

Employment Committee

Wednesday 16 September 2015

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 16 September 2015 at **4.30** pm.

Membership:

Councillor Mrs Bunker (Chairman)	
Councillor Butler	Councillor Mobbs
Councillor Ms D'Arcy	Councillor Murphy J.P.
Councillor Day	Councillor Ms Naimo
Councillor Mrs Evetts	Councillor Rhead
Councillor Heath	Liberal Democrat Vacancy

Emergency Procedure

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

Agenda

1. Substitutes

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 17 June 2015.

(To follow)

***4. Dignity at Work Policy and Procedure**

To receive a report from Human Resources

(Item 4/Page 1)

***5. Shared Parental Leave**

To receive a report from Human Resources

(Item 5/Page 1)

***6. Extension of Sustainability Officer's contract period**

To receive a report from Health & Community Protection

(Item 6/Page 1)

***7. Temporary Building Surveyor – Housing Stock Condition Survey & Strategic Asset Management**

To receive a report from Housing & Property Services

(Item 7/Page 1)

***8. Additional Temporary Staffing Resource – Housing & Property Services**

To receive a report from the Deputy Chief Executive (BH)

(To follow)

***9. 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 items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Nos.	Para Nos.	Reason
10, 11 & 12	1	Information relating to an Individual
10, 11 & 12	2	Information which is likely to reveal the identity of an individual

***10. Regulatory Services within Health & Community Protection Redesign**

To receive a report from Health & Community Protection

**(Item 10/Page 1)
(Not for Publication)**

***11. Neighbourhood and Estates Team**

To receive a report from Housing & Property Services

**(To follow)
(Not for Publication)**

***12. Minutes**

To confirm the confidential minutes of the meetings held on 17 June 2015

**(Item 12/Page 1)
(Not for Publication)**

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

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

Telephone: 01926 353362

Facsimile: 01926 456121


E-Mail: committee@warwickdc.gov.uk

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

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) 353362 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 353362.

 Employment – September 16th 2015		Agenda Item No. 4
Title	Dignity at Work Policy and Procedure	
For further information about this report please contact	Tarandeep Mahal Senior HR Officer 01926 456682	
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 (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	September 2015	CMT
Head of Service	September 2015	
CMT	September 2015	As above
Section 151 Officer	September 2015	Mike Snow
Monitoring Officer	September 2015	Andy Jones
Finance	September 2015	Mike Snow
Portfolio Holder(s)	September 2015	Cllr Mobbs
Consultation & Community Engagement		
Consultation with GMB and Unison completed		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 The report presents the Council's Dignity at Work Policy and Procedure. It sets out the authority's policy to support procedures that highlight both informal and formal approaches to maintain all employees' dignity at work.
- 1.2 The report summarises the need for the Dignity at Work Policy and Procedure to be more explicit in the area of employee dignity in and outside of work whilst representing the Council.

2. **RECOMMENDATION**

- 2.1 That Employment Committee approve the Dignity at Work Policy and Procedure – at Appendix 1

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 As part of an ongoing review of Council's policies and their application the Dignity at Work Policy and Procedure is supplementary to the existing Disciplinary Procedure. This will allow for a more robust approach to how we support staff and managers in relation to bullying and harassment.

4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – These recommendations do not change the policies underpinning this procedure.
- 4.2 **Fit for the Future** – The report is not contrary to the aims of the Fit for the Future programme of work.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework.

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

- 6.1 To not instigate the procedure and continue to utilise the guidance in the Disciplinary Procedure. The current procedures do not provide enough emphasis on informally resolving matters at earlier stages within difficult staff relationships.

7. **BACKGROUND**

- 7.1 The Council is committed to maintaining a work place that encourages and supports the right to dignity at work.
- 7.2 **Main Points from the Dignity at Work Policy and Procedure:**
 - 7.2.1 To prevent bullying and harassment at work in a confidential and professional manner.
 - 7.2.2 Any issues directly related to the Equality Act 2010 and the associated characteristics: sex, race, religion or belief, disability, sexual orientation, age,

gender reassignment, marriage or civil partnership, pregnancy and maternity or any other personal characteristic.

- 7.2.3 The focus is on actions as part of early intervention to support a more prompt approach to resolutions.
- 7.2.4 Options are highlighted as part of the resolutions with a key emphasis around mediation and the benefits this approach can achieve
- 7.2.5 HR will continue to provide support, advice and guidance throughout.

Warwick District Council

DIGNITY AT WORK POLICY & PROCEDURE

Dignity at Work Policy and Procedure

1. Purpose

The purpose of this procedure is to develop a working environment where harassment and bullying are known to be unacceptable and where individuals have the confidence to complain in the knowledge that their complaint will be addressed fairly, promptly, and confidentially, and to provide a framework to process any such complaint.

Warwick District Council is committed to maintaining a workplace that encourages and supports the right to dignity at work and all employees are expected to respect the rights of individuals to:

- Have dignity in their working life
- Be treated fairly
- Be respected for their individuality and diversity

The Council recognises the harmful effects of harassment and bullying which can include anxiety, distress, reduced job satisfaction and productivity, sickness absence, poor working relationships and high staff turnover, and is committed to implementing policies and procedures to:

- prevent bullying and harassment at work
- promote the provisions of this procedure
- handle complaints seriously, fairly and confidentially
- ensure complainants do not suffer further treatment which could be considered to be bullying or harassment as a result of raising concerns regarding their treatment

Any form of intimidating behaviour including harassment and bullying may be treated as a disciplinary matter. This applies not only at the workplace during working hours but at other work related activities – for example training courses, conferences and social functions.

2. Scope

This policy applies to all employees, except those employed under JNC Chief Officer or JNC Chief Executive Conditions, where other arrangements apply.

3. Definitions

Harassment is unwanted conduct that violates an individual's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for that individual. In the case of harassment, it is conduct that may be related to The Equality Act 2010 which explicitly states the following characteristics: sex, race, religion or belief, disability, sexual orientation, age, gender reassignment, marriage or civil partnership, or pregnancy and maternity, or any other personal characteristic.

Bullying may be described as offensive, intimidating, malicious or insulting behaviour or, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

In both cases, it is behaviour that the recipient finds demeaning, offensive or unacceptable. It may be persistent or an isolated incident.

There are many forms of harassment and bullying and some examples are detailed below. This is not an exhaustive list.

- Spreading malicious rumours, or insulting someone
- Unwelcome personal comments or personal insults
- Offensive jokes, language or gossip
- Humiliation, for example criticising a colleague in front of others
- Failure to safeguard confidential, personal information,
- Ridiculing or demeaning someone – picking on them or setting them up to fail
- Aggression or intimidation
- Exclusion or victimisation
- Unfair treatment
- Overbearing supervision or other misuse of power or position
- Unwelcome sexual advances or physical contact
- Coercion for sexual favours
- Making threats or comments about job security without foundation
- Persistent overloading, criticism or setting impossible deadlines
- Preventing individuals progressing by intentionally blocking promotion or training opportunities
- Inconsistencies in following policy, for example allowing some employees to accrue excessive flexi credit/debit or allowing some staff to take leave without sufficient notice.
- Collusion to undermine staff or management, maliciously to reach a personally driven outcome

Bullying and harassment are not necessarily face to face – they may be written, verbal, visual, (displaying posters etc.), physical or electronic.

Employees should be aware that it is the effect of the behaviour that determines whether bullying or harassment has occurred; even if the alleged harassment is unintentional, this can still be considered as harassment.

An employee can submit a claim that behaviour amounts to bullying or harassment even if the behaviour is not directed at the employee who complains, but the behaviour creates an environment that any individual who witnesses the behaviour finds intimidating, hostile, degrading, humiliating or offensive.

4. Key Principles

- The Council believes that harassment, discrimination, bullying or unfair treatment of any kind is unacceptable and is committed to promoting dignity and respect at work. Accordingly, any such act may be considered to constitute an act of misconduct in accordance with the Council's disciplinary procedure.
- The primary focus should be on attempting to resolve such matters at the earliest opportunity, with the aim of achieving early conciliation between those concerned.
- High performance and productivity are dependent on effective working relationships, and the fair and reasonable handling of complaints is an important element in creating and maintaining those relationships.
- Managers and employees should approach complaints constructively, deal with issues promptly and not delay meetings, decisions or confirmation of those decisions
- Harassment and bullying are to be distinguished from a manager making reasonable requests to a member of staff
- The employee has a right to be accompanied at formal meetings, normally by a colleague or trade union representative
- Mediation should be considered where accessible and appropriate.

5. Exclusions

This procedure will not apply:

- Where there are separate, specific Council procedures to address an issue e.g. Grievance Procedure, Confidential Reporting Code, Recruitment and Selection Procedure.
- Where the complaint is considered to be frivolous, malicious or vexatious, this may be treated as misconduct and lead to disciplinary action.
- To matters relating to personal grievances or for addressing personal differences between employees

- To incidents which happened more than 3 months previously. However, complaints may be considered which are out of time where there are extenuating circumstances, or if it is in the interest of the Authority to continue with the complaint.

6. Roles and Responsibilities

Employees have a responsibility to:

- Protect the dignity of colleagues throughout the Council.
- Avoid behaviour that may cause an individual to feel the subject of harassment or bullying.
- Challenge inappropriate behaviour from other employees.
- Familiarise themselves with the dignity at work policy and procedure
- Participate in an investigation when requested to do so by an investigating officer – NB, Employees can be accompanied by work colleagues or trade union officials at the meetings.

Managers have a responsibility to:

- Familiarise themselves with the dignity at work policy and procedure and ensure it is complied with
- Protect their employees from harassment and bullying
- Take prompt action to stop any harassment or bullying they become aware of, whether a complaint has been raised or not
- Ensure their staff are aware of the dignity at work policy and procedure
- Ensure the workplace is free of offensive posters, documents use of language / behaviours which may constitute harassment or bullying
- Attempt to resolve such complaints fairly, promptly, and confidentially
- Promote a working environment in which harassment and bullying cannot flourish.

HR have a responsibility to:

- Provide support and advice to managers and employees on the operation of the procedure.
- Provide support and advice to facilitate the resolution of complaints raised through the dignity at work policy and procedure.
- Ensure where an employee wishes to be accompanied by a work colleague or trade union official, meetings are arranged accordingly.

7. Action against Trade Union Representatives

If an accredited trade union representative is the subject of the investigation, the circumstances of the case should be reported to a regional official of the trade union concerned.

8. Addressing a Complaint of Harassment or Bullying

Informal Stage

Employees and their managers should aim to settle any complaint informally before implementing the formal procedure, as an informal approach can often resolve matters quickly and effectively. Where this is not possible, the formal process should be followed.

If possible, the complainant should make it clear to the person against whom the complaint is being made that their behaviour is inappropriate and ask the harasser to stop. If the employee feels unable to do this, they may ask their manager, colleague or trade union representative to act on their behalf, or to accompany them. Alternatively, they may prefer to contact HR or the Council's employee counselling service, via HR.

If the complaint is about the employee's manager, another manager should be involved. Employees should take advice from HR on who to approach.

