relating to the tasks in Neighbourhood Services has been identified in the 2017/18 Digital Programme of Works. For example, the capture of grounds maintenance data to allow for more accurate contract mismanagement.	Mark Bayliss (ICT lead)		Primary - Neighbourhood Services Secondary – All services	Award contract	On-going
Electoral Services					
Boundary review To lead on a Boundary review of the Council's Ward Boundaries, if approved by the Boundary Commission and Parish/Town boundary changes as a result of the Community Governance Review	Graham Leach	There will be a reduction in cost due to the review outcome reducing the size of the Council from 46 to 44. However there will be an associated cost of implementing these boundaries within electoral administration to ensure elections are operated correctly. There will be a report to March Employment Committee regarding the staffing of this.	It is considered to be minimal less, administrative changes to recognise the new warding patterns ahead of election in May 2019.	Draft recommendations on Warding arrangement due by 3 April 2018. With consultation to 11 June 2018. Final recommendations due in August 2018.	

Planning for HQ relocation To consider the implications for delivering the service from within the new HQ and without the Town Hall	Gillian Friar		Discussions and planning with project officer on space requirements		
Preparation for 2019 election	Gillian Friar	Initial est £250,000	Establishing a project board to deliver this including project specific risk registers and project plans	June 2018	
Civic & Committee Services					
Councillors IT Working Party To complete the review of the Councillors IT Working Party following the outcome and decisions on the Members Allowances Scheme review	Graham Leach		Meeting with relevant Councillors		
Preparation for 2019 induction of Councillors To develop an induction programme for Councillors ahead of elections in May 2018	Amy Barnes	The current Annual budget for member development is £3,300. The aim will be to retain the cost within this budget.	Discussion between HR Manager, Learning & Development Officer, Senior Committee Services Officer and Deputy Chief Executive & Monitoring Officer. Along with reference at appropriate stages to Group Leaders (as the member development group)		

Information Governance					
To deliver the Information Governance framework development inline with requirements of GDPR and Data Protection Act 2018.	Shafim Kauser		This will be relevant to all Service Areas as there will be a need to update a revise current practice.	This will be a rolling programme but the first decisions will be by Executive in April 2018.	
HR/Marketing & Communications					
T&C Review Impact on other areas relating to T & C Phase 1 and 2: Update of Policies/Contract Next steps T & C's 3	HR Senior Business Partners	Priorities to be scoped and potential budget impact assessed	All areas	Linked to WSG for review and timeline to be agreed	March 2019
Review of Salary Benefits & Recruitment related to Pay Award 2018/19: Impact of NJC on differentials Job Families	Senior HR Business Partner Tracy Dolphin/WSG	Priority workstreams to be progressed based on final decision	All areas	Now linked to Workforce Steering Group/timeline for workstreams agreed end 2018	End 2018/ ongoing updates
Organisational Development: (Redesigns/restructures) Asset Neighbourhood Services Tenancy (Housing)	HR Business Partners	Linked to individual service area budgets		As part of Service area timelines	Ongoing
On line Recruitment portal	Senior HR Business Partners/HR Manager	Scoping to be completed end July 2018	All Areas	Part of Operational Plan	SMT Dec 2018

Corporate Apprenticeship Scheme	SeniorHR Business Partners	£150,000 budget agreed in 2017 to fund scheme. Claim against apprenticeship levy	All Areas	Career Fairs April – June 18 recruitment Sept 18 – Cohort begins	Sept 2018 first cohort
Reward and Recognition Scheme	HR/Marketing & Comms Manager	Project to be scoped as on-line offering v internal process	All Areas	Software providers to be reviewed by end June 2018	Sept 2018
Mangement/Staff Development Programme: Link to skills matrix Service area training budget review	HR Manager /Learning & Development Officer	Part of On Course 2018/19	All Areas	WSG to sign off April 2018	April 2018
Planning for HQ relocation To consider the implications of : <ul style="list-style-type: none"> - Policies - Communications - Engagement - Car Park Displacement 	HR/Marketing & Comms Mgr	Budget implication to be scoped as part of overall plan	All areas	Agreed work programme with change partner	
St Mary's Land	Marketing & Comms Mgr	No direct implication	Corporate project	Agreed Communications Plan	End 2018/ongoing
Commonwealth Games 2022	Marketing & Comms Mgr	No direct implication	Corporate project	Agreed communications Plan with project group	2018/19 ongoing
Intranet Improvement Plan	Marketing & Comms Mgr	No direct implication	Corporate project	Part of Operational plan	2018/19 ongoing

Assets					
Refurbishment of communal areas to multi-storey blocks, completion of fire safety works and revised Fire Risk Assessments	Senior Building Surveyor Project Manager	£2.5m allocated from HRA Major Repairs Reserve	Corporate project	Target completion by end of calendar year	Jan 2019
Review of ActiveH record storage	Interim Asset Manager	No direct implication	All services	Post Assets re-design	End 2018/19

Chief Executive's Office – Appendix B

Service Area Plan Performance 2018/19

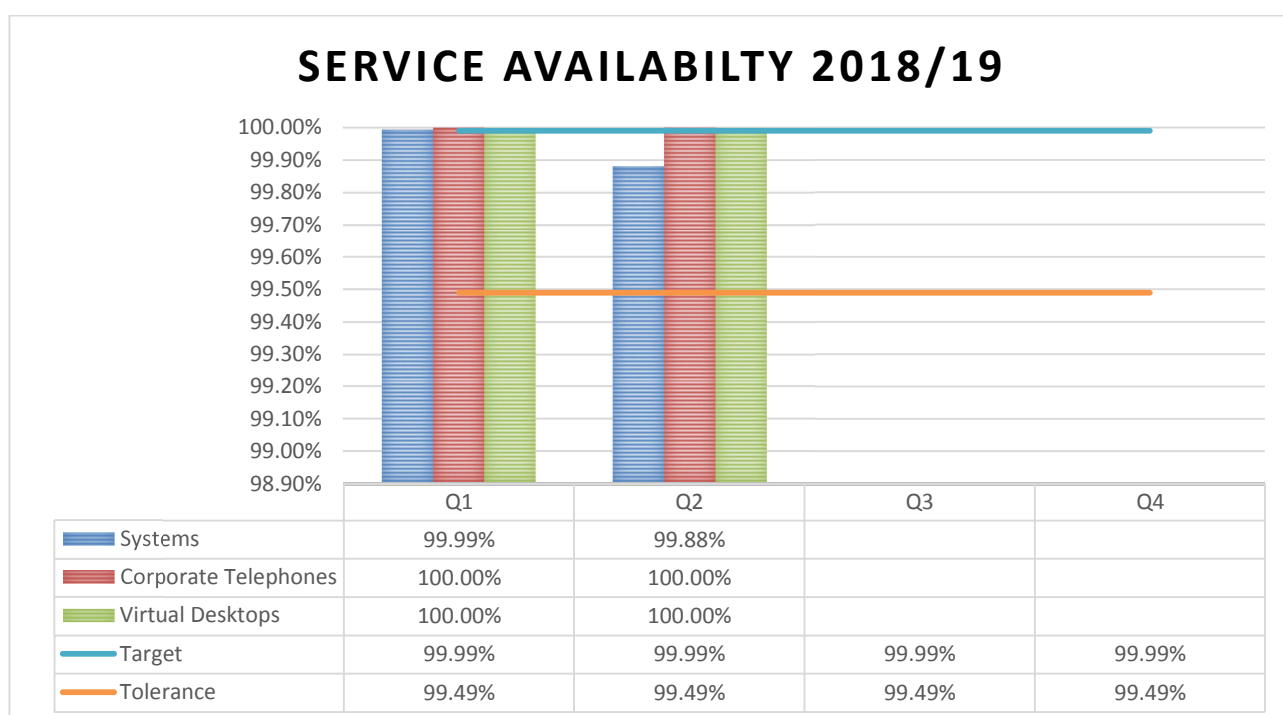
1. Background

The Chief Executive's Office consists of four services which are Human Resources, Marketing & Communications, Democratic Services, ICT Services and Asset Management.

2. Service Measures

2.1. ICT Services

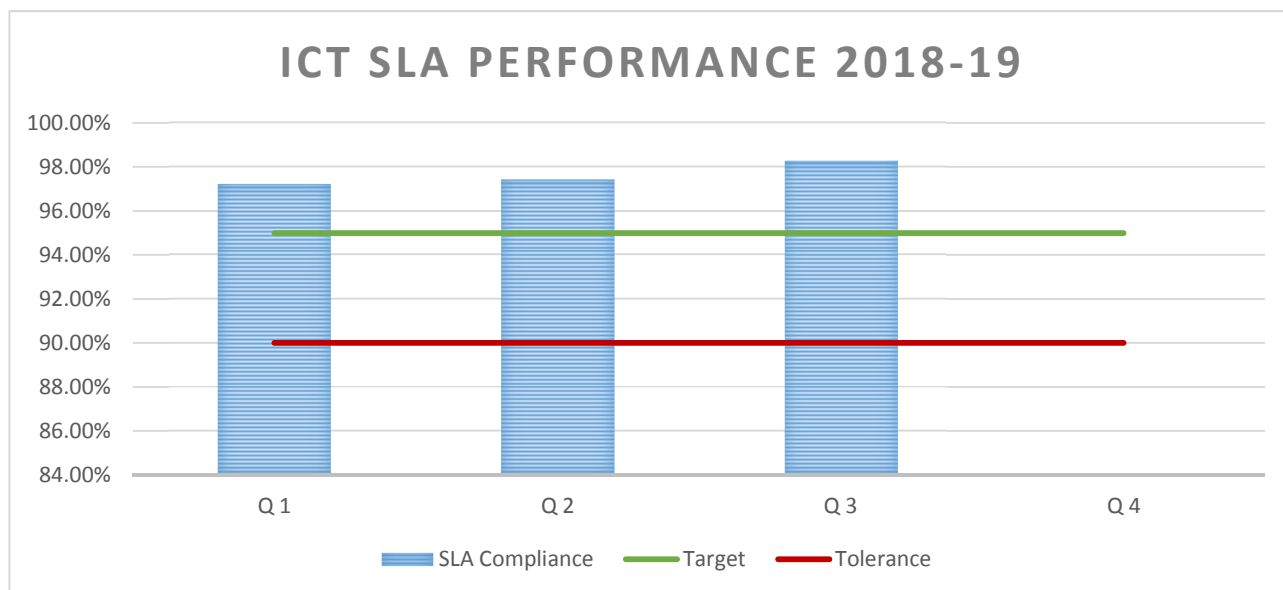
Service Availability



The Council monitors ICT Service Availability across three indicators; systems, corporate telephones and virtual desktops. Availability is recorded between 08:00 – 18:00, Mon – Fri and excludes any planned service outages. This KPI is important because if all the Council's systems are unavailable for one hour then that equates to over 500 hours of lost productivity and directly impacts front-line service delivery to our citizens. Target availability is 99.99% per quarter.

All service failures (loss of availability) are subject to a documented internal review process to understand the root cause and to mitigate, where possible, any future incidents.

Service Level Agreement (SLA) Performance



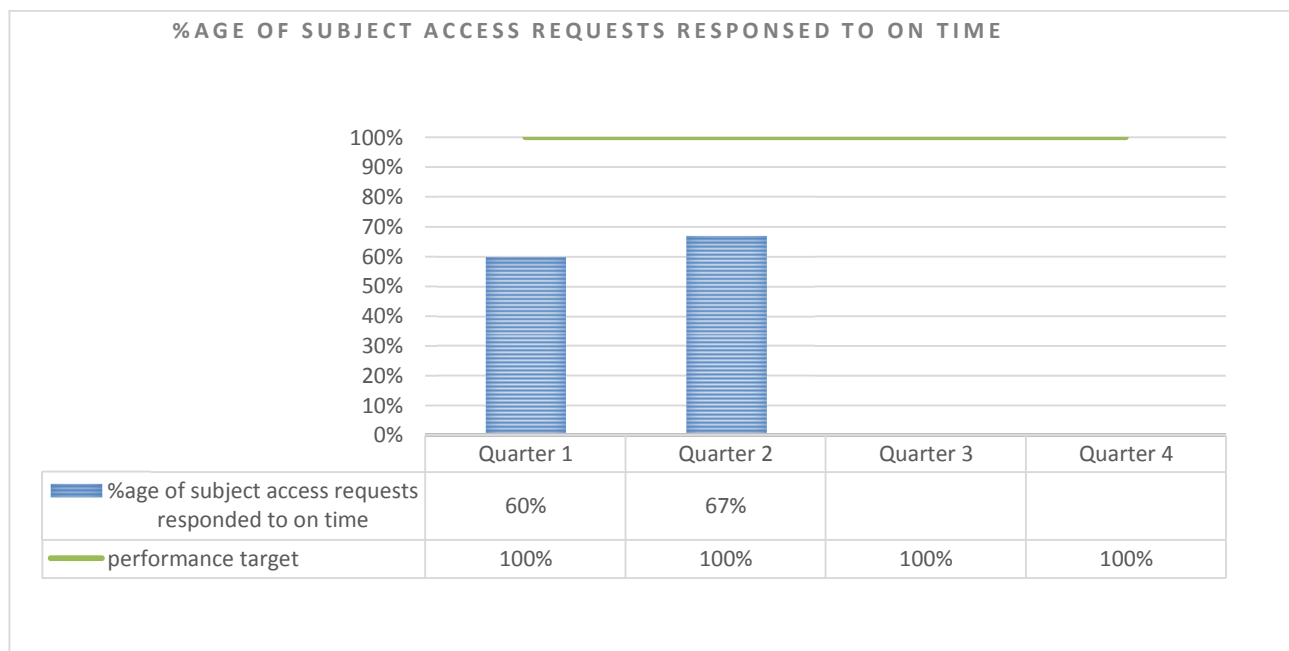
ICT SLA performance is a combination of ICT's response times to Service Incidents and Requests for Service.

A Service Incident is any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in the quality of that service. An agreed matrix based on Impact and Urgency is used to calculate the SLA response time.

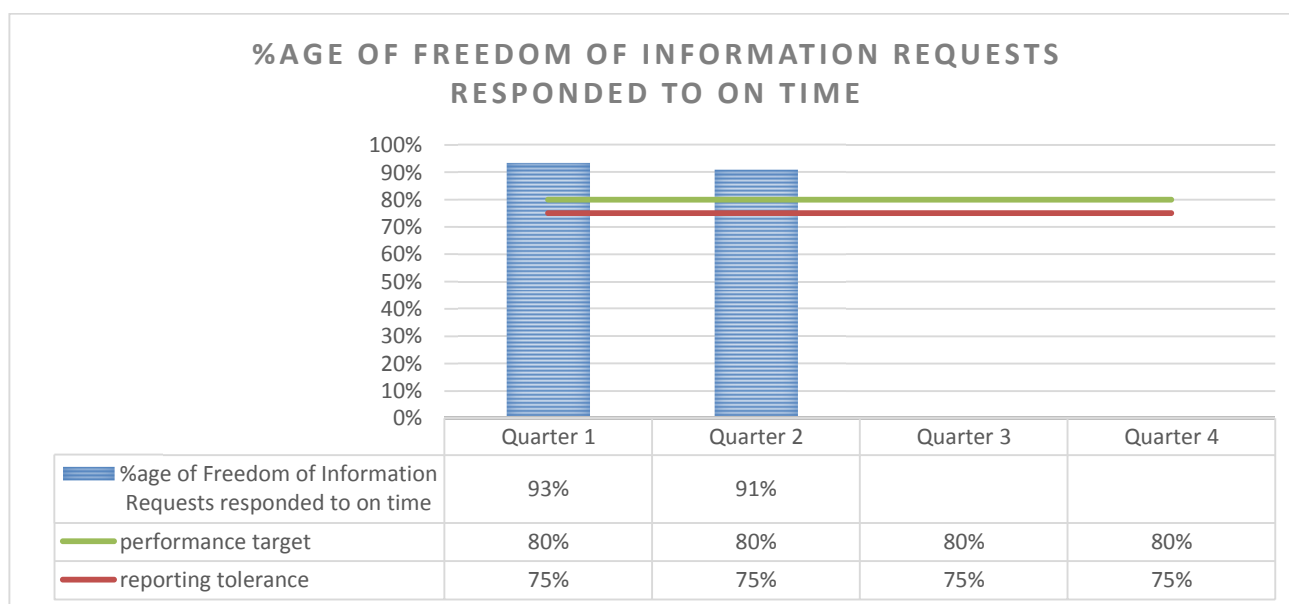
The term 'Request for Service' (RFS) is used as a generic description for many varying types of demands that are placed on the ICT Service by users. Many of these are actually small changes – low risk, frequently occurring, low cost etc. (e.g. a request to change a password) – but their scale and frequent low risk nature means they are better handled by a separate process.

Completion times for Service Incidents and Requests for Service have a combined 95% target.

2.2. Democratic Services

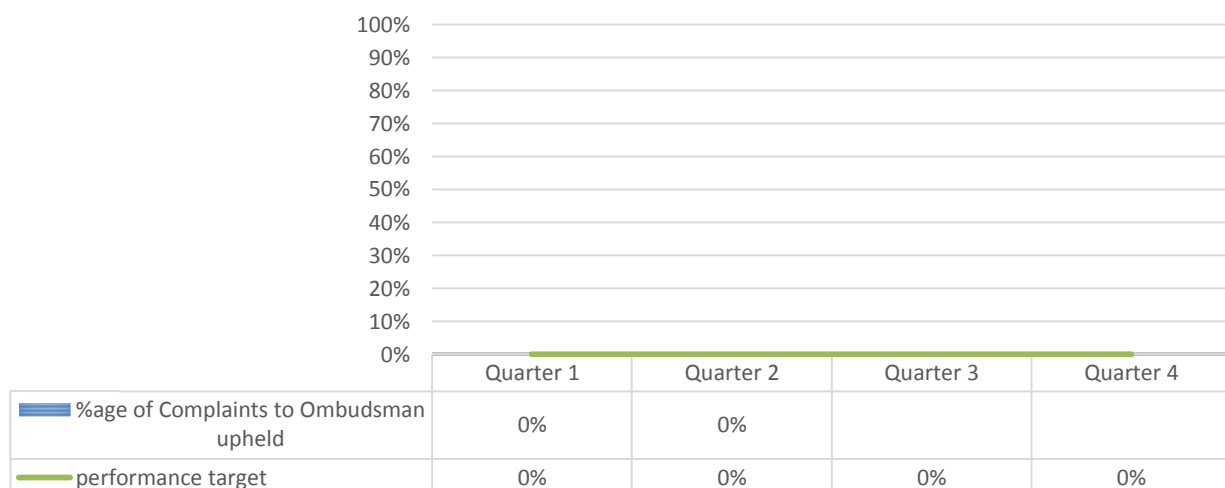


The Council receives a comparatively low number of subject access requests (individuals asking for their personal information) however these have increased since the introduction of GDPR in May and are becoming increasingly complex to respond to. The Council has now employed (through a shared service agreement) an Information Governance Manager which has increased both the level of technical skills available to the Council and the resources to improve response times to these.

