

Employment Committee

Wednesday 15 February 2017

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 15 February 2017 at **4.30** pm.

Membership:

	Councillor Mrs Bunker (Chairman)	
Councillor Barrott		Councillor Murphy J.P.
Councillor Day		Councillor Noone
Councillor Doody		Councillor Parkins
Councillor Heath		Councillor Rhead
Councillor Mobbs		Liberal Democrat Vacancy

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. **Revision to the staffing establishment structure – Housing & Property Services**
To receive a report from the Deputy Chief Executive (BH) **(Item 3/Page 1)**
4. **Additional temporary Property Maintenance Officer – Housing & Property Services**
To receive a report from Housing & Property Services. **(Item 4/Page 1)**
5. **Sports & Leisure – Contracting Coaches**
To receive a report from Cultural Services. **(Item 5/Page 1)**
6. **Leamington Visitor Information Centre Staff Transfer**
To receive a report from Cultural Services. **(Item 6/Page 1)**
7. **Pre-Application Officer**
To receive a report from Development Services. **(Item 7/Page 1)**

Published Tuesday 7 February 2017

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 employmentcommittee@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.

 Employment Committee 15th February 2017		Agenda Item No. 3
Title	Revision to the staffing establishment structure – Housing & Property Services	
For further information about this report please contact	Bill Hunt Deputy Chief Executive 01926 456014 bill.hunt@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	18/9/07 Executive Minute Number 434	
Background Papers	Building on Excellence, report to Executive, Employment Committee and Joint Audit & Resources and Executive Overview & Scrutiny Committee 18/9/07; Early retirement of Head of Property Services, report to Employment Committee 25/6/07	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive		Author
Head of Service		n/a
CMT	2/2/17	
Section 151 Officer	2/2/17	Mike Snow
Monitoring Officer	2/2/17	Andrew Jones
Finance	2/2/17	Mike Snow
HR	2/2/17	Tracy Dolphin
Portfolio Holder(s)	6/2/17	Councillor Mobbs Councillor Phillips
Consultation & Community Engagement		n/a
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 This report sets out proposals to revise the Council's staffing establishment structure by removing the Assets Team, and the functions it performs, from the existing Housing & Property Services service area and placing this team within the Chief Executive's Office, to be directly managed by the Deputy Chief Executive (BH).
- 1.2 The two remaining teams within the existing Housing & Property Services service area would remain within a renamed Housing Services service area and a new Head of Service would be recruited.

2. RECOMMENDATION

- 2.1 That Employment Committee approves a revision to the existing Council staffing establishment structure to:
 - delete the existing Housing & Property Services service area, as shown at Appendix One, from the establishment structure;
 - delete the post of Head of Housing & Property Services;
 - create a new service area entitled Housing Services;
 - create a new post of Head of Housing Services;
 - expand the remit of the Chief Executive's Office to include the Assets Team, moved from within the existing Housing & Property Services service area in the current establishment structure
 - create the revised Council staffing establishment structure, as set out at Appendix Two
- 2.2 That, subject to 2.1, Employment Committee recommends to Council it updates Part 7 of the Constitution (Management & Portfolio Holder Structure) so that it reflects the approved staffing establishment.

3. REASONS FOR THE RECOMMENDATION

- 3.1 The existing Housing & Property Services service area, headed by a Head of Housing and Property Services, was created in 2007 following the adoption of a new corporate strategy and establishment staffing structure under a set of proposals known as Building on Excellence. Until that year the Council had operated for 5 years with separate Housing and Property units, each headed by a Head of Service.
- 3.2 The post of Head of Housing & Property Services has been vacant since 1 November 2016. The vacancy, coupled with the previous history of recruitment and retention issues in relation to the post, has prompted a review of the role of the Head of Service and the structure of this key service area. As a result, the Corporate Management Team (CMT) have concluded that a fundamental change of approach is required in terms of the establishment structure and that better service outcomes will be obtained by splitting up the current service area.
- 3.3 The management structure of the existing service area is shown at **Appendix One**. Members will note that within this structure two of the teams are predominantly focussed on the delivery of *people* based services, e.g. services to people needing a new home or to support them to thrive in their current home, and one predominantly delivers *property* based services, e.g. repairs,

maintenance and improvements to both HRA homes and corporate properties and assets.

- 3.4 These services are markedly different and each requires different skills, knowledge and aptitudes amongst the staff in the teams delivering them. A management structure that is sufficiently mature and flexible to deal with the potentially competing or contradictory priorities between the needs of the HRA stock and those of the people living within it is also required. This, in turn, means that the Head of Service ideally requires an extensive and broad range of knowledge, crossing over the two disciplines, and a skill set that enables them to understand and manage the challenges this mix of disciplines poses. The learning points from previous recruitment exercises and an examination of the recent history of the strategic and operational management of the service area is the achievement of this necessary balance has proved challenging. If the structure of the service area is unchanged there is a strong possibility that we will again face difficulties in identifying a Head of Service with the necessary skill set to lead an area delivering both people and property based services.
- 3.5 It is, therefore, proposed to split the service area and place the property based services delivered by the existing Assets Team elsewhere in the corporate staffing establishment structure. This would enable the creation of a new Housing Services service area that can focus exclusively on the delivery of the people based services, currently delivered by the remaining two teams (the Sustaining Tenancies and Housing Strategy & Development teams) within the existing service area. The new service area would continue to be headed by a Head of Service post and the postholder would be a member of the Council's Senior Management Team.
- 3.6 The job description and person specification of this new post would reflect the need for the postholder to have significant experience of, and the necessary skill set to deliver, the management of an effective people based service. Market research indicates that most housing providers split service provision between property and people based services suggesting that an increased pool of potential applicants would be available for a role that did not combine the two distinct types of service. An indicative process and timeline for the recruitment of the new Head of Service role is set out at **Appendix Three**. This timetable is currently being reviewed to ensure that any potential impacts arising from the County Council elections in May 2017 are addressed and a final version will be agreed with the Leader, Portfolio Holder and Chair of Employment Committee.
- 3.7 The proposed staffing establishment structure that would be created as a result of the recommendation is shown at **Appendix Two**. This envisages the transfer of the property based services, undertaken by the existing Assets Team, to the Chief Executive's Office where they would be line managed by the Deputy Chief Executive (BH).
- 3.8 The Assets Team would, in future, operate wholly as a customer-focussed corporate support service, providing an effective management service for all the council's properties and assets regardless of their type or which service area owns them. As noted above, this integrated approach to asset management would enable the new Housing Services service area to focus solely on delivering services to the tenants of the HRA homes. The responsibility for the repair and maintenance of those homes would sit with the Assets Team who