Initial steps should be taken to resolve the matter through face to face discussion and mediation, if necessary, to determine the most appropriate course of action.

Where complainants wish to attempt to resolve the issue informally, they should be supported in this wherever possible. However, if the investigation shows that an informal approach is inappropriate, due to the seriousness of the allegations, or fear that the complainant may be at risk, formal action should be considered.

Mediation

The purpose of mediation is to find a solution acceptable to each party. Mediation is a voluntary process and both parties must agree to it. Either party may choose to withdraw at any point. The mediator is impartial and cannot impose a decision – the resolution must be reached by voluntary agreement between the two parties.

Mediation is most successful when both parties:

- understand what is involved,
- enter into the process voluntarily,
- are prepared to attempt to repair the working relationship

It can be particularly helpful in cases where the person against whom the allegation has been made is unaware of the impact of their actions and also in situations where, whether the allegation is proven or not, there is a need to restore the employment relationship.

Formal Stage 1 – Meeting

Employee

If the employee considers:

- that they have a complaint regarding an incident which occurred in the last three months; or
- that their complaint has not been resolved to their satisfaction informally; or
- their complaint is so serious that an informal approach is not appropriate

They should submit their complaint in writing to a more senior manager within three months of the alleged incident and include:

- Name/s of the individuals concerned.
- Details of the allegation/s including relevant dates, locations and nature of the incident
- Details of any witnesses or supporting evidence.
- Details of what efforts the employee and others have made to resolve the complaint.
- The reason(s) why the employee remains dissatisfied with the outcome of the informal stage of the procedure, or why the informal procedure is inappropriate
- Details of any outcomes sought

Manager

Potential Misconduct

At this stage the manager should consider whether the nature of the allegation constitutes potential misconduct, according to the Council's disciplinary procedure.

If so, from this point, the Council's disciplinary procedure should be followed and the complainant should be advised of this decision.

Further Investigation Required

If the complaint does not appear to concern behaviour which could be considered to be misconduct, but it is felt by the manager that further investigation will be required to clarify the issue and to determine what action should be taken, then the manager will undertake that investigation.

- At this stage, HR advice should be sought
- Separate meetings should be held with the complainant and the person against whom the allegation has been made, as soon as practically possible, but within seven calendar days of receipt of the employee's written complaint.
- Both the complainant and the person against whom the complaint has been made may choose to be accompanied at these meetings.

- If necessary, other witnesses should be interviewed, if this is considered necessary, to ascertain facts which may have a bearing on the case
- Should the relationship between the two parties create an unworkable situation, alternative working arrangements can be considered, if this appears to be the only option. HR advice should be sought in these cases and this step should only be considered as a short term temporary measure.
- Having concluded interviews, if the allegation is found to be unsubstantiated, attempts should be made to conciliate between the two parties. Following satisfactory conciliation, the process is complete.
- Where the allegation is found not to be substantiated, but it is not possible to reach conciliation (the complainant remains aggrieved) there is a right of appeal. In these cases, both employees may need further support to successfully re-establish good working relationships.
- Where the claim appears to be substantiated, (i.e. harassment has occurred) then the manager should pursue the allegations of misconduct derived from the findings of the investigation under the disciplinary procedure. In these circumstances, it may not always be necessary to conduct a separate investigation.

All parties should be notified in writing of the decision taken and of any actions to be put in place.

Formal Stage 2 – Appeal

If the complainant is not satisfied with the outcome of the formal stage there is a right of appeal. The Council's Appeal procedure will be followed.

9. Further Guidance

Harassment by third parties

Employers are potentially liable for harassment of their employees by third parties, for example customers or clients. Employers are liable when harassment has occurred on at least two previous occasions, they are aware harassment has occurred, and they have not taken reasonable steps to prevent it from happening again.

If an employee makes a complaint about a third party, an investigation should be carried out and action taken to prevent a reoccurrence. When a complaint is upheld, consideration should be given to actions necessary to rectify the situation. This may include mediation, conciliation and, where the third party is a service user, may result ultimately in the withdrawal of service provision.

Harassment by Elected Members

Complaints against Warwick District Councillors should be discussed with the Deputy Chief Executive & Monitoring Officer, who will provide advice and support on this matter.

Harassment by Chief Executive


Complaints against the Chief Executive should be made in writing to the Council's Executive Committee. The complaint will be considered in accordance with the Code of Corporate Governance procedure and Employee Code of Conduct.

Harassment by Chief Officers

Complaints against a Chief Officer should be made in writing to the Chief Executive who will consider the complaint in accordance with the Code of Corporate Governance procedure and Employee Code of Conduct.

10. Monitoring

Cases of harassment or bullying will be monitored by HR and reported quarterly via official reports on data.

 Employment Committee - September 16th 2015		Agenda Item No. 5
Title	Shared Parental Leave	
For further information about this report please contact	Elaine Priestley Senior HR Officer 01926 456682	
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 (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	September 2015	CMT
Head of Service	September 2015	
CMT	September 2015	As above
Section 151 Officer	September 2015	Mike Snow
Monitoring Officer	September 2015	Andy Jones
Finance	September 2015	Mike Snow
Portfolio Holder(s)	September 2015	Cllr Mobbs
Consultation & Community Engagement		
Consultation and agreement with Unions confirmed		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 The report presents the Council's guide to Shared Parental Leave and the legislative requirements of the Council to support parents following the birth or adoption of children born on or after 5th April 2015.

2. **RECOMMENDATION**

- 2.1 That Employment Committee approves the report in line with legislation – at Appendix 1

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The Council requirement forms part of employment regulations that came in to force from legislation/central government hence the need to be formally adopted by the Council.

4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – the report does not bring forward changes to any underpinning policies.
- 4.2 **Fit for the Future** – The report is not contrary to the aims of the Fit for the Future programme of work.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework.

6. **RISKS**

- 6.1 Agreeing and publishing the Shared Parental Leave Statement is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

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

- 7.1 None considered – it is required by law

8. **BACKGROUND**

- 8.1 Agreeing and publishing the Shared Parental Leave Statement is a legal requirement.

8.2 **Main Points from the Shared Parental Leave Policy are:**

- Shared parental leave will enable eligible parents to choose how to share the care of their child during the first year after birth or following adoption.
- All eligible employees have a statutory right to take SPL.
- The total amount of SPL that can be taken is 50 weeks, less the weeks spent by the child's mother/adopter during maternity/adoption leave (or the weeks in

which the mother has been in receipt of SMP or MA if not entitled to maternity leave).

- SPL can only be taken during the 12 months following the birth/placement of the child, up to the eve of the child's first birthday/anniversary of placement. SPL not taken by this point will be lost.
- The father may wish to consider using ordinary paternity leave before taking SPL. Once SPL is started, any untaken paternity leave entitlement is lost. SPL entitlement is additional to paternity leave entitlement.

Warwick District Council

SHARED PARENTAL LEAVE Policy (SPL)

Key Points:

- Shared parental leave (SPL) enables eligible parents to choose how to share the care of their child during the first year after birth or following adoption.
- All eligible employees have a statutory right to take SPL.
- The total amount of SPL that can be taken is 50 weeks, less the weeks spent by the child's mother/adopter during maternity/adoption leave (or the weeks in which the mother has been in receipt of SMP or MA if not entitled to maternity leave).
- A mother is legally required to take at least 2 weeks leave following the birth of her child. An adopter is required to take 2 weeks leave immediately following adoption.
- SPL can be taken in continuous or discontinuous (depending on the needs of the service) periods of time.
- SPL can only be taken during the 12 months following the birth/placement of the child, up to the eve of the child's first birthday/anniversary of placement. SPL not taken by this point will be lost.
- The father may wish to consider using ordinary paternity leave before taking SPL. Once SPL starts, any untaken paternity leave entitlement will be lost. SPL entitlement is additional to paternity leave entitlement.
- The online calculator available at <https://www.gov.uk/government/news/calculate-your-leave-and-pay-when-you-have-a-child>, allows perspective parents to calculate their entitlement to SPL

1. Introduction

- 1.1 Shared Parental Leave (SPL) is a form of leave available to working parents following the birth or adoption of a child. It applies in respect of children who are expected to be born on or after 5 April

2015 or adopted on or after 5 April 2015.

- 1.2 SPL allows parents to take up to 52 weeks leave in total (includes statutory 2 weeks maternity/adoption leave) following the birth (or placement) of a child. They may be able to take this leave at the same time or at different times during the 12 months following the birth/placement of the child.

2. Scope

- 2.1
 - This policy applies to all staff employed by Warwick District Council

3. Eligibility

- 3.1 SPL can only be used by 2 people:

- The mother/adopter, and
- One of the following:
 - The father of the child (in the case of birth), or,
 - The spouse, civil partner or partner of the child's mother/adopter

- 3.2 Eligible employees may be entitled to take up to 50 weeks SPL during the child's first year in their family.

You are entitled to SPL in relation to the birth or adoption of a child if:

- You are the child's mother and share the main responsibility for the care of the child with the child's father (or your partner, if the father is not your partner).
- You are the child's father and share the main responsibility for the care of the child with the mother, or
- You are the mother's partner or civil partner and share the main responsibility for the care of the child with the mother (where the child's father does not share the main responsibility with the mother).
- You have at least 26 weeks continuous service with Warwick District Council by the end of the Qualifying Week (the fifteenth week before the expected week of childbirth, EWC – Expected week of Confinement) and still be employed by WDC in the week before the leave is taken.
- The other parent/spouse/civil partner, must have worked (in an employed or self-employed capacity) in at least 26 of the 66 weeks before the EWC (the week beginning on a Sunday, in which the doctor or midwife expects the child to be born) and had average weekly earnings of at least £30 during 13 of those weeks.
- If you are the mother, SPL cannot begin until after the

statutory 2 weeks maternity leave following the birth of your child. After this period of time, you are able to end maternity leave early and opt in to SPL and pay instead.

4. Notifying the organisation of an entitlement to SPL

- 4.1 An employee who is eligible to take SPL must provide their manager with their intention to take SPL at least 8 weeks before they can begin this period of leave.
- 4.2 You and the other parent must give the necessary statutory notices and declarations as summarised below (see appendix A), including notice to end any maternity leave, statutory maternity pay (SMP) or maternity allowance (MA) periods:
- Curtailment notice - if you are the child's mother and are still on maternity leave, you must give WDC at least 8 weeks written notice to end your maternity leave before you can take SPL
 - If you are the child's father or the mother's partner you must provide 8 weeks' notice before you intend the SPL to start
 - The curtailment notice must state the date you maternity leave will end. You can give the notice before or after you give birth, but you cannot end your maternity until at least 2 weeks after the birth of your child.
 - If the other parent is eligible to take SPL from their employer, they may be able to take this before your maternity leave ends, provided you have submitted the curtailment notice.
- 4.3

The curtailment notice is usually binding and cannot be revoked. You are only able to revoke a curtailment notice if maternity leave has not yet ended and only if one of the following applies:

- You realise that neither you, nor the other parent are in fact eligible for SPL or ShPP. In this situation you can revoke the curtailment notice in writing up to 8 weeks after it was submitted.
 - If you submitted the curtailment notice before giving birth, you can revoke it in writing up to 8 weeks after it was given, or up to 6 weeks after birth, whichever is later.
 - If the other parent has died.
- 4.4

If you are the child's father or the mother's partner, you will only be able to take SPL once the mother has:

- Returned to work
- If the mother has given her employer a curtailment notice to

- end her maternity leave
- If the mother has given her employer a curtailment notice to end her SMP (if she is entitled to SMP but not maternity leave); or
- Given a curtailment notice to the benefits office to end her MA (if she is not entitled to maternity leave or SMP).

