

Overview and Scrutiny Committee

Tuesday 25 September 2018

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 25 September 2018 at 6.00pm.

Membership:

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

Emergency Procedure

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

Agenda

1. Apologies and Substitutes

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

2. Declarations of Interest

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

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

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

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

3. Minutes

To confirm the minutes of the meeting held on 29 August 2018.

(Pages 1 - 4)

4. **Review of the Work Programme, Forward Plan and Comments from the Executive**
To consider a report from Democratic Services. **(Pages 1 - 13)**
5. **Events Review Update**
To receive a verbal update on the Events Review from the Business Support and Events Officer, with reference to the report going to Executive on 26 September 2018 on the Events Strategy.
6. **Christmas Lights Display 2018**
To receive a verbal briefing on the arrangements for the Christmas lights 2018 from the Business Support and Events Officer.
7. **Leisure Development Programme Phase 2 – Kenilworth Facilities**
To receive a verbal update from Cultural Services, with reference to the report going to Executive on 26 September 2018.
8. **Renewal of Recycling Contract 2019/20**
To consider a report from Neighbourhood Services to facilitate Overview & Scrutiny Committee to pre-scrutinise the work being done before final recommendations are made on the renewal of the Recycling Contract 2019/20.
(Pages 1 - 3)
9. **Review of Neighbourhood Services – Service Area Update**
To consider a report from Neighbourhood Services. **(Pages 1 - 22)**
10. **Task & Finish Group HMO's Update**
To consider a report from the Deputy Chief Executive (AJ). **(Pages 1 - 12)**
11. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 26 September 2018**
To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.
You are requested to bring your copy of that agenda to this meeting.
(Circulated separately)
12. **Public and Press**
To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

13. **Executive Agenda (Confidential Items and Reports) – Wednesday 26 September 2018**

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

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

14. **Confidential Minutes**

To confirm the confidential minutes of the meeting held on 29 August 2018.

**(1 Page)
(Not for Publication)**

15. **Review of the Work Programme, Forward Plan and comments from the Executive**

To consider confidential appendix 3 relating to Item 4.

**(1 Page)
(Not for Publication)**

Published on 14 September 2018

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

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

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

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

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

Overview and Scrutiny Committee

Minutes of the meeting held on Wednesday 29 August 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

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

Also Present: Councillors Gill, Phillips, Thompson and Whiting.

25. Apologies and Substitutes

- (a) Apologies for absence were received from Councillors Davison and Shilton.
- (b) Councillor Mrs Stevens substituted for Councillor Mrs Cain.

26. Declarations of Interest

Minute 29 – Report on Fuel Poverty

Councillor Boad declared a pecuniary interest because he was a director and trustee of Act on Energy. He left the room whilst this item was discussed.

27. Minutes

- (a) The minutes of the meeting held on 24 July 2018 were taken as read and signed by the Chairman as a correct record.
- (b) The amendment to the minutes, with the addition of minute number 7a, of previously approved minutes of the meeting held on 26 June 2018 were taken as read and signed by the Chairman as a correct record. The minutes were also amended to correctly state the declaration of interest made by Councillor Boad (minute 9) to show that he was a director and trustee of Act on Energy.
- (c) The minutes of the Joint meeting of the Finance & Audit and Overview & Scrutiny Committees held on 24 July 2018 were taken as read and signed by the Chairman as a correct record.
- (d) The minutes of the Health Scrutiny Sub-Committee meeting held on 3 July 2018 were noted.

28. Work Programme, Forward Plan & Comments from Executive

The Committee considered its work programme for 2018 and the Forward Plan and the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in July 2018.

Resolved that:

- (1) the Deputy Chief Executive (BH) should organise for an update from CDP be given at to the Committee in October;

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- (2) the Deputy Chief Executive (BH) should organise for an update from CDP be given to all Councillors ahead of Group meetings in October;
- (3) verbal briefings should be given on both the Phase 2 Leisure Development in Kenilworth and the Events Review Update if the reports to Executive scheduled to take place in September are delayed;
- (4) the "Mystery Shopper" item should be removed from the Work Programme;
- (5) the "Housing & Homelessness Strategy" item should be removed from the Work Programme;
- (6) the Council Development Company item should be removed from the Work Programme;
- (7) the Emergency Planning item should be scheduled for June 2019;
- (8) Shakespeare's England should be asked to provide an annual report in March 2019, and the report should include KPI's and what has been achieved on these;
- (9) Councillor Mobbs should be asked to provide an update on CWLEP at a convenient date; and
- (10) the Comments from the Executive report detailed at appendix 2 to the report is noted.

29. Report on Fuel Poverty

The Committee considered a report from Health & Community Protection and Housing Services which summarised the Council's latest position in relation to fuel poverty. A table providing data by Ward Area on the proportion of households that were fuel poor as a percentage was circulated at the meeting.

In response to questions from the Committee, the Sustainability Officer and Councillor Thompson as the Portfolio Holder for Health & Community Protection, the Head of Housing Services and the Head of Health & Community Protection explained that:

- The Team had concentrated on Brunswick Ward because data it had from 2015 showed that this area had high levels of fuel poverty households. New data had arrived so analysis would be done to determine where work was required.
- Private Sector landlords would be contacted where the EPC ratings were in categories F and G to advise them of their obligations on fuel efficiency.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- Figures for the percentage of Council properties that had solar panels would be provided after the meeting. However, the percentage was low because the grant funding from the Government had been reduced. 100 properties had been fitted with solar "PVP" panels five years ago.
- Not all Council properties had gas boilers. Housing in rural areas might not be connected to mains gas. Post-Grenfell, the Council had made the decision to take gas out of multi-storey housing because these buildings had been designed for electric heating; the effect on these tenants' heating bills would be negligible because the heating was fuel efficient.
- Officers would examine if there was a correlation between the four top fuel poverty Wards and student accommodation.
- There were plans to engage more university students to help; work was in progress with Coventry University for a potential nine month placement.

(Councillors Phillips and Thompson left the meeting and Councillor Boad re-joined the meeting.)

30. Executive Agenda (Non-confidential items and reports) – Thursday 30 August 2018

The Committee considered the following non-confidential item which would be discussed at the meeting of the Executive on Thursday 30 August 2018.

Item 5 – Council Tax Reduction Scheme

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

(Councillor Whiting left the meeting.)

31. Public and Press

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following two items by reason of the likely disclosure of exempt information within the paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

(Councillor Gill left the meeting.)

32. Executive Agenda (Confidential items and reports) – Thursday 30 August 2018

The Committee considered the following confidential item which would be discussed at the meeting of the Executive on Thursday 30 August 2018.

The full minute of Minute 32 would be contained within a confidential minute which would be considered for publication following the

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

implementation of the relevant decisions. However, a summary of the decision was as follows:

Urgent Item - Creative Quarter Growth Deal Update Report

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

33. Confidential Minutes

The confidential minutes of the meeting held on 24 July 2018 were taken as read and signed by the Chairman as a correct record.


