

Overview and Scrutiny Committee

Tuesday 28 June 2016

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 28 June 2016 at 6.00pm.

Membership:

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

Emergency Procedure

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

Agenda

1. Apologies and Substitutes

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

2. Declarations of Interest

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

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

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting held on 1 June 2016. **(To follow)**

4. **Comments from the Executive**

To consider a report from Democratic Services. **(Item 4/Page 1)**

5. **Waste Collection Update**

To consider a report from Neighbourhood Services. **(Item 5/Page 1)**

6. **Recruitment and Retention**

To consider a report from Human Resources. **(Item 6/Page 1)**

7. **An update on the pre-application charging regime for development proposals**

To consider a report from Development Services. **(Item 7/Page 1)**

8. **Task & Finish Group – Houses in Multiple Occupation (HMO's)**

To agree the membership of the Task & Finish Group.

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

To consider a report from Democratic Services. **(Item 9/Page 1)**

10. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 29 June 2016**

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

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

11. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

12. **Executive Agenda (Confidential Items and Reports) – Wednesday 29 June 2016**

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)

(*Denotes those items upon which decisions will be made under delegated powers, as previously granted by the Council).

Published on 20 June 2016

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 – 28 June 2016		Agenda Item No. <div style="text-align: right; font-size: 2em;">4</div>
Title	Comments from the Executive	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Service Area	Democratic Services	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	1 June 2016	
Background Papers	Executive Minutes – 2 June 2016	

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

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

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

1. Summary

- 1.1 This report informs the Committee of the response the Executive gave to their comments regarding the reports submitted to the Executive at the start of June 2016.

2. Recommendation

- 2.1 The responses made by the Executive are noted.

3. Reasons for the Recommendation

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

4. Alternative Option considered

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

5. Budgetary Framework

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

6. Policy Framework

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


7. Background

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

**Response from the meetings of the Executive on Overview and Scrutiny
Committee Comments 2 June 2016**

Items no.	5	Title	Fit for the Future Change Programme	Requested by	Labour Group
Reason considered	Members wished to scrutinise the Service Area Plans and Portfolio reports contained within the report looking at both past and planned performance, with particular interest in the Development Portfolio.				
Scrutiny Comment	The Overview & Scrutiny Committee noted the recommendations and wished to highlight to the Executive the need to monitor any recruitment and retention issues throughout the year to ensure that the Service Areas Plans can be delivered effectively.				
Executive Response	The recommendations in the report were approved.				

Items no.	7	Title	Tourism Update	Requested by	Labour Group
Reason considered	Members wished to scrutinise the risks and opportunities outlined in this report and to make observations about opportunities and priorities.				
Scrutiny Comment	The Overview & Scrutiny Committee supported the recommendations as they address the previous weakness of a lack of monitoring information and measurable objectives, and particularly welcomed the six monthly report to the Committee on the progress of the DMO's work.				
Executive Response	The recommendations in the report were approved.				

 Overview and Scrutiny Committee 1st June 2016		Agenda Item No. 5
Title	Waste Collection Service Update	
For further information about this report please contact	Gary Charlton, Contract Services Manager Gary.charlton@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	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	Not needed for update document

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	15 th June 2016	Bill Hunt
Head of Service	15 th May 2016	Rob Hoof
CMT		
Section 151 Officer	15 th June 2106	Mike Snow
Monitoring Officer		
Finance	15 th June 2016	Mike Snow
Portfolio Holder(s)	7 th June 2016	Cllr David Shilton
Consultation & Community Engagement		
None		
Final Decision?		No
Next steps will be dependent on the views of the Overview and Scrutiny Committee.		

1. **Summary**

- 1.1 The Overview and Scrutiny Committee have requested a review of the performance of the waste collection services, and whether there are any discernable patterns in relation to customer complaints.

2. **Recommendation**

- 2.1 That the Overview and Scrutiny Committee note this report, and form a view as to whether they wish officers to undertake any further investigations or actions.

3. **Reasons for the Recommendation**

- 3.1 The report set out the current level of performance in relation to a range of waste collection services as requested by the Overview and Scrutiny Committee.

4. **Policy Framework**

- 4.1 The recommendation in this report does not affect the Council's policy framework.
- 4.2 Waste collection services are provided by an external contractor and procured through a rigorous tender process in 2012, and commenced in April 2013.
- 4.3 Included within the scope of the waste collection contract are a range of service designed to meet the varying needs of the community, these include:-

Assisted collections for those residents who are unable to present or collect their waste receptacles from the edge of their property. There are approximately 2000 residents who currently receive this service.

Residents who have medical conditions that require clinical waste to be collected are provided with a free weekly service.

Residents receiving state pension or benefits can have bulky waste collected at a concessionary rate.

5. **Budgetary Framework**

- 5.1 The cost of providing waste collection services each year is approximately £2.1 million.
- 5.2 The Council receives an income from Warwickshire County Council of approximately £430k per annum through the recycling credit scheme

6. **Risks**

- 6.1 One of the main risks associated with waste collection services at present is the volatility of the market for recyclable materials. As part on the 2013 Contract Relet all the income from material sales was transferred to the contractor for a reduced tender price. The Council has therefore transferred this risk and protected itself from this financial impact.

- 6.2 The introduction of the National Living Wage has had a financial impact on the waste collection contractor, as general changes in legislation have to be accommodated by the contractor due to the terms of the contract. This has protected the Council against any increase in a cost as a result of this change.
- 6.3 The payment to the waste collection contract would normally be increased annually by RPI (Retail Price Index) to take account of inflation. Under the terms of the contract the Council pays RPI -1%, giving year on year savings.

7. Alternative Option(s) considered

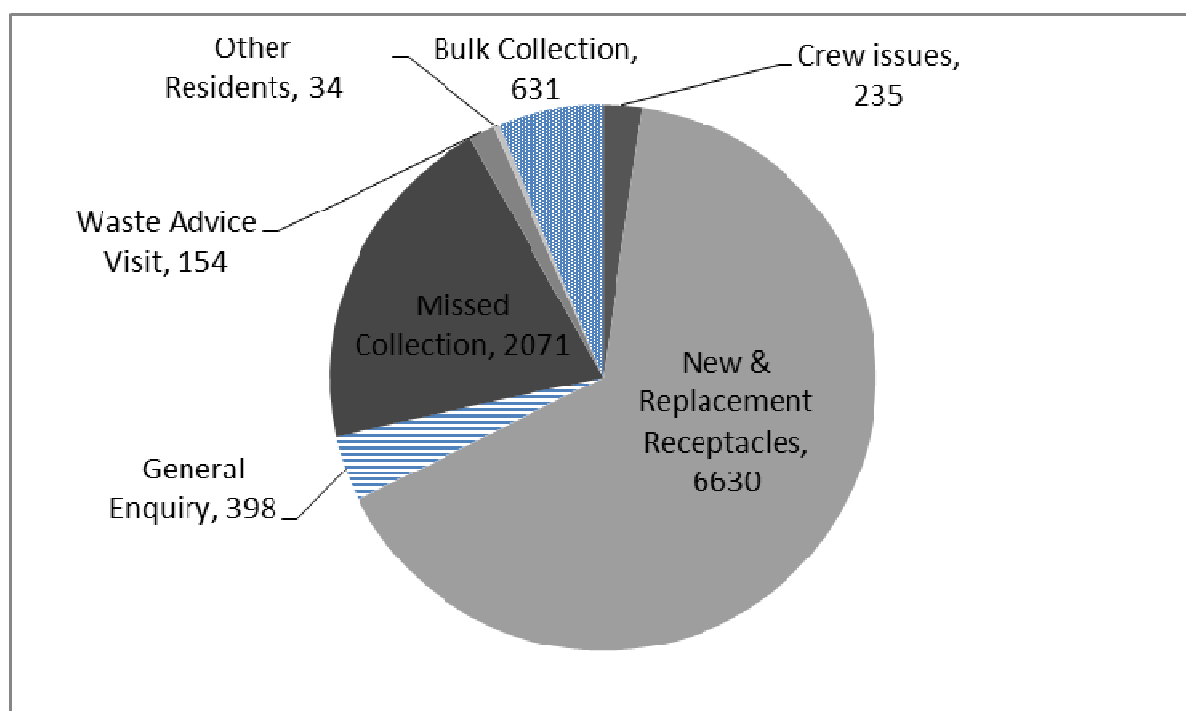
- 7.1 Not applicable due to the nature of this report.