5. Evidence

5.1 Warwick District Council may request the following evidence:

- A copy of the birth certificate (or if you have not yet obtained a birth certificate, a signed declaration of the child's date and place of birth)
- The name and address of the other parent's employer (or a declaration that they have no employer)
- A copy of the adoption certificate or a signed declaration confirming the child's placement.

6. Continuous Leave and Discontinuous Leave

- 6.1 The minimum period of leave that can be taken for SPL is 1 week. A period of SPL will be taken as one continuous period of leave or in separate blocks of leave (up to a maximum of 3 separate blocks). If you request SPL in one continuous block of leave, you are entitled to take this leave as set out in the notice and this will be confirmed by your manager in writing.
- 6.2 It may be possible, in some cases to allow a period of SPL where the leave is split into shorter periods (of at least a week) with periods of work in between. This is dependent on service need and whether WDC are able to accommodate such a request. For discontinuous leave, you may be able to take up to 3 separate blocks of SPL, returning to work between the periods of leave.
- 6.3 You need to inform your manager as soon as possible of your intentions to take SPL, the start and end dates of this leave and the pattern of leave that you would like to take.
- 6.4 You must submit a period of leave notice, setting out the requested period of leave and pattern of leave at least 8 weeks before the requested start date. If it is not possible to agree to your request straight away, there will be a 2 week discussion period. At the end of that period, your manager will confirm any agreed arrangements to you in writing. If an agreement is not reached, you will be entitled to take the full amount of requested SPL as one continuous block, starting at the start date that you have provided by you. For example, if you have requested 3 separate periods of 4 weeks

each, you will be entitled to take one 12 week period of leave.

6.5

Alternatively, you may wish to choose a new start date (this must be at least 8 weeks after your original period of leave notice was given, and tell WDC within 5 days of the end of the 2 week discussion period or, withdraw your period of leave notice within 2 days of the end of the 2 week discussion period (in which case it will not be counted and you may submit a new one if you choose).

6.6

The manager should discuss any requests with HR to ensure that they are working within the legislation and are aware of their responsibilities.

6.7

If you change your mind about taking SPL, you are able to cancel your period of leave by notifying WDC in writing at least 8 weeks before the start date of the period of SPL.

6.8

You can also change the dates of your period of SPL by informing WDC at least 8 weeks before the start date of your original leave and the intended start date of your amended period of leave. You do not need to give notice if the date of your SPL changes due to your child being born earlier than the EWC, where you wanted to start your SPL a certain length of time (but not more than 8 weeks after birth).

7. Payment

7.1 Eligible employees may be entitled to up to 37 weeks Shared Parental Pay (ShPP) while taking SPL. The amount of weeks available will depend on the amount by which the mother/adopter reduces their maternity/adoption pay period or maternity allowance period.

7.2 ShPP may be payable during some of all of SPL, depending on the length and timing of the leave. In addition to meeting the eligibility requirements for SPL, an employee seeking to claim ShPP must further satisfy each of the following criteria:

- The mother/adopter must be/have been entitled to statutory maternity/adoption pay or maternity allowance and must have reduced their maternity/adoption pay period or maternity allowance period;
- The employee must intend to care for the child during the week in which ShPP is payable;
- The employee must have an average weekly earnings for the period of 8 weeks leading up to and including the 15th week before the child's expected due date/matching date are not less than the lower earnings limit in force for national insurance contributions;

- The employee must remain in continuous employment until the first week of ShPP has begun;
- The employee must give proper notification in accordance with the rules set out below.

7.3 Where an employee is entitled to receive ShPP they must, at least 8 weeks before receiving any ShPP, give their line manager written notice advising of their entitlement to ShPP. To avoid duplication, if possible, this should be included as part of the notice of entitlement to take SPL.

7.4 In addition to what needs to be included in the notice of entitlement to take SPL, any notice that advises of an entitlement for SPP must include:

- The start and end dates of any maternity/adoption pay or maternity allowance;
- The total amount of ShPP available, the amount of ShPP the employee and their partner each intend to claim, and a non-binding indication of when the employee expects to claim ShPP;
- A signed declaration from the employee confirming that the information they have given is correct, that they meet, or will meet, the criteria for ShPP and that they will immediately inform the organisation should they cease to be eligible.

7.5 It must be accompanied by a signed declaration from the employee's partner confirming:

- Their agreement to the employee claiming ShPP and for the organisation to process any ShPP payments to the employee;
- (in the case where the partner is the mother/adoption) that they have reduced their maternity/adoption pay or maternity allowance'
- (in the case where the partner is the mother/adoption) that they will immediately inform their partner should they cease to satisfy the eligibility conditions.

Any ShPP will be paid at a rate set by the Government for the relevant tax year.

8. Terms and Conditions

During the period of SPL, the employee's contract of employment will continue and they are entitled to receive all of their contractual benefits, except for salary. Contractual annual leave will continue to be accrued throughout the period of SPL and employees are reminded that annual leave should wherever possible be taken in the year that it is earned. Where an SPL period overlaps two leave years the

employee should consider how their annual leave entitlement can be used to ensure that it is not untaken at the end of the employee's leave year.

If the employee is a member of the Local Government Pension Scheme they will continue to make contributions on the pay received. As the employer, we will make good any shortfall in pay by way of Assumed Pensionable Pay. This means there is no reduction in pay to the CARE scheme.

For a period of no pay, employees will have the opportunity to make Additional Pension Contributions (APCs) for the pay lost and if this option is taken up within 30 days of their return to work, as employer, we will pay 2/3rds of the cost by way of a Shared Cost APC

9. Keeping in Touch Days

Managers may make reasonable contact with the employee from time to time during SPL. This may include contact to discuss arrangements for employees return to work.

Each parent may ask or be asked to work (including attending training) on up to 20 "keeping-in-touch" days (KIT days) during SPL – these are known as Shared Parental Leave In Touch Day (SPLIT days). This is in addition to any KIT days that may have been taken during maternity leave. SPLIT days are not compulsory and must be discussed and agreed with the employee and line manager.

Employees will be paid at normal basic rate of pay for time spent working on a SPLIT day and this will be inclusive of any shared parental pay entitlement. Alternatively, employee may agree with their line manager to receive the equivalent paid time off in lieu.

10. When can I return to work after SPL?

If the employee wants to end a period of SPL early, they must give eight weeks' prior notice of the return date. It is helpful if this notice is given in writing.

If an employee wants to extend SPL they must submit a new period of leave notice at least eight weeks before the date they were due to return to work, assuming they still have SPL entitlement remaining and have not already submitted three periods' of leave notices. If an employee is unable to request more SPL they may be able to request annual leave or ordinary parental leave, which will be subject to business need.

An employee is normally entitled to return to work in the position they held before starting SPL, and on the same terms of employment. However, if it is not reasonably practicable to allow the employee to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable, but only in the following circumstances:

If SPL and any maternity or paternity leave taken adds up to more than 26 weeks in total (whether or not taken consecutively); or

If SPL was taken consecutively with more than four weeks of ordinary parental leave (under our Parental Leave Policy).

If the employee wishes to change hours or other working arrangements on return from SPL they should make a request under the Flexible Working Policy. It is helpful if such requests are made as early as possible.

If the employee decides not to return to work they should give notice of resignation in accordance with their contract.

Appendix A

Shared Parental Leave - Notice of Entitlement

Information required:

Your name and the name of the other parent

If you are the child's mother, the start and end date of your maternity/adoption leave

If you are the child's father or the mother's partner, the start and end dates of the mother's maternity leave, or if she is not entitled to maternity leave, the start and end dates of any SMP or MA period

The child's EWC, actual date of birth or date of placement

The total SPL entitlement, 52 weeks minus the number of weeks' maternity leave, SMP or MA taken/to be taken

The amount of SPL that you intend to take (you can change your allocation by providing WDC with written notice, you do not have to use your full allocation)

If you are claiming statutory shared parental pay (ShPP), the total ShPP available, which is 39 weeks minus the number of weeks of the SMP or MA periods taken or to be taken.

How much of the 39 weeks will be allocated to you and how much to the other parent (you can change this by providing further written notice and you do not have to use your full allocation)

An indication of the pattern of leave you are thinking of taking, including suggested start and end dates for each period of leave


Declarations by you and the other parent that you meet the statutory conditions for entitlement to SPL and ShPP, that you will be sharing responsibility for the care of the child, the mother has given notice to end her maternity entitlement, the information provided is accurate and should you cease to be eligible you will immediately inform your manager.

Adoptive parents must also confirm the date the parents were matched with the child, the date the child is expected to be placed with the parents and a declaration which includes the parents national insurance numbers and consent to the amount of time the other parent intends to take.

A declaration signed by the other parent which states their name, address, NI number. It also needs to state that the other parent;

- Satisfies, or will satisfy the eligibility conditions required for the parent to take SPL;
- Consents to the amount of leave the other parent intends to take;
- Consents to the employer processing the information in the parent's declaration;
- If it is the mother's declaration, to immediately inform her partner if she ceases to be entitled to statutory maternity leave, statutory maternity pay or maternity allowance.
- All notifications must be provided in writing and be signed by the employee.

September 2015

 EMPLOYMENT COMMITTEE 16th September 2015		Agenda Item No. 6
Title	Extension of Sustainability Officer's contract period	
For further information about this report please contact	Richard Hall (01926-456700) Head of Health & Community Protection	
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	Employment 27 th November 2013 Executive 14 th Jan 2015 (min. 104)	
Background Papers	As above	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan?	
Equality Impact Assessment Undertaken	No
Health Impacts Assessed?	Yes

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	7.8.15	Andy Jones
Head of Service		N/A
CMT	24.8.15	Chris Elliott / Andrew Jones / Bill Hunt
Section 151 Officer	7.8.15	Mike Snow
Monitoring Officer	7.8.15	Andrew Jones
Finance	7.8.15	Mike Snow
Portfolio Holder(s)	24.8.15	Cllr Moira-Ann Grainger
Consultation & Community Engagement		
n/a		
Final Decision?		Yes but decision on financing the post will be referred to Executive
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

The Sustainability Officer post is funded until March 2016. The report sets out reasons for extending the contract period for a further year beyond that date.

2. RECOMMENDATION

- 2.1 That approval is given for the Sustainability Officer contract to be extended for a period of 1 year from 1st April 2016 – 31st March 2017, subject to Executive approving the funding for the post.