34. Work Programme, Forward Plan & Comments from Executive

The Committee considered the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the confidential reports submitted to the Executive in July 2018.

Resolved that the Confidential Comments from the Executive report is noted.

(The meeting ended at 7.40 pm)

CHAIRMAN
25 September 2018

 WARWICK DISTRICT COUNCIL	Overview & Scrutiny Committee – 25 September 2018	Agenda Item No. 4
Title	Work Programme, Forward Plan & Comments from Executive	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	29 August 2018	
Background Papers	N/A	
This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.		

1. Summary

- 1.1 This report informs the Committee of its work programme for 2018/19 (Appendix 1) and of the current [Forward Plan September to November 2018](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports submitted to the Executive on 30 August 2018 (Appendices 2 and 3).

2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2) and the responses made by the Executive on the confidential Comments from the Executive report (see agenda item 15 – Appendix 3).

3. Reasons for the Recommendation

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

- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Executive decisions and to feed into policy development.
- 3.3 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.
- 3.4 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.
- 3.5 Appendix 2, Comments from Executive, is produced to create a dialogue between the Executive and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee are formally made aware of the Executive's responses.
- 3.6 Where the Overview & Scrutiny Committee have made a recommendation as opposed to a comment the Executive are required to respond to the recommendation(s) made, including whether or not they accept the recommendation(s).

4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 4.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 4.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 4.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 4.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.

- 4.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 4.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.
- 4.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 In reviewing these responses Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the Work Programme.

**Overview and Scrutiny Committee
Work Programme 2018**

25 September 2018

Title	Where did item originate from	Format	Lead Officer / Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Work Programme Report: Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Add update to Work Programme report.	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	
Events Review Update	O&S 6 February 2018, minute 78	Scrutiny of report to Executive, but verbal report if the date slips on the Forward Plan	James Deville / Councillor Butler		February, March or April 2019	4 th quarter of 2018/19
Xmas Lights 2018	O&S 26 June 2018	Verbal update	James Deville / Councillor Butler			
Phase 2 Leisure Development in Kenilworth	1 June 2016	Scrutiny of report to Executive, but verbal report if the date slips on the Forward Plan	Rose Winship / Pdraig Herlihy			

Renewal of Recycling Contract 2019/20 – to review the direction of travel (pre-scrutiny work)	26 June 2018	Written report followed by Q&A at meeting	Gary Charlton			
(Portfolio Holder Update) Review of Neighbourhood Services – Service Area Update		Written report followed by Q&A at meeting				
Full update on HMOs – progress on what was agreed at Executive in June 2017	O&S 26 June 2018 & 24 July 2018	Written report followed by Q&A at meeting	Andrew Jones		O&S to decide	

Actions from meeting 29 August 2018

Briefing from CDP to all WDC Members ahead of Group meetings in October – Deputy Chief Executive (BH) to arrange.

Alice Ellis has a copy of the “Warwick District Fuel Poverty Data” sheet to all O&S Members

Lisa Barker to provide the figure for the % of Council properties that have solar panels

30 October 2018

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Update / Briefing from CDP	O&S 29 August 2018	Report/Briefing (format to be agreed by BH in liaison with CDP)	Bill Hunt			
Increased Litter Bin Provision – report back to show how well the scheme has been received and results <i>(This can slip to November if it is necessary for results data to be meaningful)</i>	Exec Report 27 June 2018 / O&S 26 June 2018	Written report followed by Q&A at meeting	Gary Charlton			
Update on the Leamington Car Park Displacement Strategy	O&S 24 July 2018	Written report followed by Q&A at meeting	Rob Hoof / Paul Garrison / Bill Hunt			

27 November 2018

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
(Portfolio Holder Update) Review of Development & Business - Service Area Update						
Annual Feedback on Outside Appointments & Champions	Standing Annual Item	Written Report	Democratic Services		October / November 2019	Annually
Current Arrangements for South Warwickshire Community Safety Partnership	Mandatory	Written report followed by Q&A at meeting	Pete Cutts		Late Nov / Early Dec 2019	Annually
Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – Update on how it will run, contract progress	O&S 30 May 2018	Written report followed by Q&A at meeting	David Guilding / Phil Clarke		October 2019 – Update on how it has gone	

8 January 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Local Plan Infrastructure Delivery Plan (O&S voted this to be done as a Joint meeting of F&A & O&S at its meeting 26 June 2018)	30 June 2015 & 26 June 2018	Joint meeting of F&A and O&S Written report followed by Q&A at meeting	David Butler / Phillip Clarke		June 2019 January 2020	Half yearly Update
Portfolio Holder Update Review of Chief Executives Service Area – Service Area Update		Written report followed by Q&A at the meeting	Councillor Mobbs		To be on the same evening as F&A 2019	Annually
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written report followed by Q&A at meeting	Phillip Clarke		January 2020	Annually
Verbal update on the Shared Environmental Enforcement with Rugby Borough Council	4 April 2018	Verbal report	Gary Charlton / Grahame Folkes Skinner			8 January 2019

5 February 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written report followed by Q&A at meeting	Mark Lingard			5 February 2019

5 March 2019

Title	Where did item originate from	Format	Lead Officer / Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual update from Shakespeare's England to include KPIs and what has been done.	29 August 2018	Written report followed by Q&A	Marianne Rolfe / Lisa Barker		March 2020	Annually
Fuel Poverty	26 June 2018	Written report followed by Q&A	Marianne Rolfe / Lisa Barker			
Portfolio Holder Update Review of Cultural Services – Service Area Update						

2 April 2019

Title	Where did item originate from	Format	Lead Officer / Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		April 2020	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written report followed by Q&A at meeting	Andrew Jones		April 2020	Annually

May 2019

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

June 2019

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> • What this Council has done, • Capacity • Staff Learning) 	27 June 2017	Written report followed by Q&A at meeting	Marianne Rolfe			
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written report followed by Q&A at meeting	Marianne Rolfe / Alice Ellis		June 2020	Annually
Portfolio Holder Update – Finance? – <i>to be confirmed with F&A so that the Finance updates for both Scrutiny Committees are held on the same evening</i>		Written report followed by Q&A at meeting	Councillor Whiting		Annually	Annually

TBA

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	TBA	Ken Bruno		KB to take of stock of the position in October 2018 to see if he is in a position to bring a report forward.	
CWLEP update	30 June 2015	Verbal Report	Councillor Mobbs		30.8.18 LD sent dates to AM asking him to select a convenient meeting.	Quarterly if an update is available
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Written report followed by Q&A at meeting	Councillor Phillips			

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

Items no.	5	Title	Council Tax Reduction Scheme	Requested by	Labour Group
Reason considered	In order to understand more clearly how the proposed survey Is being supported.				
Scrutiny Comment	The Overview & Scrutiny Committee supported the recommendations in the report but was concerned at the level of complexity of the questionnaire and the effect this might have on the response rate.				
Executive Response	<p>The Executive noted the comments of the Committee but were mindful that there was a requirement to provide all the information in order to enable full consideration of the proposals.</p> <p>The recommendations in the report were approved.</p>				

Overview and Scrutiny Briefing Note
Renewal of Recycling Contract 2019/20

Introduction

Overview and Scrutiny Committee requested to know what ideas / initiatives / changes are being pursued for the next contract (direction of travel) so that they can make suggestions and have real input into what gets agreed for the renewal of the contract. The Committee want to pre-scrutinise “direction of travel” well ahead of any report going to the Executive. They only want to deal with the recycling element of the contract.