8. Background

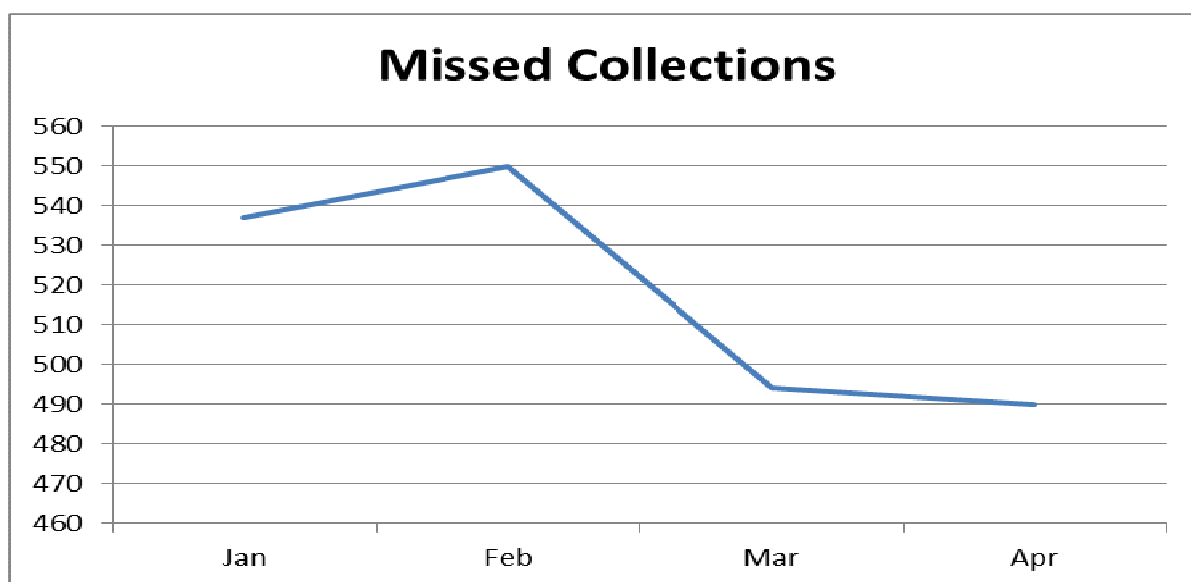
- 8.1 The Council carries out approximately 4.2 million waste collections per year which includes:-

Fortnightly collection of residual waste (grey bin)
Fortnightly collection of garden/food waste (green bin)
Weekly collection from properties unable to accommodate wheeled bins
Fortnightly collection of dry recyclables (boxes and bags)
Weekly collection of communal residual bins from flats
Alternating residual and comingled collections from flats
Comingled collection of recyclables from schools
Comingled collection of recyclables from bring sites
Collections of bulky household waste on request
Collection of commercial waste from Council buildings
Delivery of new and replacement waste receptacles on request

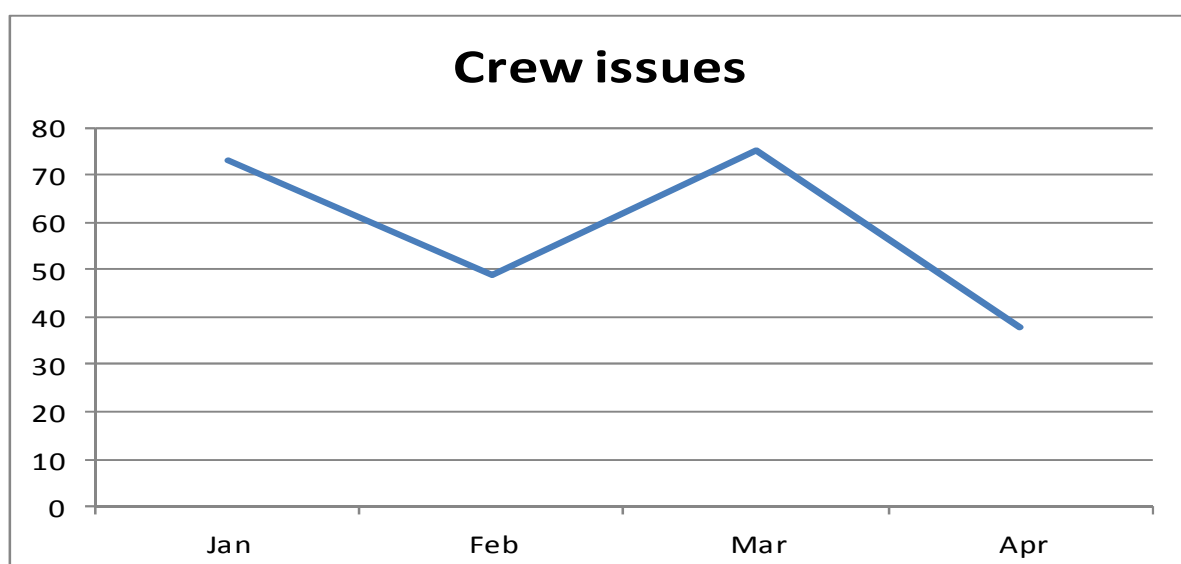
- 8.2 In the first four months of 2016 the Council has received just over 10,000 communications with customers in relation to waste collection services. The chart below shows the broad categories in which these fall.




- 8.3 The majority of these interactions have been in relation to new and replacement waste receptacles which are currently provided free of charge. There has been a significant increase in the number of requests for receptacles since the decision to implement a charging policy from June 2016.
- 8.4 Collection of household bulky items such as white goods, furniture etc. is carried out upon request from customers and is a chargeable service.
- 8.5 Waste advice visits are carried out by officers in Contract Services which involves home visits to advise customers how to recycle more and minimise the amount of residual waste going to landfill or incineration.
- 8.6 Officers also investigate complaints about other residents who are not managing their waste correctly and having an impact on the local area. This is approached in a supportive educational way, with enforcement seen as a last resort.
- 8.7 General enquiries include a variety of issues including advice about the range of services provided, days of collection, issues with waste capacity, information on recycling etc.
- 8.8 Missed collections refer to any of the waste services that were not collected on the scheduled day. These will either be a single incident or on occasions a missed collection on more than one occasion. Missed collections are normally seen as a failure by the contractor although there are a number of occasions where receptacles are reported as not being presented at the required time or in the correct place. There are also issues outside of anyone's control such as road works, parked cars restricting access, road closures, services etc. As it is very difficult to establish whether the failure is due to the customer or contractor the focus is put on rectifying the issue as quickly as possible. The Waste Collection Contract allows for problems such as this and stipulates that missed collections are rectified within 24 hours irrespective of who is at fault. This avoids lengthy arguments with customers or contractors and ensures that there is a positive outcome when these day to day issues occur. To put missed collections into context they make up 0.15% of the collections carried out each year.
- 8.9 The Council works closely with the waste collection contractor to try and minimise the number of missed collections and to investigate where there are regular problems with a particular property. There is not any specific pattern, although since Christmas there has been a steady decline in the number of missed collections over the first quarter of 2016.