3. REASONS FOR RECOMMENDATION

- 3.1 Approval was previously given for a 2 year contract period. The work to deliver against the aims and objectives of the Sustainable Communities Strategy is ongoing and cannot be resourced from existing staff and budgets.
- 3.2 Decisions about how the Council meets its saving targets in the coming year are yet to be finalised. Extending the contract for 1 year allows time for the impact of any decisions, on service areas, to be assessed particularly in terms of how the sustainability agenda can be dealt with in the future.

4. POLICY FRAMEWORK

4.1 Policy Framework

The report proposes no changes to principal policies.

The officer has worked closely with Development Services in relation to developing sustainability policies in support of the Local Plan and in providing guidance in relation to specific development proposals.

4.2 Fit for the Future

The Council's Fit for the Future programme has 'Embedding Sustainability', including environmental issues, as a cross-cutting theme. Specific priorities include building sustainable homes and developing a low carbon based economy.

Sustainability is a key objective of the Council's Sustainable Communities Strategy. This post is key to ensuring the delivery of the agreed approach.

Delivery of the sustainability agenda has a contribution to the health & wellbeing agenda, indirectly on specific areas such as fuel poverty and financial inclusion, through improving fuel efficiency and renewable energy options. There are also impacts related to improving air quality and reduction of pollution emissions.

4.3 Impact Assessments

There are no new proposals within the report. The work on the sustainability action plan enables is intended to support more choices in travel options and fuel economy options. If this is not continued it could have an impact on inequalities and health & wellbeing, though there are many other factors are involved.

5. BUDGETARY FRAMEWORK

- 5.1 A figure of £37,000 would be required to fund the post for a 12 month period. Executive has been asked to approve that this is met from the 2015/16 Contingency Budget at its meeting on 30 September 2015.

6. RISKS

- 6.1 The risk of agreeing to the contract extension is related to the funding of the post and the demand it places on reserves. The risk of not being able to continue with this role is that there will be insufficient staff resource to progress the sustainability agenda.

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 We could choose not to extend the contract. However, there would be little progress in coordinating the sustainability theme across the Council and in identifying opportunities for funding of carbon reduction and renewable energy schemes to the benefit of the Council and the wider community.

8. BACKGROUND

- 8.1 Over the course of the current contract period a strategic approach to sustainability and climate change has been developed. This was reported to 14th Jan 2015 Executive (Minute 104). The action plan set out in that report is the main focus of work for the role (see appendix).

The post holder is also consulted on development proposals and advises on planning policy related to sustainability and climate change.

Appendix: Action Plan

Strategic Aim 1 - Embedding sustainability at a strategic level with the organisation

Objective 1.1:

Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

Measure(s):

- Proportion of strategies, policies and plans demonstrating evidence of consideration of implications for sustainability

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
1.1.1	Include a sustainability impact assessment for all major projects / policies and strategies / committee-level decisions	Relevant lead officer	Officer time	High	Ongoing	
1.1.2	Incorporate sustainability into revised Housing Investment Plan	Asset Manager	Officer time	High	tbc	Awaiting results of stock condition survey (due autumn 2015)
1.1.3	Periodically review corporate risk register / emergency plans / businesses continuity plans to ensure fully take into account sustainability-related issues	Service Heads	Officer time	High	Annually by 31 st December	
1.1.4	Review and update as required sustainability-related policies in proposed new Local Plan, and produce new sustainability supplementary planning document to provide guidance on how planning policies can be complied with	Planning Policy team	Officer time Document design costs	High	Review and update policies by 30/11/14 Produce SPD within 12 months of adoption of Local Plan	Policies updated. Further review will be required prior to resubmission of Local Plan (date to be advised)
1.1.5	Consider signing up to Climate Local initiative	Sustainability Officer	Officer time	High	By 28/02/15	Signed up to Climate Local on 25/2/15

Objective 1.2:**Raise staff and Elected Member awareness of issues relating to sustainability and their respective roles in promoting it****Measure(s):**

- Number of members of staff and Elected Members receiving briefings / attending training sessions, seminars and site visits

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
1.2.1	Deliver sustainability briefings and training to: <ul style="list-style-type: none">• new starters, as part of induction process;• existing staff (all), in form of e-learning packages• senior officers, at dedicated senior offices meetings• Elected Members	Sustainability Officer Training Officer	Officer time Training set-up costs - tbc	Medium	Ongoing	First briefing for senior officers held on 23/10/14 E-learning packages being investigated
1.2.2	Run seminars, Q & A sessions and site visits for staff and elected members	Sustainability Officer	Officer time	Medium	Ongoing	To be actioned
1.2.3	Set up Sustainability section on intranet	Sustainability Officer	Officer time	Medium	By 30/06/15	Awaiting launch of new intranet – due summer 2015

Strategic Aim 2 - Addressing our own impacts and vulnerabilities

Objective 2.1:

Make our operational property holdings more efficient in the use of energy, water and other resources

Measure(s):

- Consumption of electricity (kWh), gas (KWh), LPG (m³), biomass (tonnes)
- Water consumption (m³)
- Paper consumption (reams)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.1.1	Identify viable energy efficiency measures for operational stock	Housing & Property	Officer time	High	By 31/03/16	Options for refurbishment of Riverside House and leisure centres currently being examined
2.1.2	Produce business cases for energy efficiency measures that can be implemented in advance of stock review, to include: <i>a) Riverside House:</i> review options for improving efficiency and reduce running costs of building, to incorporate no- and low-cost measures and including: server room cooling; lighting; appliances; heating and ventilation; <i>b) Oakley Wood Crematorium:</i> identify optimum usage patterns of cremators and investigate feasibility of running heat pipe to lodge <i>c) Other properties / sites:</i> assess feasibility of LED lighting upgrades and other measures <i>d) Staff behaviour change programme</i>	Energy Manager Sustainability Officer	Officer time	High	By 31/12/15	To be actioned – require input from relevant service areas, H&P in particular
2.1.3	Identify suitable water efficiency measures across the Council's entire operational building stock and land holdings; produce business case for expenditure, as appropriate	Energy Manager	Officer time	High	31/03/2016	To be actioned - require input from H&P

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.1.4	Identify options for reducing paper use and set reduction target; implement options	tbc	Officer time	High	Identify options and set target by 30/09/15 Achieve target by 31/03/16	To be actioned
2.1.5	Set minimum performance standards for new developments / major refurbishments, including new office headquarters and leisure centre redevelopment	Relevant Project Manager	Officer time	High	Ongoing	To be actioned - require input from H&P
2.1.6	Improve waste segregation and recycling / reuse within operational buildings and other sites	Facilities Manager	Officer time	Medium	By 31/12/15	To be actioned

Objective 2.2:**Make our housing stock more energy efficient***Measure(s):*

- Energy Performance Certificate / SAP ratings
- Measured or calculated energy savings

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.2.1	Include appraisal of options for improving energy efficiency of existing Council-owned housing as part of planned stock review	Housing & Property	Officer time, with consultancy input as required	High	By 31/12/15	Stock review underway. Due for completion autumn 2015
2.2.2	Based on findings of review, set minimum standards for energy efficiency to be achieved for whole of existing stock within stated timescale, and produce business case and plan for delivery	Housing & Property	Officer time, with potential consultancy input	High	By 31/03/16	To be actioned following stock review
2.2.3	Set minimum energy efficiency standards for new-build projects	Housing & Property	Officer time, with potential consultancy input	High	Ongoing	Ongoing. Code for Sustainable Homes Level 4 adopted for Fetherston Court
2.2.4	In advance of stock review, assess opportunities for ECO funding for external wall insulation projects	Housing & Property	Officer time	High	By 31/12/15	Initial options reviewed. Decision taken to revisit following stock condition surveys

Objective 2.3:**Provide more energy from renewable and low-carbon sources***Measure(s):*

- Installed capacity of renewable and low-carbon energy technologies

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.3.1	Carry out heat mapping and energy master-planning to identify opportunities for district heating networks	Sustainability Officer	Officer time plus £15k (33% matched funding) – as agreed	High	By 31/07/15	Project underway and due for completion by 31/07/15
2.3.2	Look into other options for investing in larger-scale renewable energy schemes	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	By 31/03/16	
2.3.3	Continue with programme of upgrading of flats / care facilities to incorporate communal biomass boilers	Energy Manager	Budget allocated (Housing)	High	Ongoing	Tannery Court now operational. Plans being developed for other sites
2.3.4	Re-examine business case for solar photovoltaics on Spa Centre	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	By 30/09/15	To be actioned – require input from H&P
2.3.5	Re-evaluate business case for hydropower scheme at Jephson Gardens & Princes Drive	Sustainability Officer	Officer time	Low	By 31/12/15	Reviewed, but project not viable due to EA permitting restrictions
2.3.6	Consider full range of options for renewable and low-carbon energy at sports centres as part of upgrades	Sports and Leisure	Officer time plus consultancy input	High	By 30/09/15	Underway
2.3.7	Consider other options for renewable and low-carbon energy technologies	Sustainability Officer	Officer time, plus potential future	Medium	By 31/03/16	To be actioned – require input from H&P

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
			feasibility study costs			

Objective 2.4

Reduce transport-related carbon dioxide emissions

Measure(s):

- Carbon dioxide emissions

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.4.1	Introduce package of measures to encourage staff to use alternative modes of transport to the car, including salary sacrifice scheme for cycle purchase, upgrading of shower and bike storage facilities, provision of free trial bus passes, cycle business mileage rate, on-site cycle repair days	Sustainability Officer Payroll	Officer time plus costs of measures (approx. £13k)	High	By 31/08/15	Required physical works at Riverside House identified and costed. Other work ongoing
2.4.2	Introduce staff travel policy and set up travel management system	Human Resources Procurement	Officer time Potential cost savings (to be identified)	Medium	By 31/03/16	Work underway on policy
2.4.3	Produce a travel plan for organisation	Travel Plan working group	Officer time (plus potential resource implications to implement measures)	Medium	By 31/12/15	Working group established and held first meeting on 03/06/15
2.4.4	Re-assess business case for introduction of pool cars (including electric vehicles) and bicycles	Sustainability Officer	Officer time	High	By 30/09/15	Funding for electric vehicles secured (OLEV Readiness fund). Fleet review to assess requirements underway.