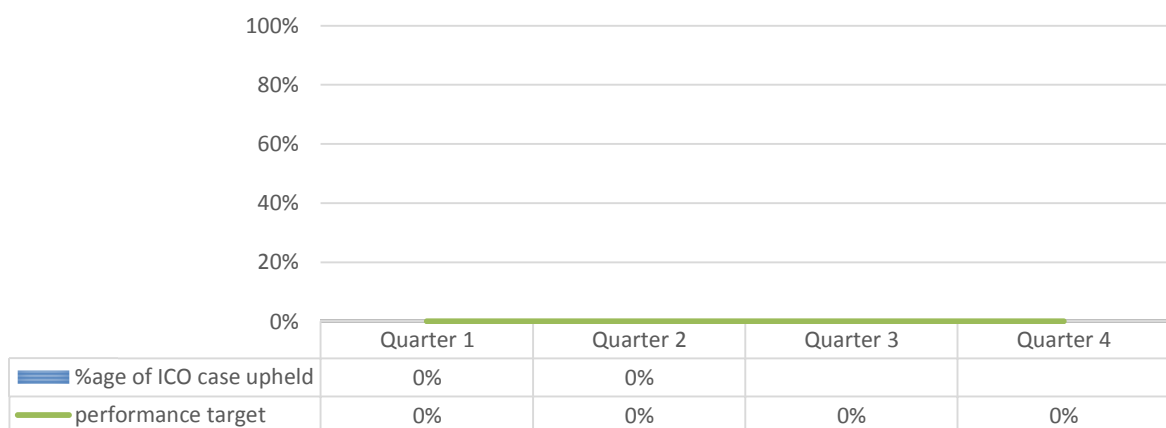


Considering the significant increase in the number of Freedom of Information Requests received (where by November 2018 we had considered as many requests (800) for the whole of 2017) the Council is still performing well above the target set by the Information Commissioner when they monitored the Council in 2015.

%AGE OF COMPLAINTS TO OMBUDSMAN UPHELD



%AGE OF ICO CASE UPHELD



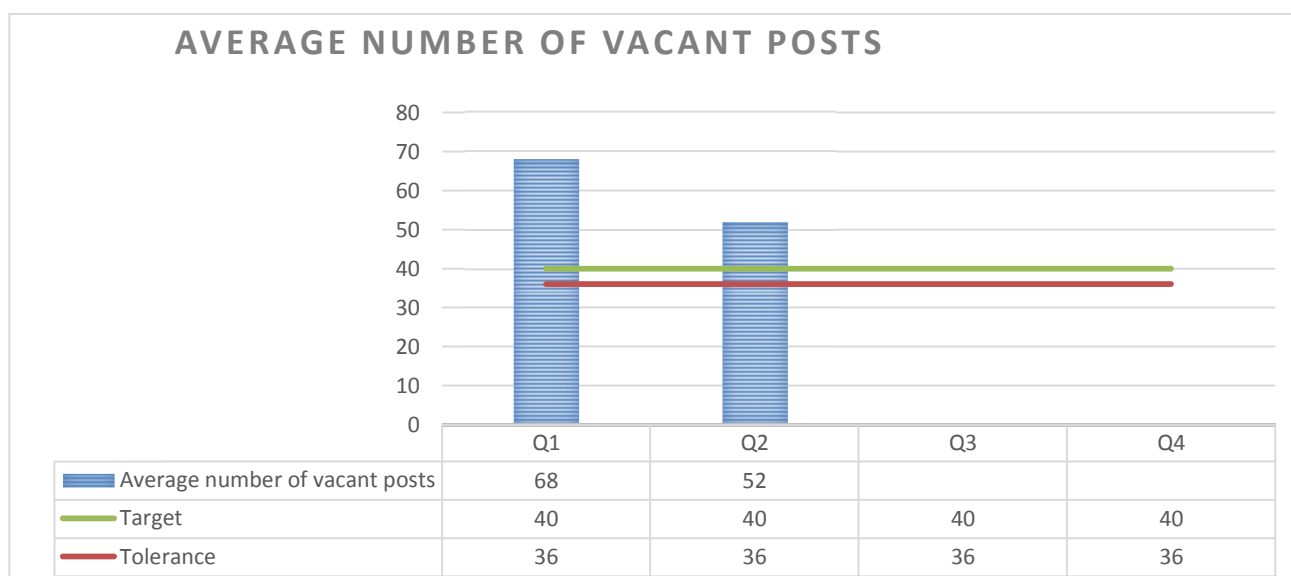
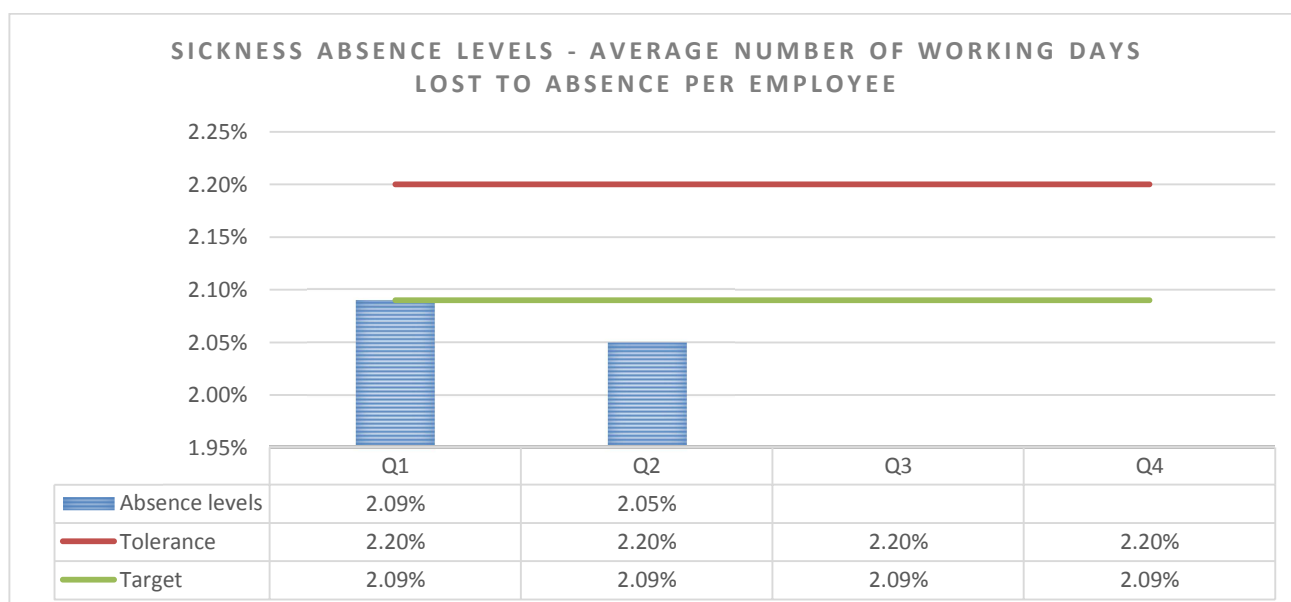
In respect of the both the percentage of Complaints to Ombudsman upheld & percentage of ICO case upheld the Council has consistently performed well in this area with no cases being upheld this year in Quarter 1 or 2. Within Quarter 3 there will be a case upheld by the Information Commissioner were extra information was agreed to be disclosed. This is considered exceptional performance considering the significant number of information requests processed by the Council.

2.3. Human Resources, Marketing & Communications

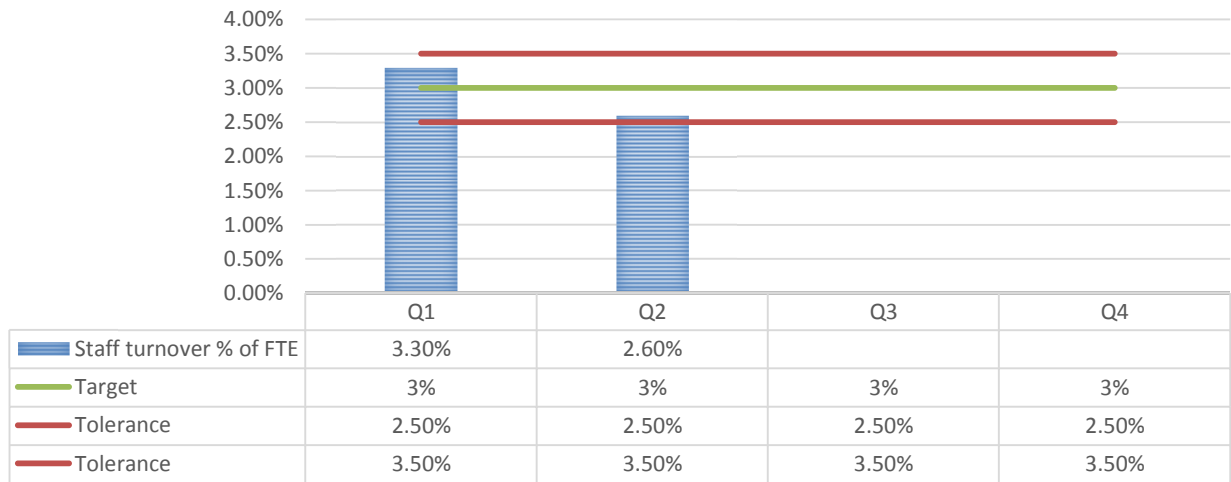
Management information and trends are reviewed regularly with the Senior Management Team and People Strategy Steering Group

Sickness absence remains in tolerance with no significant movement. With the introduction of the Health and Well-being scheme, new Occupational Health provider and Long Term Sickness & Ill Health Capability policy, HR continue to review initiatives to support staff. Vacant posts in the first 2 quarters are slightly above average, the Asset review in September has had an impact on the last quarter. Qtr 1 included new vacancies of 8 apprentices and 17 new hostel workers; Qtr 2 included 10 new Asset vacancies. Staff turnover remains consistently low against the tolerance.

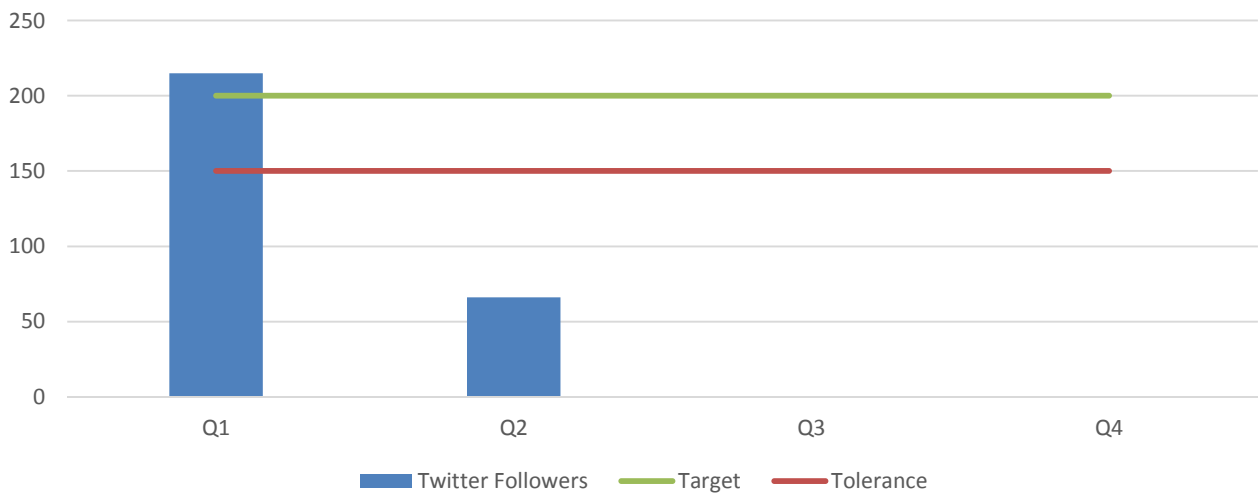
Twitter followers reduced in Qtr 2 based on Twitter pursuing suspicious/fake accounts, approximately 6% of all users were removed. The WDC news page, has 322 followers and over 40% of views for new vacancies come from Social Media. This also links with the Corporate Facebook page launched in May 2019.



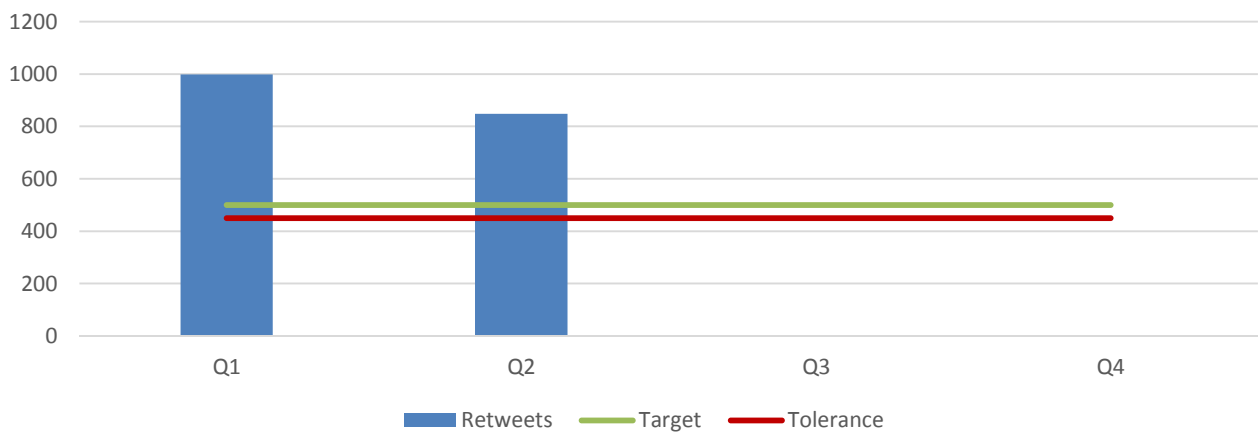
STAFF TURNOVER AS % OF FTE

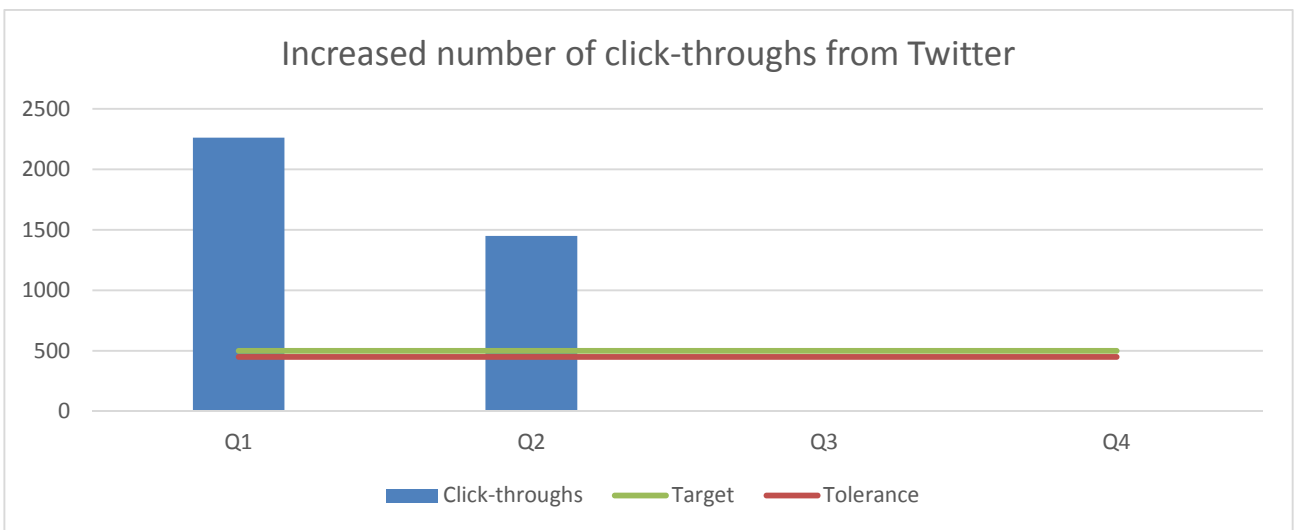
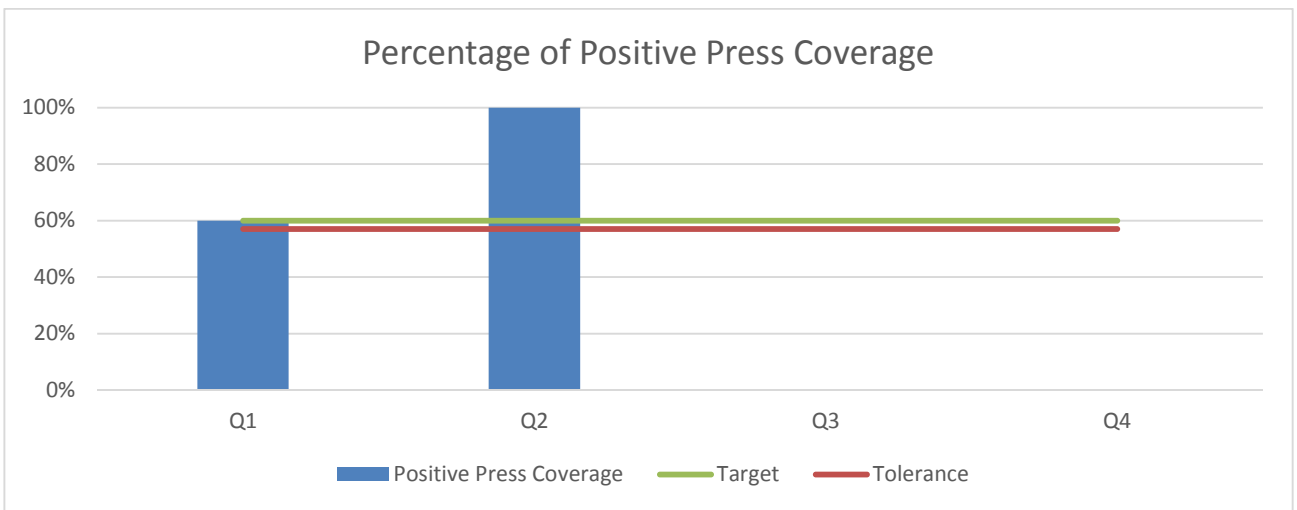
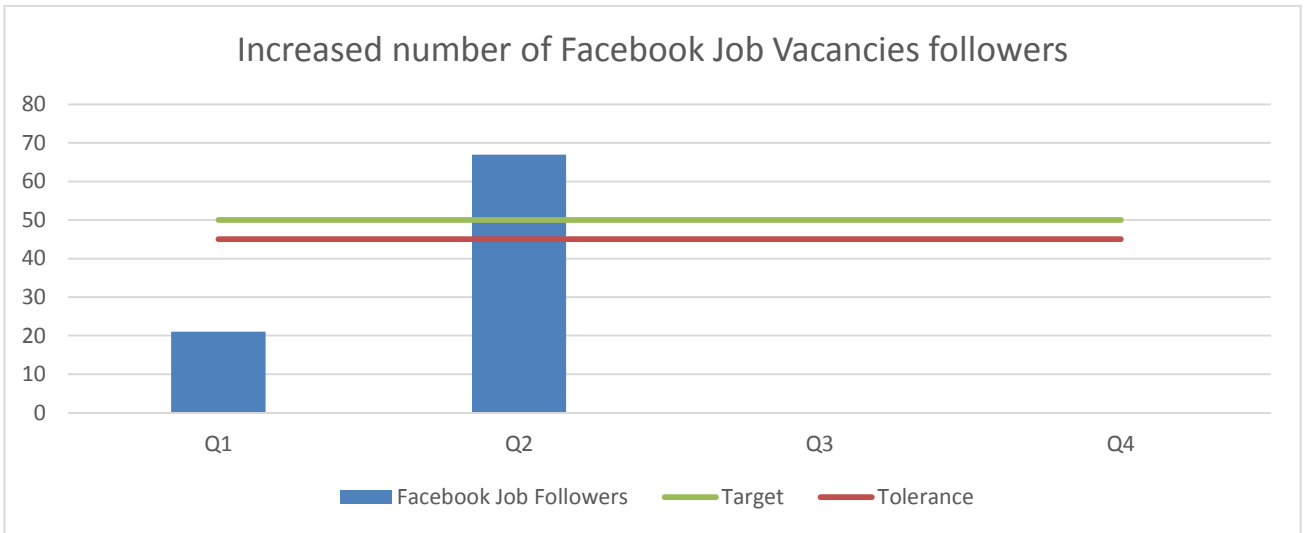