- 8.10 Crew issues relate to the qualitative aspects of the service such as spillage during collections, receptacles not being placed back correctly or the general attitude of the operatives. This is an area of the service where there has been a lot of work in recent months in conjunction with the Council's waste collection contractor.
- 8.11 Client Officers and Contract Supervisors carryout weekly joint inspections, health and safety checks, hold monthly formal contract meetings, and are in daily contact with each other. Any issues are reported to the Head of Service and the Portfolio Holder on a weekly basis. In addition to this an annual Partnership Board meeting held with the contractors Regional Senior Management Team, Senior WDC Managers and the Portfolio Holder. These meetings are held to give an overview of the key issues affecting the delivery of the contract and to raise any concerns relating to the quality of service being provided. Recent meetings have focused on concerns relating to the quality of service and the need to take appropriate disciplinary action where operatives are not delivering the service as expected.
- 8.12 It is too early to say whether this has been successful as issues relating to service quality have fluctuated over the last 4 months.



- 8.13 To put this into context there is one reported crew issue reported for every 10,000 collections. There may of course be residents dissatisfied with the quality of service who do not report issues to the Council, although this is difficult to quantify. In previous years customer satisfaction surveys were carried out to ascertain resident's views across a number of services, however these no longer take place.
- 8.14 Apart from the day to day issues identified there are times when the service can suffer major disruption. This is mainly in periods of bad weather such as snow or ice when collections have to be rescheduled on mass, and contractors catching up by working longer hours or on Saturdays.
- 8.15 Christmas can also cause problems when scheduled collection days are moved to take account of contractors not working on Christmas Day, Boxing Day or New Year's day, although they do work on all other Bank Holidays. Problems mainly occur when collections are brought forward as this disrupts resident's normal routine. Bin hangers are placed on every wheeled bin prior to Christmas to notify them of the changes; however this is not always successful at getting the message across. Other methods are currently being looked at to try and improve the communications when collection days need to change.
- 8.16 Other service enhancements currently being investigated with the waste collection contractor is the use of in-cab technology, and integrating client back office IT systems. This would allow real time reporting of issues, 360 degree camera coverage on vehicles, ability to view collections in operation, route maximisation, details of specific collection requirements and driver behaviour.

 Overview and Scrutiny Committee 28th June 2016		Agenda Item. 6
Title	Recruitment and Retention	
For further information about this report please contact	Tracy Dolphin HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926 456350	
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	None	
Background Papers	None	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality & Sustainability Impact Assessment Undertaken	Yes/No Update report, no decision to be made

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	15.6.16	Chris Elliott/Bill Hunt
Head of Service	15.6.16	Chris Elliott
CMT		As above
Section 151 Officer	15.6.16	Mike Snow
Monitoring Officer		Andy Jones
Finance	15.6.16	Mike Snow
Portfolio Holder(s)		Cllr Andrew Mobbs
Consultation & Community Engagement		
Consultation has taken place with CMT and representatives of the People Strategy Steering group to inform the content of this report		
Final Decision?		N/A
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 A request was made by this committee for further information on Recruitment and Retention.

The report sets out the policies and procedures the Council operates relating to recruitment and retention of staff and highlights further actions that have been identified to ensure that the Council is fit for purpose and able to deliver its services efficiently and effectively, with the right people, in the right place, at the right time. The implementation of these further actions will be reviewed in line with changing organisational needs and the impact of legislative and external factors.

2. **RECOMMENDATION**

- 2.1 That Overview and Scrutiny Committee note the report and the improvement actions currently being considered.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 A range of options are currently being explored in relation to recruitment and retention within the organisation. This report provides an update for Members of the Overview and Scrutiny Committee and addresses the queries raised at previous meetings. It should be noted that these areas are inter-related in many respects and the work currently underway is taking a holistic view when considering actions for the future

In order for members to understand the context of this report it should be noted that the existing workforce of the Council comprises a current "full time equivalent" of 462 staff, a reduction of 12% from 2010/11 (at the point that Fit For the Future was launched). Further management information related to recruitment and retention can be found in Appendix 1.

3.2 **Recruitment**

- 3.2.1 When a vacancy occurs, the existing recruitment process requires the relevant Service Area/HR to consider the following:

- Does the role need to be replaced like for like or are there other options? e.g. fixed term, secondment, apprenticeship, part-time or be included in other roles.
- What scope is there to review other posts within the Service Area? Are there interim arrangements that can be made?
- Are there other budget/service area issues to be considered? (Finance support this area)
- Can the role be replaced on a temporary basis to cover peaks/troughs rather than permanently?

The vacancy is then reviewed and agreed by CMT prior to being forwarded to any staff 'at risk'. This is to ensure our redeployment policies are adhered to and that we can, where possible, re-employ staff into other roles with training and development supporting them where necessary.

- 3.2.2 If there is no appropriate match from those "at risk", the vacancy is advertised internally. Roles that are not recruited internally are advertised externally on the WDC website. Dependant on the nature of the vacant post the following job

sites may also be utilised: Jobs Go Public, Leamington Courier, Indeed.co.uk. Bespoke advertisements may also be placed dependent on the role and tend to be used in the case of professional posts with a specialist market which require a wider geographical range and a more targeted recruitment process. Use is also made of our links with Warwickshire College where apprenticeships or junior roles are identified.

3.2.3 Agencies are utilised for short term/maternity/planned or peak work. We review these roles and costs regularly and have reduced our reliance on agency from £841,000 in 2013/14 to £301,263 in 2015/16 and numbers of agency staff falling from 32 staff to 9 during that period. Where a role cannot be filled by our agency framework (Comensura) there is the opportunity to target more specialist agencies. We will continue to monitor and review the impact of using agencies in 16/17 where specific areas are being challenged.

3.2.4 There is a robust system in place prior to the interview of potential candidates. All Managers must have participated in the Recruitment & Selection training programme to be able to shortlist and interview for roles advertised. New starters attend a Corporate Induction and initiation programme to their own Service Area.

The HR team work across the Council to support Service Areas throughout the recruitment process. In doing so they are able to identify any areas of concern which may arise in the recruitment process. It has been identified that a number of recruitment challenges currently exist across the organisation:

- Recruiting to professional/specialist roles. It should be noted that in some cases this is a national issue, not just local and is not specific to the public sector.
- In Service Areas where significant restructures are taking place, lack of job security can make recruitment difficult.
- There is an ongoing challenge in terms of effective "succession planning". This is reviewed as part of the Service Planning process with the aim to plan ahead and ensure there is resilience. However, effective succession planning has become more challenging as the organisation faces increasing pressures and less capacity for sharing of specialist knowledge and skills.