would hold the necessary specialist knowledge and manage the budgets and repair contracts to deliver the repair and improvement service for their colleagues in Housing Services. This would rationalise the corporate approach to the management and maintenance of assets, placing the HRA housing service in the same position as all the other property owning service areas.

- 3.9 The Assets Team is currently headed by an Assets Manager, with the post currently being filled by a member of staff on secondment. Subject to the proposed approach being approved the job description and person specification for the post would be amended and a recruitment exercise undertaken to fill the post on a permanent basis. The postholder and the Deputy Chief Executive (BH) would then review the existing structure of the team to determine if any re-design is required to ensure that it effectively delivers the new corporate support service role, with a report on any proposals to amend the structure being brought back to Committee, if appropriate.
- 3.10 With regard to recommendation 2.2 this is required because the Management Structure of the Council is being amended. While the amendments to the establishment are the responsibility of this Committee, Appendix 2 forms part of the Constitution and therefore the Council must approve the revised chart.

4. POLICY FRAMEWORK

- 4.1 The Fit for the Future programme has the three objectives of improving the quality of the range of services offered by the Council whilst achieving value for money and developing people. The recommendation directly supports the programme as the proposals are designed to ensure suitable staffing resources are deployed to deliver an effective *people* based housing service and an integrated and value for money *property* based service to manage and maintain the Council's assets.

5. BUDGETARY FRAMEWORK

- 5.1 The proposed Head of Housing Services post would be cost neutral with budget provision being available from the deleted Head of Housing & Property Services post.
- 5.2 The revised job description and person specification for the Asset Manager will be reviewed by the HAY Panel. A verbal update on the outcome of this process will be presented to Committee. However, any future changes to the grading of the post recommended by the Panel can be accommodated within existing staffing budgets.

6. RISKS

- 6.1 The main risk attached to these proposals would be the inability to recruit a suitable candidate for either the Head of Housing Services post or the permanent Asset Manager post.
- 6.2 As explained in paragraph 3.6 it is felt that a suitable 'pool' of candidates will exist for the Head of Service role and that this pool would be larger than if the role were to be advertised in its current format. In the event that the recruitment exercise did not result in an appointment the option exists of

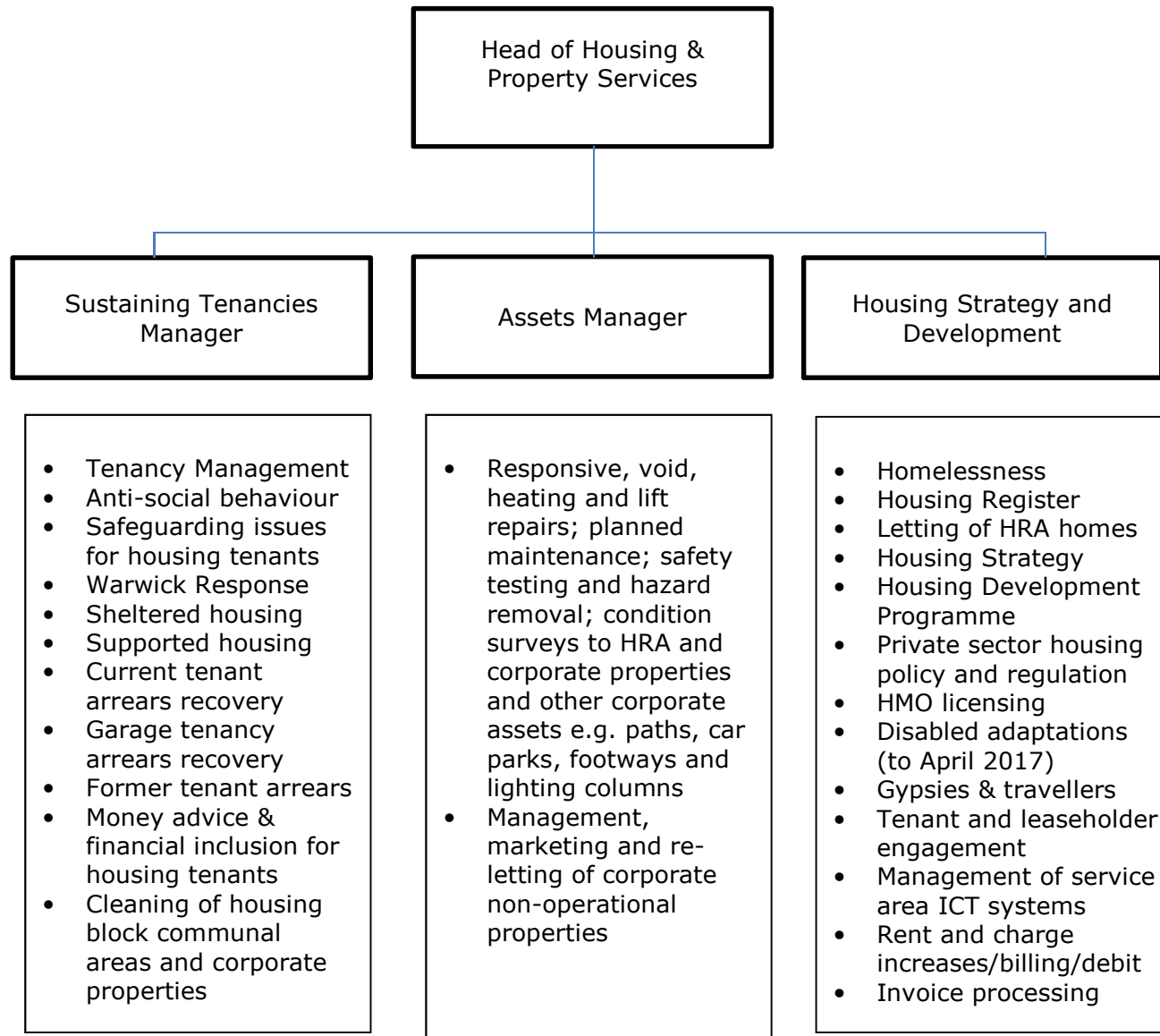
recruiting an interim member of staff while options are again reviewed or another recruitment exercise undertaken.