The procurement of the major contracts which includes recycling is due to commence formally in May 2019. Over the next 12 months the Council will need to decide the delivery model, the desired quality of services, alternative service options, budget, and engage with a number of stakeholders (Housing, WCC, Members, Cultural Services, Town and Parish Councils, Friends of Groups etc.).

Existing Contract

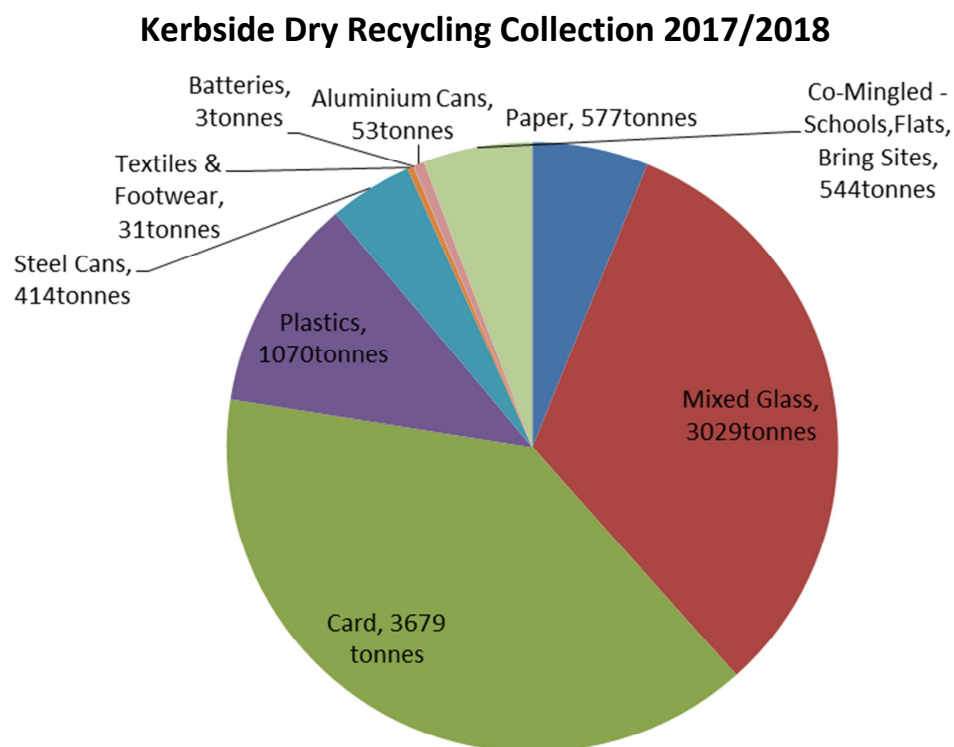
The current contractor SUEZ provides the collection services for recycling, general refuse, green bins, domestic clinical waste, bring banks, bulky waste, schools recycling, and commercial waste from Council buildings. There are circa 55.5k residential properties which they provide the kerbside collection from. The individual cost for the recycling element of the contract £1m, although this is discounted by £450k due to the contractor taking all the income from the sale of recyclable material. Due to the volatility in recycling markets the current actual income received from the sale of recycling material is circa £200k, however the contractor is bound by the original figure for the period of the contract.

The kerbside collection consists of using red boxes and red or white reusable bags. There is no limit on the amount of recycling a resident can present as long as it is contained and presented properly but there are limitations to the types of recycle we can collect.

Each month we collate performance data relating to the individual waste and recycling streams and below details the overall figure for data from the 1st quarter of 2018/19 compared against the same period last year.

Warwick	Q1 2017/18	Q1 2018/19
Recycling Rate	2,598 tonnes 19%	2,463 tonnes 17%
Composting Rate	5,342 tonnes 38%	5,569 tonnes 40%
Recycling, Composting and Re-use Rate	7,941 tonnes 57%	8,032 tonnes 57%
Residual	6,075 tonnes 43%	6,052 tonnes 43%
Total	14,016 tonnes	14,084 tonnes

The chart below indicates the type of recyclate collected and the total collection tonnage from financial year 2017/2018.



The rate of recycling is affected by a number of external factors such as local/national campaigns, the economy, packaging, consumer trends, changing technology etc.

In terms of the overall trend in the District the below indicates that recycling tonnage and the average total tonnage per household has not altered significantly in the last 5 years and even with the District household numbers.

Warwick District Council	2017-18	2016-17	2015-16	2014-15	2013-14
Total Waste	50958.47	52695.2	51067.04	51305.81	49804.95
Total Dry Recycled Waste	10939.04	11469.84	10259.63	10254.67	10428.6
% Dry Recycled Waste - BVPI 82a	21.47	21.77%	20.09%	19.99%	20.94%
Total Waste Collected for Composting	16265.48	17353.96	17792.98	18566.74	17074.51
% Waste Composted - BVPI 82b	31.92%	32.93%	34.84%	36.19%	34.28%
TOTAL RECYCLING PERCENTAGE (%)	53.39	54.7	54.93	56.18	55.22
Tonnage per household	0.806	0.847	0.829	0.842	0.820

Recycling Collection Models

There are generally two types of collection models for recycling which are kerbside sort collection or co-mingled. Kerbside sort allows for the best quality in terms of recyclate to be collected, and in an increasingly difficult recycling market gives the best return in price. The co-mingled option has changed substantially in the last 5 years, previously Councils we're being paid per tonne of recyclate deposited. This position has now changed so that Councils now have to pay to for comingled waste to be processed at a Material Recovery Facility (MRF), with the average gate price of around £55 per tonne.

In March this year Warwickshire County Council commissioned a report to model the best type of collection and disposal options for Warwickshire. They used the Kerbside Analysis Tool (KAT) developed by WRAP (Waste and Resources Action Programme) and in respect of the recycling found the kerbside sort collection at present offered the best value.