Increased number of Twitter Followers



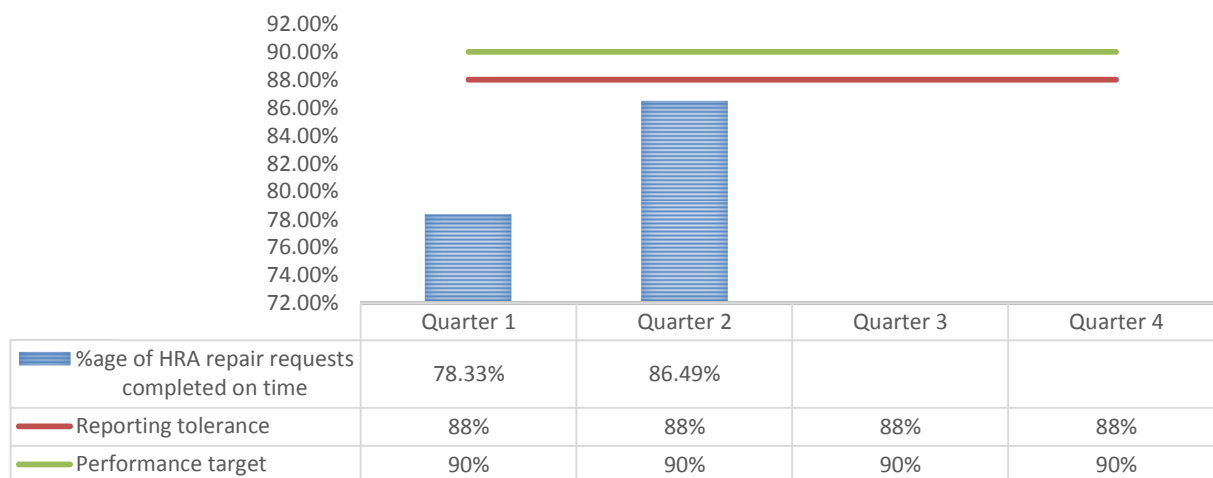
Increased number of retweets



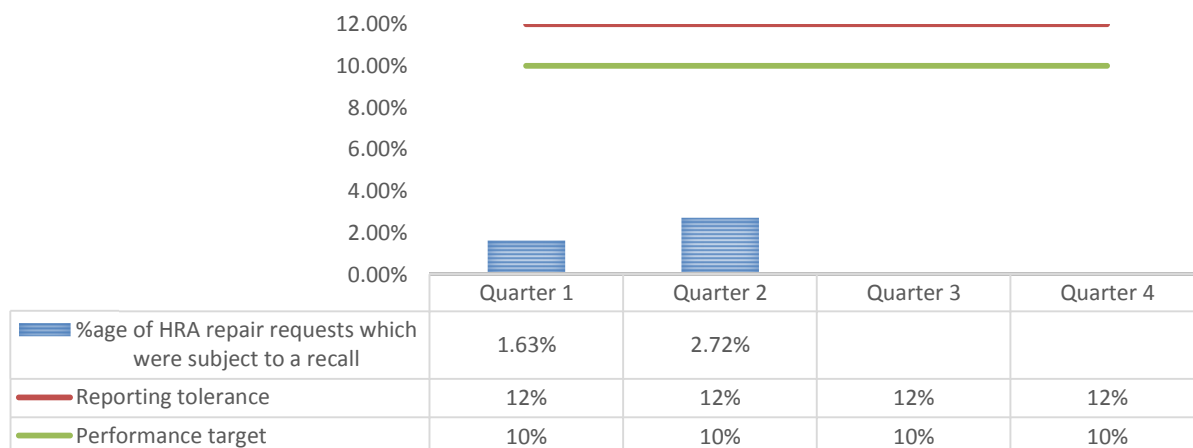


2.4. Asset Management

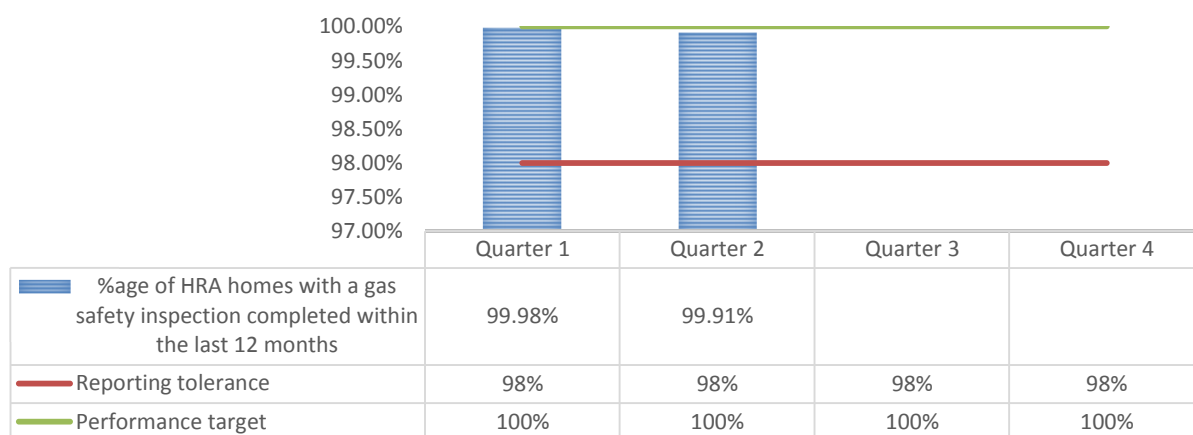
%AGE OF HRA REPAIR REQUESTS COMPLETED ON TIME



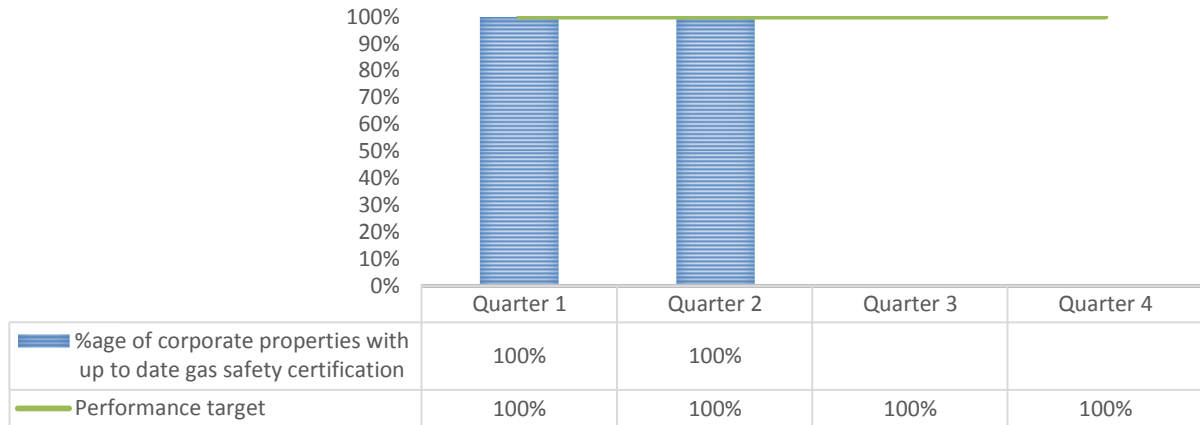
%AGE OF HRA REPAIR REQUESTS WHICH WERE SUBJECT TO A RECALL



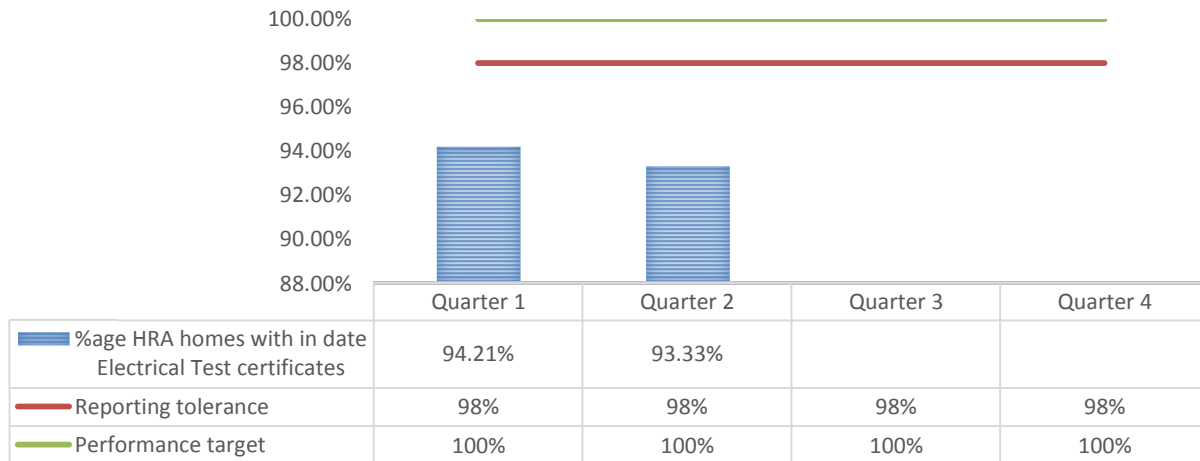
%AGE OF HRA HOMES WITH A GAS SAFETY INSPECTION COMPLETED IN THE LAST 12 MONTHS



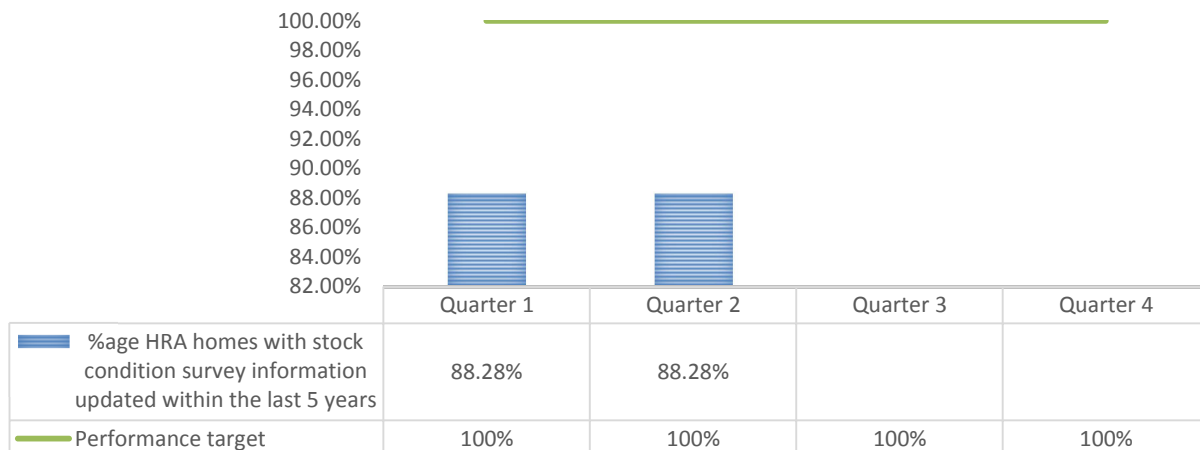
%AGE OF CORPORATE PROPERTIES WITH UP TO DATE GAS SAFETY CERTIFICATION



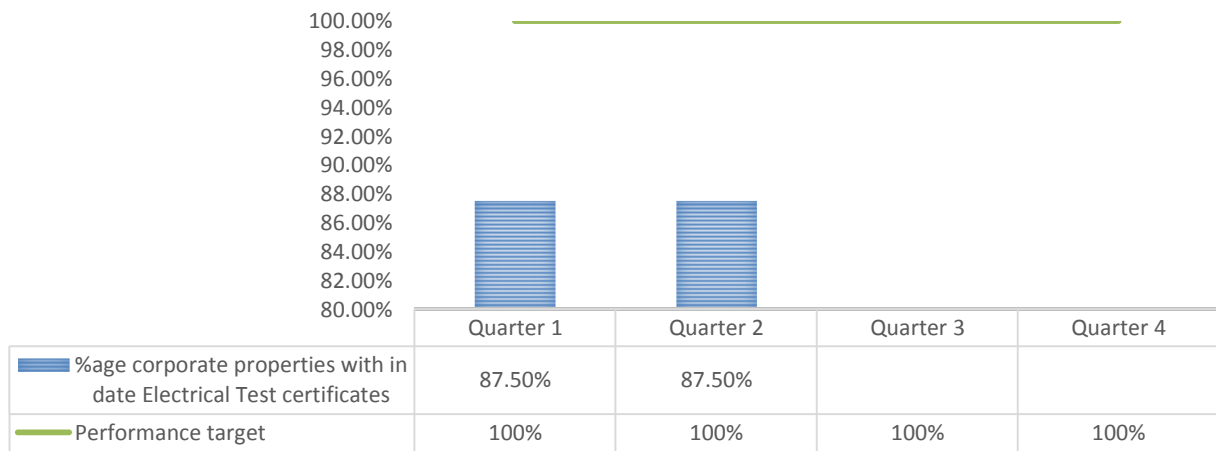
%AGE OF HRA HOMES WITH IN DATE ELETRICAL TEST CERTIFICATE



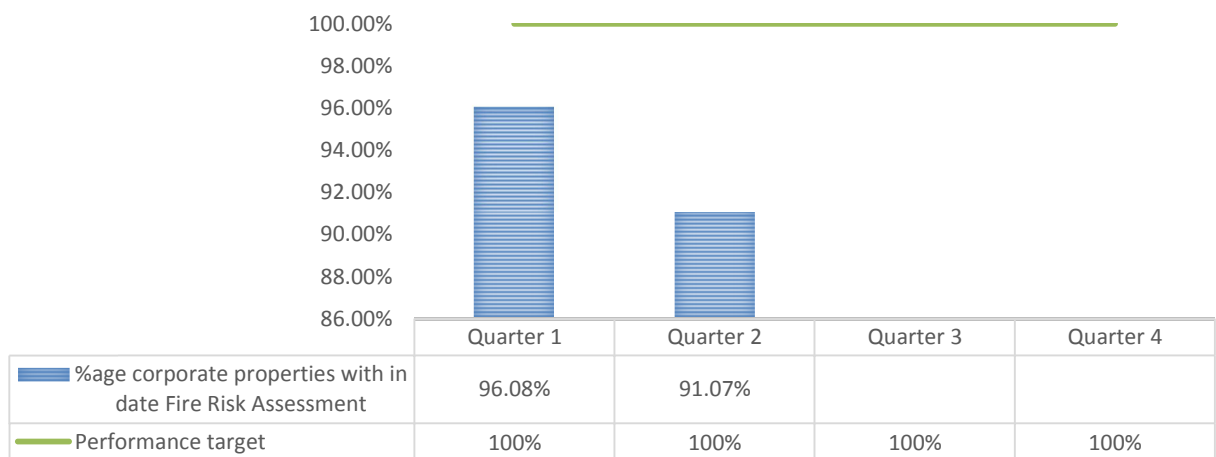
%AGE HRA HOMES WITH STOCK CONDITION SURVEY INFORMATION UPDATED WITHIN THE LAST 5 YEARS