- 6.3 It is envisaged that a suitable candidate will be identified for the revised Asset Manager role through an internal, or if necessary, external recruitment exercise. If the recruitment exercise was to be unsuccessful interim arrangements would also be considered for this post.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 The option of retaining the existing structure and the Head of Housing and Property Services post was rejected given the assessment of the past recruitment and retention difficulties and issues of the management of the service that these have created.
- 7.2 The option of not making an appointment and for the Deputy Chief Executive (BH), (or another member of CMT) continuing to directly manage the service area is not sustainable without an adverse impact on the ability of CMT to deliver the wider corporate agenda.
- 7.3 The option of appointing an interim has been considered but not pursued as it was felt that there were a number of immediate issues that needed to be addressed and that these were best handled by a member of staff aware of the histories and sensitivities surrounding them. However, the option of utilising an interim appointment would be a viable option if the recruitment process for either post was not successful.

EXISTING HOUSING AND PROPERTY SERVICES MANAGEMENT STRUCTURE



APPENDIX TWO

Deputy Chief Executive, Monitoring Officer & Legal Client Manager Andrew Jones			Chief Executive Chris Elliott	Deputy Chief Executive Bill Hunt		
Cultural Services	Finance	Health & Community Protection	Corporate HR People Management Learning & Development Corporate Payroll Media (reporting direct to Chris Elliott, Chief Executive)	Housing Services	Development Services	Neighbourhood Services
Sports & Leisure Management of leisure contract Sports development Business administration	Accountancy All Council Accountancy Services	Community Partnership Team Community Leadership Community Forums & Voluntary Sector Contracts Health and Wellbeing	Legal Services - shared service client role (managed by Andrew Jones, Deputy Chief Executive)	Housing Strategy and Development Homelessness and Housing Advice Tenants Participation Private Sector Housing Disabled Adaptations New Affordable Housing Developments inc Council House Building	Development Management Planning applications Planning Enforcement Land Charges Conservation	Contract Services Refuse & Recycling Collections Parks & Open Space Maintenance Street Cleansing Off Street Parking
Arts Royal Spa Centre/Theatre Town Hall Royal Pump Rooms Visitor Information Centre Art Gallery & Museum Arts Development	Audit & Risk Corporate Insurance	Regulatory Food Safety Health & Safety Licensing	Desktop Services incl Helpdesk/Infrastructure Services/Application Support/Geographical Information Systems (GIS) Digital Mapping Services/Local Land & Property Gazetteer (LLPG)/Street Naming & Numbering/Website (reporting direct to Andrew Jones, Deputy Chief Executive)	Sustaining Tenancies Landlord Services to Council Tenants Collecting Rent Estate Management Ensuring Tenancy Conditions are Complied with	Building Control Consortium	Bereavement Services Burials & Cremations
Programme Manager for future sport service options	Exchequer Council Tax and Business Rates Rate Collection Sundry Debt Collection Corporate Invoice Payment	Environmental Sustainability Contaminated Land Commercial Noise Flood Alleviations Civil Contingencies	Democratic Services & Corporate Support Team Elections/Electoral Registration/Committee Registration/Councillors/FOI/Data Protection/Complaints/Civic Support/Corporate Support Team (reporting direct to Andrew Jones, Deputy Chief Executive)		Policy & Projects Local Plan and planning policy development Major sites implementation Corporate feasibility studies Economic development, business support and events	Green Space Improvements Green Space Strategy St Marys Land Wildlife Habitats
	Benefits & Fraud Housing Benefits & Council Tax Reduction Corporate Fraud	Other Communities Domestic Noise Anti-Social Behaviour Dog Warden Pest Control & Animal Licensing CCTV	Assets Maintenance & Repair of Corporate Property Assets and Council Houses (reporting direct to Bill Hunt, Deputy Chief Executive)			Performance & Policy One Stop Shops (managed by WCC)
	Procurement Compliance with Legislation Support & Advice on Procurement Contracts					

**INDICATIVE RECRUITMENT PROCESS –
HEAD OF HOUSING**


CONTACT DCE / HR

Activity	Date/Deadline	Responsible
Confirm JD and person spec	w/c 27/2/17	HR/RH
Completed Vacancy Request Form to HR with recruitment pack, advert, person spec and JD. Inc interview dates	w/c 27/2/17	Recruiting Manager
Advert to "At Risk" and staff if applicable (2 days) Advert to internal staff if applicable	w/c 27/2/17	HR
Advert to Print Room	w/c 27/2/17	HR
Advert on Intranet	w/c 27/2/17	HR
Advertised externally (3 weeks)	w/c 6/3/17	HR
Recruitment packs sent out to applicants	Available via intranet	HR
Recruitment Training for New Members of Employment Committee	Tbc – prior to 31/3/17	Offered to all Cllrs – (new Cllrs must complete to be part of recruitment process)
Closing date for applications	31/3/17	HR
Copy returned application forms	w/c 3/4/17	HR
Long listing date Confirm questions and topic for screening dates	w/c 3/4/17	DCE/CE/HR/ portfolio holder
Email long listed inviting to screening interviews	w/c 3/4/17	HR
Rejection letters to non-long listed	w/c 3/4/17	HR
Screening interview date – (Assessment Day)	w/c 10/4/17	Interviews with HR/ DCE / CE/portfolio holder
Psychometric Testing prior to screening dates/verbal reasoning on the day	tbc	
Rejection letters after screening interviews	w/c 10/4/17	HR