Service Review

With early analysis indicating that the procurement of the major contractors will see a much higher cost base due to the impact of the National Living Wage, and fall in the value of recyclate. There will be a necessity to carry out a full review of the recycling service in order to minimise budget increases from April 2021. This will include;

- Benchmarking current best practice across the country
- The scope of the services to be included in the contract.
- An analysis of kerbside sort versus co-mingled.
- A review of the types of recyclate currently collected.
- Risk sharing relating to recyclate income.
- Impact of property growth.
- Future payments of Recycling Credits by WCC.

Next Steps

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

 Overview and Scrutiny Committee September 25th 2018		Agenda Item No. 9
Title	Neighbourhood Services – Service Review	
For further information about this report please contact	Rob Hoof Head of Neighbourhood Services Robert.hoof@warwickdc.gov.uk 01926 456302	
Wards of the District directly affected		
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	NA	
Background Papers	NA	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	13/9/18	Chris Elliott
Head of Service	13/9/18	Rob Hoof
CMT	13/9/18	Bill Hunt
Section 151 Officer	13/9/18	Mike Snow
Monitoring Officer	13/9/18	Andrew Jones
Finance	13/9/18	Mike Snow
Portfolio Holder(s)	13/9/18	Cllr Moira-Ann Grainger
Consultation & Community Engagement		
NA		
Final Decision?		NA
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report brings together details of the performance of Neighbourhood Services.

2. **Recommendation**

- 2.1 That Overview and Scrutiny Committee should review the Neighbourhood Services Performance Report and make observations on it as appropriate.

3. **Reasons for the Recommendation**

- 3.1 It has been requested by members that performance details are reviewed.
- 3.2 Neighbourhood Services are presenting this report on performance to the Overview and Scrutiny Committee.
- 3.3 Performance
- 3.3.1 Details of Neighbourhood Services performance against the Service Area Plan were reported to Executive in April within the finalised Service Area Plan for 2017/18.
- 3.3.2 The 2017/18 performance report has been updated to reflect the full year and is available as Appendix A. The aforementioned Service Area Plan for 2017/18 is available as Appendix B.

4. **Policy Framework**

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

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

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

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

Impacts of Proposal		
Provision of high quality parks and open spaces support a range of activities that support the health and wellbeing agenda including sports pitches, children's play equipment, walking, running etc. Servicing and maintenance of Housing areas are included with the maintenance contracts managed by Neighbourhood Services.	The services provided by Neighbourhood Services make a considerable contribution to making the district clean green and safe, as it maintains and develops green spaces, is responsible for street cleansing and the Ranger Service, and provides a wide range of waste collection services.	The provision of a high quality public realm makes the district a great place to live work and visit. Provision of off street car parking directly supports the vibrancy of town centres.
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Staff are continually developed using a range of methods including formal courses, in-house training and attendance at seminars, conferences or regional bodies.	The Service Area is continually looking at ways of improving the way services are delivered to customers, through improved working practices and use of ICT.	Neighbourhood Services ensures that any expenditure achieves the best value for money. It is also responsible for several major income streams to the Council which are continually reviewed to ensure income targets are met, and exceeded where possible.

4.2 Supporting Strategies

There are several strategies that underpin the delivery of services including the Warwickshire Waste minimisation Strategy, Green Space Strategy, and the emerging Off Street Car Park Strategy.

4.3 Changes to Existing Policies

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

5. Budgetary Framework

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

6. Risks

- 6.1 Risks are managed using the service area's Risk Register which is regularly reviewed and updates, and is subject to scrutiny by the Finance and Audit Committee on the 25th September 2018.

7. Alternative Option(s) considered

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

Neighbourhood Services – Appendix A

Service Area Plan Performance 2017/18

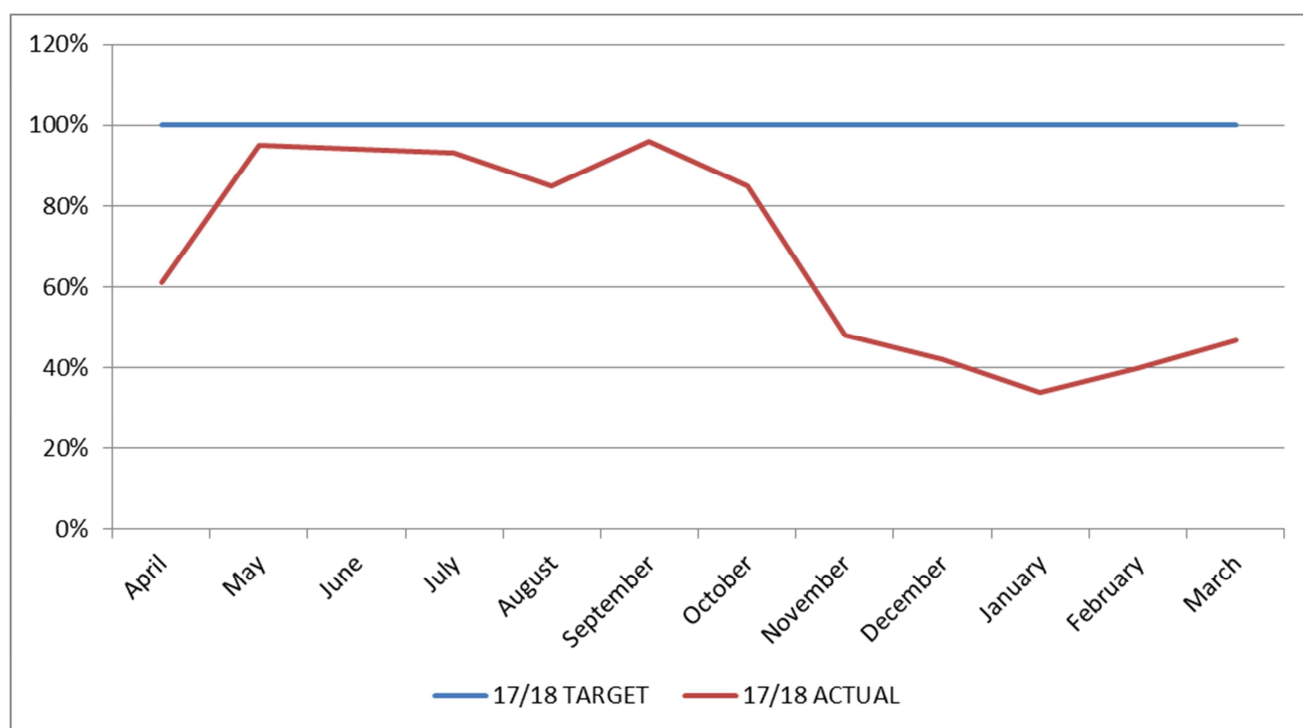
1. Background

Neighbourhood Services provides a range of key front line services including waste collection/recycling, street cleansing, parks and open spaces, off street car parking, a Ranger Service, bereavement services, and did oversee the operation of the one stop shops jointly with Warwickshire County Council, although this responsibility has now passed to Finance.