3.3 **Retention**

3.3.1 The Chartered Institute of Personnel & Development (CIPD) highlights that employees resign for many different reasons. Sometimes it is the attraction of a new job, promotion or other motivation that 'pulls' them. On other occasions they are 'pushed' to seek alternative employment e.g. as a result of dissatisfaction in their present jobs or lack of career opportunities. The move might be prompted by a combination of both 'pull' and 'push' factors.

In some organisations employee turnover consists of people resigning or being dismissed in the first few months of employment. Research has shown that even when people stay for a year or more, it is often the case that their decision to leave is taken in the first weeks of employment. Poor recruitment and selection decisions, both on the part of the employee and employer, are usually part of the issue, along with inadequately designed or non-existent induction programmes. It is an important area to note that expectations can be raised too high, leading people to compete for and subsequently to accept jobs for which they are in reality unsuited.

- 3.3.2 As highlighted in 3.2.4 there is a positive recruitment and induction process that exists within the organisation. A probationary period with regular reviews ensures the 'right fit' from the perspective of both WDC and the employee.
- 3.4. **Data & Analysis** - An overview of Recruitment and Retention data and analysis can be found as Appendix 1.
- 3.5 **Ways to improve and actions to be considered for the future:**
- a) Further analysis of leaver information and where possible learn from this data to manage staff turnover.
 - b) Undertake a benchmark exercise of salary ranges paid by other local authorities for critical/specific roles.
 - c) To develop and promote the 'Employer of Choice' brand, endorsing existing benefits of working for this Council to new and existing staff.
 - d) Explore the range of options for expanding benefits/reward schemes:
 - Work/life balance strategy
 - Salary Sacrifice schemes
 - Employee discount scheme
 - Internal Award scheme
 - Honorariums
 - e) Review how we could use social media effectively for advertising jobs: Twitter; Facebook; LinkedIn and our external website for rolling recruitment.
 - f) Development of more generic job descriptions/person specifications for those roles that do not require specialist knowledge with the aim to standardise descriptors and not ask for 'specific' experience which can rule out a significant section of the market e.g. school leavers or graduates. Expand and investigate further Graduate, Apprenticeships, Traineeships and Career grade Schemes, (at present we have 3 apprentices and a range of career graded/development posts which are examples of how we 'grow our own').
 - g) Investigation of how learning and development can be linked to recruitment e.g. offering access to a professional qualification as part of the recruitment package to ensure the opportunities to work within the Council are more attractive to potential applicants.
 - h) Review external recognised accreditations to support how we benchmark ourselves against other organisations. Previously WDC have used the "Investors in People" and "Best Councils" schemes.
 - i) Undertake training for managers across the Council to ensure effective Job Descriptions/Person Specifications are produced.
 - j) Promote the Health and Well-being agenda to support/signpost staff e.g. for those who may be under pressure for work/non work related issues.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

The Council has adopted Fit for the Future (FFF) as its strategic approach to dealing with the challenges facing the Council. FFF is a programme which seeks to deliver benefits in three areas; People, Service, Money. The actions identified within this report are consistent with all three strands but particularly in relation to the People strand (People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular). As the Council's Change Programme seeks to deliver the

necessary savings and efficiencies we must ensure we have the necessary processes and policies in place to reinforce effective and robust recruitment and retention to support those changes.

5. BUDGETARY FRAMEWORK

- 5.1 As this is an update report there are no direct budgetary implications to the recommendation. Any financial impact resulting from the implementations of the actions noted in this report will be reported through the normal channels with reports to the Executive at an appropriate time.

6. ALTERNATIVE OPTION(S) CONSIDERED

- 6.1 None considered

7. RISKS

- 7.1 There is significant risk to the achievement of key priorities in the Council's Fit for the Future Change Programme and People Strategy if we don't recruit and retain an appropriate workforce.
- 7.2 There is potentially an impact on our ability to deliver quality services if we can't competitively recruit and retain critical posts.
- 7.3 Our reputation as a good employer within the district and wider area may be brought into question.
- 7.4 Potential impact on the reduction in experience/knowledge/skills on existing resources and capacity.
- 7.5 On reviewing our existing processes relating to recruitment and retention it is important to note that any actions implemented to address these specific areas could have a resource implication across the Council.

8. BACKGROUND

- 8.1 The Council's People Strategy comprises of 6 key themes that are aligned to the Fit for the Future programme. Consequently the Strategy operates within the context of budget pressures, increasing expectations from our customers and changing demand from many sources including central government. The themes are constantly evolving and are reviewed regularly to ensure they are fit for purpose:

- Leadership and Organisational Development
- Workforce Planning and performance
- Equality and Diversity
- Learning and Development
- Communications, Involvement and Engagement
- Employee Well-being, Reward and Recognition

The purpose of the People Strategy is to support the Council's FFF programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires.

- 8.2 Incorporated within the Council's People Strategy are the following priorities which all relate to how we recruit and retain our staff:
- Employing people in the most cost efficient manner through effective marketing and advertising; controlling the use of agency staff; reviewing the recruitment process and managing probationary periods.
 - Managing people fairly and equitably through setting objectives, targets and expected behaviours; recognising achievement and addressing capability and conduct issues. We need to build on our employment benefits package by developing a 'total reward package', which will create a stronger employment brand, supporting our aim to become an 'Employer of Choice'.
 - We need to review how we evaluate roles to allow for a flexible workforce.
 - Training and developing people to embrace change both within their current jobs and in future ways of working and delivering services. We need to align development activity towards required business outcomes and provide a healthy work place that values diversity.
 - Involving people in the way their work is organised in order to develop improved processes that lead to greater efficiencies and customer satisfaction. We need to ensure that our existing good practice is applied consistently in all parts of the organisation.
 - Planning the structure of the organisation and workforce to provide the right number of people with the right skills/knowledge and attitudes at the right time. We need to make best use of the Digital Transformation agenda to support our people processes.
 - Leading organisational change and development in an open, transparent and engaging way. We need to develop our leadership style, capability and culture so that it supports our ambition to be a high performing council.
 - Communicating and engaging with people in honest and accessible ways that allow everyone to understand what the Council is trying to achieve and how to play their part in it.
- 8.3 There is a potential impact with recruitment and retention with the way the Council has chosen to adopt the National Living Wage Foundation. The effect of this has reduced the differentials on grades which will increase year on year if we don't address. This is a national not just a local issue.
- 8.4 To ensure appropriate governance, the areas covered in this report are currently included as part of the People Strategy Action Plan which is reviewed and monitored by Senior Management Team/Joint Communication Forum/Members Trade Unions Panel and the People Strategy Steering Group/Employment Committee, on a quarterly basis. The outcomes of this report will be reported back through these groups/forums.