APPENDIX THREE

Activity	Date/Deadline	Responsible
Short listing date	w/c 17/4/17	HR/ CE/ DCE/ portfolio holder/ Employment Committee Riverside House Feedback on applications and tests if completed at this stage.
Email to short listed inviting to final interview Send presentation topic	w/c 17/4/17	HR
Final Interview date	w/c 24/4/17	Employment Committee Verbal reasoning
Make provisional offer	w/c 24/4/17	CE/DCE
Request References	w/c 24/4/17	HR
Confirm with Employment/Executive	w/c 1/5/17	EC
Offer of appointment letter out	w/c/ 1/5/17	HR
Rejection letters after final interview	w/c 1/5/17	HR

All pre-employment paperwork will be carried out by HR once references have been received.

 Employment Committee – 15th February 2017		Agenda Item No. 4
Title	Additional temporary Property Maintenance Officer – Housing & Property Services	
For further information about this report please contact	Russell Marsden Asset Manager 01926 456 038 russell.marsden@warwickdc.gov.uk Sean McCabrey Repairs Manager 01926 456 440 sean.mccabrey@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	30/9/15, Executive , minute number 51	
Background Papers	Additional Temporary Staffing Resource – Housing & Property Services, Executive 30/9/15; Employment Committee 16/9/15	
Contrary to the policy framework:	No	
Contrary to the budgetary framework:	No	
Key Decision?	Yes	
Included within the Forward Plan?	No	
Equality Impact Assessment Undertaken	No	
Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	2/2/17	Bill Hunt
Head of Service	2/2/17	Bill Hunt
CMT	3/2/17	
Section 151 Officer	3/2/17	Mike Snow
Monitoring Officer	3/2/17	Andrew Jones
Finance	2/2/17	Andrew Rollins
Portfolio Holder(s)	6/2/17	Councillor Peter Phillips
Consultation & Community Engagement		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report sets out the proposal to recruit an additional Property Maintenance Officer (PMO) on a temporary basis for a period of one year to undertake pre and post inspections of empty (void) council houses as part of the revised voids repair process introduced in 2016.

2. **Recommendation**

- 2.1 That Employment Committee approves the creation of an additional Property Maintenance Officer post for a temporary period of 12 months from the 17 April 2017.

3. **Reasons for the Recommendation**

- 3.1 On 1st April 2016, the Housing and Voids Property Repairs Contract was changed from operating as an open book model to one based upon Schedules of Rates. In concert with this change, a one year fixed term property maintenance officer post was put in place to cover pre and post inspection all of the void properties. This approach has delivered greater cost certainty and improved quality control when undertaking void property repair works. The post, currently covered as a secondment, expires on the 17 April 2017.
- 3.2 The existing Housing and Voids Property Repairs Contract will continue to be run on the Schedule of Rates model until the 31st March 2018, when the current contract expires. As such, it is recommended that a new 12 month fixed term property maintenance officer post is approved, to commence on the 17 April 2017, coinciding with the remaining duration of the existing contract period. This post will ensure continuity in undertaking the current void repair process.
- 3.3 The necessary work to re-procure the new Housing and Voids Property Repairs Contract is currently underway in order for the new contract to commence on the 1st April 2018. During this re-procurement phase current processes and the necessary staff resource to operate the new contract will be reviewed. Should any changes to the existing establishment be required a future report will be submitted to a future Employment Committee.

4. **Policy Framework**

- 4.1 The internal element of the Fit for the Future programme has the three objectives of improving the quality of the range of services offered by the Council whilst achieving value for money and developing people. These recommendations directly support the programme in ensuring the effective completion of key activities that will directly inform the repair and maintenance of the Council's HRA residential assets.

5. **Budgetary Framework**

- 5.1 The existing Asset Management staffing budget currently has sufficient funds to support this temporary post from April 2017.

6. Risks

The risk of not recruiting a property maintenance officer on the 12 month fixed term position relates to the control of costs and quality. Without this additional Property Maintenance Officer, a greater proportion of the void property specification and post inspection process will have to be passed to the contractor. Previous experience has demonstrated that this can result in increased costs and decreased quality.

7. Alternative Option(s) considered

- 7.1 One option would be not to appoint the additional property maintenance officer. In such a case, some or all of the pre and post inspection work could be undertaken by the void repairs contractor. However there are risks relating to the control of cost and quality, as outlined in Section 6 above.
- 7.2 Another option is to appoint the property maintenance officer on a permanent basis. This alternative would address the requirement for the role; however a potential outcome of the current void repairs process review (as part of the current re-procurement exercise) could be a lack of need for the role post 1st April 2018. In such a case a permanent position would become surplus to requirements.
- 7.3 A further option would be to appoint a part-time Property Maintenance Officer. This would enable some pre and post inspections to be undertaken, but not to all voids, as currently accomplished. A reduced level of pre and post inspection could lead to a consequent reduced level of control on both cost and quality.