2. Customer Measures

2 Day Response to Customer Calls and Emails

The Service Area receives a large number of contacts from customers, mainly in relation to waste collection services due to the volume of operations carried out each year. Performance in this area is directly affected by the number of Area Officers in Contract Services that are able to follow up the customer enquiries that cannot be answered by the Business Support Team. Significant staff shortages from September 2017 to March 2018 meant service levels were well below those expected, although have now improved following recruitment to vacant posts.



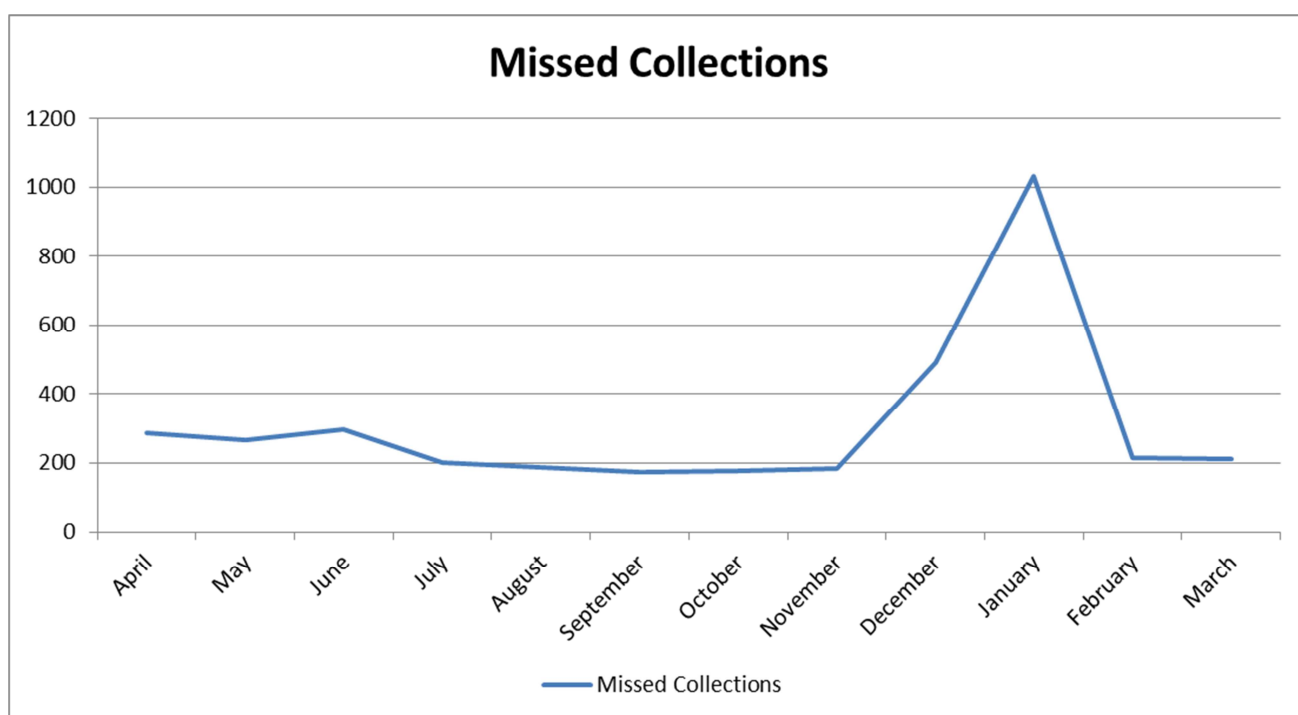
Waste Collection

There are over 4 million waste collections carried out each year, with 99.9% of them completed on the scheduled day. In addition to the kerbside collection service, recycling is supported through the provision of bring sites, recycling from flats and schools and individual waste advice visits. The Council's recycling rate is approximately 53%, which is ahead of the national target of 50% by 2020.

Unfortunately collections over the Christmas Period were disrupted this year due to the bad weather, with some green waste and recycling collections cancelled to enable all residual waste collections to be completed. All services were quickly returned to normal in early January.

Number of Missed Waste Collections per Month

This measure includes grey bin, green bin, and kerbside box/bag collections. Although missed collections can be as a result of the actions of both customers and contractors, the Waste Collection Contract allows for all missed collections to be responded to without dispute or additional payment. The number of missed collections throughout the year has been fairly constant apart from December through to February when there was significant service disruption due to bad weather.

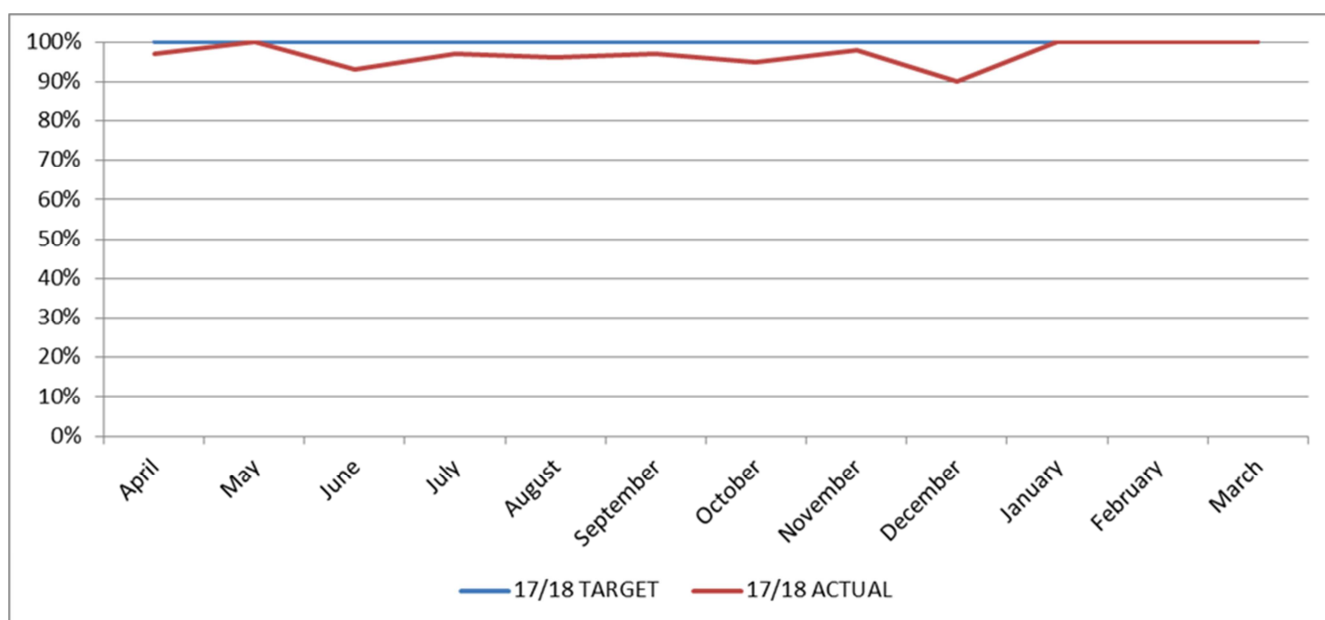


Street Cleansing

The standard of street cleansing remains high across the District due to a variety of programmed cleansing regimes, and the work of the Rapid Response Teams removing graffiti, fly tipping etc. The Council is working with an organisation called Clean Up Britain to deliver a high profile campaign to try to reduce littering over the next 12 months, and also working with Rugby Borough Council to use enforcement powers more effectively.