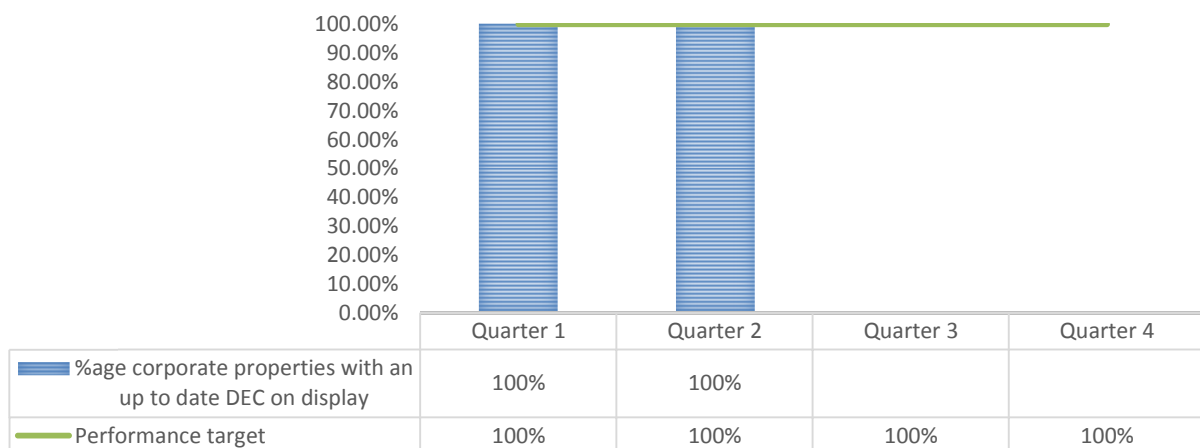
%AGE CORPORATE PROPERTIES WITH IN DATE ELECTRICAL TEST CERTIFICATES



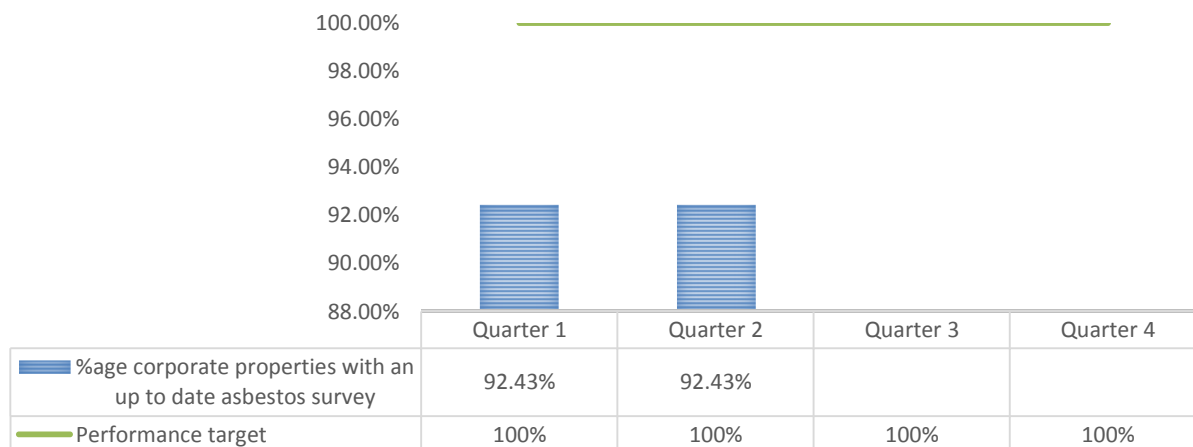
%AGE CORPORATE PROPERTIES WITH IN DATE FIRE RISK ASSESSMENT



%AGE CORPORATE PROPERTIES WITH AN UP TO DATE DEC ON DISPLAY



%AGE CORPORATE PROPERTIES WITH AN UP TO DATE ASBESTOS SURVEY



3. Risks

The CXO Risk Register has continued to be reviewed throughout the year, and is due to be presented to the Finance & Audit Scrutiny Committee in January 2019, alongside the Contracts Register and review of the Budget.

The Chief Executive's Office has adopted a layered approach to risk management which ensures risks are managed at an appropriated level.

- The **Significant Business Risk Register** contains the CXO risks which have the potential to have a **significant** adverse impact on the Council. It is the responsibility of CXO team managers to advise, through their head of service, SMT of these risks so that SMT can decide whether to update the corporate risk register as appropriate.
- The **CXO Risk Register** identifies the high level Service Area risks that have the potential to adversely impact multiple Service Areas. The document uses the corporate formatting standard and uses language that is more understandable to the business. The format also supports political scrutiny.
- **Thematic Risk Registers** are used to identify risks associated with particular aspects of the CXO's service that requires additional focus and risk management. For example, ICT has a specific risk register that relates to malware.
- **Project Risk Registers** are created, when appropriate, to manage the risks associated with the introduction of new technology.
- **Individual Risks Assessments** are created when a Request for Service requires a deviation from an agreed policy.
- The Team Operational Plan contains the key operational service risks for the period of the plan.

Presently there is only one risk that is rated as "Red":-

- Failure to deliver corporate strategies / initiatives (Digital Strategy)

The following internal audits have been completed so far this year:

- ICT – Database Security (Substantial)
- Democratic Services - Electoral Registration (Substantial)
- Democratic Services - Information Governance in preparation for GDPR (Moderate)
- HR & Media – Employee Attendance Management (Substantial)

4. Workforce Planning

4.1. ICT Services

The ICT Service has one staff member on long term absence. This absence has required a significant re-adjustment to provide the necessary cover. Nevertheless, this has had a significant impact on service capability. It is expected that the situation will be resolved in April 2019.

The leadership and structure of the ICT Service is currently being reviewed by CMT to ensure that the structure and remit of the service meets the Council's digital and change aspirations.

In addition, ICT appointed its first apprentice in 2018. The post 'Data Analyst' is a new role and provides a new capability within the Council.

4.2. Democratic Services

Democratic Services has a long term absence within the Corporate Support Team, which with adjustment has been covered within the Team itself. A member of staff, within the same team is due to go on maternity leave in December and the cover for this is expected to be in place before they leave.

4.3. Human Resources, Marketing & Communications

The section reviewed its structure in December 2017 based on the resources required to support key change programmes across the Council linking to FFF within the next year and has now been operating at full capacity with no significant absence. Training on 'HR for non HR Managers' has been introduced with the aim to equip and empower managers with the skills to manage the HR aspects of their teams effectively. Maternity leave cover within the HR support team has been managed successfully with an internal appointment, however the workload will continue to be monitored as not all the maternity leave hours have been covered.

In addition, the Website area of Marketing & Communications appointed its first apprentice in 2018. The post 'Digital Marketing Apprentice' is a new role and provides support to the section to allow us to progress specific projects as well as introducing a new skills. With an increase in significant projects for Communications in 2019 we are proposing to introduce extra resource to support this function.

4.4. Asset Management

Implementation of the re-design, approved by Employment Committee in September 2018 should be complete by year end which will allow the evaluation of whether the budget impacts are actually less than the maximum figures reported to August Executive.

5. Budget

5.1. ICT Services

ICT continues to operate within budgets, meeting corporate saving targets. During the 2018/19 budget setting process, ICT identified £30,000 of savings for 2019/20 onwards. However, only £5,000 of the identified savings was taken. The balance was allocated to the revenue growth associated with new projects linked to different ways of working.

Street Naming & Numbering (SN&N), which is a function in ICT's GIS team, generated over £52,000 of income in 2016/17 and over £48,000 of income in 2017/18 compared with an average of £6,000 when ICT took over the service in 2012. However, 2018/19 has seen a significant reduction in applications from major developments and income to the end of November 18 is £15,717 compared with £39,417 for the same period last year.

5.2. Democratic Services

Democratic Services have continued to work within its budgets and through minor changes in service delivery provide small savings year on year.

The service is in the process of taking on the accreditation for PCIDSS for which there is currently no allocated budget and there will therefore be a small budget deficit of an estimated £3,000

5.3. Human Resources, Marketing & Communications

The HR area has continues to review how it offers its services to its customers. The Self-Serve system continues to evolve enabling managers and staff to be more empowered with HR transactional activities.

Learning and Development has been identified as a significant contributor to the morale and motivation of staff to maintain and improve on the skills, knowledge and behaviours of staff and Managers. The Budget for this key area has not been reduced to ensure training remains a key part of Service Plans and the 'People' aspect of FFF.

Marketing, Communications, Design, Print and Website pro-actively manage their budget to ensure the framework is adhered to and provides value for money.

5.4. Asset Management

Asset Management have continued to work within its budgets and has been working with the Finance team to disentangle the budgets from Housing Services so that for 2019/20 they are shown differently in the Budget Book.

Implementation of the re-design, approved by Employment Committee in September 2018 should be complete by year end which will allow the evaluation of whether the budget impacts are actually less than the maximum figures reported to August Executive.

6. Planned Changes, Major Work Streams and Projects

The Chief Executive's Office planned changes, major work streams and projects are set out in the CXO's Service Area Plan.

Below is a list of those projects which were identified as corporate within the plan.

Project	Milestones
Digital by Design To assist in the definition and delivery of the DbD programme and to act as the project lead.	Set out in the Digital Programme of Works 2018/19 submitted to the Executive Feb 2018. 2019/20 Digital Programme of Works to be submitted to the Executive Feb 2019.
Transforming our Workplace (ToW) To assist in the identification and delivery of technology and processes that will enable staff to operate efficiently and effectively delivering revenue savings and service improvements.	Agreed work programme with change partner and the implementation of agreed technologies.
Corporate Complaints Policy To review the Council's corporate complaints policy and define what systems should support this.	Report to be taken to Executive April 2019 subject to SMT policy approval.
Development of an Asset Management Strategy	Targeting July Executive

Outside Bodies Update report

PSP Warwick LLP

The Partnership Board has met 3 times during 2018, in January, August and September, to discuss the proposals relating to the HQ relocation project. Members will be aware that the final decision on the project will need to be taken by both Executive and Council and that it is currently anticipated that reports will be brought in the New Year to allow the final decision to be made no later than 6 March 2019.

Coventry & Warwickshire Local Enterprise Partnership (CWLEP)

The CWLEP Board has met 6 times during 2018 in January, April, May, July, October and November.

The papers and minutes of the minutes are available via this link:

<https://www.cwlep.com/about/board>

Members will note that the Board considers the Industrial Strategy and CWLEP priorities within this, Programme Delivery updates, Finance and Audit sub-committee updates as standing items.

The main issues discussed have been:

January – proposals for the 2018 Coventry & Warwickshire Business Festival; appointment of Board 'Champions' for 3 major issues that will impact on the sub-region, City of Culture, HS2 and the Commonwealth Games. I was appointed Board Champion for the latter.

April – proposals for the 'open call' for unallocated Growth Deal funding

May – C4 bid proposals

July – further education and apprenticeship proposals

October – progress of the national review of LEPS; outcome of the Growth Deal bidding round. Members will recall that WDC was unsuccessful with its bid proposals

November – Regional energy strategy; 5g proposals and feedback from the CWLEP Business Investment Visit to China.

Andrew Mobbs
Leader of the Council

Overview & Scrutiny Briefing Note 8th January 2019

Neighbourhood Services

Shared Environmental Enforcement with Rugby Borough Council

Background

Overview and Scrutiny Committee requested a verbal update on the shared environmental enforcement service with Rugby Borough Council. The following information is a summary document so that Members can prepare ahead of the meeting.

For a number of years Warwick District Council concentrated on the removal of fly tipped items rather than enforcement. During 2017 and 2018 work was undertaken to look at Environmental enforcement options and the Council agreed to enter into a shared service with Rugby Borough Council. From November 2017 Neighbourhood Services began collecting evidence from fly tips for enforcement action. There was an initial delay to the shared service due to the necessary legal agreements not being completed until the end of March 2018 and then an internal restructure at Rugby Borough Council delaying their ability to start until July 2018.

Enforcement Process

Once evidence is found the authority can begin the first steps of the enforcement process whilst ensuring that it is acted upon reasonably. With that in mind this would result in individuals receiving a Section 46 or Section 47 Notice. This is the first step in an enforcement process that allows a potential offender to understand what they have done wrong and the means to stop it happening in the future.

Once a fly tip is reported to WDC, it is logged onto our system and a dedicated cleansing team is dispatched to examine the contents, photograph the area and cleanse the site. If any evidence such as a name and address is contained within the fly tip this is recorded and securely stored at our premises.

Under Section 46 of the Environmental Protection Act 1990, WDC can instruct householders how to present their rubbish. Section 47 allows the same instruction but to commercial properties. When evidence is obtained containing an individuals or commercial properties details my officers will issue a Section 46 or 47 Notice. If a person has more than one episode of fly-tipping, then we are in a position to pass this case on to our colleagues at Rugby Borough Council.

Rugby then assesses the case information and decides on the most appropriate action with the perpetrator, this will always include contact with them by either letter or PACE interview. Dependent upon the information and evidence we hold will depend on the next steps but generally there is a further three step process; advice and guidance, informal warning and then formal enforcement. The Rugby enforcement officers are also going door to door in areas with repeat fly tips and accumulated waste issues, this function is the most time consuming part of the enforcement process but is essential for intelligence gathering and education.

Types of Environmental Enforcement

There are many different routes which can be taken in terms of enforcement action such as, the issuing of a Fixed Penalty Notice (FPN), Community Protection Notices (CPN), and only in extreme cases with substantial evidence would a Court Prosecution be considered. The types of approach's that can be taken following the issue of a Section 46/47 Notice & accumulated waste letter are as follows:

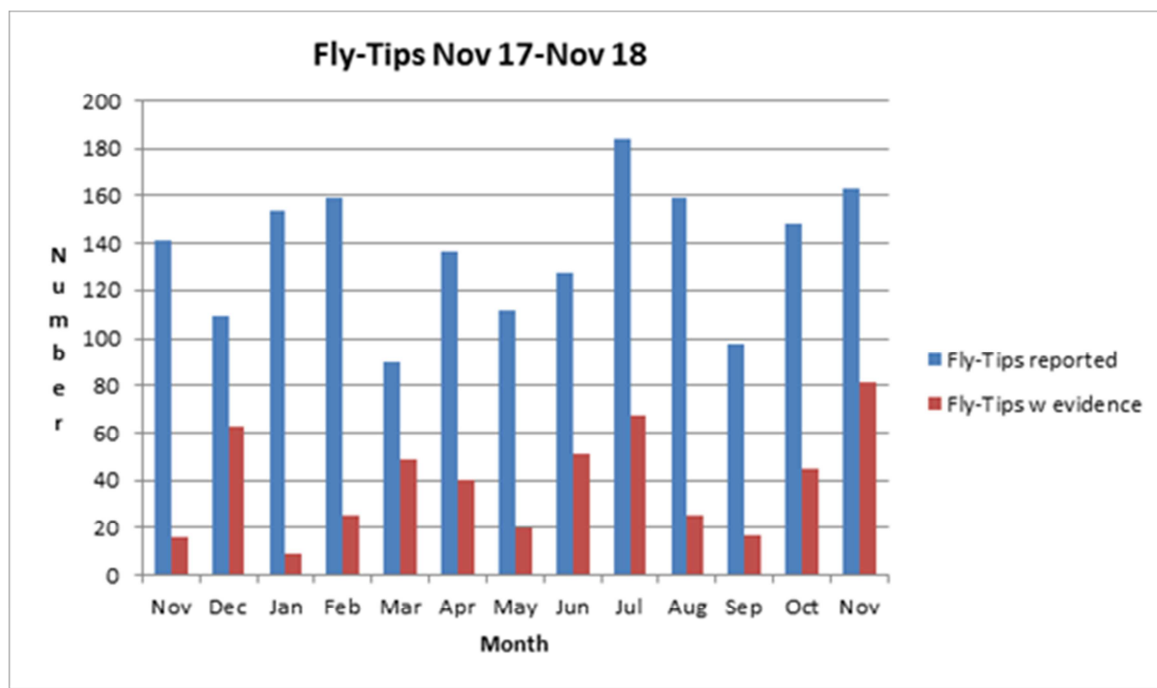
- Community Protection Warning (CPW) then a Notice (CPN) if the warning is ignored. This sets out details of the restriction/action imposed upon the individual.
- Non-compliance of a CPN will enable a FPN to be served.
- If the FPN is ignored, a prosecution file can be prepared for a court hearing.

- Alternatively the authority to arrange a clearance of the waste and recharge with an administration works in default charge.
- Alternatively a littering offence can be established and an FPN can be served, again if the FPN is not paid, court action could be started but unlikely as costs outweigh the benefits.
- We can also serve Section 108 Notices pursuant to the EPA 1995, this is issued when someone has been asked to contact the authority and no response is made, they have a duty to help with investigations. If someone failed to attend a Section 110 offence can be pursued, this is essentially a fine for not helping with our enquiries but we would not be able to pursue and prosecute for fly-tipping.

Enforcement Statistics

The following statistics are from the period November 2017 until November 2018;

Total number of fly-tips reported	1781
Total number of fly-tips with evidence obtained	508
Total number of section 46 letters sent	499
Total number of section 47 letters sent	61
Total number of accumulated waste letters sent	18
Total number of cases passed to rugby	24
Total number of cases closed after correspondence	18
Total number of cases still in progression	6
Total number of cases issued a FPN's	4
Total number of case issued a CPW	2



The data is yet to show any real trends in fly tipping incidents and we had expected to see a fall in the number of fly-tips with evidence found but thus far this has not been the case. As we have to follow a proportionate and reasonable approach to enforcement the predominant element of the process is engagement and warning letters and on that front we are moving forward in the right direction.

If or when individuals offend again we can then move the case over to Rugby BC, of the 24 cases they have received 18 have been concluded through correspondence containing advice and guidance. 2 of these have

received Community Protection Warning (CPW) letters, this contains a very clear instruction to the perpetrator and if breached they will be issued with a Community Protection Notice. The remaining 4 have received FPN's, it should be noted that these were not issued for fly tipping as the evidence was not conclusive but instead they received FPN's for littering. These have all been paid.

With each case progressed through to Rugby BC the team in Contract Services is learning something new in terms of environmental enforcement. This working relationship has already shown us a number of differing approaches that we can take with regards to fly tips and accumulated waste issues that we weren't aware of. We're working through these approaches and understanding how we can move them forward with the existing team and our officers have begun to attend enforcement training courses.

The original shared working agreement with Rugby was due to expire at the end of March 2019 but in enforcement terms this is still very early days and we need to maintain a very close working arrangement with Rugby BC to ensure we get our processes correct and take the appropriate action when needed. Due to the delay in Rugby starting in earnest we still have budget remaining for the shared enforcement and have agreed therefore to extend the agreement by a further 12 months. This should allow sufficient time for us to understand the broad range of enforcement actions available to us and build upon the experience we are gaining through the joint working.

Next Steps

To supply the overview and scrutiny committee with a further update on shared enforcement with Rugby BC in October 2019.