 Employment Committee – 15th Feb 2017		Agenda Item No. 5
Title	Sports & Leisure – Contracting Coaches	
For further information about this report please contact	Stuart Winslow Stuart.winslow@warwickdc.gov.uk 01926 456028 Kevin Carty kevin.carty@warwickdc.gov.uk 01926 456202	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	None	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	27/1/2017	Andrew Jones
Head of Service	27/1/2017	Rose Winship
CMT	27/1/2017	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	27/1/2017	Mike Snow
Monitoring Officer	27/1/2017	Andrew Jones
Finance	27/1/2017	Mike Snow
Portfolio Holder	27/1/2017	Cllr Michael Coker
Consultation & Community Engagement		
n/a		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report from Cultural Services outlines a proposal to convert the casual coaches and swimming teachers that regularly deliver instructional activities each week within the Sports and Leisure service, into established contracted posts. The recommendation is based on the rationale that these employees work each week and therefore could claim they have a contractual relationship with Warwick District Council.
- 1.2 It is felt appropriate that we address this issue now in advance of the appointment of an external partner to manage the leisure centres and the transfer of staff to the external partner. Potential operators have been advised of the changes proposed in this report.
- 1.3 The table below shows the total hours per week at each site for each role.

2. RECOMMENDATIONS

- 2.1 The Employment Committee is asked to approve the addition of 206.25 "teaching and coaching" hours to the establishment from 1st March 2017, as per the table below.

JOB ROLE	NCLC	SNPLC	AFSP	CFRC	Rate of Pay
SWIM TEACHERS (Term time only)	47.75	22.5	43.5	N/A	£15.03
SWIM HELPERS (Term time only)	26	9	13	N/A	£8.25
GROUP FITNESS (52 weeks)	12	16	2	14.5	£18.79

- 2.2 Casual workers who currently carry out identified hours on a regular basis are offered a contract of employment.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 The Leisure Development Programme is seeking to appoint an external partner to manage the services at the Council's four main leisure facilities (Newbold Comyn Leisure Centre, St Nicholas Park Leisure Centre, Abbey Fields Swimming Pool and Castle Farm Recreation Centre) and the two dual use sites (John Atkinson Sports Centre and Meadows Community Sports Centre).
- 3.2 Historically, these facilities have operated the extensive range of activity instructional programmes with casual coaches. Operationally, this approach has its advantages as it allows the centres to be flexible about when classes run should the demand change. However, over recent years it has become more and more difficult to recruit coaches and as a result, the coaches that are available has reduced greatly. This has resulted in a greater reliance on a small number of coaches and increasing the risk to the service when coaches cannot, or chose not to, work.
- 3.3 The increased reliance on small number of coaches to cover regular instructional activities could lead to an increased risk of claims from casual staff that they have accrued employment rights and potential legal challenge in relation to the Council's use of casual staff. This proposal seeks to address and minimise that risk to the Council.

- 3.4 Establishing these contracted posts will remove ambiguity regarding the employment relationship of these workers and provide security of employment in accordance with TUPE legislation with the new operator.
- 3.5 Casual coaches and instructors are not obliged to accept work when offered and this often leads to difficulties ensuring that qualified members of staff are available for work during core business hours. Removing this vulnerability will ensure that the service can be delivered consistently and that all staff are suitably trained, which will ensure that standards of service are maintained to an acceptable level.
- 3.6 In preparing for the transfer of staff to the external operator appointed to manage the leisure centres from 1st June 2017, a review has been undertaken to confirm the hours worked by the current coaches and instructors leading to the proposal that where the hours worked could genuinely be considered to be regular and essential to the delivery of the activity programme, the hours worked are converted into part-time contracted posts that are included on the establishment. A similar approach was approved by Employment Committee in June 2014 when casual lifeguard hours were converted to contracted posts. In future, this will limit the use of casuals to covering annual leave and sickness of contracted staff.

4. POLICY AND FRAMEWORK

- 4.1 This proposal supports the Council's Fit for the Future vision by supporting the Cultural delivery of Health and Well Being within the District.
- 4.2 The proposals further support the Council's commitment to Fit for the Future by being a good employer that supports staff by creating established positions offering security of employment and contractual terms and conditions.

5. BUDGETARY FRAMEWORK

- 5.1 Employee costs for the sports and leisure service comprise of Salaries (paid to contracted staff) and Wages (paid to casual workers and coaches). The challenge for the managers within this team is to ensure that these two budgets are continually balanced off against each other to ensure that they operate within budget.
- 5.2 Subject to approval of the recommendation in 2.1, budget would be transferred from Wages to the Salary code to cover the cost of the additional established posts. The reduced Wages budget would remain to cover the costs of the reduced number of "true casual" workers and coaching staff required by the service.
- 5.3 There are no additional costs relating to the establishing the roles as outlined in the report.

6. RISKS

- 6.1 Not converting these regular weekly Instructional hours to contracted posts and relying on a small number of Coaches may leave the Council open to a challenge from a coach regarding the legality of their employment. The risk of this will be increased as we approach the date for transfer of staff to the incoming external operator.

- 6.2 The risk of doing nothing may lead to the service not being able to offer a complete service to the public at all times.


7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 If the above proposals are not implemented then the service will continue to be vulnerable. Coaches will still have the ability to refuse work that is offered. They have no contractual commitment to the service and can pursue other interests and employment. At the point of transfer, the incoming operator would need to address any challenge made, and if found to be a fair challenge would pass on any liability incurred as a result of this to the Council.

Appendix 1

New posts to be added to Establishment

Role	NCLC	SNPLC	AFSP	CFRC	Totals
Swimming Teacher (Term Time only)					
Post 1	3.5	9	6.5		
Post 2	3	6	3.5		
Post 3	1.5	3	9.5		
Post 4	1.5	1.5	3.5		
Post 5	4	1.5	1		
Post 6	4	1.5	1		
Post 7	1.5		10		
Post 8	4.75		4.5		
Post 9	2		4		
Post 10	1.5				
Post 11	5.5				
Post 12	2.5				
Post 13	1.5				
post 14	4				
Post 15	7				
Swimming Teacher hours sub total	47.75	22.5	43.5		113.75
Swimming Helpers (Term Time only)					
Post 1	5.5	1.5	3		
Post 2	5	2.5	3.5		
Post 3	3.5	1.5	5.5		
Post 4	1.5	1.5	1		
Post 5	1.5	2			
Post 6	4				
Post 7	3				
Post 8	2				
Swimming Helper hours sub total	26	9	13		48
Group Fitness Instructors (52 Weeks)					
Post 1	3	5	1	2	
Post 2	3	3	1	2	
Post 3	2	1		5	
Post 4	2	5		4	
Post 5	2	1		1.5	
Post 6		1			
Post 7					
Group Fitness Instructors subtotal	12	16	2	14.5	44.5
Total Coaching Hours					206.25