No. of joint street cleansing inspections found to be to specification

Street cleansing operations are carried out 365 days a year, with a number of different frequencies designed to give a good standard of cleansing across the district. Neighbourhood Services Area Officers undertake random sampling against the agreed contractor work programme to ensure both timing of operations and also the quality of work achieved.



Number of Joint Health and Safety Inspections

Although contractors working on behalf of the council are required to have robust health and safety policies and processes, there is a responsibility on the client to ensure they are being implemented fully, and that the desired outcomes are being achieved. Area Officers undertake random inspections of contractor operatives and vehicles to ensure that safe working practices are being used in the day to day delivery of services. All safety checks across the three main service contracts were carried out as scheduled.

Bereavement Services

The Bereavement Services Team has continued to provide a high quality service, and has now moved to operating the Oakley Wood Crematorium six days a week. This gives customers greater flexibility when arranging a funeral, and provides additional income to support the delivery of the service.

Stakeholder meetings were held with funeral directors in March 2018. Funeral directors expressed high levels of satisfaction with changes to service offerings.

A further meeting has been scheduled for November 2018.

Parks and Open Spaces

Improvement in Quality of Green Space

There is an improving trend of quality across the district since the first quality audit was undertaken in 2010. The following percentage scores are taken as the average quality scores of all the Councils green spaces across the district. In 2010 the quality was 51%, in 2012 it was 53% and 2016 the quality was 57%. As welcome as this improving trend is the overall quality is still 'Average' for the district. To achieve 'Good' quality for the district a score of at least 61% is required as set out in the Green Flag Award scoring system. The aim of the strategy is that all green spaces within the district will be of a 'Good' quality standard by 2026.

Increase the number of Green Flags for parks and open spaces

Green Flag and Green Heritage Awards have been retained for Jephson Gardens, with an additional Green Flag being awarded for Oakley Woods in 2017 and Crackley Wood.

Work Streams and Projects

The areas improved as part of the Council's Green Space Strategy for 2017/18 included:-

- Castle Farm (new play equipment)
- Abbey Fields (surfacing)
- Fieldgate Lane (new play area)
- The Holt – (new play equipment)
- Shrublands – (tree work and natural play area)
- Ebourne Rec – (new play equipment)
- Bates memorial – (new play equipment)
- Hawkes Meadow (new play area)
- Mason Avenue (new play equipment and footpath)
- Saltisford Common – (new play equipment and footpath)
- Kennedy Square – (new play equipment)
- Clarendon Square – (footpath and landscape improvements)

Work to improve the security of a number of parks, open spaces and car parks was completed at the end of March 2018. It is anticipated that further works will be required on other sites which are prone to unauthorised encampments.

Off Street Car Parking

In addition to the various car park construction projects there are a number of improvements being implemented to improve the day to day service. The role of the Ranger Service is being developed to give a broader range of duties and to raise their profile within the parks and open spaces, and the town centres. It is proposed to provide more flexible payment options across all the district car parks with the implementation of new parking meters in 2018/19.

3. Risks

The Neighbourhood Services Risk Register has continued to be reviewed throughout the year, and is due to be presented to the Finance & Audit Scrutiny Committee in September 2018, alongside the Contracts Register and review of the Budget.

Presently there are 5 risks that are rated as "Red":-

- Insufficient funds resulting in an inability to provide normal services
- Loss of statutory / non statutory records
- Structural integrity of multi-storey car parks
- Ability to deliver the Green Space Strategy
- Issues relating to sustainable urban drainage systems (SUDS)

The concerns relating to the Council's multi-storey car parks are being addressed with the proposed rebuilding of Covent Garden Car Park in Leamington, and an options appraisal being carried out for Linen Street Car Park in Warwick. Displacement plans for both towns have also been developed to minimise the impact of any planned or emergency closure.

Internal audits of waste collection and street cleansing services were carried out in 2017, both receiving a "substantial" level of assurance.

4. Workforce Planning

The redesign of Bereavement Services was completed last year, to provide the necessary resources to operate the crematorium 6 days a week. An increase in service demand has prompted a need to increase resources, with a report being submitted to September Executive, and September Employment Committees.

The redesign of the remainder of Neighbourhood Service was completed in 2017, with additional posts added to the establishment in order to increase capacity and improve resilience. Unfortunately towards the end of 2017 was an extremely challenging time for the team due to difficulty filling some posts, long term sickness and some staff leaving the Council. New staff have now been recruited, and there are currently no vacant posts.

Additional posts are being sought to support the delivery of the Leamington Car Park Displacement Strategy, which have recently been agreed by the Executive and Employment Committees in September 2018.

5. Budget

Car parking income is derived mainly from the sale of tickets to park, but also season ticket sales, penalty charge notices and fees for managing parking at the Royal Priors Shopping Centre. The final year outturn was £3.106m, which was £18k above estimated income level.

Income from Bereavement Services has continued to increase with the introduction of six day opening and increase in the number of cremations Carried out each year.

6. Planned Changes, Major Work Streams and Projects

Change/Project	Milestone
<p>Green Space Strategy Projects 2018/19</p> <ul style="list-style-type: none"> • Victoria Park • Newbold Arms (completed) • Midland Oak • Othello Avenue • Ophelia Drive • Rushmore Street • Mander Grove • Glendale Avenue • Sabin Drive • Twycross Walk 	To be agreed for each individual project.
Pump Room Gardens	Due for completion early 2019.
Parks and Open Space Data Capture Project	Due for completion October 2018
Leamington Car Park Displacement Strategy	<p>Proposed additional resources in place December 2018</p> <p>New surface car parks constructed by January 2019</p> <p>Proposed Closure of Covent Garden February 2019</p> <p>Proposed construction of new Covent Garden Car Park completed by Autumn 2020</p>

Service Area Plan 2017/18

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Neighbourhood Services
Service Area Manager:	Rob Hoof
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Cllr David Shilton

1 Purpose of the Services Provided

To provide a range of front line services that have a direct impact on making the district a great place to live work and visit including:-

Waste Collection

As the designated Waste Collection Authority the Council is responsible for providing a range of waste collection and recycling services.

Street Cleansing

As the designated Litter Authority the Council is responsible for ensuring that street cleansing is carried out across the District.

Grounds Maintenance

Responsible for the provision of good quality parks and open spaces across the district contributing to a high quality local environment, promoting healthy lifestyles, and supporting a range of local activities.