Pump Room Gardens Restoration Project - Briefing Paper

Finance and Audit and Overview and Scrutiny Committees, 8th January 2019

1.0 Background and Summary

- 1.1 The restoration of the Pump Room Gardens is a £1.4m Heritage Lottery Fund (HLF) project funded through nearly £1m from HLF and further contributions from WDC and the Friends of the Pump Room Gardens (FoPRG). The capital works are being carried out by two contractors: idverde, for the main landscaping and works (contract value: £755K) and Lost Art Limited, for the bandstand restoration (contract value: £254K). A separate Activity Plan complements this work.
- 1.2 The project has had a number of quality issues, mostly dating from the early stages of the project. These have been raised at the highest level with idverde and they have committed to rectifying these issues at no additional cost to the project, whilst demonstrating their commitment to the project. The appointment of a Clerk of Works by WDC to oversee the works has helped to bring the programme back on track.
- 1.3 Governance structure – The two contractors report directly to the Contract Administrator (Ashmead Price) alongside a Project Manager (Red Kite Network), both of whom are HLF-funded posts. The CoW was appointed by WDC to focus upon the quality side of the works and liaises with all sides and signs-off the work as being of sufficient quality. The Green Spaces Project Team Leader, leads from the client side and also oversees the Activity Plan and the Community Engagement Officer, a WDC post, part-funded by HLF.

2.0 Programme

2.1 Main contract

- 2.1.1 The main contractor, idverde, was procured via a full OJEU-compliant process and was judged to be the most economically advantageous tender. They demonstrated that they had the requisite experience for a job of this nature and had provided examples of similar jobs they had completed elsewhere. Idverde are also WDC's grounds maintenance contractor, though this project is being run through the Northern Region section which is a separate arm of the same company.
- 2.1.2 The current position is that the main works are approximately three weeks behind the original programme end date of January 2019. Some of these delays have been due to the need to co-ordinate works with the County Council over the approach to the central path (which is adopted), and the negotiations with Western Power Distribution (WPD) over problems with

the electrical supply. The remediation works have not added any significant time delay to the project.

2.1.3 By the time of this meeting, the tarmac surfacing of all of the paths will have been completed. A decision needs to be made upon when to apply the final resin finish for the paths as this is temperature dependent and so may be delayed.

2.1.4 Planting is being done over the winter period and most of the beds are prepared and ready. The main work for January will be installing and painting the fencing and putting in the swale once the site compound has been taken down and moved.

2.1.5 York Bridge - Works to the bridge were omitted from the main contract as the works required were substantially more than originally expected and will now be carried out by the County Council. They have confirmed that work will begin in April 2019 for an 8-week period. The project will pay for the surfacing and painting of the bridge not for the structural element but close scrutiny of the methodology and works will be required to ensure no damage is done to the completed works.

2.2 Bandstand

2.2.1 The bandstand is due to be reassembled on site from early January with a completion date of early February. The most significant delays were due to: the need to completely replace the decking which was only apparent when the works were underway; to agree the colour scheme for the bandstand, which took much longer than expected and followed lengthy discussions between Conservation, HLF and the FoPRG; and, agreeing with WPD the means of accessing the electricity supply. Access to an electricity supply will be retained for use by event organisers as previously.

3.0 Budget position

3.1 The forecasted final accounts for both contracts are within budget. Whilst there have been some variations to both contracts, there have also been some omissions, and there is no forecasted overall increase in costs. The cost of the Clerk of Works is incorporated within the eligible costs of the project and this has been agreed with HLF. A verbal update will be provided at the meeting.

4.0 Quality of works

4.1 Concerns about the quality of work came to light in the first phase of the project, and appeared to be a combination of poor sub-contractors and on the ground site supervision. To move things along and in the absence of in-house capacity, WDC appointed in September a Clerk of Works (CoW)

through the Built Environment Consultancy Services Framework on a one-day a week basis (over two half-days). Idverde has also engaged a different set of workers and ensured that an experienced Site Supervisor is permanently on site. This has worked well both in terms of picking-up on the quality issues whilst also supporting the Contract Administrator and liaising with the FoPRG advisor. A project of this nature was not considered to require a CoW from the outset but it soon became apparent that additional technical expertise was needed.

- 4.2 At the most recent meeting with the FoPRG, it was agreed that the CoW will use his report to highlight the areas that require remedial work that incorporates all parties and highlights ownership of the various risks and actions to be taken. This avoids the need for various different reports and can be used to control outstanding works / snagging issues. The intention is to extend the role until the end of the project. An updated version of the CoW spreadsheet, highlighting the status of the various issues will be issued prior to the meeting so it is the most current version. An update on the warranties relating to the project will also be provided at the meeting.
- 4.3 It should be made clear that the project is not a civil engineering project and the paths are not being built to a highways specification (aside from the central WCC path which receives a higher volume of vehicles). Such an approach would have significantly increased costs and HLF has made it quite clear that the project would not have been approved on this basis.
- 4.4 In terms of ongoing risks, an updated Management and Maintenance Plan for the site will incorporate the as-built plans but also highlight where control is needed to ensure that damage is not done to the completed works. This will particularly relate to events and maintenance vehicles and it will be made clear what mitigation measures are needed, such as protective matting. Bollards at the main entrances will restrict general access and site management will cover the on-site issues.

5.0 Reputational Risks – both locally and with the main funder (HLF)

- 5.1 HLF has been kept apprised of the project position and the project's HLF mentor, Ellen Bramhill, visited the project twice in November and December. HLF has received correspondence directly from the Friends group but is comfortable that the problems identified are being addressed they are supportive of the approach taken. A further formal visit is planned for when the physical works have been completed.
- 5.2 The FoPRG have raised a number of concerns and consequently two formal meetings have been held (29th October and 3rd December) between senior officers of WDC, a ward councillor, the Clerk of Works, and representatives from the FoPRG. The latter meeting included senior

representatives of idverde at which they gave reassurances over performance. This gives the opportunity for issues to be formally raised and addressed and have generally been very positive. A further meeting is to be held in early January.

- 5.3 There are now weekly onsite meetings between Warwick District Council Clerk of Works and the FoPRG advisor. These meetings give the opportunity to assess any quality issues and how these are to be rectified.

6.0 Lessons Learned

- 6.1 The bureaucratic and lengthy nature of funding projects of this nature and the amount of external interest in the project has made it clear that it requires a dedicated WDC project management resource to drive the project from the outset, not least for continuity but also to build relationships both external and internal and provide a more corporate approach to day-to-day issues. Invariably more time is required than consultants can provide, though it may be that additional resources are brought in to manage the HLF processes for example.
- 6.2 We would review the whole approach to project governance and communications, especially in relation to partnership working and stakeholder engagement which has proved to be problematic from the outset for a number of reasons. A more robust agreement needs to be in place that sets out responsibilities, liabilities and lines of accountability.
- 6.3 Agree communication channels before a start on site and require a more visible presence from the contractors in dealings with the public and stakeholders. This proved to be difficult from the start due to the on-set of the events season which required flexibility in terms of programming and to mitigate the impact of the works on events as far as possible.

7.0 Specific Issues - Bandstand undercroft

- 7.1 There was an original intention to use the undercroft for events storage etc and the relocation of the electrical cabinets. However, the height of the proposed access door and practicalities of access were questioned by Lost Art from the outset, as was the potential for dampness and condensation. Western Power also expressed concerns over health and safety issues over use of any electrics put inside the undercroft
- 7.2 Lost Art explored the practical detail of constructing the steel security hatch and making it watertight against the proposed doorway. The hatch was to come part way down the door and lifting the hatch would be restricted by the adjacent structures. The door opening would still be very restricted by the nature of the steep steps and low opening. Hence, it was recommended that an alternative access through the bandstand floor would be preferable. There was always a concern about water ingress into

the bandstand undercroft at times of flooding. When it was discovered that the bandstand decking / floor was beyond repair and would need to be re-cast using the engineer's recommended detail, it was agreed to incorporate an access hatch into the new floor which would satisfy the future need for inspections.


- 7.3 Once the floor was stripped off it was found that the brickwork courses and the main joists needed repair/ replacement which have now all been done to an engineer's specification. Discussion included an approach to block the old access door but to backfill the steps leaving them in situ in line with good conservation practice. A contrasting engineering brick colour was also used as infill of the doorway, again to identify the original and replacement work.
- 7.4 In hindsight this should have been picked-up earlier with the Conservation Officer and, indeed the FoPRG, and this is an omission that is regrettable but a Listed Building Consent application has now been submitted. To have delayed the project at this stage would have taken 8-10 weeks, delaying works, leaving the undercroft exposed and causing subsequent contractual issues. A subsequent meeting was held on site with FoPRG, WDC and Lost Art to go through the reasoning and this appeared to have been satisfactory.

8.0 Activity Plan (AP)

- 8.1 This is a key part of any HLF project and is designed to attract target audiences (especially those who don't normally use the PRG) using a mix of outreach and different activities. This is designed to run before and after the main capital works but is viewed as equally important in ensuring the sustainability and success of the entire project
- 8.2 Whilst it is due to end in 2020, we have been working closely with our HLF mentor to continue to develop the programme with a view to extending it beyond this period to allow for sufficient time post-completion to build up a range of activities. An example of this is Eco Fest 2019 which is being led through the HLF project.
- 8.3 The FoPRG, whilst involved from the outset, made it clear that they did not want to get involved in the delivery of the AP, though they are represented on the Delivery Group, which is the main mechanism for overseeing the AP.

9.0 Invite to visit the Pump Room Gardens restoration project

Given that level of interest in the project, Members are invited to visit the site to see the restoration works themselves. We will ensure that both contractors are available to answer any questions with regards to the restoration.

 Overview & Scrutiny – 9th January 2019		Agenda Item No. 8
Title	Update on Catering & Concessions Contract – Royal Pump Rooms and Jephson Gardens	
For further information about this report please contact	David Guilding David.guilding@warwickdc.gov.uk	
Wards of the District directly affected	Leamington wards – direct impact	
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 Commercially sensitive and/or legally privileged information contained in confidential appendices.	
Date and meeting when issue was last considered and relevant minute number	Executive 31 st October 2018, Item 10	
Background Papers	Collaboration Agreement, Creative Quarter Project	

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)	Yes 932
Equality Impact Assessment Undertaken	No
N/A – no change in policy of minimum service standards	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19/12/18	Andrew jones
Head of Service	19/12/18	Rose Winship
CMT		Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Finance		Mike Snow
Portfolio Holder(s)	12/12/18	Cllr Coker; Cllr Butler
Consultation & Community Engagement		
N/A as the basic service to the public has not changed		
Final Decision?		Yes
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 progress with proposals to improve the catering and events offer at the Royal Pump Rooms and the Glasshouse in Jephson Gardens.
- 1.2 It also seeks to update the Overview and Scrutiny Committee on progress with plans to invest in the Royal Pump Rooms to improve the catering areas and the public toilets that serve both the café, the Library and the Art Gallery & Museum.

2. **Recommendations**

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

3. **Reasons for the Recommendations**

- 3.1 Following an extended OJEU compliant procurement exercise the Council entered into a Collaboration Agreement with Complex Development Projects Limited (CDP) in November 2017 to deliver the masterplan for a Creative Quarter in Royal Leamington Spa. That Agreement included provision for CDP to deliver, or provide through a sub-contractor, catering and events services at assets owned by the Council provided that those proposals are within the scope of the Creative Quarter project and directly linked to the masterplan that CDP are contracted to bring forward for Council approval. However, a contract variation was required in order to allow CDP to bring forward any catering proposals in advance of the masterplan being formally adopted.
- 3.2 On 31st May 2018 Executive approved a recommendation by officers to vary the Creative Quarter Collaboration Agreement with CDP in order for CDP to deliver catering and events services at the Royal Pump Rooms and Restaurant in the Park (within the Glasshouse) before a masterplan is in place. The variation agreement was drafted by Warwickshire Legal Services and, at the time of writing, is due to be completed in the week commencing Monday 17th December 2018.
- 3.3 Executive has approved the catering offer proposed by CDP and their preferred subcontractor Holt Solutions Ltd, trading as Just Inspire Hospitality & Event Management (Just Inspire). The details of the proposal have now been incorporated into a new contract and Service Specification (the Specification is included as **Appendix A**).
- 3.4 A new Catering and Events Concessions Contract, including a detailed Service Specification, has been created by Officers in collaboration with Warwickshire Legal Services. This was done in order to directly address concerns raised by Members regarding previous issues with the quality of provision and the historical underperformance of the contract. The new Specification makes it clear that the catering and events offer delivered from the Royal Pump Rooms and Glasshouse must reflect and embody the essence of the cultural services delivered from the sites and should be seen as one of the integral elements contributing to the overall visitor experience.
- 3.5 Officers believe that the key to ensuring that the catering offer only ever enhances the experience of visiting the Art Gallery & Museum, Library, or

Jephson Gardens will be a genuine meeting of approach, ethos and operational style between the Catering Partner, the Council and CDP. The Council has therefore changed its approach to managing the contract and will become more collaborative with the Catering Partner. The Specification reflects this closer working relationship and includes greater detail surrounding the Council's expectations than previously.

- 3.6 Just Inspire and CDP have committed to supporting the Council's aim to create an inspirational product and to position the Royal Pump Rooms and Glasshouse as popular, "must visit" venues – becoming a benchmark of quality and a creative focus in the town. Just Inspire aim to maintain a reputation for providing excellent, welcoming customer service, high quality food and beverages and a high end, although still affordable, visitor experience.
- 3.7 Through the catering & events concessions contract the Council seeks to provide visitors to the Royal Pump Rooms and Jephson Gardens with a high quality catering experience which will complement the cultural setting of the venues, enhance the reputation of the Council and generate increased footfall. To this end, Just Inspire and CDP recognise that the use of the various catering and events spaces should be maximised as much as possible and that they must deliver and promote their services in a proactive manner that is highly attractive and competitive in the local market.
- 3.8 Just Inspire and CDP have also recognised that, as publically owned assets, there must be a fair and reasonable balance between commercial and community use of the venues. The facilities will be made available for use by local community groups and Just Inspire have committed to adopting a flexible, innovative approach to accommodating community events, with staggered hire charges in place that charities, societies, clubs and other community organisations can reasonably be expected to afford. The director of Just Inspire, Steven Holland, has pledged to create strong linkages with the local community to ensure accessibility and engagement is maximised.
- 3.9 In order to increase levels of trade, Just Inspire intend to re-open the entrances under the Royal Pump Rooms Colonnade at either end of the building and to reposition them as the primary routes into the Café and events spaces directly from the Parade. These changes will create focused 'arrival points', making the café offer more visible to the public, particularly to visitors from Jephson Gardens and the Parade, and ultimately drive up footfall. The use of these entrances will have the added benefit of also 'opening up' spaces within the building which are currently hidden from sight, allowing better circulation between the various spaces and revealing more of the original architectural features.
- 3.10 It is the intention to transform the current Café environment into an 'orangery' style with a simple, clean but high quality design and offer. As part of this it is the intention to replace the current servery with a much smaller, more contemporary display and counter area. Customers will continue to order at the counter, but meals will be freshly prepared in the kitchen and brought to the table, rather than being displayed and served directly from the servery. The scheme will make a feature of the Café's abundance of natural light from the large windows and skylight and planters will be placed around the space to help create a more intimate atmosphere. These improvements will create a unique offer, reflect the status and heritage of the wider building and make the Café competitive within the local market.

- 3.11 The mechanism by which the Council monitors the performance of the contract has been strengthened and greater levels of operational, day-to-day scrutiny have been included. Service Levels are more detailed and specific and the contract's Key Performance Indicators are now focused on delivery and the impact upon customers.
- 3.12 The inclusion of Improvement Notices and Warning Notices within the contract will enable the Council the opportunity to meaningfully correct under performance against the Specification.
- 3.13 The Arts Manager and Head of Cultural Services were given delegated authority by Executive to conclude negotiations with CDP and ensure that the new Catering Partner is in place from 1st March 2019.
- 3.14 Just Inspire have now carried out their own due diligence process, mapped out the business model in greater detail and revised their financial proposal (**Confidential Appendix A**) with the cash flow of the business given detailed consideration. As it is a concessions contract, from which the Council receives a percentage of all income generated, the Council has no guaranteed level of income from the operation. However, financial forecasts have been conservative and remain in line what the Council has budgeted for previously.
- 3.15 Negotiations between the current provider, Crown Holdings (Kudos), and WDC have also taken place. Kudos indicated that they would be open to an early exit from the existing contract extension (otherwise due to expire on 28th February 2019). Provided all Exit Conditions are met officers are prepared to allow Kudos to cease trading on site after their last scheduled function on 22nd December 2018. Officers were prepared to agree to this as it allows the Council to take the opportunity to invest in the Royal Pump Rooms early in the New Year. The loss of income to the Council during that period is minimised as it is historically the quietest trading period of the year. The income shortfall is expected to be made up through increased trade during the lifetime of the contract.
- 3.16 In relation to Kudos' responsibilities within the existing agreement, WDC's contract manager for the catering and events concessions contract (Arts Manager) has already carried out pre-exit checks and equipment inventories and Schedules of Condition have been updated. The sites will be cleared and cleaned by Kudos' staff on 23rd and 24th December 2018. Final Exit checks and the formal handover are scheduled to be completed on Friday 4th January 2019.
- 3.17 A variation to the terms of the existing contract with Kudos and a deed of surrender for the relevant leases were required in order to allow the early termination of the Catering & Concessions Contract on 4th January 2019. At the time of writing, the Deed of Variation and Deed of Surrender are due to be completed in the week commencing Monday 17th December. The early termination of the contract and surrender of leases does not absolve Kudos of their liabilities regarding any outstanding charges or contractual conditions regarding the transfer of the business.
- 3.18 The termination of the concessions contract and the surrender of the leases for the Royal Pump Rooms and Restaurant in the Park by Kudos are interdependent. The concessions contract and lease for the Restaurant in the Park will transfer immediately to Just Inspire. The lease for the Royal Pump Rooms shall transfer to Just Inspire in March once the refurbishment works

have been completed by the Council. As the incoming provider, Just Inspire have taken their own legal advice regarding the transfer of staff between the two companies under TUPE regulations.