Appendix 1 - Management Information

1. Annual Management Information

MANAGEMENT INFORMATION – ANNUAL	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015-2016	Comments
FTE	530	507	466	467	458	462	Reduction of 12% overall from 2010/11(FFF)
Staff Turnover	8.14%	9.09%	13.85%	9.7%	17.23%	10.71%	Increased by 2.57% from 2010/11 (FFF)
Overall Local Government Turnover	12.6%	13.2%	13.2%	10.1%	14.9%	awaiting data	Source: CIPD or Xpert HR Turnover Surveys - for calendar years, not financial years
Agency Fees	£327,192	£495,660	£735,247	£841,296	£634,044	£301,263	Data from Comensura

2. Turnover 2015-2016

No of Leavers:

- 58 (48 voluntary, 10 involuntary e.g. dismissal, end of contract, redundancy)
- Out of the 48 voluntary leavers, 38 resigned and 10 retired

Summary of Information:

I. Breakdown of resignations in Service Areas

Service Area (out of the 38 who resigned)	Total	Comments
Housing & Property Services	12	(including 4 in Housing Advice and 6 in Warwick Response) Career Move 5, Role not Suitable 3, Health 3, 1 transferred to Casual staff
Cultural Services	6	Career Move 4, Role not suitable 1, Relocation 1
Development Services	6	(including 3 Senior Planning Officers) Career Move 3, Move to perm role 1, Unhappy in role 1, Maternity 1
Chief Executive Office	4	Career Move 3, Move to perm role 1
Finance	4	(including 2 Apprentices) Career Move 2, Role not suitable 2
Neighbourhood Services	4	Role not suitable 3 (all Rangers), Career Move 1
Health & Community Protection	2	Career Move 1, Unhappy with Organisation Change 1

II. Reasons for leaving

Reasons (out of the 38 who resigned)	
Career Move	19 (9 specifically cited money as a reason for leaving)
Role not Suitable	11 (either by WDC or individual)
Move to Permanent Role	2
Unhappy with Organisational Change	1
Health	2 (not returned from long term sick and resigned)
Unhappy in role	1
Non Return Post Maternity	1
Relocation	1
Transferred to Casual Staff	1

III. Length of Service

Length of Service (out of the 38 who resigned)		
>1 yr	8	Role not suitable 5, Career Move 2, Unhappy in role 1
1- 2 yrs	15	Career Move 7, Role not suitable 5, Career Move 2, Unhappy in role 1
3 - 5 yrs	4	Career Move 3, Health 1
6 – 10 yrs	7	Career Move 5, Health 1, Transferred to Casual staff 1
11 – 15 yrs	4	Career Move 2, Unhappy with organisational changes 1, non-return from maternity leave 1
16 yrs +	0	
- 62% of those resigning had between 0 and 2 yrs service (NB: CIPD 2009 survey shows 48% of people leaving organisations for all reasons, did so within 2 yrs)		


3. Recruitment

	Snapshot of live vacancies (at 15.6.16) = 31	Vacancies filled in last 12 months = 56	Current agency staff (at 15.6.16) J = 10
Cultural Services	19	24	1
Development Services	5	2	4 (Planning)
Housing & Property Services	4	14	1
Finance	1	4	1
Neighbourhood Services	1	9	1
Chief Executives Office	1	3	2
Health & Community Protection	0	0	0

4. Analysis & Summary

- a) Staff turnover has been mainly on a par with overall local government turnover for the last 6 years. In 2014/2015 there were a number of restructures within WDC resulting in more leavers that year than average. Turnover was low in 2010/11 compared with overall local government turnover.
- b) The amount of staff resigning in the last year with 0-2 yrs service represented 62% of those resigning. Research (CIPD) shows that nearly 50% of staff leaving organisations do so within 2 years.
- c) The analysis of the data overall represents no significant concern related to staff turnover, however, there are certain areas of the organisation where staff turnover has increased in recent years and is triggering operational difficulties. As examples these areas are in: Cultural Services (Leisure Centres), Development Services (Senior Planning Officers) and Housing & Property Services (Housing Advice and Warwick Response).
- d) This is reflected in the number of “live vacancies” within the Council. Cultural Services, Development Services and Housing & Property Services currently have the largest number of live vacancies. Development Services also has the highest number of vacancies covered by Agency staff.
- e) Some examples of “hard to recruit” vacancies in these areas are:
 - Cultural Services - Leisure Centre Staff, Receptionists, Front of House staff and Theatre/Art Gallery specialists.
 - Development Services - Professional officers in planning and building control
 - Housing & Property Services – Income Recovery, Warwick Response, Property Maintenance, Surveyors and Housing AdviceOther examples include:
 - Neighbourhood Services – Rangers and Business Support Officers
 - Finance - Benefits Assessors and Procurement staff
 - Health & Community Protection – Senior Managers
- f) Recruitment to administrative roles across all services have proved difficult, we are reviewing this in line with other actions

This information relates to the ways to improve and actions to be considered in the O & S Report (3.5)

 Overview and Scrutiny Committee: 28 June 2016		Agenda Item No. 7
Title	An update on the pre-application charging regime for development proposals.	
For further information about this report please contact	Gary Fisher	
Wards of the District directly affected	All wards	
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: 14 January 2015 and I July 2015.	
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)	Yes
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
CMT	17/6/16	
Head of Service	17/6/16	Tracy Darke
Section 151 Officer	17/6/16	Mike Snow
Portfolio Holder(s)	17/6/16	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 The purpose of this report is to update the committee on progress with the introduction and operation of a chargeable pre-application advice scheme.

2. **Recommendation**

- 2.1 That the Committee notes the content of the report.

3. **Background**

- 3.1 Pre-application advice is a key element of the provision of a rounded and effective development management service.
- 3.2 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.
- 3.3 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.
- 3.4 The successful implementation of a pre-application charging 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.
- 3.5 This approach was agreed on a trial basis by Executive last year in order 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 is not successful, then the alternative is to cease any pre-application advice as there is no capacity to offer a free service, and when this was previously the case, the service was poor as there was no capacity with the current level of staffing.
- 3.6 In order to assist Members in considering this report, the scheme itself has been reproduced at Appendix 1.
- 3.7 Members are asked to note that the charging schedule operates on a sliding scale reflecting the complexity and scale of development proposals and that the level of charging proposed was carefully considered taking into account the wide range of charging schedules currently operated across the country and within the sub region.
- 3.8 Members will also note that the scheme includes a number of exemptions to the requirement to pay for pre-application advice, including works relating to householder proposals; for small locally based charities; Housing Associations and development relating to employment proposals. As part of this approach, we are providing an enhanced service free to householders by way of the provision of a weekly drop in service for customers.

- 3.9 The operation of the pre-application service commenced in February 2016 which Members may be aware was later than had been anticipated. This was primarily as a result of difficulties experienced in recruiting an Officer on a temporary basis for the trial period. Unfortunately the officer recruited was not suitable and the contract was terminated after 3 months. Another officer has now been recruited.

4. The Current Position

- 4.1 The pre-application scheme has now been in operation for over 4 months and whilst it remains at a relatively early stage of implementation, notwithstanding the difficulties that have been experienced in recruitment, by way of this update, there are a number of observations which can be highlighted for the committee.
- 4.2 The close monitoring of the number and type of pre-application requests received has identified that relative to the corresponding period for the previous year, that number has reduced. It is likely that this reduction in the main relates to the loss of those requests which previously came forward on a more speculative basis as a consequence of the availability of free advice to all potential applicants.
- 4.3 That reduction might also be partly explained by the successful operation of the weekly free householder drop in sessions which are now offered. Over that period this service has provided a total of 170, 15 minute slots during which advice, which previously might have been sought as a more formal pre-application request is now provided to applicants and their agents in a more flexible way.
- 4.4 It has also become increasingly clear that, as expected the majority of potential applicants and developers are willing to pay for pre-application advice subject to it being provided in a timely and comprehensive manner. Whilst the difficulties that have been experienced in recruitment have meant that the provision of such an effective service has at times been challenging, to date, no concerns have been raised about the operation of the revised pre-application service. Indeed, there are an increasing number of instances where following the initial provision of advice, potential applicants have worked up their schemes in more detail and been prepared to pay again for further such advice in respect of the revised proposals.
- 4.5 Whilst the rate at which pre-application requests are received can vary significantly from week to week and month to month, since the commencement of the charging scheme just over 4 months ago, the income received to date is £16,000.
- 4.6 At this relatively early stage, it is difficult to predict whether that trend and level of income will continue on an on-going basis, however, were that to be the case, the level of income received would be likely to be sufficient to fund a permanent Planning Officer post in order to provide an appropriate level of resource to continue to deliver this service in an effective manner.