Objective 2.5

Ensure sustainability is fully integrated into procurement activities

Measure(s):

- Level of coverage of procurement activities by guidance

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.5.1	Identify key procurement activities and for each assess main sustainability issues to be addressed	Procurement	Officer time	High	By 31/03/16	To be actioned – require input from Procurement
2.5.2	Identify and document appropriate procurement criteria and produce guidance (as appropriate) for key procurement activities	Procurement	Officer time	High	By 31/03/16	To be actioned – require input from Procurement
2.5.3	For ongoing contracts, set up process for reviewing sustainability requirements as existing contracts are due for renewal	Procurement	Officer time	High	Ongoing, with process to be established by 31/12/15	To be actioned – require input from Procurement

Objective 2.6

Ensure the Council's property, land holdings and services remain resilient in the face of a changing climate

Measure(s):

- Water consumption (m³)
- Adaptation measures incorporated (number and type)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
2.6.1	Ensure climate change adaptability is fully taken into account in making decisions on future of existing building stock and location of new offices / housing stock	Project Coordinators Housing and Property Sustainability Officer	Officer time, other resources tbc (case-dependent)	High	Ongoing	To be actioned – require input from H&P
2.6.2	As part of the planned housing stock review, examine options for enhanced water efficiency and, where appropriate, set minimum water efficiency standards for existing and new housing stock	Housing and Property	Officer time, other resources tbc	Medium	By 31/12/2015	Stock review underway. Due for completion autumn 2015
2.6.3	Set minimum water efficiency standards to be applied to new and refurbished operational buildings (see also item 2.1.3)	Housing and Property, with input from Sustainability Officer	Officer time, other resources tbc	High	Ongoing	Looking at options for leisure centres, but options for other sites need to be assessed (eg Riverside House refurbishment)
2.6.4	Identify those Council properties that are vulnerable to the impacts of climate change and appropriate adaptation measures. Incorporate these measures into refurbishment programmes	Housing and Property, with input from Sustainability Officer	Officer time, other resources tbc	High	By 31/03/16	To be actioned – require input from other service areas
2.6.5	Ensure appropriate flood resilience measures are incorporated into leisure centre upgrades and, if appropriate, new headquarters	Sports and Leisure Project Coordinators	Officer time, other resources tbc	High	Ongoing	To be actioned – require input from other service areas

Strategic Aim 3 – Promoting and enabling sustainability and climate change resilience in the wider district

Objective 3.1

Reduce fuel poverty in the District

Measure(s):

- Number of households in fuel poverty

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
3.1.1	Provide advice on domestic energy-related issues to general public (targeted at most vulnerable residents), via advice clinics, home visits, helpline, website and printed literature	Sustainability Officer	Officer time, plus cost of Service Level Agreement (SLA) with Act on Energy (approx £9k pa)	High	Ongoing (SLA renewed annually in April)	Advice sessions run all through winter of 2015/16, together with a number of home visits. Helpline active and being used by public on an ongoing basis
3.1.2	Provide energy efficiency information and advice to WDC tenants: <ul style="list-style-type: none"> • include leaflets in new tenant sign-up packs • via newsletters, events and home visits 	Sustainability Officer Sustaining Tenancies team	Officer time	High	Ongoing	Energy efficiency leaflets included in new tenant sign-up packs Tenant events include energy efficiency advice Tenants Together newsletters include regular articles on energy
3.1.3	Provide training on domestic energy efficiency for frontline staff	Sustainability Officer	Officer time, Act on Energy costs (through SLA)	High	Ongoing	3 sessions for frontline staff run over winter 2015/6
3.1.4	Run targeted campaign to increase take-up of Warm Homes Discount	Sustainability Officer Financial Inclusion team	Officer time, plus campaign costs (£4k) – to be paid for via Public Health grant	High	By 30/09/15	Campaign to be run once full details of scheme are available from energy suppliers (summer 2015)
3.1.5	For private rented sector, examine options for enhanced usage of Housing Health and Safety	Private Sector Housing	Officer time; other resources	Medium	By 31/03/2016	

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
	Rating System as a means of enforcement in cases where extreme cold are identified		(potentially purchase of software)			

Objective 3.2

Work proactively community groups and the general public to promote and enable sustainability and climate change resilience in the District

Measure(s):

- Number of community groups and members of public engaged with
- Number of renewable energy projects supported and installed capacity of renewable energy

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
3.2.1	Liaise with voluntary sector organisations to identify how the council can best support local community groups to operate more sustainably	Sustainability Officer	Officer time plus costs to host forum (tbc)	Low	Ongoing	Fundraisers' Forum on sustainable buildings being run in conjunction with WCAVA on 25/06/15
3.2.2	Include sustainability criteria for deciding on allocation of small grant schemes	tbc	Officer time	Low	By 31/03/16	
3.2.3	Investigate opportunities for setting up community renewable energy schemes in the district	Sustainability Officer	Officer time	Medium	By 31/03/16	
3.2.4	Investigate setting up a dedicated web-based sustainability hub to engage local residents on issues relating to sustainable lifestyles	Sustainability Officer	Officer time, plus website set-up and hosting costs (tbc – funding options to be investigated)	Medium	By 30/09/15	Investigated but costs prohibitively high (£40,000)
3.2.5	Produce district-level heat wave and cold weather plans	Environmental Sustainability team	Officer time	Low	By 31/03/16	
3.2.6	Examine options for increasing local food growing	Sustainability Officer Green Space Team	Officer time	Low	By 31/03/16	

Objective 3.3

Engage with local businesses to enable them to operate more sustainably and to create a thriving local low-carbon economy

Measure(s):

- Number of local businesses engaged with

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
3.3.1	Work with BID Leamington to improve waste recycling by town centre businesses	Economic Regeneration & Development Manager Sustainability Officer	Officer time	Medium	By 30/09/15	Survey on waste management issued to businesses in spring 2015
3.3.2	Investigate setting up a district-based green business club	Sustainability Officer	Officer time (potential funding available through CWLEP)	Medium	By 30/09/15	Green business club covering the Coventry and Warwickshire LEP being planned using ESIF funding
3.3.3	Examine opportunities to link Council activity with corporate social responsibility programmes	Sustainability Officer	Officer time	Low	By 31/03/16	

Objective 3.4


Engage with other public bodies and educational establishments to achieve joint aims on sustainability and climate change

Measure(s):

- Numbers of interventions made by 'Warm and Well' partnership
- Flood prevention / response initiatives successfully implemented
- Additions made to cycle network (or enhancements to existing network)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale	'RAG' Status as at 18/06/15
3.4.1	Work proactively with Warwickshire County Council on the development and delivery of a Flood Risk Management Strategy for the District	Environmental Sustainability team	Officer time Other resources (tbc)	High	Ongoing	Draft FRMS published and consulted on in spring 2015
3.4.2	Collaborate with Warwickshire County Council and other organisations on sustainable transport-related issues, including the delivery of the Warwick and Leamington Transport Strategy, the further development of local cycle networks, and the setting up of community car-share clubs and vehicle charging infrastructure	Environmental Sustainability team	Officer time Other resources (tbc)	High	Ongoing	Strategy published and work ongoing in collaboration with WCC to implement it
3.4.3	Work with Public Health Warwickshire, Act on Energy, and other local authorities & agencies in the sub-region to deliver the outcomes of the 'Warm and Well' partnership	Sustainability Officer Health and Wellbeing Lead Financial Inclusion team	Officer time	High	Ongoing	Boiler servicing and repair, insulation (ECO top-up), benefit checks, help line and emergency heating provided delivered through Warm and Well partnership
3.4.4	Continue to collaborate with Warwick University on end-of-term collections of wastes from student households in Leamington	Neighbourhood Services	Officer time	High	Ongoing	Work ongoing

 Employment Committee 16th September 2015		Agenda Item No. 7
Title	Temporary Building Surveyor – Housing Stock Condition Survey & Strategic Asset Management	
For further information about this report please contact	Matt Jones	
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 – 3 rd September 2015 – Agenda Item 5 - Housing Stock Condition Survey & Strategic Asset Management	
Background Papers		

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
Chief Executive/Deputy Chief Executive	TBC	Bill Hunt
Head of Service	TBC	Andy Thompson
CMT		
Section 151 Officer	TBC	Mike Snow
Monitoring Officer		Andrew Jones
Finance	TBC	Mark Smith
HR	TBC	Sue Firminger
Portfolio Holder(s)	TBC	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 Building Surveyor on a temporary basis for a period of two years to support the effective completion of a survey of the condition of HRA assets as approved by Executive on 3rd September 2015.

2. RECOMMENDATION

- 2.1 That the Employment Committee approves the recruitment of a temporary Building Surveyor as set out in this report.

3. REASONS FOR THE RECOMMENDATION

- 3.1 On 3rd September 2015, the Executive approved the recommendations in the Housing Stock Condition & Strategic Asset Management Report which set out the need to undertake a condition survey of 100% of Housing Revenue Account residential Assets (5985 assets in total).
- 3.2 Specifically, the Executive approved that, subject to approval by Employment Committee, £85,000 be transferred from non-staffing HRA budgets into the Asset Management staffing budget to fund the recruitment of the temporary Building Surveyor for a period of up to two years.
- 3.3 The survey is fundamental to the development of robust asset management data and once completed will form the foundation for the analysis, planning and implementation of future programmes of planned maintenance and investment works, a significant area of investment for the Council.
- 3.4 The additional resource is required in order to ensure this critical piece of work is managed effectively.

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 a key activity that will directly inform the future investment and maintenance priorities of the Councils HRA residential assets.

5. BUDGETARY FRAMEWORK

- 5.1 The Executive have approved that £85,000 be transferred from existing non-staffing HRA budgets into the Asset Management staffing budget to fund the appointment of the temporary post. It is anticipated that the salary for the post will be equivalent to Salary Grade D Spinal Column Point 39 (£33,857) plus standard Council on-costs.

6. ALTERNATIVE OPTION(S) CONSIDERED

- 6.1 Alternative options for the delivery and resourcing of the survey were considered as part of the recommendations made to the Executive in the appended report (Housing Stock Condition Survey & Strategic Asset Management, 3rd September 2015). No further alternative options have been considered for this report.

	Employment Committee 16th September 2015	Agenda Item No. 8
Title	Additional Temporary Staffing Resource – Housing & Property Services	
For further information about this report please contact	<p> Bill Hunt Deputy Chief Executive 01926 456014 bill.hunt@warwickdc.gov.uk </p> <p> Andy Thompson Head of Housing & Property Services 01926 456043 andy.thompson@warwickdc.gov.uk </p> <p> Matt Jones Asset Manager 01926 456034 matthew.jones@warwickdc.gov.uk </p>	
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	11 March 2015, Executive Minute number 151	
Background Papers	Asset Management Redesign Update, Executive, 11 March 2015, Improvement Programme III - Reshaping the Organisation, Employment Committee, 27 January 2015	

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
Chief Executive/Deputy Chief Executive		Co-author
Head of Service		Andy Thompson
CMT	9/9/15	
Section 151 Officer	10/9/15	Mike Snow
Monitoring Officer	9/9/15	Andrew Jones
Finance	10/9/15	Mark Smith

HR	10/9/15	Sue Firminger
Portfolio Holder(s)	10/9/15	Councillor Phillips
Consultation & Community Engagement		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report sets out proposals to address capacity issues within the Assets Team of Housing & Property Services that are currently impacting on service delivery and workforce development.

2. **RECOMMENDATION**

- 2.1 That the Employment Committee provisionally approves the recruitment of:
- 1 temporary Project Manager post at salary grade E1 for 24 months
 - 1 temporary Property Maintenance Officer at salary grade F for the period ending March 31st 2017
- 2.2 That Employment Committee notes that the funding for these temporary posts will be considered by Executive on September 30th 2015.