- 3.19 The contract with CDP and Just Inspire shall commence on 5th January 2019 and will last for a period of 3 years. Officers were advised by Warwickshire Legal Services to include a clause allowing the Council the option to extend the agreement up to a maximum of two years. The principle of this agreement is that it is directly connected to the wider Creative Quarter project and it is advisable that the Council maintain flexibility and manage its risk regarding this. The Council may choose to extend the agreement with CDP and Just Inspire solely at its discretion and the Council is under no obligation to extend. The decision whether or not to extend the contract would be made in conjunction with the Portfolio Holder for Cultural Services and is dependant on performance and against the context of the developing Creative Quarter.
- 3.20 Due to the refurbishment works taking place in the Royal Pump Rooms, the Service Commencement Date of the new contract shall be 1st March 2019. No works are planned at the Restaurant In The Park and Just Inspire intend to take occupation immediately in January in order to begin promoting their services and generating business. However, they will not begin trading from either site until 1st March 2019 at the earliest.
- 3.21 The catering and events provision at the Restaurant in the Park and Royal Pump Rooms will be closed to the public between 23rd December 2018 and 1st March 2019. Just Inspire have been preparing their publicity campaign, in conjunction with CDP and the Council, with the intention of actively promoting the new service to the public from 5th January 2019. A number of event booking enquiries for the new financial year have already been passed on to Just Inspire and they are already generating business.
- 3.22 The Royal Pump Rooms public toilets shall also be closed for refurbishment in January until the end of February. There is no legal obligation for the Council to provide public facilities while the café is closed and food and drink is no longer served. However, the toilets are heavily used and so officers have taken steps to make the public aware of the closure and to direct users to alternative public toilets on Regent Grove or in Jephson Gardens, a short walk away.
- 3.23 The refurbishment works that are scheduled to take place in January and February will be funded from up to £100,000 from Service transformation reserve and £220,000 from the Corporate Assets Reserve.
- 3.24 Given the range of specialist work involved and a lack of resources currently available for projects within the Council's Assets team, an external architectural firm, DartonB3 Architecture, was appointed to design and oversee the scheme to keep the project within the necessary timeframe and budget. DartonB3 Architecture has already delivered RIBA stages 0-4 on behalf of the Council and will deliver RIBA 5-6, monitoring the contractor on site until completion.
- A full topographical and measured survey of the Royal Pump Rooms was commissioned
 - Pre-application advice and guidance from the Council's Conservation Officer and Building Control team was sought
 - A scheme which fulfilled the Council's ambitions was designed
 - A full tender package for the contractor was created

- An application was submitted for planning permission (reference W/18/2160, an application was submitted o Warwick District Council on 9th November 2019. It is hoped that permission for the scheme will be granted by 4th January 2019, as there are no major works involved and the scheme is sympathetic to the building's listed status).

- 3.25 As the majority of the refurbishment work involved on the project is cosmetic and decorative it falls well within the scope of the Council's corporate maintenance and repairs contractor, Pinners & Sons. The Council, DarntonB3 and Pinners & Sons have worked collaboratively together to deliver the most impact for the best value.
- 3.26 The initial vision for the works encompassed all areas, including the back of house catering rooms, was costed and over budget. This proposal was then cost engineered to fall within the allocated budget. The estimated cost of the works is now £300,400. All parties are aware of the limitations on budget and timescale and have planned accordingly.
- 3.27 Planned refurbishment works now include only the high priority, public areas. Attention to these areas will ultimately impact upon footfall and income generation. These include:

PUBLIC TOILETS

Suspended ceilings raised
New furniture / cubicles, sinks
Walls re-tiled

ASSEMBLY ROOM

Redecoration including specialist restoration of listed decorative scheme (walls and pillars)
Ceiling, lighting and chandeliers cleaned
Wooden floor sanded, repaired and sealed

ANNEXE

Redecoration including specialist restoration of listed decorative scheme (walls and pillars)
Ceiling and lighting cleaned
Wooden floor sanded, repaired and sealed
Addition of a new feature bar

ENTRANCE LOBBYS

Redecoration

CAFÉ

Redecoration including specialist restoration of listed decorative scheme
Ceiling and lighting cleaned
Wooden floor sanded, repaired and sealed
Addition of a new feature servery
New internal and external furniture

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. This report shows the way forward for implementing a significant part of one of the Council's 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		
Impressive cultural offering which encourages an increase in community led activities and use Re-positions the Royal Pump Rooms as a high quality 'creative hub' for Royal Leamington Spa	Area has well looked after public spaces (the Glasshouse is an integral part of the Jephson Gardens and the Pump Rooms faces onto the Pump Room Gardens) Safe and vibrant town centres where the community feel comfortable at all times	Contributes to a dynamic and diverse local economy Increases visits from day trippers and tourists to the area. Increased income levels and footfall through the site
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	<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

the right job with the right skills and right behaviours		money
Impacts of Proposal		
	Focusing on our customers' needs and significantly improving the catering and events offering	Better return/use of our assets Maximize income earning opportunities and seek best value for money

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here:

4.2.1 Local Plan

The Vision for the District as supported by the Local Plan (paras 1.30-1.34) is to make Warwick District a Great Place to Live, Work and Visit. Specifically the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town centres (1.34). Furthermore, para 5.75 recognises the "multifunctional benefits" offered by sport and recreational facilities noting that "they have a positive impact on people's quality of life, particularly in terms of their health and wellbeing". Clearly any activity that reinforces the usage of these facilities is in line with these paragraphs.

4.2.2 Economic/Tourism Impact

For many visitors the Royal Pump Rooms is the first impression of Royal Leamington Spa and as such the site has a high importance for tourism in the area. The Sales & Information area within the Royal Pump Rooms is the Council's primary face to face visitor information provider. The main entrance has an annual footfall of 500,000, approximately half of which are visitors to the area.

4.3 Changes to Existing Policies

None

5. Budgetary Framework

5.3 The refurbishment works will be funded from an allocation previously authorised by Executive:

<u>Service Transformation Reserve</u>	£100,000
<u>Corporate Assets Reserve</u>	£220,000
TOTAL	£320,000

6. Risks

6.1 Any change of contractor attracts a degree of risk. Any new catering partner that the Council selected would effectively be beginning a totally new enterprise. A high proportion of new businesses fail within the first three years

– especially catering businesses. However, the Council is protected by the terms of the catering and events concessions agreement, as it is presently. The Council’s development partner, CDP, would be responsible for finding a suitable alternative supplier should Just Inspire fail. CDP are extremely experienced in sourcing and supporting high quality, well run businesses as tenants within their own developments. It is also in the interests of the Council and CDP that the new catering operation flourishes and exceeds expectations. The business will also benefit from advance event bookings already scheduled post February 2019 and an established customer base.

- 6.2 Officers have ensured that the Catering & Events Concessions Contract has a detailed Service Specification which can be enforced appropriately.

7. Alternative Option(s) considered

APPENDICES:

A Catering & Events Concessions Contract – Service Specification

CONFIDENTIAL APPENDICES:

A Just Inspire’s financial model

Schedule 3

SERVICES SPECIFICATION

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CATERING & EVENTS CONCESSIONS CONTRACT

SERVICES SPECIFICATION

This Specification sets out the Services to be provided under this Contract. Where quality standards are set out, they are the minimum acceptable level to be achieved on a consistent basis. This Specification is not exhaustive and is to be taken as indicative of the general standards which are to be achieved.

It is expected that the Catering Partner will co-operate with the Council during the course of the contract to provide such Services as are required and to develop and improve the Services to meet changing needs.

1. INTRODUCTION & BACKGROUND

- 1.1 Complex Development Projects Ltd has entered into a collaboration agreement with Warwick District Council with the aim of delivering an ambitious masterplan to regenerate part of the south of Royal Leamington Spa as a new 'Creative Quarter'. This regeneration will potentially create a quarter that is very different to Royal Leamington Spa's existing offer and will bring positive impacts to the local economy. The project may include the restoration and reimagining of several key buildings, development of new facilities and public realm improvements over a period of up to ten years.
- 1.2 An iconic building on Royal Leamington Spa's main Parade, the Royal Pump Rooms is the potential 'gateway' to the Creative Quarter and as such it is important to ensure the offer and ethos of its catering and events spaces are reflective of the wider project. The Restaurant in the Park is situated within the Glasshouse building in the centre of Jephson Gardens (also within the boundaries of the Creative Quarter) which is one of Leamington Spa's key visitor attractions, with stunning views over the grounds and river.
- 1.3 The catering and events offer delivered from the Royal Pump Rooms and Glasshouse must reflect and embody the essence of the cultural services delivered from the sites and should be seen as one of the integral elements contributing to the overall visitor experience. The key to ensuring that the catering offer only ever enhances the experience of visiting the Art Gallery & Museum, Library, or Jephson Gardens will be a genuine meeting of approach, ethos and operational style between the Catering Partner, the Council and Complex Development Projects Ltd.

2. THE AIMS OF THE CONTRACT

- 2.1 The Catering Partner will support the Council's aim to create an inspirational product and to position the Royal Pump Rooms and Glasshouse as popular, "must visit" venues – becoming a benchmark of quality and a creative focus in the town. The Catering Partner will maintain a reputation for providing excellent, welcoming customer service, high quality food and beverages and a high end, although still affordable, visitor experience.
- 2.2 Through this catering & events concessions contract the Council seeks to provide visitors to the Royal Pump Rooms and Jephson Gardens with a high quality catering experience which will complement the cultural setting of the venues, enhance the reputation of the Council and generate increased footfall. To this end, the use of the various catering and events spaces will be maximised as much as possible and the Catering Partner must deliver and promote their services in a proactive manner that is highly attractive and competitive in the local market.
- 2.3 As publically owned assets, there must be a fair and reasonable balance between commercial and community use of the venues. The facilities must be made available for use by local community groups and the Catering Partner should have a flexible, innovative approach to accommodating community events, with staggered hire charges in place that charities, societies, clubs and other community organisations can reasonably be expected to afford. Strong linkages with the local community must be established and nurtured to ensure accessibility and engagement is maximised.
- 2.4 There must also be a positive approach to working in cooperation with the Council and local business partners for the good of the town and new Creative Quarter, a willingness to drive footfall between the sites and to maximise sales revenues by the effective promotion of the catering and events offer.
- 2.5 The Catering Partner will be the sole commercial provider of catering and bar facilities within all the premises delineated on relevant plans. The Catering Partner will have overall responsibility for staffing, the food and beverage offer, equipment, and the day-to-day management of the catering and events spaces including maintaining relevant licences, legal compliance and health and safety.
- 2.6 The Council will have input into the food and beverage offer, staff conduct, advertising and the overall operation of the spaces as a critical element of the visitor experience. The Council will provide access to utilities including water, power, and phone connections all of which will be recharged to the Catering Partner on a usage basis.
- 2.7 The Catering Partner must work to deliver socially responsible services, having regard to environmental issues. Menus and tariffs will actively seek to promote healthy and sustainably produced products wherever practicable.

3. THE ROYAL PUMP ROOMS CAFÉ

- 3.1 The current average annual footfall through the Royal Pump Rooms main entrance is 455,000. It is estimated that approximately 15% of that footfall is to the Café. There are seasonal fluctuations of footfall with the period between June and November being particularly high. The Catering Partner must respond appropriately to seasonal variations in footfall in order to service customer demand.
- 3.2 The Café forms a vital part of the visitor welcome to the Royal Pump Rooms and therefore its opening times must be aligned as closely as possible with those of the other services delivered from the building. The Café must be open and available to the general public seven days a week, 365 days a year (the only exceptions to this are the days between Christmas Day and New Year's Day when the building may close).
- 3.3 The minimum opening hours of the Café will be 10:00 – 17:00 Monday to Saturday and 10:00 – 16:00 on Sundays and bank holidays. Any closure of the Café must first have approval and written authorisation from the Council and any unplanned closures (for instance, due to emergencies) must be brought to the attention of the Council as soon as is practicable.
- 3.4 The Council desires that the Catering Partner maximise the use of the Café outside of the core opening hours as much as possible, particularly in the early mornings for breakfasts and in evenings, for special events. The Café seating area will be designed to be easily cleared of stackable furniture, to allow for events such as drinks and canape receptions.
- 3.5 The Café's core opening hours must be consistent and advertised widely to the public.
- 3.6 As well as its own patrons, the Café services the customers of the other operators located within the building, such as the Art Gallery & Museum, Sales & Information desk and Leamington Spa Library. The Catering Partner must work collaboratively with those operators to ensure the best possible experience for all visitors to the venue. The Café must complement and enhance the Art Gallery & Museum and Library visitor experience with a suitably high quality catering offer and level of service. The Café's offering, including its styling and branding, must be aligned with the creative, cultural nature of those services and also be in keeping with building's heritage and status as a Grade II listed building.
- 3.7 The Café must provide a social dimension for users and be positioned in the local market as a 'living room for the town' where local residents, visitors to the District and community groups feel welcome to drop in and meet casually with friends and family. The Café must provide a place where customers can relax, read newspapers and magazines, or chat with other customers about current topics.
- 3.8 The Café must be situated as in the area marked on the floor plan in **Schedule 7**. The area includes a servery and seating area with non-fixed, stackable furniture. The Café must utilise a coffee house or tearooms style with visitors ordering their items and making payment at the counter, then having their purchases served to them in the seating area.

- 3.9 Seating for the Café will normally be sited within the area adjacent to the counter, exterior terraces, under the Colonnade and (subject to agreement with the Council) the main entrance concourse. There is also the opportunity to include the Assembly Rooms as part of the Café's seating area on occasions when demand is high.
- 3.10 The Catering Partner must adopt a policy of having short, frequently changing menus, using seasonal ingredients with the emphasis on high quality of provision and food made on site using locally sourced ingredients wherever possible. Good quality produce, sourced locally, prepared with care on site and served with pride must be at the forefront of the Café offer.
- 3.11 The Café must provide a range of high quality, quick, light food and drink options such as:
- a) A selection of hot beverages, including fresh, whole bean barista-quality made coffee and a range of teas
 - b) A selection of cold beverages, including juices and bottled drinks from external suppliers, and smoothies or milkshakes prepared on site
 - c) Hot and cold light meals prepared on site- for example sharing boards, a weekly carvery, salads, 'daily specials' and homemade hot meals
 - d) A range of takeaway options prepared on site – for example boxed salads and sandwiches
 - e) A selection of crisps and savoury snacks from external suppliers
 - f) A selection of pastries and cakes prepared on site, afternoon tea packages
 - g) A children's food and drink offer
 - h) A range of wines, beers and spirits
- 3.12 Menus and advertising must clearly state the times of day between which particular food and drink items are available for purchase and those items must remain available during those time periods. (For example – "brunch is available between 9am and 12pm"). Suitable substitute items may be offered towards the end of mealtime service period in order to reduce food wastage.
- 3.13 Food must at all times be presented to customers in an attractive and appetising manner. Food counters must be monitored constantly and filled, cleaned and adjusted to achieve this.
- 3.14 The Catering Partner must provide all necessary crockery, table linen and glassware with recyclable disposables available for takeaway service.
- 3.15 Service must be prompt, friendly and efficient, recognising the needs and circumstances of the customer. On average customers will take no more than 5 minutes from entering the Café to completing their till transaction. Food must be served within an average waiting time of 10 minutes.
- 3.16 The Catering Partner must collaborate closely with the designers and technical team at the Royal Pump Rooms on the functional design and installation of the Café servery and the customer flow through the Café as a whole.
- 3.17 There is limited storage space for refuse / recycling at the Royal Pump Rooms and so the Catering Partner must arrange for regular refuse and recycling collections.

- 3.18 There is no designated parking area for the Royal Pump Rooms. There is a layby directly in front of the Royal Pump Rooms, on the main Parade, which is time restricted for unloading purposes. The nearest pay-and-display on-street parking is in Euston Place and Newbold Terrace.
- 3.19 The Catering Partner shall be allowed access to the short service road between the Royal Pump Rooms and the river. As it forms part on the town's Riverside Walk and is an escape route for the building this area must be used for the purposes of deliveries and unloading only and not for long term parking. The secure barrier must be locked into place at all times to prevent unauthorised parking.

4. THE ROYAL PUMP ROOMS ASSEMBLY ROOMS & ANNEXE

- 4.1 The operational hours of the Assembly Rooms and Annexe currently allowed by the Premises Licence are 09:00 - 01:00 Monday to Saturday and 09:00 – 23:30 on Sundays and Bank Holidays.
- 4.2 The Assembly Rooms is a key events space within the town. The Catering Partner must seek to maximise public access and the use of this space, particularly during daytimes and weekdays when not being utilised for private functions and events.
- 4.3 The venue currently hosts a wide range of events including wedding receptions and civil ceremonies, university balls, exhibitions, business meetings, corporate functions, product launches, craft / vintage fairs, classical concerts and private celebrations. As well as accommodating a wide range of external hirers the Council desires for the Catering Partner to be creative and to produce its own events in order to maximise the use of the various event spaces.
- 4.4 Based on current levels of business it is expected that a minimum of approximately 200 functions and events will be hosted each year between the Assembly Rooms in the Royal Pump Rooms and the Restaurant in the Park combined.
- 4.5 The Annexe can be used as a meeting space and as reception area / bar for the main Assembly Rooms. It is also hired for smaller events and presentations. The Catering Partner must seek to maximise the use of the Annexe for such purposes.
- 4.6 The Catering Partner must effectively promote the Assembly Rooms and the Annexe of the Royal Pump Rooms as conferencing and events venues and provide the subsequent catering demand.
- 4.7 For events catering, appropriate menus or signage must be displayed to inform customers of the content. Wherever possible organic, farm assured and fairly traded and locally produce items must be included as an option and menus should reflect available seasonal produce.
- 4.8 The Council retains the right to use the Assembly Rooms and Annexe for its own purposes (or for those of its partners), free of charge, up to a maximum of 120 of hours per year (subject to availability). Reasonable requests by the Council to utilise the space must be granted by the Catering Partner. The Council's free of charge use must include use of any of the Catering Partner's staff necessary to set up and facilitate the event but exclude any catering or additional requirements which will be charged for at the standard, advertised rate.
- 4.9 The Assembly Rooms and Annexe are as marked on the floor plan included in **Schedule 7**.