Off-Street Car Parking

Providing car parks that meet the needs of residents, workers and visitors to the District, in order to support the local economy.

Bereavement Services

Providing burial and cremation services to residents of the District and beyond.

One Stop Shops

Providing access to a range of WDC and WCC services through the provision of local one stop shops.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>Grounds maintenance and cleansing operations on housing areas delivered by external contractors and managed by the Area Officers.</p> <p>Review of poor quality open spaces may identify sites that would be suitable for housing development.</p>	Working with Housing Officers and tenants to identify a range of issues that impact on the quality of the local environment.
Prosperity	<p>Provision of sufficient car parking spaces for shoppers and visitors.</p> <p>Encouraging visitors to the district's destination parks with associated benefit to the local economy.</p>	Inclusion of apprenticeship schemes as part of Waste / GM contract re-let based on local employment via the contract.
Safer Communities	The provision of a Ranger Service, as an operational resource, which provides signposting for customers, enforcement powers and a key link with other agencies such as the police.	Via work undertaken by Area Contract Officers with community forums aimed at keeping the district clean and safe.
Health and Well Being	Implementing the Green Space Strategy and Play Area Improvement Programme, improving the quality of parks, play areas and open spaces, encouraging greater use by all parts of the community.	<p>Supported by encouraging the use of parks and open spaces for events and leisure activities.</p> <p>Maintaining a clean and safe environment. Effective waste management policies and collection arrangements.</p>
Sustainability	<p>WDC contributes to the Warwickshire Waste Partnership which aims to increase the level of reuse and recycling and minimise the amount of waste going to landfill/incineration.</p> <p>Introducing more environmentally friendly horticultural practices, and development of wildlife habitats in partnership with the Warwickshire Wildlife Trust.</p> <p>Supporting the delivery of a green travel plan, and use of electric vehicle charging points in car parks.</p>	Investigating opportunities with WCC and other organisations to use/recycle waste using existing and emerging technologies.

2 Managing Service Delivery

2.1 Service Overview

	Service Being Delivered	Priorities (with Justification)	Service Demand	
CS1	Waste Collection	WDC is the designated Waste Collection Authority. Collection of residual waste in wheeled bins/sacks, bulk collections, clinical waste, commercial waste, and events	No. of collections per annum	4 Million
			Income	£450k per annum
CS2	Recycling Services	Required to meet English Recycling Targets, collection of dry recyclables, green/food waste, bring banks, recycling from flats and schools.	WDC Recycling rate	56%
CS3	Street Cleansing Operations	WDC is the designated Litter Authority. Cleansing of parks open spaces and highway land at various frequencies across the District. Removal of fly tipping, graffiti and fly posting.	Carried out 365 days a year	Supported by Rapid Response Teams
CS4	Car Parking Management	Provision of off-street car parks, managing income and parking enforcement. Managed service on behalf of Royal Priors Shopping Centre.	3 multi storey and 24 surface car parks	Income £3.1 million per annum
CS5	Grounds Maintenance	Grass cutting, shrub bed maintenance, hedges, highway verges	Area maintained	550 Hectares
CS6	Children's Playgrounds	Maintenance of children's play equipment.	Checked weekly	49 No.
CS7	Ranger Service	Generic role that encompasses operational activities in parks and open spaces, signposting for residents and visitors, supporting community groups and other agencies, and enforcement.	Ranger Posts	11
			Supervisors	2
CS8	Abandoned Vehicles	Removal of abandoned vehicles from public land.	Reported each year	Approx. 200

	Green Space Development			
GS1	Project Management	Projects to improve the quality of parks, open spaces and playgrounds	Planned this year	15 no.
GS2	Technical Role	Management of the technical aspects of the parks service including, bowling green maintenance, sports pitch maintenance, bedding, sustainable planting, tree and woodland management, and nature reserves. Advice provided on planning applications/ 106 agreements, planning policy, commuted sums and delivery of open spaces on new developments.		
GS3	Strategy Development	Development of management plans, policies and procedures that underpin the future provision and quality of green space in the district, including commenting on 106s and planning applications.		
	Bereavement Services			
BS1	Oakley Wood Crematorium	Provisions of cremations, woodland burials and garden of remembrance in a peaceful and tranquil setting.	Burials Cremations Income	280 per annum 2000 per annum £1.5 million per annum
BS2	Cemeteries and Closed Churchyards	Legal obligation to maintain if not carried out by other bodies.	No.	7
	One Stop Shops			
OS1	Warwick, Leamington, Whitnash, Kenilworth, Lillington	Provided jointly with Warwickshire County Council in order to give residents access to both district and county services in one place.	Visits	75,000 per annum

2.2 Measures

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

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

	Qrt 1	2	3	4
Responding to customer enquiries within 2 working days				
No of missed waste collections per month				
Increase in customer satisfaction surveys for parks and open spaces. (to be carried out annually).				
Customer satisfaction surveys for One Stop Shops (to be carried out annually).				
Satisfaction survey of funeral directors to be carried out annually.				

Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	Qrt 1	2	3	4
Income from car parking activities				
No. of joint street cleansing inspections found to be to specification				
Number of joint health and safety inspections				
Improvement in quality of green space identified through district wide quality audit.				
Increase the number of Green Flags for parks and open spaces				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<p>Monthly budget monitoring by managers and accountants.</p> <p>Continual monitoring of income and revising projected outturn.</p> <p>Continual review of service delivery and identification of savings, efficiencies and sources of additional income.</p>	Information also reviewed regularly in SMT budget reports.
Procurement	<p>Procurement of specialist contractor to carryout structural repairs to St. Peters and Covent Garden multi-storey car parks.</p> <p>Procure specialist advice for the design and costing of a new multi-storey car park at Linen Street.</p> <p>Day to day discussions with Procurement Team</p> <p>Updating and review of the NS Contract Register</p>	<p>Support needed from the procurement team/Property Team and specialist consultants.</p> <p>As required</p> <p>Ongoing</p>
Contract Management	<p>Use of performance measures</p> <p>Joint inspections</p> <p>Health and safety audits</p> <p>Monthly contract liaison meetings</p> <p>Annual partnership meetings</p> <p>Customer enquiries/complaints</p>	<p>Monitored monthly</p> <p>Throughout the year</p> <p>Throughout the year</p> <p>With the 3 major contractors</p> <p>With the 3 major contractors</p> <p>Monitored daily</p>
Audits	<p>Audit of Street Cleansing</p> <p>Audit of Refuse and Recycling</p>	<p>Date to be confirmed</p> <p>Date to be confirmed</p>