3. **REASONS FOR THE RECOMMENDATIONS**

- 3.1 On 27 January 2015 the previous Employment Committee approved a significant redesign of the Asset Management Team within Housing & Property Services. For the benefit of new members of the Committee the report that was considered is attached at **Appendix One**.
- 3.2 A further report was taken to Executive on 11 March 2015 on the budgetary issues arising from the redesign proposals and the outcome of the internal matching process which required further provision to be made for redundancy costs. Approval of the proposals in this report enabled an external recruitment process to commence.
- 3.3 Overall, the recruitment process, both internal and external has proved to be more protracted than anticipated, with the final vacant post due to be filled this month, subject to satisfactory interviews. Whilst the process has been underway there has been significant internal staff movement which has proved disruptive, particularly in respect of the Energy and Plant Management Team, where the two staff previously undertaking the Contract Administrator roles secured new positions within the Housing and Void Repairs Team.
- 3.4 The internal staff movements and the successful completion of the external recruitment process has meant that the objectives of the redesign have been met and staff appointed to the new structure with the appropriate skills to deliver an enhanced service. However, there are now a large number of new starters within each of the three teams:
- 2 new building surveyors and 1 Clerk of Works within the Building Surveying Team,
 - 2 new Contract Administrators within the Energy and Plant Management Team,
 - 3 new Contract Administrators, a Resident Liaison Officer and a Property Maintenance Officer within the Housing and Void Repairs Team.
- 3.5 The protracted and disruptive recruitment process and the relatively high proportion of new starters within the teams has had several consequences:
- Planned work has needed to be rescheduled.
 - Managers have been unable to delegate work until staff have been appointed and settled into their (new) role.

- Managers have been unable to progress staff training and development as quickly as desirable as they have lacked the resources to do so.

Each of these issues impacts adversely on the other issues and all have been compounded by long term sickness issues within the Building Surveying Team affecting 4 staff, 1 of whom remains on long term sick leave and another has returned to work but awaits surgery and a three week recovery period.

- 3.6 The net result has been the build-up of a backlog of work, delays to the commencement of projects and an inability for the teams to effectively support colleagues working on key corporate and strategic initiatives. The latter issue, in particular, has been aired at recent Asset Strategy Group and Senior Management Team meetings and the Corporate Management Team (CMT) is consequently bringing forward these proposals to address the current capacity issues.
- 3.7 These capacity issues have resulted in key initiatives to review the effectiveness of the current Open Book contracting arrangements for housing and void repairs, update HRA stock condition information, introduce a new strategic approach to planning Housing Investment Programme expenditure and introduce a comprehensive corporate asset management strategy all being delayed, in addition to the procurement and mobilisation of specific contracts and/or framework agreements for both HRA and corporate properties. Resource has been redirected to other key corporate projects, for example the Leisure Options Review and St. Marys Lands at short notice and the lack of capacity has meant that these contributions have been less efficient and effective than if they had been planned.
- 3.8 It is therefore proposed to recruit a Project Manager for 24 months, working direct to the Asset Manager, to concentrate on the Open Book contracts review, process changes to the existing contract in advance of the review's completion and to assist with the co-ordination of a new approach to corporate asset management. This will free up the Asset Manager to focus on strategic issues and team leadership and development and free up the Housing and Void Repairs Manager to concentrate on operational issues and the effective integration and personal development of the new starters within their team.
- 3.9 An additional Property Maintenance Officer (PMO) is also proposed for the period ending 31 March 2017. This post will enable additional operational capacity to be deployed to increase the level of pre and post-inspections on existing contracts while the strategic review is underway. The capacity will also enable the Housing Repairs and Voids Manager to focus on revised operational arrangements for repair reporting. The fixed timescale is proposed to tie in with the likely timescales relating to the proposed review of the WDC/WCC Customer Service Centre which is the subject of a report being presented to Executive on 30 September 2015.
- 3.10 The proposed funding arrangements for these posts will be considered by Executive at their next meeting so 'in-principle' approval of the recommendations is being sought from this Committee pending their decision. The proposed posts will slot into the current structure which is shown in schematic form in **Appendix One** under the title 'proposed asset management structure'. The Project Manager post would report direct to the Asset Manager and the Property Maintenance Officer would report to the Housing and Void Repairs Manager.

- 3.11 Members will note that there is a separate report, elsewhere on the agenda, proposing the recruitment of a further temporary Building Surveyor for a period of up to two years, following Executive approving the necessary funding for the post at their 3 September 2015 meeting. This post is needed to provide the necessary capacity to ensure that the full stock condition survey of the HRA stock and subsequent transition to a strategic asset management process designed to ensure that the survey data is used effectively. There is no duplication between the capacity released by this post and the proposals in this report as it is for an entirely discrete new initiative.
- 3.12 Despite this planned new post the existing resources within the Building Surveying team will continue to be stretched in the short to medium term. Some project work, e.g. the Oakley Wood improvement scheme, will come to a natural end in the next few weeks which will release capacity and the Building Surveying Manager has also undertaken a thorough review of current and future work allocations to ensure that existing capacity is being utilised in the most effective way. This will, in turn, free up the Building Surveying Manager and allow the Asset Manager to delegate additional operational issues to them.
- 3.13 The additional resource now available within the Procurement Team will also assist the backlog issues within the Building Surveying Team allowing tender specifications to be agreed so that contracts for work such as door entry system maintenance, engineering works and fire risk assessments can be procured and the necessary contractor mobilisation subsequently put in place. However, there are still likely to be resource bottlenecks within this team, partly as a result of work backlogs, partly as a result of the need to develop the new starters and to address this it will be recommended to Executive that budget is made available to allow specific tasks to be undertaken by deploying resources secured through a 'call-off' mechanism with contractor(s) selected through a procurement compliant framework agreement(s). After careful consideration it has been assessed that this arrangement will provide the team with optimum flexibility, allowing resources to be drawn down on a 'as and when needed' basis, a more cost effective solution than tying up cost in temporary staff resource which is likely to be under-utilised as a result of the 'lumpy' profile of the work programme in the coming months.

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 adequate resource is available to support the effective delivery of key corporate priorities.

5. **BUDGETARY FRAMEWORK**

- 5.1 The projected costs of the proposed posts are as follows:

	Salary range (£)	Maximum On-costs (pension, NI, car allowance, mileage)	Annual cost (bottom of salary range)	Annual cost (top of salary range)	Total cost of proposal (£)
Project Manager	23,698-26,293	7,706	30,677	33,999	61,354 - 67,998

(E1)					
Property Maintenance Officer (F)	20,849 - 22,937	6,767	27,031	29,704	33,789 - 37,130*

* Assumes postholder can be recruited from January 2016 onwards. End date is fixed so any delays in recruitment will mean total cost is lower. projected costs of the proposed posts are as follows:

- 5.2 The funding mechanisms will be considered by Executive on 30 September but are as set out below.
- 5.3 The Property Maintenance post would be wholly funded from the Housing Revenue Account (HRA) which will reduce the contribution to the HRA Capital Investment Reserve that is within the current HRA budget.
- 5.4 The Project Manager role will work on issues affecting both HRA and corporate assets as referred to in paragraph 3.8. The costs of this post would need to be split 50:50 between the HRA and the General Fund.
- 5.5 The proposed split of costs arising from these proposals is therefore as follows:

HRA	General Fund
£64,466 - £71,129	£30,677-£33,999

- 5.6 It is proposed that the General Fund costs are funded through the Service Transformation Reserve.
- 5.7 The separate cost of the 'call-off' arrangements set out in paragraph 3.13 is unknown but will not exceed £100,000. The anticipated split of this work is 70% General Fund and 30% HRA. Again, costs would be split between the HRA and the Service Transformation Reserve.
- 5.8 The actual split of costs between the HRA and General Fund will be reviewed at Year End, based on the actual split of tasks undertaken by the postholders, with any necessary adjustments made as appropriate.
- 5.9 The Service Transformation Reserve currently has a balance of £579,000. The maximum anticipated cost falling on this Reserve (based on the split of costs set out above in paragraphs 5.5 and 5.7) would be £103,999, reducing this balance to £475,000.
- 5.10 Based on the same assumptions the maximum cost to the HRA would be £101,129. This would have no significant effect upon the HRA Business Plan.

6. RISKS


- 6.1 There is inevitably a risk that the recruitment of the proposed staff will be protracted, delaying the intended service improvements or ultimately unsuccessful. Subject to the approval of the recommendations the recruitment exercise will be fast-tracked. Whilst there is recent evidence of success in recruiting to posts at the proposed grades the recruitment process will be

closely monitored and, if necessary, expedited though potentially more costly options of recruiting through Commensura or through a framework agreement.

- 6.2 There is a risk that the proposed 'call-off' arrangement will not prove to be cost effective or will not deliver the appropriately trained staff to undertake the required tasks. The first issue will be mitigated through close budget monitoring and a thorough pre-procurement assessment of the most suitable framework agreement. The second issue will again be closely monitored with the option of changing the approach and using the budget allocation to engage, via a framework agreement, a short term placement of a suitably qualified surveyor.
- 6.3 The overall risk of the proposed arrangements failing to effectively address the current issues will be mitigated by the Head of Service and the Asset Manager prioritising the monitoring of the revised arrangements within the Asset Management Team to ensure that if any corrective action needs to be made this is done on a timely basis and within budget.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 One option would be not to put additional temporary resource into the Housing & Property Services area. This 'do nothing' option has been discounted as it would not address the current backlogs and capacity issues compromising the service area's ability to deliver an effective service on all corporate priorities.
- 7.2 Another option would be to recruit two additional temporary staff into the Building Surveying Team rather than use the recommended funding allocation to establish the proposed 'call-off' arrangements. This has been discounted as the additional management responsibilities falling on the team manager would not result in any additional capacity being released, compromising both the ability of the Asset Manager to delegate work and free up their capacity and the Building Surveying Manager's ability to develop the existing new starters within their team.

 Employment Committee 27th January 2015		Agenda Item No.
Title	Improvement Programme III – Re-shaping the Organisation	
For further information about this report please contact	Matt Jones	
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?	Yes	
Date and meeting when issue was last considered and relevant minute number	N/A	
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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	15.01.15	Bill Hunt
Head of Service	15.01.15	Andy Thompson
CMT		
Section 151 Officer	15.01.15	Mike Snow
Monitoring Officer		Andrew Jones
Finance	15.01.15	Mark Smith
HR	15.01.15	Sue Firminger
Portfolio Holder(s)	15.01.15	Councillor Norman Vincett
Consultation & Community Engagement		
Consultation has been undertaken with staff within Housing & Property Services and also with service areas that interact with the Asset Management Team		
Final Decision?		Yes

Suggested next steps (if not final decision please set out below)**1. SUMMARY**

- 1.1 The report set out the proposals for the re-design of the Asset Management Team with the Housing & Property service area following a wholesale review of the functions provided by the team.