 Employment Committee 15th February 2017		Agenda Item No. 6
Title	Leamington Visitor Information Centre Staff Transfer	
For further information about this report please contact	David Guilding david.guilding@warwickdc.gov.uk Arts Manager, Cultural Services 01926 737155	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	NA	
Background Papers	NA	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No
Not relevant to this report.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	01.02.17	Bill Hunt
Head of Service	01.02.17	Rose Winship
CMT	01.02.17	Chris Elliott, Bill Hunt, Andy Jones
Section 151 Officer	01.02.17	Mike Snow
Monitoring Officer	01.02.17	Andy Jones
Finance	01.02.17	Mike Snow
Portfolio Holder(s)	01.02.17	Cllr Coker
Consultation & Community Engagement		
Final Decision?	No	
Suggested next steps		
Following the completion of the TUPE process, the Council will begin its established service redesign procedure, the scope of which will include the role of Visitor Information Assistant along with the Box Office Supervisor and the Senior Gallery Assistant. All staff potentially affected by the review shall be consulted with throughout.		

1. **Summary**

- 1.1 The Royal Leamington Spa Visitor Information Centre (VIC), located in the main concourse of the Royal Pump Rooms, is currently provided as part of an agreement between Warwick Town Council and Warwick District Council. The Town Council manage the service on behalf of the District Council in return for an annual grant. In addition to this grant, the direct costs of providing the service (such as staffing and stock) are also charged back to Warwick District Council.
- 1.2 The primary purpose of the VIC is to offer visitors to the area a comprehensive, face-to-face information service which effectively promotes the District's offering - including attractions, events, accommodation and transport links- as well as providing promotional material, guides, maps, souvenirs and other items relevant to tourism. Its prominent location at the front of the Royal Pump Rooms is highly advantageous, as the historic building attracts an annual footfall of over 500,000. The VIC also serves residents seeking out information about local events and services.
- 1.3 A report which reviewed the VIC arrangement was considered at a meeting of the Executive on 5th January 2017. The Executive approved the report's recommendations which, in summary, were:
- a) To conclude the current agreement with Warwick Town Council to manage the Royal Leamington Spa VIC from 31st March 2017.
 - b) For the operation of the Royal Leamington Spa VIC to be brought in-house as soon as is practicable and for that service to be placed under the management of the Arts section of Cultural Services.
 - c) That, following full consultation with staff, the roles of Visitor Information Assistant, Senior Art Gallery Assistant and Box Office Supervisor be combined into a single team with the aim of providing an enhanced service and extending the opening hours of both the Box Office and the VIC.
- 1.4 In order for the service to be brought in-house, it is necessary for the employment of the current Visitor Information Assistants to be transferred from Warwick Town Council to the District Council under the Transfer of Undertakings Protection of Employment Regulations (TUPE). Therefore, it is required that the post of Visitor Information Assistant be added to the Council's staffing establishment.

2. **Recommendation**

- 2.1 That Members agree that the following post be added to the Council's staffing establishment:
- a. Visitor Information Assistant x4 posts
- 2.2 That the four current 'zero hours' workers are transferred from the employ of Warwick Town Council to Warwick District Council under their existing terms with effect from 1st March 2017.

3. **Reasons for the Recommendation**

- 3.1 Under TUPE legislation it is required for there to be an 'economic, technical or organisational' (ETO) reason to alter existing terms and conditions. Any changes directly as a result of the transfer, regardless of whether they are considered to be better or worse, are not legal. Therefore, officers have been advised that the Visitor Information Assistants must be transferred to Warwick District Council under their existing terms and conditions.
- 3.2 A service review encompassing the operation of the Royal Leamington Spa VIC, the Royal Spa Centre daytime Box Office and the 'front desk' at the Museum & Art Gallery is scheduled to commence in early March. A further report will be bought to the June Employment Committee with the conclusions of that review. Full consultation will take place prior to any changes being implemented and the Council's established service review processes and timeline will be followed.
- 3.3 Until the redesign is completed the Visitor Information Assistants shall continue to work to their existing job description, under their current terms and conditions. The role will be included in the Programming & Marketing team of the Arts section of Cultural Services and temporarily report to the Programming & Marketing Supervisor.

4. **Policy Framework**

- 4.1 The principles of Fit for the Future (FFF) have been considered in the formation of the proposal. The recommendations relate to the key strands of the FFF programme as follows:

Service

To Maintain or Improve Services: the eventual aim of the wider proposal is to offer an improved, comprehensive experience for residents and visitors to the District over a broader range of opening times.

People

To Engage and Empower Staff: during the consultation with staff as part of the recent Arts review the Art Gallery & Museum team highlighted the detrimental impact that the shortened VIC opening times have had upon attendance to the Royal Pump Rooms. The aim of the proposal is to directly address that issue.

The Box Office team are openly positive about the increase in ticket sales that the relocation will potentially generate.

While the VIC staff have a good working relationship with their manager they are currently managed under a 'hub and spoke' model, whereby their line manager is located primarily at the main, Warwick VIC. It is hoped that the proposed changes would offer increased supervision and support by including that role within the wider team who are based within the building.

Money

To Achieve and Maintain a Sustainable Balanced Budget: the proposal would deliver an improved service at the current budget.

- 4.2 One of the five key themes of the Sustainable Community Strategy (SCS) is Prosperity. The Tourism sector has a vital role to play in the prosperity of the District as it directly maintains over 4,300 jobs and generates an estimated £260m per year. The priority for tourism is to ensure that, through collaboration with private and public sector partners, we maximise the appeal of the Council's assets to attract and retain visitors to the District.