5. The Next Steps


- 5.1 It is proposed that the trialling of this service continues over the next 6-8 months in order to continue to establish with as much clarity as possible, the level of pre-application work and income being received over that longer period to inform the further consideration of the ability to, and appropriateness of continuing this service on a permanent basis.
- 5.2 It is intended that a further report will then be made to Executive which will either recommend that the service be continued on a permanent basis, or should the level of work and income not be sufficient to sustain that approach, be discontinued and pre-application advice no longer provided.

Appendix 1

Warwick District Council Pre-Application Service Charges

Tier 1: Self service advice via the WDC website: No charge.
Tier 2A: Request for a written response as to whether planning permission is required. Fee of £35 for a written response.
Tier 2B: Request for a written response as to the acceptability of a minor proposal: Fee of £50 for householders or £150 for other proposals.
Tier 2C: Provision of verbal advice at the Development Management/Building Control householder drop in session: free of charge.
Tier 3: Provision of pre-application advice for small scale non-householder proposals which do not fall with tiers 4 – 6: Fee of £150 per meeting or written response; or £300 for both.
Tier 4: Provision of pre-application advice for proposals which fall within the “minor” development category: i.e. residential proposals of 1-9 dwellings or involving a site area up to 0.5 ha; commercial proposals involving less than 1,000 sq m of floor space or a site area of less than 1 ha: Fee of £300 per meeting or written response; or £600 for both.
Tier 5: Provision of pre-application advice for proposals which fall within the “small scale major” development category: i.e. residential proposals of 10 – 199 dwellings or involving a site area of 0.5 - 4 ha; commercial proposals involving between 1000 and 9999 sq m of floor space or a site area of 1 -2 ha: Fee of £600 per meeting or written response; or £1200 for both.
Tier 6: Provision of pre-application advice for proposals which fall within the “large scale major” development category: i.e. residential proposals of 200 or more dwellings or involving a site area of 4 ha or more; commercial proposals involving 10000 sq m or more of floor space or a site area of 2 ha or more: Fee of £900 per meeting or written response; or £1800 for both.

1. All fees are inclusive of VAT
2. A fee will not be charged for advice relating to proposals which:-
 - are brought forward by small charitable organisations that are based within Warwick District;
 - are submitted by or on behalf of Housing Associations;
 - assist disabled people: for example, proposals involving modifications to make a house more accessible or user friendly.
 - which require Listed Building consent (not including redevelopment schemes where the work to a Listed Building is part of a wider proposal).
 - are for employment development falling within the B use class.

 Overview and Scrutiny Committee – 28 June 2016		Agenda Item No. <div style="font-size: 2em; float: right;">9</div>
Title	Review of the Work Programme & Forward Plan	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Service Area	Democratic Services	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	1 June 2016	
Background Papers		

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

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

1. **Summary**

- 1.1 This report informs the Committee of its work programme for 2016/2017 (Appendix 1) and of the current Forward Plan June 2016 to August 2016 (Appendix 2).

2. **Recommendations**

- 2.1 The report be noted;
- 2.2 Any amendments suggested at the meeting for the Work Programme, be made accordingly;
- 2.3 The Committee to identify any future Executive decisions to be made, or future policies to be adopted, which members wish to have an input into before the Executive take the decision, and either:
 - 1. nominate one member to investigate that future decision/policy and report back to a future meeting of the Overview and Scrutiny Committee, before the final report is submitted to the Executive.
 - 2. request an officer report to be submitted to a future meeting of the Overview and Scrutiny Committee, before the final report is submitted to the Executive.

3. **Reasons for the Recommendations**

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

4. **Policy Framework**

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

5. **Budgetary Framework**

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

6. **Risks**

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

7. **Alternative Options Considered**

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

8. **Background**

- 8.1 There are five main roles of overview and scrutiny in local government. These being:
- Holding to account
 - Performance management
 - Policy review
 - Policy development
 - External scrutiny
- 8.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 8.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 8.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 8.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 8.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 8.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 8.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report

detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.

- 8.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.

**Overview and Scrutiny Committee
Work Programme 2016**

26 July 2016

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Scrutinise performance of current arrangements for Aids and Adaptations Services (Forward Plan Ref 776)	1 June 2016	Written report	Abigail Hay	N/A	Consider if further updates are required.	26 July 2016
T&F Groups' Updates		Verbal reports	TBA	T&F Gp – off-street parking charges review – Councillors Quinney (Chairman); Ashford, Boad, Mrs Cain, Day Mrs Stevens.	Every Meeting until...	...T&F Group work completed
To note the minutes of the Health Scrutiny Sub-Committee meeting 5 July 2016					Following next Health Scrutiny Sub-Committee Meeting	On-going

31 August 2016

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
How HS2 planning applications will be processed.	1 June 2016	Verbal Update	Tracy Darke			31 August 2016
Phase 2 Leisure Development in Kenilworth	1 June 2016	Verbal Update	Rose Winship			31 August 2016
T&F Groups' Updates		Verbal reports	TBA	T&F Gp – off-street parking charges review – Councillors Quinney (Chairman); Ashford, Boad, Mrs Cain, Day Mrs Stevens.	Every Meeting until...	...T&F Group work completed
To note the minutes of the Health Scrutiny Sub-Committee meeting 24 August 2016					Following next Health Scrutiny Sub-Committee Meeting	On-going
Holding Portfolio Holders to account – Development Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Cross		Late Aug/Early Sept 2017	Annually

27 September 2016

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Creative Quarter Update	1 June 2016	Verbal Report	Phillip Clarke/Bill Hunt			
L/Spa Town Centre Vision Update	1 June 2016	Verbal Report	Phillip Clarke			
T&F Groups' Updates		Verbal reports	TBA	T&F Gp – off-street parking charges review – Councillors Quinney (Chairman); Ashford, Boad, Mrs Cain, Day Mrs Stevens.	Every Meeting until...	...T&F Group work completed
Shakespeare's England	Request from Report Author	Written Report	David Butler		March 2017	September 2019
Holding Portfolio Holders to account - Finance	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Whiting		Late Sept / Early Oct 2017	Annually
Outside appointments Report – Annual statement of the work undertaken by the Body	Standing Annual Item	Written report	Lesley Dury		Late Sept / Early Oct 2017	Annually

1 November 2016

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
T&F Groups' Updates		Verbal reports	TBA	T&F Gp – off-street parking charges review – Councillors Quinney (Chairman); Ashford, Boad, Mrs Cain, Day Mrs Stevens.	Every Meeting until...	...T&F Group work completed
An update on the pre-application charging regime for development proposals	Executive 1 July 2015 – Minute 9	Written report	Tracy Darke/Gary Fisher		March 2017	Every three months
Holding Portfolio Holders to account – Cultural Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Coker		Late Oct / Early Nov 2017	Annually