2. RECOMMENDATION

- 2.1 That the Employment Committee approves the proposed structure for the Asset Management Team as set out in this report subject to Executive approving the necessary funding of £36,900
- 2.2 That the Employment Committee approves the removal of the following eight posts from the establishment:

H30060 - Building Construction & Surveying Manager
 Vacant - Building Surveyor
 Vacant - Asbestos Officer
 H30090 - Building Surveyor (Mechanical & Electrical)
 H30080 - Clerk of Works (Mechanical & Electrical)
 B60013 - Assistant Area Engineer x 3

- 2.3 That the Employment Committee approves ten new posts, as identified below to be added to establishment:

Building Surveying Manager
 Commercial Property Surveyor
 Contract Administrator x 5
 Area Maintenance Officer x 2
 Resident Liaison Officer

3. REASONS FOR THE RECOMMENDATION

- 3.1 In the past 24 months Housing and Property Services has completed the re-design of its management team and also the Sustaining Tenancies and Business Support & Strategic Housing Teams.

In April 2013, the Employment Committee approved the proposals for the re-design of tier 1 of the Housing & Property Services Structure.

On 18th June 2014, the Employment Committee approved the proposal for the re-design of the Sustaining Tenancies and Business Support & Strategic Housing Teams. Due to departure of the Asset Manager, the proposals for the redesign of this team were deferred to enable the appointment of a new Asset Manager to lead the re-design.

- 3.3 The current structure of the Asset Management Team, like the other tiers of the Housing & Property Service Area needed to be reviewed in order to ensure the team is appropriately structured and resourced. The re-design of the Asset

Management team is the final phase of the service area re-design and marks a key milestone as the service area prepares itself to meet present and future challenges. Such challenges include:

- The state of public finances has permanently reduced local authority funding and created significant pressures (on the General Fund) to deliver even greater value for money services.
- The squeeze of public finance has also transformed welfare policy for years to come. The Welfare Reform Act 2012, will put enormous revenue pressure on Registered Providers (including stock retained local authorities). This will require a fresh look at business processes and investment decisions. These reforms will encourage more choice, independence and empower customers to demand even greater transparency and value for money.
- Increased demand (with smaller households and customers living longer) matched with a shortage in supply has created a housing time bomb which needs to be diffused with a step change in the provision of more homes.
- Changing the focus of the organisation from short term maintenance management to strategic asset management in order to enable the council to plan its investment priorities and assess the long term viability of its housing and corporate built assets.
- Ensuring compliance with current and pending government policy, industry standards and legislation e.g. the Decent Homes Standards and the Gas Safety Regulations, working within the context of the Housing Revenue Account Reform (self-financing) and the Housing Business Plan to deliver efficient, effective planned and responsive maintenance services.
- Improving the energy performance of the councils built assets, reducing environmental impact, lowering fuel consumption and bills and securing a sustainable future.
- A highly competitive employment market has and will encourage staff to demand ever greater job certainty and positive career development opportunities.

3.4 These challenges can be summarised into three objectives:

- Improving services for customers
- Delivering efficiencies
- Enabling positive culture change

The objectives are fully aligned to the Council's corporate "*Fit for the Future*" strategy.

The proposal for the Asset Management Team

3.5 The redesign proposal for the Asset Management Team has been produced following consultation with staff across Housing & Property Services and client service areas. The proposal aims to clarify the principle functions of the Asset Management Team, creating clear direction and accountabilities throughout the

team, distributing work within the structure in a logical way which supports effective service delivery and teamwork.

There are a number of principles that have been applied to ensure that the service is fit for purpose and able to support the delivery of the organisations objectives:

- Ensuring that as far as possible contracts and processes are managed end to end by the same team to ensure continuity, ownership and accountability.
- Reducing waste by ensuring that tasks are handled at the first point of entry by the most appropriate person without duplication and double handling.
- Adopting automated processes as far as practicably possible.
- Creating an agenda for effective communication with colleagues and customers.

3.6 In general the current structure of the team is considered to be fit for purpose however the following changes have been devised in support of the above aims and principles:

- The Engineering team will be united with the Building Surveying team to complete their adoption into the service area. This will create clear line management arrangements and bring together the corporate building and open spaces planned preventative maintenance programmes, assisting the future co-ordination, management and reporting of the programme.
- The Housing repairs team will be expanded and will assume responsibility for the management of several housing repairs contracts which are currently managed by either the Building Surveying & Construction team or the Energy Management team. This will facilitate a more consistent, co-ordinated and understandable process for the reporting and delivery of housing repairs. While technical support will still be available from the Building Surveying & Construction and Energy Management teams, the centralisation of the housing repairs contracts will also enable the re-focusing of these teams for the benefit of WDC.
- The creation of a commercial property surveyor post. This post will be dedicated to the development of the systems, processes and tools that are required to effectively manage the council's non-operational buildings and will reinstate professional commercial surveying services that had previously been commissioned from the District Valuation Office until approximately 2010, in a more cost effective way, that better supports business needs of the organisation.
- The Senior Estate Supervisor and the Estates Supervisors will be transferred into the Sustaining Tenancies team; this will amalgamate all posts that are

primarily concerned with housing management into one team. In order to aid the understanding of this proposal a small organogram illustrating the proposed changes are provided separately from the Asset Management team organograms

3.7 Building Surveying & Construction Team

The building construction and surveying team will provide a full spectrum of professional building surveying services to the HRA and general fund accounts and will expand to incorporate the new Area Maintenance Officer posts which replace the existing Area and Assistant Area Engineer posts. The Building Surveying team is reduced from 6 to 5 in order to support the creation of a Commercial Property Surveyor Post.

The principle functions of the team are set out in the table below:

Building Surveying Team	
Proposed Resource: 1 x Manager, 5 x Building Surveyors, 2 x Clerks of Work, 1 x Area Maintenance Supervisor, 2 x Area Maintenance Officers	
<ul style="list-style-type: none"> Planned and reactive building maintenance and repairs for corporate property 	<ul style="list-style-type: none"> Parks and open spaces footpath repair, maintenance and inspection
<ul style="list-style-type: none"> Maintenance and collection of housing stock condition data and production, monitoring and delivery of the housing improvement programme 	<ul style="list-style-type: none"> Housing communal land repair, maintenance and inspection
<ul style="list-style-type: none"> Maintenance and collection of corporate property stock condition survey data and production, monitoring and delivery of the planned preventative maintenance programme 	<ul style="list-style-type: none"> High rise and surface car park repair, maintenance and inspection
<ul style="list-style-type: none"> Fire fighting equipment and man-safe line service and maintenance 	<ul style="list-style-type: none"> Environmental Improvements
<ul style="list-style-type: none"> Professional services including: <ul style="list-style-type: none"> Project Management Contract Administration Clients Agent & Technical Support Design, Specification & 	<ul style="list-style-type: none"> Finger Post Maintenance Street Seat Maintenance Street Name Plate Maintenance Bus Shelter Maintenance White Lining

Procurement <ul style="list-style-type: none"> ○ Budget and Cost Estimating ○ Building Pathology, Surveys and Inspections ○ Construction Health and Safety ○ Report and Schedule Writing 	<ul style="list-style-type: none"> • Supervision, Site Management and Quality Control.
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3.8 **Commercial Property Surveyor**

This post will work closely with the Asset Manager and the Estates Manager and will play a key role in developing the fundamental systems, processes and working relationships that are needed to support the effective management of the corporate non-operational assets, ensuring the contribution these assets make to the Councils objectives is optimised. It will also have ownership of the non-operational property planned preventative maintenance programme.

The creation of this post provides a cost effective solution to reinstate the provision of professional commercial property services, previously commissioned from the District Valuers Office until approximately 2010, and is a formalisation of an experiment that has been tested within the existing Building Surveying and Construction team; the results of which have been positive and resulted in circa £150,000 of receipts being created by the current post-holder through following the correct protocol for dilapidations alone in a 12 month period.

It is proposed that this resource is created by way of a bid for funds from the Service Transformation Reserve on the basis of a two year fixed term contract. Subject to the approval of this bid, the two year period will allow sufficient time to design, implement and embed a comprehensive commercial property management service; during which time the need for the resource and the possible re-integration of the post back into the Building Surveying team and also the potential adoption of the Estates Manager into the Asset Management team can be reviewed.

3.9 **Housing and Void Property Repairs Team**

The Housing and Void property repairs team will expand to accommodate several housing repair contracts currently being managed by the Building Surveying and Construction and Energy Management teams. Centralising these contracts will enable greater co-ordination of housing and void repair works and consistent customer service.

In order to correctly administer the centralised contracts, three Contract Administrator posts will be created one of which will be on a two year fixed term contract basis to enable the service area to complete a thorough

evaluation of the resource needed for Contract Administration once all contracts are administered through the Active H ICT system.

The temporary Asbestos Officer post will be deleted, and is to be replaced by one of the three Contract Administrator posts.

The Property Maintenance Officer posts are retained all of which are to be full time posts and will resume pre and post inspections of housing and void repairs returning control of the diagnostic repair process from the repairs contractor to the housing repairs team.

The creation of a tenant liaison officer post will assist with the handling of customer and contractor queries, improving communication between the parties involved in the repairs process and the customer experience, this post will also co-ordinate housing repair service complaint responses.

The principle functions of this team are set out in the table below:

Housing Repairs Team	
Proposed Resource: 1 x Manager, 3 x Property Maintenance Officers, 3 x Contract Administrators, 1 x Resident Liaison Officer	
<ul style="list-style-type: none"> Responsive housing repairs including pre and post repair inspection 	<ul style="list-style-type: none"> Door entry, CCTV, security and fire alarm contract administration
<ul style="list-style-type: none"> Void housing repairs including pre and post void inspections 	<ul style="list-style-type: none"> Domestic electrical contract administration
<ul style="list-style-type: none"> Asbestos contract administration 	<ul style="list-style-type: none"> Domestic gas contract administration

3.10 Energy and Plant Management Team

The energy and plant management team will relinquish responsibility for the domestic gas and electric contracts to the Housing and Void Repairs team in order to focus on the administration of communal and corporate plant maintenance and compliance contracts.

A key challenge for the council is developing solutions to reduce the energy consumption of its assets. The energy and plant management team will have a key role in developing the council's sustainability policies and providing technical services to support the development of options to support the delivery of the council's energy efficiency objectives, giving a new focus for the adapted Energy and Plant Manager post.

The current M&E Clerk of Works and M&E Building Surveyor posts will be deleted and replaced with two new Contract Administrator posts that will support the Energy and Plant Manager and be responsible for the administration of the compliance contracts identified in the table below.

Warwick Plant Maintenance will be retained with a focus on maximising the efficiency of the plant maintenance activities and the creation and maintenance of transparent auditable service schedules for all corporate and communal plant assets.

The principle functions of the Energy and Plant Management team are set out in the table below.