5. **Budgetary Framework**

- 5.1 The recommendations already approved by the Executive will mean that a portion of the £15,000 grant covering the management of the VIC will be repositioned for 2017/18 in order to enable the transfer of the Box Office and associated upgrade of any communication infrastructure.
- 5.2 The ongoing costs of the Leamington VIC, and associated grants, are within the Council's current budgetary framework. Currently Warwick Town Council employs the staff to run the VIC, for which the District Council is invoiced directly. The current year District Council budget for these staff is £27,900. Members should also note that the running costs of the VIC, including the staffing budget, are in addition to the grant allocated for the management of the VIC and are therefore unaffected by the proposed reallocation of the £15,000 grant.
- 5.4 There are potential budgetary implications within the TUPE process that can only be detailed at the conclusion of the process. However, it is expected that these additional costs would be offset by savings delivered by co-locating and increased revenue generation.
- 5.5 Any additional one-off costs arising as a result of the review would be funded from the £15,000 grant which should then be made available for appropriate tourism activities in future years.

6. **Risks**

- 6.1 There is a risk, during both the transfer of staff and the following service redesign, that the changes might lead to the loss of existing staff members. However, there will be opportunities throughout the consultation process to ensure that all staff can engage with the process and they will have opportunity to inform any final proposals. Through this process officers aim to reduce the potential loss of staff whilst ensuring plans are in place to recruit and/or cover any gaps that may appear so the service can continue to be delivered. Once the redesign is completed the integration of the teams will provide greater resilience over the longer term.
- 6.2 If the service redesign concludes that roles should be combined there are likely to be knowledge and experience gaps amongst members of the team. To remedy this, a detailed training plan will be put in place to ensure that excellent customer service continues to be delivered whilst any changes are implemented.


7. Alternative Option(s) considered

- 7.1 The Council has already agreed to cease the current agreement with Warwick Town Council to manage the Royal Leamington Spa VIC and has provided notice to the Town Council that it shall conclude on 31st March 2017.
- 7.2 In taking on the responsibility for the operation of the VIC, Warwick District Council is now legally obliged to begin the transfer of the employment of the existing Visitor Information Assistants under their current terms and conditions.

8. Background

- 8.1 In June 2016 Members agreed to a review of the provision of the Visitor Information Centre in Royal Leamington Spa, located in the Royal Pump Rooms. The underpinning principles for the review were that the Council should retain its commitment to face-to-face services as they are valued, that members would like to see the service extended and improved, but that budgets were constrained and that no additional funding was available.
- 8.2 A report regarding the VIC was presented to a meeting of the Executive on 5 January 2017 (Agenda Item 9). Two alternative models were proposed; one involving merging with other similar WDC functions and another involving extended opening hours through increased use of volunteers managed through the existing 'hub and spoke model'.
- 8.3 Both models potentially provided an improved service to visitors by extending the current opening hours. This would be of benefit to those wishing to access the VIC service in the Royal Pump Rooms as well as those visiting the Art Gallery & Museum who may be deterred by the metal shutters that are used to segregate the closed VIC when the Royal Pump Rooms remains open.
- 8.4 The model proposed by Warwick District Council officers brings the VIC delivery in-house and, following a redesign consultation, integrates the staff with those providing a similar function in the Art Gallery & Museum and with the Box Office, currently located in the Town Hall. By integrating the teams and co-locating the functions, synergies will be produced that would provide the customer with an improved, more comprehensive service at first point of contact and over the desired longer opening hours. Given the much higher footfall in the Royal Pump Rooms compared to the Town Hall, there is reasonable expectation of opportunities to generate additional income above the current level.
- 8.5 Given the requirement to bring the VIC staff in-house prior to consultation and the creation of an integrated team, the extended opening hours sought for the VIC are unlikely to be able to be delivered until after the 15 June 2017 Employment Committee. However, if approved the physical relocation of the box office and the amalgamation of the teams could take place immediately. This should be easily achievable as the teams involved are relatively small, although there will be the need to put training plans in place in order to ensure that the transition of the service is implemented as smoothly as possible.

- 8.6 To relocate the Box Office and reception function the communication infrastructure to both the customer facing and back office areas would require investment. Given that it would be inappropriate to award the VIC element of the Tourism Grant outside of the Council when the service is now being provided in-house, it is proposed to instead utilise this element of the grant to deliver the required one-off improvements in 2017/18.
- 8.7 The Executive approved the recommendations in that report which were:
- a) To endorse the future model of service delivery, as proposed by officers of the Arts Section of Cultural Services.
 - b) To approve the principle of Warwick District Council taking over responsibility for the Leamington Visitor Information Centre as soon as practicably possible, with the VIC staff transferring employment from Warwick Town Council to Warwick District Council.
 - a) To end the current grant arrangement with Warwick Town Council, for payment of £15,000 per annum, in respect of the Leamington VIC on expiry of the current grant period on 31 March 2017.
 - b) That the Royal Spa Centre Box Office be relocated from the Town Hall and, together with the Art Gallery & Museum reception, be co-located with the Leamington VIC in the Royal Pump Rooms.
 - c) That authority be delegated to the Head of Development Services and the Head of Cultural Services, in consultation with the Business Portfolio Holder and the Culture Portfolio Holder, to utilise the £15,000 allocated for 2017/18 as grant to Warwick Town Council, to instead deliver ICT infrastructure upgrades to enable the Royal Spa Centre Box Office and Art Gallery & Museum reception to be collocated to the VIC area within the Royal Pump Rooms.
 - d) To delegate authority to the Head of Development Services, in consultation with the Business Portfolio Holder, to re-negotiate and agree the payment of the Tourism Grant (additional to the £15,000 grant referred to above) to Warwick Town Council, up to a maximum value of £25,000.
 - e) That the Executive note that an additional phase of the Review will be undertaken to examine the provision of Visitor Information services in Kenilworth, involving engagement with stakeholders on the recent Kenilworth Visitor Audit, with the intention of delivering improvements to the range and accessibility of information within existing budgets.
- 8.8 The timetable for the service redesign has already been drafted by Warwick District Council's HR department in preparation. The Arts Manager will lead the consultation and present the conclusion of the review to the Employment Committee in June.