29 November 2016

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Holding Portfolio Holders to account – Housing & Property Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Phillips		Late Nov / Early Dec 2017	Annually
Scrutiny of South Warwickshire Crime and Disorder Partnership	Mandatory	Verbal briefing and discussion	Pete Cutts		Late Nov / Early Dec 2017	Annually
To note the minutes of the Health Scrutiny Sub-Committee meeting 22 November 2016					Following next Health Scrutiny Sub-Committee Meeting	On-going

4 January 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Interim Update HQ Relocation – outcome of Phase 1	1 June 2016	Verbal Report	Bill Hunt/Phillip Clarke			4 January 2017
Health Scrutiny – Review of the work undertaken by the Sub-Committee since inception and decide whether to continue with the sub-committee.		Written Report	Chairman of Health Scrutiny Sub-Committee			4 January 2017
Holding Portfolio Holders to account – Health & Community Protection	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Grainger		January 2018	Annually

7 February 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Letting Boards – Update against the position 12 months ago and the trend	9 February 2016	Report / Q & A	Rajinder Lalli			7 February 2017
Waste Container Charging Review – In light of monitoring of figures of numbers of bins/boxes bought / supplied and whether recycling has increased/decreased	9 February 2016	Report / Q & A	Councillor Shilton			7 February 2017
Holding Portfolio Holders to account – Neighbourhood Services	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Shilton		February 2018	Annually
To note the minutes of the Health Scrutiny Sub-Committee meeting 17 January 2017					Following next Health Scrutiny Sub-Committee Meeting	On-going

7 March 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		September 2017	September 2019
Holding Portfolio Holders to account – Business	Standing Annual Item	Written report followed by Q&A at meeting	Councillor Butler		March 2018	Annually

4 April 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Update from the Leader of the Council on his corporate and strategic leadership	Standing Annual Item	Verbal report followed by Q&A at meeting	Councillor Mobbs		April 2018	Annually
Procurement – 12 month review of the impact of the changes to the Code of Procurement Practice	April 2016	Report	John Roberts			
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	Written Report	Lesley Dury		April 2018	Annually
Children's Champions – End of Year Report	Standing Annual Item	Written Report	Bill Hunt		April 2018	Annually
To note the minutes of the Health Scrutiny Sub-Committee meeting 15 March 2017						

TBA

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
CWLEP update	30 June 2015	Verbal Report	Councillor Mobbs		BH to provide a copy of the Board Meeting Dates to LD	Quarterly if an update is available
Housing Strategy 2014-2017	February 2016		Andy Thompson		TBA once the changes to the Act have been published.	
Council Development Company (Forward Plan Ref 727)	February 2016		Andy Thompson		A report cannot be brought forward until housing futures and changes to the Housing and Planning Act have been completed	
Local Plan Infrastructure Delivery Plan	30 June 2015	Report	Tony Ward/Dave Barber			Quarterly Update once the Local Plan has been agreed.

Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Report	Councillor Coker			
National Association of Councillors Report – and decide if further action required.	November 2015	Report	Councillor Coker			

First meeting of each Municipal Year

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

September 2017

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		March 2018	September 2019

March 2018

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Shakespeare's England	Request from Report Author	Written Report	David Butler		September 2018	September 2019

September 2018

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

March 2019

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

September 2019

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



FORWARD PLAN

Forward Plan June 2016 to August 2016

COUNCILLOR ANDREW MOBBS
LEADER OF THE EXECUTIVE

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

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

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

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

(813)

Section 1 – The Forward Plan June 2016 to August 2016

Topic and Reference	Purpose of report	If requested by Executive –date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
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29 June 2016

Rural Urban Community Initiative Scheme applications (Ref 761)	Consider applications for Rural and Urban Initiative Grant application for Leamington Netball Club		Executive 29/6/2016	21/6/2016	Jon Dawson Cllr Whiting	
New Rent Arrears Policy (Ref 748)	To seek approval of new rent arrears policy for WDC Council Tenants		Executive 6/4/2016 Executive 02/06/16 Reason 1 Reason 1 29/6/2016	21/6/2016	Jacky Oughton Cllr Phillips	
Improved Fire Alarm Systems – Sheltered Housing (Ref 784)	To request approval to further upgrade fire alarm systems in sheltered housing		Executive 2/6/2016 Reason 1 29/6/2016	21/6/2016	Jacky Oughton Cllr Phillips	
Funding of repairs to Leamington multi-storey car parks (Ref 796)	To propose how the identified repairs to St. Peters and the temporary repairs to Covent Garden car parks are funded		Executive 2/6/2016 Reason 1 29/6/2016	21/6/2016	Gary Charlton Cllr. Shilton	
Risk Based Verification (Ref 812)	Seek approval for using Rsk Based Verification for Benefits Claims		Executive 29/6/2016	21/6/2016		

Exercise of delegated powers: electrical Maintenance Contract (Ref 785)	To request an exemption to the Code of Procurement To advise Executive of the use of delegated powers to authorise an exemption to the Code of Procurement Practice		Executive 29/6/2016	21/6/2016	Matt Jones Cllr Phillips	
WDC Enforcement Policy appendix: Regulatory Section of Health and Community Protection (Ref 789)	To recommend to Council WDC Enforcement Policy appendix: Regulatory Section of Health and Community Protection		Executive 29/6/2016	21/6/2016	Marianne Rolfe Cllr Grainger	
Proposed Acorn Close housing development scheme (Ref 798)	A consider a project to develop new council homes in Stoneleigh		Executive 29/6/2016	21/6/2016	Andy Thompson Cllr. Phillips	

27 July 2016

Budget Review Quarter 1 to include financial projections (Ref 764)	To Report on the latest financial prospects for the current and future 5 years		Executive 27/7/2016	19/7/2016	Andy Crump Cllr Whiting	
Investment in Leisure Centres (745)	To seek approval to commence enabling works for leisure centre investment at St Nicholas Park and Newbold Comyn Leisure Centres	Nov 4 th 2015	Executive 27/7/2016	19/7/2016	Rose Winship Cllr Coker	Consultation with users in Jan/Feb 2016, with clubs and national governing bodies of sport, and with the wider community through the Planning process and dialogue Various reports from June 2014 onwards.

Car Parking strategy (790)	To consider the future off-street car parking needs of Leamington, Warwick and Kenilworth and how these should be addressed		Executive 2/6/16 Reason 3 27/7/2016	19/7/2016	Rob Hoof Cllr. Shilton	
Support to Town & Parish Council (Ref 804)	To review and modify support given to Town & Parish Councils		Executive 27/7/2016	19/7/2016	Jenny Cayton Cllr Whiting	
Local Council Tax Reduction Scheme (Ref 806)	To consider modifications to the scheme		Executive 27/7/2016	19/7/2016	Andrea Wyatt Cllr Whiting	

There is no planned meeting of the Executive during August 2016.