5. THE RESTAURANT IN THE PARK

- 5.1 The Restaurant in the Park is located within the Glasshouse building in the centre of Jephson Gardens, which also houses the Temperate House and the Studio. The Glasshouse opening times are currently:
Summer 10:00 to 17:00
Winter 10:00 to 16:00
The Glasshouse is closed on Christmas Day, Boxing Day and New Year's Day. These opening times are subject to change by the Council and the Catering Partner may not be consulted.
- 5.2 The gardens are fully pedestrianised and there is no designated parking area provided for the Restaurant in the Park; however the roads surrounding the gardens have pay-and-display, on-street parking.
- 5.3 The Catering Partner has control over the Restaurant in the Park opening times, within the limitations set by the Premises Licence, provided that they are in keeping with the Aims of The Contract. In particular, that the Catering Partner must provide visitors to Jephson Gardens with a high quality catering experience which enhances the reputation of the Council, generates increased footfall and maximises the use of the spaces. The Catering Partner must consider the opening times of the Restaurant in the Park within this context.
- 5.4 The operating hours currently allowed by the Premises Licence for the Restaurant in the Park are 10:00 to 23:30 Monday to Thursday, 10:00 to 00:30 Friday & Saturday and 12:00 to 00:00 on Sundays and bank holidays.
- 5.5 By the current conditions of the Premises Licence the operational hours during the month of December are extended to 10:00 to 00:00 every day to allow for seasonal functions and events.
- 5.6 Live or recorded music is not permitted after 23:00 Sunday to Thursday and after midnight on Friday and Saturday. Noise and disruption must be kept to a minimum and must not cause annoyance to neighbouring residences. Activities in the Restaurant in the Park must take account of the setting and should not cause disruption to visitors enjoying the gardens.
- 5.7 The use of external areas (including terraces) is not permitted after 23:00 and outside areas to be must be vacated by this time.
- 5.8 Seating for the Restaurant in the Park is within the area adjacent to the counter and on the exterior terrace and are marked as on the floor plan in **Schedule 7**. The Restaurant in the Park can seat a maximum of 120 in a banqueting format.
- 5.9 The Jephson Gardens has seasonal footfall, with high levels of visitors during the summer months. The Catering Partner must consider introducing seasonal opening hours to meet demand during peak periods.
- 5.10 The Council desires that the Catering Partner reinstate an offering which reflects the venue's original purpose as a 'brasserie' style restaurant servicing visitors to the gardens and opening for

both lunchtime service and evening meals. When opening as a restaurant, the core opening hours must be consistent and advertised widely and plainly to the public.

- 5.11 The Catering Partner must adopt a policy of having short, frequently changing menus, using seasonal ingredients with the emphasis on high quality of provision and food made on site using locally sourced ingredients wherever possible. Good quality produce, sourced locally, prepared with care on site and served with pride must be at the forefront of the Restaurant in the Park offer.
- 5.12 The Restaurant in the Park restaurant menu must be of a high quality 'brasserie' style with relaxed, informal dining in a luxurious setting. It must offer seated, table service, providing a range of high quality main meal options, such as:
- a) A selection of hot beverages, including fresh barista-quality made coffee and a range of teas
 - b) A selection of cold beverages, including juices and bottled drinks from external suppliers
 - c) Hot and cold main meals
 - d) A selection of desserts produced on site
 - e) A children's food and drink offer
 - f) A range of wines, beers and spirits
- 5.13 The Catering Partner must provide all necessary crockery, table linen and glassware.
- 5.14 The Restaurant in the Park must not seek to compete directly with other established catering providers within the Jephson Gardens. This prohibits the Catering Partner from a providing a comparable takeaway offer such as sandwiches, ice cream and tea / coffee.
- 5.15 The Restaurant in the Park is located in the centre of Jephson Gardens, which presents certain logistical challenges. The gardens are opened to the public every day by the Council's contractors from 08:00. Closing times vary between 16:00 and 21:00 depending on the time of year. The gardens are closed to the public overnight and the gates secured. Daily closing times are displayed at the entrances to the park. If the Restaurant in the Park is in use after the park has been closed the Catering Partner must control pedestrian access and ensure the gates remain secured at all times in order to prevent unauthorized access to the park. Appropriate security must be provided for the main gate to the park during evening events in order to monitor access and ensure the safety of guests. The Catering Partner must provide a full Risk Assessment and Safe System of Work for this.
- 5.16 There is a separate footpath through Jephson Gardens called Mill Passage which crosses the park from Mill Road to Newbold Terrace, via a bridge and a short tunnel. This footpath is open for use 24 hours a day and provides direct access to the rear of Restaurant in the Park when the park gates are locked.
- 5.17 All regular deliveries to the Restaurant in the Park must be made via Mill Passage, across Mill Bridge. For the occasional delivery of large items which cannot be made via this route vehicular access is permitted to Jephson Gardens, provided it is before 09:30.

- 5.18 Vehicle access to the Restaurant in the Park is restricted. The Catering Partner is permitted to allow up to a maximum of two vehicles into Jephson Gardens at any one time. This must be carefully managed by the Catering Partner as the route is via pedestrian pathways. Access is via the main gate on Newbold Terrace, for which the Catering Partner shall be issued with keys. The Catering Partner must complete a full Risk Assessment for vehicular access to the park and provide a Safe System of Work. This Safe System of Work must include provision for the Catering Partner's staff escort vehicles in and out of the park, for vehicles to use hazard lights and that that speed be kept to a slow crawl. Vehicles must not encroach upon flowerbeds or lawns and should keep to designated paths at all times. The Council reserves the right to recharge the Catering Partner for any damage or spoilage caused to the park by vehicles that it allows access.
- 5.19 The gardens are a public space and the Catering Partner should be aware that from time to time large events will take place in Jephson Gardens which have the potential to impact upon the activities in Restaurant in the Park, including limiting vehicle access. Food and beverage stalls and may also be included as part of these events which may directly compete with the Restaurant in the Park catering offer.
- 5.20 The Catering Partner must carry out co-ordinated and effective communication with the Council and its contractors and in particular with the Council's Green Spaces team in making use of the Restaurant in the Park and making it available to a wide range of user groups.
- 5.21 The Temperate House and Studio, also located within the Glasshouse building, may be hired from the Council by the Catering Partner as additional function spaces. This can be arranged directly with the Council and is subject to availability. These charges will be made in accordance with the Council's publically advertised standard fees and will be charged to the Catering Partner at the lowest hourly rate.
- 5.22 There is no guarantee that the Catering Partner will be able to make use of the Temperate House or Studio but the Council shall not unreasonably withhold the right to hire them when available. On the occasions that these spaces are used by the Catering Partner the Glasshouse may be closed or partially closed to the public. However, as the Glasshouse is public building, the Catering Partner must ensure that the impact on visitors to the Glasshouse is kept to a minimum. The Catering Partner must also ensure that appropriate signage will be displayed at all entrances informing visitors to the park of the closure. This signage must be displayed from at least one week in advance of any closure.
- 5.23 When hiring the Temperate House or Studio the Catering Partner must take all necessary care to ensure that it is returned in the condition in which it was hired. Any repairs to damage caused by the Catering Partner or their clients or any additional cleaning required will be recharged directly to the Catering Partner at cost.
- 5.24 There is a high level of sensitivity around the use of the Restaurant in the Park for events both from local residents and the Green Spaces team and their contractors who manage and maintain the wider Glasshouse and surrounding park. Great care must be taken to avoid damage to the gardens / Glasshouse and the displays, plants, flowerbeds and lawns within. The Catering Partner shall be recharged the cost of any reparations or repairs caused by their own staff, contractors, clients or customers attending events.

- 5.25 The Catering Partner must ensure that their staff carry out pre-opening and post event / closing checks of the area surrounding the Restaurant in the Park in order to ensure that the grounds are kept in good order at all times.

6. CONTRACT MANAGEMENT

- 6.1 During the Term, the Catering Partner must appoint a Site Manager who shall act as the main point of contact for the Catering Partner in respect of all day to day matters relating to the supply of the Services and the contract.
- 6.2 The Council will actively manage the contract by appointing a nominated Contract Manager who will be responsible for all aspects of the contract and will be the point of communication between the Council and the Catering Partner. Either party will be informed in writing of any change to these key personnel or their responsibilities.
- 6.3 The Site Manager and Contract Manager must meet and communicate with each other regularly throughout the Term, and no less frequently than once every month following the Commencement Date, to manage the operational relationship between the parties and specifically to review the ongoing performance of the Catering Partner against the Service Levels in the Specification.
- 6.4 A suitably qualified and empowered representative of the Catering Partner must participate in Joint Operator Meetings which occur every 6 weeks to discuss the day-to-day issues of jointly operating the buildings (which currently include representatives of the Council's Arts team, the Council's Green Spaces team and Warwickshire Library Service).
- 6.5 The Site Manager and the Contract Manager must use their reasonable endeavours to work together to achieve the smooth and efficient delivery of the catering and events services on a day to day basis and provide a premium visitor experience. The Catering Partner must deliver a coordinated approach to management of the spaces ensuring profitable returns without compromising quality and the customer experience.
- 6.6 The nominated Site Manager and the Contract Manager must attend formal, minuted Contract Monitoring Meetings on a quarterly basis to assess the overall performance of the Contract against the expectations of this Specification and Key Performance Indicators. The Catering Partner must provide the Council with all necessary performance data and information at least five working days in advance of this meeting.
- 6.7 Contract Monitoring Meetings will occur quarterly in January, April, July and October and shall be hosted by the Catering Partner on site.
- 6.8 In addition to the standing agenda the following audits must be carried out annually as part of the Contract Monitoring Process:

January - Health & Safety Audit

The Catering Partner must supply the Council with copies of all documentation and information regarding its Health & Safety procedures relating to the current and previous year including, but not limited to:

- The Catering Partner's Health & Safety Policy
- Evidence that the Catering Partner carries out its own internal Health and Safety Audits regularly
- Emergency Procedures (including fire safety, evacuation, first aid)
- Risk Assessments & Safe Systems of Work
- Accident Reporting / Near Misses / Reportable Incidents

- Records of statutory checks and tests (including PAT testing, Legionella, Gas Safety)
- COSHH risk assessments (including data sheets)
- Employers and Public Liability insurance certificates
- Site security arrangements
- Staff training and induction records relating to Health & Safety
- Equipment servicing and maintenance records (including kitchen filters)

April - Food Safety & Quality Audit

The Catering Partner must supply the Council with copies of all documentation and information regarding its Food Safety & Quality procedures relating to the current and previous year including, but not limited to:

- The Catering Partner's Food Safety and Hygiene Standards Policy
- The Catering Partner's food safety management system showing how food is handled, stored, prepared and cooked appropriately including records for the key points of delivery including time and temperature of cooking, processing and storage.
- Details of the most recent Food Safety / Environmental Health inspections
- Opening and closing checks
- Recipe sheets / allergen information and examples of labelling / storage
- Suppliers list and evidence of supply chain checks and audits
- Pest Control records
- Cleaning schedule records
- Deep cleaning records
- Staff induction and training records in relation to Food Safety (including personal hygiene and sickness records)

July - The Customer Experience Audit

The Catering Partner must supply the Council with copies of all documentation and information regarding its Customer Offer relating to the current and previous year including, but not limited to:

- Menu examples
- Evidence of any Fairtrade, organic schemes
- Evidence that healthy eating choices are provided
- The number and type of functions and events- including attendance figures
- Examples of marketing / promotion / marketing plans
- A summary of the events booking policy and processes
- A summary of customer all customer feedback
- A mystery shopper report (the Council may arrange this without the prior knowledge of the Catering Partner)
- Examples of customer feedback methods - survey results, comments cards
- Staff induction and training records in relation to Customer Care

October - Equipment Inventory & Condition Audit

The Catering Partner and the Council shall together update the Equipment Inventory. The Catering Partner must highlight any items that belong to the Council that are missing, any replacement equipment and any repairs. The Catering Partner must highlight any repairs / maintenance / decoration carried out to the Premises and the Council will formally record this on the site Condition Survey.

6.9 The Catering Partner must cooperate fully with these audits and seek to rectify any issues identified within a time period specified by the Council.

7. SERVICE LEVELS

The performance of the Contract will be monitored on four key areas.

- a) The Customer Offer
- b) Food Safety & Quality Standards
- c) Health & Safety & Compliance
- d) Financial

7.1 THE CUSTOMER OFFER

Menus

- 7.1.1 The Catering Partner must ensure that a suitably trained and experienced dedicated Executive Chef will be based on site and responsible for all recipes and menu choices.
- 7.1.2 Throughout the contract period, the Catering Partner must develop menus that offer a variety of foods to avoid menu fatigue on the part of customers and that respond to changes in fashion and taste.
- 7.1.3 Where appropriate the Council desires that the Catering Partner purchase food and beverage stock that is sourced from local and regional suppliers, from an appropriately quality assured scheme, sustainably produced or produced in accordance with fair trade / organic principles.
- 7.1.4 Seasonal and locally produced fresh produce must be used in preference to frozen, tinned, dried, or otherwise preserved foodstuff and readymade meals should be kept to the minimum. The Catering Partner must be aware of all potentially harmful additives and preservatives and ensure that the composition of dishes excludes additives.
- 7.1.5 Menu choices must take account of food preferences and intolerances, specifically vegetarian, gluten free and dairy free diets (menu labelling will be required in relation to all allergens).
- 7.1.6 The Catering Partner must take into account the cultural and religious dietary needs of customers when planning menus and the selection of dishes.
- 7.1.7 All menus will enable customers the opportunity to select well balanced, nutritious choices; this must be actively promoted on site. A selection of menu items, both hot and cold, must be provided that promotes wholesome, healthy and nutritional food as well as providing customers with an opportunity to reduce salt, fat and sugar; and increase fibre. It must be possible for all customers to be able to become healthier by encouraging them to increase their consumption of fruit and vegetables. Portion sizes must be of a level so that customers can assess if they have achieved their recommended daily intake. Menus should promote healthy diets by offering healthier choices in accordance with current best practice.
- 7.1.8 The Council desires for the Catering Partner enter into and maintain the nationally recognised 'Heartbeat Award Scheme', including the 'Younger at Heart Award' for the elderly and 'Kinder Heart Award' for the under 5s.
- 7.1.9 Menus and Tariffs must be clearly displayed in line with legal requirements and for the practical benefit of customers. Menus and Tariffs must be well-presented and offer an appropriate good quality range of food and drink options in keeping with this Specification.
- 7.1.10 At least 90% of the items normally listed on Menus and tariffs must be available for purchase at the relevant times.
- 7.1.11 Menu pricing must be set with due consideration of comparable services in the local area. Prices must be competitive and should not be unreasonably high, offering best value wherever possible.

Events

- 7.1.12 A suitably qualified, capable and experienced full time dedicated Event Manager must be based on site. They must manage all aspects of events bookings and the booking process.
- 7.1.13 Quotations must be supplied to clients quickly and efficiently. It should be the aim to provide potential clients with accurate, competitive quotations within three working days and within a maximum of five working days.
- 7.1.14 The Catering Partner must deliver high quality, professional, well managed events with high levels of customer satisfaction and safety as the priorities.
- 7.1.15 Potential clients must be able to contact the Events Manager via telephone or email and should receive an acknowledgement within one working day.
- 7.1.16 The Catering Partner must be aware of the exact nature of all events taking place within its catering and events spaces and ensure that there is no potential for the Council's reputation to be brought into disrepute. The Catering Partner must have a clear policy of what events will be considered and which it will not.
- 7.1.17 The Catering Partner must keep an accurate record of the number of events that take place, along with the type of event, attendance and whether it is classed as a commercial, private, charitable or community event.
- 7.1.18 The Catering Partner must ensure that all events have suitable contractual agreements in place (including any sub-contractual arrangements). These contracts must be fit for purpose and, as a minimum, clearly establish what is to be provided by the Catering Partner, include transparent fees and charges (including any additional or penalty fees), the responsibilities and liabilities of both parties and any cancellation or force majeure clauses.
- 7.1.19 The Catering Partner must carry out appropriate risk assessments for all events and put the appropriate control measures in place. The safety of the public must be the priority at all times.
- 7.1.20 The Catering Partner must make all event organisers and attendees aware of the venue's licensing restrictions, limitations and rules. For example this may include venue maximum capacity; maximum noise levels; security arrangements; whether confetti, smoke machines, helium balloons, pressurised gas canisters, bubble machines, naked flames and candles are allowed to be used on site; emergency procedures; that equipment should be PAT tested; that all materials must be fire resistant; that smoking and vaping is not allowed on site; venue access times; and parking and deliveries restrictions.
- 7.1.21 The Catering Partner must ensure that all licensing conditions and venue rules are adhered to at all times and be responsible for any damages caused or consequences of licence conditions being broken during an event.
- 7.1.22 The Catering Partner must ensure that hirers have the appropriate levels of insurance in place. Deposits must be taken and charges made in advance whenever practical. The Catering Partner should take steps to ensure they can recharge their clients for any damage caused or for any extraordinary cleaning required in order to make good.
- 7.1.23 The Catering Partner must ensure that a suitably trained, capable, Responsible Person of appropriate authority to act on behalf of the Catering Partner is provided to supervise all events.
- 7.1.24 The Catering Partner must provide a suitable number of staff during events to respond to emergencies and offer first aid provision.
- 7.1.25 The Catering Partner must ensure that fire exits and escape routes are not blocked during events.

Marketing & Promotion

- 7.1.26 The Catering Partner shall proactively market the Assembly Rooms and Annexe of the Royal Pump Rooms and the Restaurant in the Park as catering and events venues and provide subsequent catering demand. This must include the provision of additional staff to support the catering where required.
- 7.1.27 All marketing and promotional materials must be of the highest quality professional and well presented – both in terms of design and execution.
- 7.1.28 The Catering Partner must create its own branding, unique to the services offered from the venue, which effectively promotes the offer and is in keeping with the status and nature of the venues.
- 7.1.29 When considering any branding or signage the Catering Partner must consult with the Council as this will need to be approved in advance. There are strict limitations to what promotional material may be displayed on the exterior of the buildings the Royal Pump Rooms is a Grade II listed building and both sites are located within the town's Conservation Area. Listed building consent or advertising / planning permission may be required. Any costs associated with gaining these permissions must be met by the Catering Partner.
- 7.1.30 Flyposting is illegal and the Catering Partner must not place unauthorised advertising on public or private property e.g. posters or banners.

Staffing

- 7.1.31 The Catering Partner must provide appropriate staffing in order to provide the Services and shall ensure that there is an adequate complement in reserve of trained, competent staff available to cover for holidays, sickness or any other absence or for late bookings so that the Services may be delivered at all times.
- 7.1.32 All customer-facing staff must be appropriately trained to undertake their roles and to comply with relevant legislative requirements, with a particular emphasis on providing high standards of customer care.
- 7.1.33 Customer facing staff must wear a suitable uniform, have a smart appearance and be easily identifiable by customers.
- 7.1.34 The Catering Partner must provide sufficiently trained management staff of adequate ability, skills and experience to provide a professional and efficient service to the specified standards.
- 7.1.35 The Site Manager or nominated a deputy (Responsible Person) with the necessary authority, training and experience must be available at all times during the opening hours of the Services in order to deal with any management issues that may occur.
- 7.1.36 The Catering Partner is responsible for cleaning tables and ensuring dining areas are kept clean and tidy throughout the period of service. In the event that debris is left on a table or anywhere else, it must be cleared, on average, within 5 minutes of the table being vacated.