Energy & Plant Management Team	
Proposed Resource: 1 x Manager, 2 x Contract Administrators, 1 x Plant Maintenance Supervisor , 2 x Plant Maintenance Engineers	
<ul style="list-style-type: none"> BMS and energy usage monitoring 	<ul style="list-style-type: none"> Sustainability and energy reduction planning/advice
<ul style="list-style-type: none"> Corporate and communal plant repair, servicing and maintenance 	<ul style="list-style-type: none"> Corporate and communal gas and electrical service repair and maintenance
<ul style="list-style-type: none"> Corporate fire alarm repair, maintenance, servicing and improvement 	<ul style="list-style-type: none"> Corporate intruder alarm repair, maintenance, servicing and improvement
<ul style="list-style-type: none"> Lightening protection servicing, maintenance and repair 	<ul style="list-style-type: none"> Lift servicing, repair, maintenance and improvement
<ul style="list-style-type: none"> Lightning protection service, repair and maintenance 	<ul style="list-style-type: none"> Air conditioning service, repair and maintenance
<ul style="list-style-type: none"> Street and amenity lighting, service, repair and maintenance 	

4. **POLICY FRAMEWORK**

- 4.1 The services provided by Housing and Property contribute to the Council's vision "Warwick District a great place to live work and visit, where we aspire to build sustainable, safe, stronger and healthier communities".
- 4.2 For any staff impacted, the Council has agreed a process with the Unions (as mandated by Employment Committee on 15th June 2010) for dealing with this consequence. This mechanism is by means of job matching. The approach means that staff in the "old" system are matched against the posts in the "new" system. Any non-matched staff go into the redeployment pool to be hopefully matched against other Council vacancies. The job matching only takes place once Employment Committee has agreed a new staffing structure to ensure that the process is entirely transparent, easy for staff to understand, hopefully minimises the potential for redundancy and is nimble in terms of allowing new roles to start quickly.

5. BUDGETARY FRAMEWORK

- 5.1 In December 2014, while the re-design consultation was on-going, the Executive approved an increase in the staffing budget of £63,100 for each of the 2015/16 and 2016/17 financial years. The re-design consultation is now complete and a further annual increase of £12,400 over and above that approved in December 2014 is required to support the staffing structure of the re-design; the total annual increase required to support the staffing budget based on the re-design proposal in 2015/16 and 2016/17 is £75,500.
- 5.2 The proposed changes result in an £8,400 increase in the annual management cost of the general fund and a £28,500 increase in the annual management cost of the Housing Revenue Account. An overall, on-going annual increase of £36,900 for the staffing budget is needed from 2017/18 based on the proposed structure.
- 5.2 For any staff impacted, the Council has agreed a process with the Unions (as mandated by Employment Committee on 15th June 2010) for dealing with this consequence. This mechanism is by means of job matching. The approach means that staff in the "old" system are matched against the posts in the "new" system. Any non-matched staff go into the redeployment pool to be hopefully matched against other Council vacancies. The job matching only takes place once Employment Committee has agreed a new staffing structure to ensure that the process is entirely transparent, easy for staff to understand, hopefully minimises the potential for redundancy and is nimble in terms of allowing new roles to start quickly.

6. ALTERNATIVE OPTION(S) CONSIDERED

- 6.1 Alternative options were evaluated throughout the consultation process including retaining the existing team structure and staffing levels. Each alternative option was rejected in favour of the proposed.

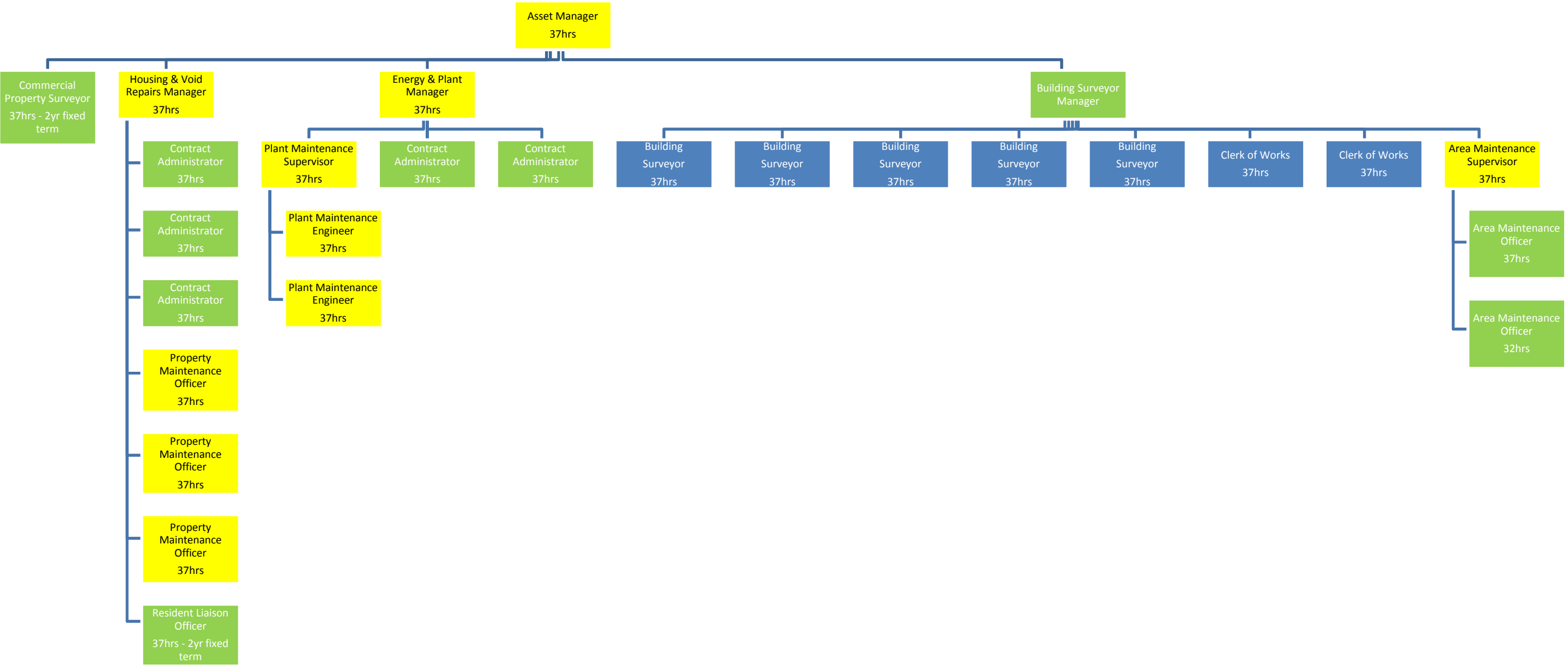
Appendix 1

The organisational chart of the proposed new service and the existing service are set out below. All posts on the chart are full time unless otherwise indicated.

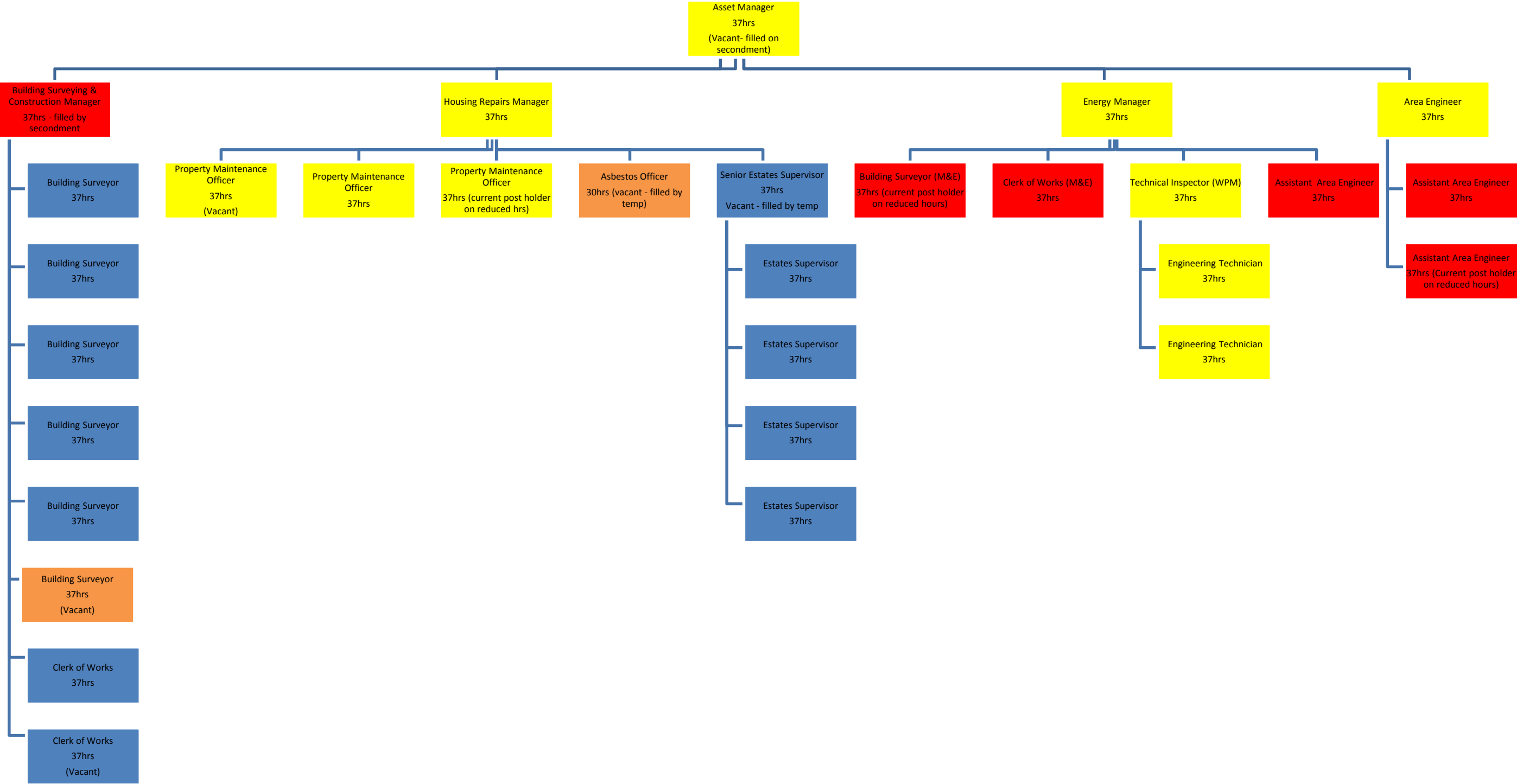
The charts have been colour coded for ease of reference. The colour scheme is as follows:

Box Colour	Key
Blue	Existing unchanged post – these posts will stay as they are but may move to a different area to that which they currently are in. They will not require a new job description.
Red	Deleted at risk post – these posts will either no longer exist, or will be significantly amended with a new focus.
Orange	Deleted vacant posts – These posts will be deleted but are currently vacant
Green	New Post - these posts will be subject to internal matching from those staff put at risk. If matching is not achieved then these posts will be subject to a formal recruitment process.
Yellow	Existing changed post – these posts are existing posts which will mostly stay the same as they are. The Asset Manager will review whether new job descriptions are required for these posts.

Proposed Asset Management Structure



Existing Asset Management Structure



Estates Supervisors Structure (Within Sustaining Tenancies)