Section 2 Key decisions which are anticipated to be considered by the Council between September 2016 and March 2017

Topic and Reference	Purpose of report	If requested by Executive –date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
1 & 28 September 2016						
Annual Benefit Fraud Report (Ref 765)			Executive 1/9/2016	31/8/2016	Andrea Wyatt Cllr Whiting	
Fees and Charges (Ref 770)	To propose the level of fees and Charges to be levied from 2nd January 2016		Executive 28/9/2016	20/9/2016	Andy Crump Cllr Whiting	
Leisure Development – Phase II (Kenilworth) (Ref 803)			Executive 28/9/2016	20/9/2016	Rose Winship Cllr Coker	
Code of Procurement Practice (Ref 805)	To consider and recommend to Council and updated Code of Procurement Practice		Executive 28/9/2016	20/9/2016	John Roberts Cllr Whiting	

2 & 30 November 2016

Budget review Quarter 2 (Ref 779)	To report expenditure for current year and update financial projections		Executive 2/11/2016	25/10/2016	Jon Dawson Cllr Whiting	
Rural Urban Community Initiative Scheme applications (Ref 778)	Consider applications for Rural and Urban Initiative Grants		Executive 30/11/2016	22/11/2016	Jon Dawson Cllr Whiting	

HRA Budgets 2016/17 (Ref 780)	To Consider the following year revenue budgets for the HRA.		Executive 30/11/2016	22/11/2016	Mike Snow Peter Phillips	
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5 January 2017 – No scheduled reports at this time.

Local Council Tax Reduction Scheme (Ref 806)	Final approval of Scheme after consultation				Andrea Wyatt Cllr Whiting	
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8 February 2017

Appointment of leisure management operator (It is anticipated that part of this report will be confidential) (Ref 771)			Executive 30/11/2016 Reason 4 8/2/2017	31/1/2017	Rose Winship Cllr Coker	Executive Nov 2015 Council and Executive 13/1/2016 Full OJEU procurement
General Fund 2017/18 Budgets & Council Tax (Ref 807)	To updates member on the overall financial position of the Council, consider the General Fund Revenue and Capital Budgets for the following financial Year,		Executive 8/2/2017	31/1/2017	Mike Snow Cllr Whiting	
HRA Rent Setting 2017/18 (Ref 808)	To report on the proposed level of Housing Rents for the following year and the proposed budget		Executive 8/2/2017	31/1/2017	Mike Snow Cllr Phillips	
Heating, Lighting and Water Charges 2017/18 – Council	To propose the level of recharges to council housing tenants to recover the costs of		Executive 8/2/2017	31/1/2017	Mike Snow Cllr	

Tenants (Ref 809)	communal heating, lighting and water supply.				Phillips	
Treasury Management Strategy (Ref 810)	To seek member approval of the Treasury Management Strategy and Investment Strategy for the forth coming year		Executive 8/2/2017	31/1/2017	Mike Snow Cllr Whiting	

8 March 2017 – No scheduled reports at this time.

Section 3 Key decisions which are anticipated to be considered by the Council but the date for which is to be confirmed						
Topic and Reference	Purpose of report	History of Committee Dates & Reason code for deferment	Contact Officer & Portfolio Holder	Expansion on Reasons for Deferment	External Consultees/ Consultation Method/ Background Papers	Request for attendance by Committee
Council Housing Asset Management Policy (Ref 774)	To request approval of the 'Council Housing Asset Management Policy – Disposal of Property'	Executive 6/4/2016 Reasons: 2, 4, 5	Andy Thompson Cllr Phillips	Awaiting outcome of Housing & Planning Bill which may influence the design and implementation of property disposals		
Private sector housing grants policy (Ref 658)	To propose a revised policy for the allocation of grant funding for private residents		Abigail Hay Cllr Phillips	This will come forward in due course once the Future of Housing Adaptations Service has been determined		TBC
Housing Revenue Account Business Plan (Ref 775)	To propose revisions to the Housing Revenue Account Business Plan		Andy Thompson Cllr Phillips	This will come forward when the Housing & Planning Bill, and associated regulations, have been approved by Parliament		
Aids and Adaptations Services (Ref 776)	To propose a new approach to providing aids and adaptations services for the residents of Warwick District		Abigail Hay Cllr Phillips	This will come forward when the option for a Warwickshire-wide service is sufficiently well developed to warrant consideration.		

Housing Related Support Services (Ref 777)	To propose new Housing Related Support services for tenants of the Council		Jacky Oughton Cllr Phillips			
Street Trading Policy Review (Ref 811)	To consider a draft Street Trading Policy for consultation.		Kathleen Rose Cllr Grainger		Public Consultation - internet, letters to stake and licence holders	
Review of Members Allowances (Ref 799)	To approve the remit for a review of the Council's Members Allowances Scheme		Graham Leach Cllr Mobbs			
Minor Amendments to the Constitution (Ref 800)	To recommend to Council some minor amendments to the Council's Constitution		Graham Leach Cllr Mobbs			
HQ Relocation Project – outcome of phase 1 work (Ref 801)	To consider the outcomes of the phase 1 work and, if appropriate, seek approval for commencement of the phase 2 delivery works		Bill Hunt Cllrs. Mobbs, Whiting, Cross, Shilton			
Strategic Opportunity Proposal (Ref 712)	To update Members on the current position. It is anticipated that this report will be, in part, Confidential by virtue of the information relating to the financial or business affairs of any particular person (including the authority holding that information)		Executive 03/09/15 30/09/15 02/12/2015 6/4/2016 2/6/2016	24/5/2016	Chris Elliott Cllrs Mobbs, Coker, Phillips, Whiting & Cross	The Local Plan proposals have been subject to a number of public consultations and planning applications involved have also

						<p>been subject to public consultation. The proposal has been the subject of discussion privately and confidentially with a number of agencies but especially with the County Council.</p> <p>Submission version of Local Plan; Planning Application (W/14/1076) ; Planning Application (W/14/0967) ; Report</p>
Council Development Company (Ref 727)	To consider a report on establishing a Council Development Company		<p>Executive 9/3/2016 2/6/2016 Reason 2 Reason 1 29/6/2016</p>	21/6/2016	Andy Thompson Cllr Phillips	
Asset Management Strategy (Ref 641)	To propose an Asset Management Strategy for all the Council's buildings and land holdings.		<p>Executive 5/11/2014 03/09/15 2/6/2016</p>		Bill Hunt Cllrs Mobbs, Cross, Shilton, Coker &	

			(Moved Reason 6) 29/6/2016	21/6/2016	Whiting	
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Section 4 – Items which are anticipated to be considered by the Executive but are NOT key decisions

Topic and Reference	Purpose of report	If requested by Executive – date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		Executive 27/7/2016		Richard Barr Cllr Mobbs	
Rural Urban Capital Initiative Scheme	To consider a potential award under the Rural Urban Capital Initiative Scheme		Executive 27/7/2016		Jon Dawson Cllr Whiting	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		Executive 28/9/2016		Richard Barr Cllr Whiting	
Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 28/9/2016	20/9/2016	Jon Dawson Cllr Whiting	
Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 2/11/2016		Jon Dawson Cllr Whiting	
Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 30/11/2016		Jon Dawson Cllr Whiting	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		Executive 5/1/2017		Richard Barr Cllr Mobbs	

Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 5/1/2017		Jon Dawson Cllr Whiting	
Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 8/2/2017		Jon Dawson Cllr Whiting	
Nomination of Chair	To nominate to Council the Chair and Vice-Chairman of the Council for 2017/18		Executive 8/2/2017		Graham Leach Cllr Mobbs	
Rural Urban Community Initiative Scheme applications	Consider applications for Rural and Urban Initiative Grants		Executive 5/4/2017		Jon Dawson Cllr Whiting	

Delayed reports:

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

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

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

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