Customer Feedback

- 7.1.37 The Catering Partner must proactively encourage customer feedback. As a minimum this must include prominently displaying suitable comment cards/books, promoting feedback on the Catering Partner's internet site and social media channels, and the organisers of all events must be given the opportunity to provide feedback in writing after their event has taken place.
- 7.1.38 All customer feedback from all sources must be consistently recorded and collated by the Catering Partner and a summary provided to the Council on a monthly basis. As a minimum

the percentage of positive customer feedback must be reported with the Café, Restaurant in the Park and Events reported separately. The top five most commonly received complaints and compliments that month must be reported in order to identify trends along with the details of any formal complaints and how they were resolved.

- 7.1.39 All customers must be able to score each of the following areas of service as 'Excellent', 'Good', 'Poor', 'Unacceptable'.
- a) Value for Money
 - b) Efficiency of Service
 - c) Cleanliness
 - d) Quality of Food
 - e) Staff Behaviours

Feedback forms must also include the opportunity to include specific customer comments.

- 7.1.40 The Catering Partner must conduct, or cooperate with the Council on, any surveys of actual and potential customers which may be agreed as part of the monitoring of performance, which shall include sponsorship of incentives.
- 7.1.41 All email or other forms of complaint or comment must be acknowledged and responded to within a maximum of 48 hours. A record must be kept of all comments and the resulting actions. The Catering Partner must notify the Council of any serious formal customer complaints as soon as it is reasonably practicable.

7.2 FOOD SAFETY & QUALITY STANDARDS

- 7.2.1 The Catering Partner must be registered as a Food Business with the local food authority.
- 7.2.2 The Catering Partner must display their Hygiene Standard Rating prominently on the premises at all times.
- 7.2.3 The Catering Partner should aspire to achieving a 5* hygiene standard rating ('very good') and must maintain a hygiene standard rating no lower than 4* ('good') for the duration of the Contract.
- 7.2.4 The premises are subject to inspections by local Environmental Health Officers and Food Safety Officers. The Council may also carry out additional inspections, these will not normally be announced in advance and will form part of the performance measuring programme outlined in this Specification.
- 7.2.5 The Catering Partner must maintain all documentation that may be required by the Council's Food Safety Officers or Environmental Health Officers and be able to readily provide it on site during an inspection (for example recipes, maintenance and productions records, staff sickness records).
- 7.2.6 The Catering Partner must comply with all relevant legislation and regulations in relation to the preparation and consumption of food including, but not limited to, the Food Safety Act 1990, Food Information Regulations 2014, Regulation (EC) No 178/2002, Regulation (EC) No 852/2004, Regulation (EU) No 1169/2011, plus the Food Standards Agency Code of Practice and Trading Standards legislation.
- 7.2.7 The Catering Partner must develop and implement appropriate operational policies, procedures and practices to ensure food safety and hygiene standards are maintained at all times.
- 7.2.8 The Catering Partner must fully document their food safety management system using HACCP (Hazard Analysis Critical Control Point) as the template in order to evidence to the Food Safety Officers who inspect the business that the Catering Partner has a documented food safety management system based on the seven principles. The individual responsible

for developing this system on behalf of the Catering Partner must have received adequate training and either:

- a) Hold an up to date Intermediate Food hygiene qualification or higher
- b) Have attended an accredited CIEH course on HACCP Principles and Practice
- c) Have attended in house or inter-company training courses

- 7.2.9 The Catering Partner must maintain systems for ensuring food is handled, stored, prepared and cooked appropriately and provide daily evidence of food temperature control at the key points of delivery including time and temperature of cooking, processing and storage. The Catering Partner's records shall be available for inspection.
- 7.2.10 The Catering Partner must ensure that all fridges and freezers are checked for correct operation a minimum of twice a day during the working week and temperatures recorded accurately. Any problems with fridge or freezer temperatures must be investigated and responded to immediately.
- 7.2.11 Food must be presented and served at an appropriate temperature for safety and eating quality. These temperatures must adhere to the information set out below:
- | | | |
|--------------|---------------|--------------|
| Hot Meals | 65°C minimum | 75°C maximum |
| Cold Meals | 2°C minimum | 5°C maximum |
| Salads | 2°C minimum | 5°C maximum |
| Cold Deserts | -22°C minimum | -6°C maximum |
- 7.2.12 The Catering Partner will take full responsibility for stock control, ordering of and payment for all day-to-day consumable items and food and beverage provisions.
- 7.2.13 The Catering Partner must implement and administer regular supply chain checks and audits to enable poor standards, inconsistencies or discrepancies to be identified and remedied.
- 7.2.14 The Catering Partner must maintain all catering and kitchen equipment in a hygienic and functional condition at all times.
- 7.2.15 The Catering Partner will maintain an effective menu planning and food usage control system, to minimise the amount of waste generated and all waste must be recorded.
- 7.2.16 Food (including waste food) must be stored in appropriate hygienic containers.
- 7.2.17 Customers must be made aware of the contents of dishes, particularly where ingredients might give rise to allergic reactions (such as nuts).
- 7.2.18 The Catering Partner must ensure that suitable arrangements are implemented for the following areas:
- a) Pest Control (The Catering Partner is to take action to effectively control vermin or pests in the catering areas in accordance with Food Standards Agency Code of Conduct and guidance. The Catering Partner must immediately report to the Council any evidence of infestation.)
 - b) Cross Contamination
 - c) Temperature Control
 - d) Defrosting Foods
- 7.2.19 The Catering Partner must have suitably robust, clear personal hygiene rules in place for its staff and provide them with suitable clothing, welfare areas and restrooms.
- 7.2.20 All catering staff must be trained in basic food hygiene prior to commencing work and they should hold the Basic Food Hygiene Certificate, or equal, within six weeks of commencing work.
- 7.2.21 Supervisory staff and chefs / cooks must hold an Intermediate Food Hygiene standard certificate or equivalent.

- 7.2.22 Managers must hold an advanced or RIPHH Diploma Food Hygiene standard certificate or equivalent.
- 7.2.23 The Catering Partner must deep clean all kitchens, stores, serveries and hot and cold over the counter service catering areas twice per year (or more frequently if required- for example extraction filters). All deep cleans must be supervised on site by the Catering Partner and are subject to inspection and approval by the Council before the catering areas can be brought back into use. Any necessary corrective action identified as a result of any inspections by the Council must be carried out by the Catering Partner, at their own expense.

7.3 HEALTH & SAFETY & COMPLIANCE

- 7.3.1 The Catering Partner must comply with the Health and Safety at Work Act 1974 and all other applicable health and safety legislation.
- 7.3.2 The Catering Partner shall be responsible for all licences, permits, consents and registrations applicable to the Services. For example this includes the Civil Ceremony or Wedding Venue Licence, Premises Licence, PPL and Performance Rights Society licences, or television licence.
- 7.3.3 The Catering Partner must maintain suitable Employers and Public Liability Insurance.
- 7.3.4 A Premises Licence must be held by the Catering Partner for the retail of alcohol and late night refreshments and the conditions of the licence should be adhered to at all times.
- 7.3.5 The Catering Partner must have suitable risk assessments and Safe Systems of Work in place for all aspects of the operation.
- 7.3.6 The Catering Partner must follow best practice and comply with all relevant statutes with regard to COSHH rated substances. Cleaning materials must be stored and used with due regard to the Control of Substances Hazardous to Health (COSHH) Regulations.
- 7.3.7 All staff (including temporary/agency staff) must be fully inducted and trained in all areas of work in which they are involved in compliance with Health & Safety at Work Act and the Control of Substances Hazardous to Health (COSHH) Regulations, including but not limited to use of all machines relevant to their work areas; and handling and usage of cleaning materials.
- 7.3.8 Accident reporting and RIDDOR systems must be in place. The Council must be notified of all accidents and near misses on a monthly basis. The Council must be notified of any instances of RIDDOR as soon as is practical.
- 7.3.9 The Catering Partner must have suitable first aid provision in place. The Catering Partner will be responsible for the first aid of their own staff, contractors and customers.
- 7.3.10 The Catering Partner must have suitable emergency procedures in place. The Catering Partner must assist with the fire safety and evacuation procedures at the buildings including ensuring that the premises are cleared of individuals and taking roll-calls of the Catering Partner's personnel and subcontractors.

Housekeeping

- 7.3.11 The Catering Partner must maintain all designated areas within the facilities in a clean and tidy state, to standards that are to the satisfaction of the Council. All walls, floors, work surfaces, windows and doors must be clean and hygienic and any equipment and goods must be stored appropriately.
- 7.3.12 Any outdoor seating areas and surrounding areas must be kept clear of waste and litter at all times.

- 7.3.13 Cleanliness and housekeeping standards must be maintained throughout the service period. The Council's staff may carry out unannounced inspections of the area and the Catering Partner must accommodate reasonable requests to rectify any housekeeping issues identified within a maximum of one working day. Any issues identified by the Council that are deemed to present a significant danger, hazard or threat must be rectified by the Catering Partner immediately.
- 7.3.14 There is limited office and storage space on the sites; however the Catering Partner must ensure that the appearance of venues is kept clean and tidy at all times, that all corridors and fire exits routes are kept clear, and housekeeping is of the highest standard.

Waste Disposal

- 7.3.15 The Catering Partner must manage and dispose of waste products, materials and substances arising from the supply of the goods or services in compliance with the duty of care under section 34 of the Environment Protection Act 1990 and other relevant regulations.
- 7.3.16 The Catering Partner must follow industry best practices which result in the least impact on the environment; reducing waste by, for example, separating recyclable waste from waste going to landfill or incineration; and separating non-hazardous from hazardous waste.
- 7.3.17 The Catering Partner must actively promote programmes that encourage the reduction in the amount of waste that is generated. The Catering Partner must reduce the amount of waste produced from meals not consumed and waste more generally. The Council encourages recycling and waste minimisation; and expects the Catering Partner to do the same.
- 7.3.18 Wherever practicable the Catering Partner must avoid the use of single-use plastics and packaging, as well as disposable cutlery, plates and cups; and must actively encourage innovative ideas such as 'Bring your own mug' or the 'Refill' scheme. Where disposables are used then they must be made from environmentally friendly products or must be able to be easily recycled.
- 7.3.19 Items such as milk, condiments and sauces must be served in re-usable containers where it does not compromise food safety.
- 7.3.20 Refuse must be collected by the Catering Partner and removed to the designated area, where it must be put into appropriate containers for recycling or disposal as refuse. Waste materials must not be stored elsewhere on the sites.
- 7.3.21 The Council shall make available for use by the Catering Partner external bin stores at the Royal Pump Rooms (with space for 2 typically sized refuse containers and 1 typically sized recycling container) and at the Restaurant In The Park (with space for 2 typically sized refuse containers). All waste must only be stored in appropriate containers. Containers must be kept locked and secured in the bin stores at all times in order to reduce the risk of pest infestation and arson.
- 7.3.22 The Catering Partner must ensure that appropriate measures are in place for the regular collection and disposal of all waste and recyclable materials.
- 7.3.23 The Catering Partner must ensure that cooking oils, fats and chemicals are disposed of safely and appropriately and recycled whenever practically possible.

Maintenance & Repairs

- 7.3.24 The Catering Partner is responsible for all cosmetic decoration, maintenance and repairs to equipment, fixtures and fittings. The Catering Partner must ensure that suitable maintenance plans are in place (for example fixtures & fittings, electrical appliances, lights, extractor fans, furniture) including a fault log and repair/replacement procedure.

- 7.3.25 The Catering Partner has a duty to take proper care of the equipment provided by the Council and to return it at the end of the contract in good condition, subject to fair wear and tear. The Catering Partner must ensure that the premises and heavy equipment are maintained such as to comply with the appropriate legislation and manufacturers recommendations and to enable the Catering Partner to carry out its duties and responsibilities in relation to the Contract.
- 7.3.26 All damage to the fabric of the buildings must be reported to the Council as soon as reasonably practicable.
- 7.3.27 Any interior decoration carried out by the Catering Partner requires advance written authorisation from the Council. Due to the listed nature of the Royal pump Rooms it may be necessary for the Catering Partner to use specialist, Heritage contractors.
- 7.3.28 It will be the responsibility of the Catering Partner to maintain an inventory of heavy and light equipment, to be updated as changes are made or at least on an annual basis.

Heating & Lighting

- 7.3.29 Energy at both sites is managed by the Council using a centrally controlled Building Management System. A comprehensive list of all events and opening hours must be provided to the Council's Energy Management Team in advance so that the heating may be pre-programmed.
- 7.3.30 The Catering Partner shall endeavour to reduce energy usage as much as possible.

Security

- 7.3.31 The Catering Partner must comply with all security requirements placed upon them by the Council, including the vetting of all staff members.
- 7.3.32 Non-public areas must be kept secured at all times and the Catering Partner shall make all reasonable efforts to prevent unauthorised access to the sites.
- 7.3.33 The Catering Partner must ensure that all security arrangements for each facility are understood and adhered to by all catering and events staff.
- 7.3.34 The Catering Partner's staff may be issued with intruder alarm codes, door entry codes, keys and electronic fobs in order to gain entry to the facilities. An accurate register must be kept of which individuals are issued with what means of entry. The Council must be notified immediately of any leavers or issues which may impact on the security of the wider building.
- 7.3.35 Any individual carrying out security activities on behalf of the Catering Partner at the premises (for instance controlling access to events through door supervision or preventing outbreaks of disorder) must be licensed by the Security Industry Authority. It is recommended that security personnel be sourced via the SIA's Approved Contractor Scheme.
- 7.3.36 The Catering Partner must provide the Council with the emergency contact details for site managers who are nominated to attend site during out of hours emergencies.

7.4 FINANCIAL

Financial Records

- 7.4.1 The Catering Partner must maintain full and proper books of accounts and supporting documents which will be available for inspection and audit by the Council or other nominees at any time.
- 7.4.2 The Catering Partner must also be responsible for providing accurate financial reporting relating to key financial and reporting performance indicators. The Catering Partner must provide to the Council a monthly trading statement showing details of income and expenditure.
- 7.4.3 The Catering Partner must provide all necessary IT hardware and software to support the running of the facility, including suitable EPOS and accounting systems.
- 7.4.4 All Café transactions must be processed through the Catering Partner's tills. Records are required of the daily transaction count in all service points with till(s) including a separate count for each period.
- 7.4.5 Payment for use of the services must be collected from customers either at till points or via a member of the Catering Partner's staff on the floor. Cash and credit/debit card payment methods must be available for customers in all locations.

Catering & Events Concession

- 7.4.6 The Council requires a deposit, based upon 6 months estimated concessionary fee, which will become owed upon commencement of the contract and due to be paid on 1st July 2019.
- 7.4.7 The value of the deposit is £22,500.00. It will be held by the Council until the expiry of the agreement.
- 7.4.8 The Catering Partner will pay the Council a concession for the licence to operate the venues. This fee is based on a percentage of the total quarterly turnover. The Catering Partner must provide detailed evidence of all (gross) income to the Council within 14 days of the end of the previous quarter. This must be provided electronically and include all declared income and calculate the commissions owed.
- 7.4.9 Invoices from the Council must be paid in full by the Catering Partner within 14 days
- 7.4.10 The Commission due to the Council is calculated as a percentage of gross revenue, as follows:

CATERING

5% of Royal Pump Rooms Café catering gross revenue charges

5% of gross revenue charges for catering provided in the Restaurant in the Park

EVENTS

15% of hire charges related to the Royal Pump Rooms (including the Assembly Rooms and Annexe)

15% of hire charges related to the Restaurant in the Park

Service Recharges

- 7.4.11 The Catering Partner will be invoiced for all service / utilities charges by the Council in advance, on a quarterly basis. Those charges will be estimated using the previous year's actual figures. After the final quarter, the Council will calculate any adjustment and invoice / refund any difference between the estimated charges and the actual. The total annual cost of the service charges is dependent upon usage.

- 7.4.12 These service charges include a proportion of the operational costs, including CCTV, business rates and the cleaning of the shared communal areas in the Pump Rooms and monthly window cleaning.
- 7.4.13 Utilities for the two sites are metered and directly recharged on a quarterly basis. The electricity, gas and water charges for both sites are calculated retrospectively on metered, actual usage.
- 7.4.14 Telephone charges are calculated on actual usage.
- 7.4.15 PRS charges are based on the returns that the Catering Partner provides to the Council at the end of each quarter.
- 7.4.16 It is expected that all other associated costs of operating the business not listed here would be paid directly by the Catering Partner. For example, the cleaning of the Restaurant in the Park and the Annexe, Assembly Rooms and Café would not be provided by the Council. The Catering Partner is responsible for all service levels agreements relating to the business.

Ad-hoc Charges

- 7.4.17 Any other one-off costs incurred by the Council which are directly attributable to the Catering Partner (such as repairs to equipment or ad-hoc cleaning) will be re-charged retrospectively on a quarterly basis.
- 7.4.18 Any claim for payment from the Catering Partner should be forwarded to Contract Manager for scrutiny and approval, who shall, when the claims are found to be correct, certify the amount due for payment to the Catering Partner.

8. KEY PERFORMANCE INDICATORS

The performance of the catering and event concessions contract shall be monitored by the following Key Performance Indicators:

8.1 THE CUSTOMER OFFER

- 8.1.1 The Catering Partner must maintain a minimum of 80% of all customer feedback as positive (rated by the customer as 'good' or 'excellent').
- 8.1.2 The findings of the Customer Experience Audit against Service Level expectations
- 8.1.3 The growth of events – the number and type of events, event attendance
- 8.1.4 Café and Restaurant in the Park footfall figures

8.2 FOOD SAFETY & QUALITY STANDARDS

- 8.2.1 A minimum of a 4* hygiene rating must be maintained by the Catering Partner throughout the duration of the Term.
- 8.2.2 The findings of the Food Safety & Quality Audit against Service Level expectations

8.3 HEALTH & SAFETY & COMPLIANCE

- 8.3.1 The findings of the Health & Safety Audit against Service Level expectations
- 8.3.2 The findings of the Equipment Inventory & Condition Audit against Service Level Expectations

8.4 FINANCIAL

- 8.4.1 The Commission paid to the Council performs to the levels of the Specification
- 8.4.2 Commission and Recharges invoices are paid within 14 days