 Employment Committee –15 February 2017		Agenda Item No. 7
Title	Pre-Application Officer	
For further information about this report please contact	Gary Fisher 01926 456502 gary.fisher@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive: 5 January 2017	
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	2/2/17	Bill Hunt
Head of Service	2/2/17	Tracy Darke
CMT	2/2/17	
Section 151 Officer	2/2/17	Mike Snow
Monitoring Officer	2/2/17	Andrew Jones
Finance	2/2/17	Jenny Clayton
Portfolio Holder(s)	2/2/17	Councillor Stephen Cross
Consultation & Community Engagement		
N/A		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report seeks approval for a new dedicated full time Senior Planning Officer post in the Development Management Team within Development Services.

2. **RECOMMENDATIONS**

- 2.1 Members agree that the following post be added to the Council's permanent staffing establishment:
- a. Senior Planning Officer

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 At their meeting of 5 January 2017, Executive agreed to the permanent introduction of a pre-application charging scheme including the provision of an additional full time Senior Planning Officer post to undertake that role.
- 3.2 Prior to that, commencing in February 2016, the revised pre-application charging scheme was trialled in order to establish whether (i) that scheme is attractive to our customers in providing an enhanced pre-application advice service, and (ii) the income received is sufficient to fund an additional full time Senior Planning Officer post which is needed to undertake that work.
- 3.3 The purpose of the Executive report was to advise that the trial had been successful on both counts above and it therefore requested authorisation to adopt the scheme permanently and seek the additional post.

4. **Policy Framework**

- 4.1 **Fit for the Future** – Over the period of the trial of the revised pre-application scheme, the experience has been that this enhanced service has increased the quality of development schemes coming forward, contributing to the vision of making Warwick District a great place to live, work and visit as set out in the Sustainable Community Strategy.
- 4.2 The proposal is consistent with the Fit for the Future Programme as follows:
- Service: To Maintain and Improve Services* – the proposal will allow the Council to maintain a planning advice service of good quality.
- Money: Achieve and maintain a sustainable balanced budget* – the charges will enable the right level of resource to be available to provide the service at no additional cost to the Council.
- People: Engaged and Empowered Staff* – as it will help the Council to make sure it has the right staff in place and that they are appropriately supported and engaged to deliver the service.
- 4.3 **Impact Assessments** – It is anticipated that the permanent introduction of this enhanced service and the provision of an additional resource within the Development Management Team in that respect will assist with the appropriate provision of that service to all sections of the community.

5. Budgetary Framework

- 5.1 The budget necessary for running this scheme on a permanent basis needs to cover the cost of providing an additional staff resource within the development management team. The recruitment of a permanent member of staff will cost in total £43,000 per year and this is therefore the minimal level of income required to fund that cost.
- 5.2 At the current level of demand for pre-application advice, the income received from the revised scheme exceeds the costs of providing the service on a permanent basis such that should that pattern continue there is sufficient income in the longer term for the scheme to be self-funding.
- 5.3 When considering the appropriate level at which to set the charges for pre-application advice, officers were mindful of the need to ensure that there is full cost recovery whilst also setting charges at a level which encourages customers to access this service. In doing so, the proposed charges were benchmarked against the wide range of fees set by other Local Planning Authorities and were set at a level which falls broadly within the mid range of those charges.
- 5.4 It is intended that that the level of charges will be reviewed on a regular basis, including prior to October 2017 in time for the annual setting of the Council's schedule of fees and charges.

6. Risks

- 6.1 There is a risk that over future years, the level of income received may reduce such that the service is no longer able to be self-funding. However, given the income received over the trial period, and the nature and scale of the development proposals likely to be coming forward within the District in the foreseeable future, the likelihood of that being the case is considered to be low. The charges will in any case be reviewed annually.
- 6.2 Should Employment Committee not support the recommendation, there is no capacity to continue to offer pre-application advice without any increase in the resourcing available within the team. Such a position would result in lost opportunities to proactively influence development proposals at an early stage.

7. Alternative Option(s) considered

- 7.1 It is considered that the previous operation of this aspect of the development management service did not provide an appropriate level of customer service or contribute as effectively as it could to the delivery of increasingly good development across the District. For that reason, the only alternative to providing additional capacity within the team would be to cease providing any pre-application advice as there is no capacity to offer a free service.

8. BACKGROUND

- 8.1 Pre-application advice is a key element of the provision of a rounded and effective development management service.

- 8.2 The provision of such advice is important in providing developers with an appropriate steer as to the acceptability of their proposals prior to the submission of a planning application. It is also useful in identifying at an early stage, schemes where there is little or no prospect of success thereby potentially preventing significant expenditure on the part of an applicant directed at schemes which are not acceptable.
- 8.3 It is widely acknowledged that the benefits of effective pre-application services are generally welcomed within the development industry and that developers are willing to pay for that service subject to it being provided in a timely and transparent manner.
- 8.4 The successful implementation of this scheme relies upon additional staff resource within the Development Management Team. This will build in sufficient capacity to ensure that pre-application work is undertaken in a focussed and timely manner.
- 8.5 This approach was agreed on a trial basis by Executive for a year to establish whether the scheme is successful and whether the level of income derived will be such that in the longer term the scheme will become at least self-funded. If the scheme was not successful, then the alternative was to cease any pre-application advice as there is no capacity to offer a free service.
- 8.6 The outcome of that trial was that the income received exceeds that required to fund a permanent Planning Officer post to provide an appropriate level of resource to deliver this service in an effective manner on a permanent basis.