Risk Register	<p>Reviewed every 3 months across all areas of service.</p> <p>Reviewed every 3 months with Portfolio Holder</p> <p>Reviewed annually by Finance & Audit</p> <p>Head of Service on the Corporate Risk Management Group</p> <p>Key risks included within Service Plan and Team Operational Plans</p> <p>Included within corporate management information</p> <p>Current Key Risks for Neighbourhood Services are:-</p> <p>Issues relating to multi-storey car parks</p> <p>Bereavement Service ICT system failure/replacement and associated records data.</p>	<p>Management Team Agenda Item</p> <p>Part of Portfolio Holder Briefing</p> <p>July 2016</p> <p>Head of Service</p> <p>Shared corporately and with Members</p> <p>Reviewed quarterly by SMT</p> <p>To be addressed subject to future business cases and funding.</p> <p>System replacement business case has been submitted.</p>
Service Assurance	Included in Service Assurance Statement	
Corporate Health & Safety	<p>Completion of new style Fire Risk Assessments across all corporate buildings</p> <p>NS has a representative on the Corporate Health and Safety Group</p> <p>Actions resulting from inspection by the Health & Safety Executive on waste services</p> <p>Planned health and safety audits.</p>	<p>FRA undertaken by Building Control and logged on Assessnet with allocation of actions.</p> <p>No current issues highlighted</p> <p>Part of national inspections programme</p>

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning	Pam Chilvers	New staff structure for Bereavement Services	Increased income of approximately £68k	None	New arrangements in place by June 2017
	Rob Hoof	Restructure Neighbourhood Services Team	TBC	Impacts on Housing, Health & Community Protection, Cultural Services	To commence April 2017
2. Skills, Training, Competency Needs					
Full review of staff training and development needs and creation of annual plan following appraisals	Rob Hoof	Completion of training needs matrices to determine skill gaps and development needs	TBC	None	Appraisals April 2017 Completed June 2017

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2017/18	2018/19	2019/20
Replacement of parking meters	Funding to be identified	£0	£200k	£0
Replacement of pay on foot car park equipment	To be included with Covent Garden and Linen St Projects. Additional cost for replacement at St Peters.	£0	£75	£0
Restructure of Contract Services Team	Increase in costs to improve service resilience and enable ongoing service innovation and development.	TBC	TBC	TBC
Demolition and possible replacement of Linen Street multi-storey	No current budge provision for these costs.	TBC	TBC	TBC
Displacement Strategy for Leamington	Provision of alternative parking facilities	£100k	£200	£0
Ongoing structural inspections of Linen Street multi-storey car park.	Funded from Car Park Reserve	£18k	£0	£0
Displacement strategy for Warwick (not including St.Mary's Lands additional parking)	Provision of alternative parking facilities	£100k	£0	£0
Saving on discretionary budgets identified	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	£5k	£5	£5

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Review of enforcement activities	Graham Folkes Skinner	TBC	Health & Community Protection	Briefing Paper for the Executive	April 2017
Manage closure of Linen Street Car Park and look at replacement options.	Paul Garrison	£32k	None	TBC	TBC
Support the Riverside House relocation project including the replacement of Covent Garden Multi-storey car park.	Gary Charlton	TBC	None	TBC	TBC
Develop Car Parking Strategy for the District	Paul Garrison	TBC	Development Management	Executive Report Consultation Final Report to Executive	June 2017 July to Nov 2017 January 2018
Pump Room Gardens Phase 2	Dave Anderson	£995k HLF grant Total project value £1.4m	Increased number of events. Supports Planned Property Maintenance Programme	Works commence.	July 2017
Review of One Stop Shops	Andy Jones	To be confirmed	To be confirmed	Pilot ICT solution Final proposal to Executive	August 2017 February 2018

Green Space Strategy Projects Ebourne Close (Kenilworth) The Holt (Cubbington) Mason's Avenue (Lillington) Shrublands Park (Saltisford Common (Warwick) Bates Memorial (Kenilworth) Harbury Lane Play Area Fieldgate Lane Play Area Community Led Projects New Street Burial Ground All Saints Churchyard Midland Oak Other Projects St. Nicholas Park improvements Abbey Fields Parks for People bid	Dave Anderson	Approx. £840k	None	Milestones for each individual project including:- Project planning Consultation Procurement Installation Handover	March 2017
Review Council polices/strategies including as:- Tree and woodland strategy Tree management policy Signage policy	Dave Anderson	TBC	None	Part of an ongoing process of reviewing and refreshing policies	2017/18
Review public open space/play facility provision to understand what is affordable going forward.	Rob Hoof	TBC	Cultural Services Health & Community Protection Development Management	Linked with data capture project	2017/18

Implement new Bereavement Services ICT system	Pam Chilvers	TBC	None	Procurement process	April 2017
				Award Contract	July 2017
				Implementation Completed	December 2017
Open Space Data Capture Project	Rob Hoof	£50k	Housing & Property, Cultural Services	Tender Process	May 2017
				Completion of data capture	Sept 2017
				Acceptance testing / sign off	November 2017

Recommendations	Update as at September 2018 Previous entry struck-through
<p>2.1 Supports the draft Community Protection Notices (CPN) Waste Policy being developed by Neighbourhood Services. Following the approval of the Policy by the Portfolio Holder, there should be a cost-effective system developed to pilot this Policy, as soon as possible.</p>	<p>A draft CPN policy has been produced. Discussion to be had with Rugby Borough Council about an Environmental Enforcement Service delivery model. We have some hot-spots already identified which could be used for trials. Further report to Executive in September to agree final business case and delivery model.</p> <p>A shared environmental enforcement with Rugby Borough Council was agreed at the Executive meeting on 27 September 2017. This will provide a cost effective approach to waste management enforcement and will concentrate on fly-tipping and accumulated waste. RBC is experienced in the use of CPN's and it is anticipated that any formal action required with accumulated waste will involve the use of the CPN route. The Service Level Agreement is currently being finalised between the two authorities and it is anticipated that this should be completed this month.</p> <p>RBC needs Executive approval this month (January 2018) to enter into the formal partnership with WDC. In the meantime Neighbourhood Services have been responding to fly tips, gathering evidence and writing to potential offenders stating the offence, serving the appropriate notice and outlining what needs to be done to ensure compliance. Following formal approval by RBC persistent areas/individuals will be investigated by RBC officers, as resources allow.</p> <p>Further update from Graham Folkes-Skinner:</p> <p>"Rugby Borough Council's Cabinet met on 9 January 2018 and confirmed their commitment to embarking on the enforcement relationship with Neighbourhood Services.</p>

	<p>"Clearly there has been a fair amount of time between our Executive Report which was agreed on 27 September 2018 and this decision. This has been down to a restructure within their Environment and Public Realm Portfolio and an uncertainty over their Warden Service. This has now come to a conclusion and our contacts within RBC have confirmed that they have built resilience into their team and will be working with us.</p> <p>"I completed the various amendments to the SLA and Information Sharing Protocol at the beginning of the year and that is now with RBC's legal department. As you are no doubt aware we have processes in place for the collection and response to evidence found within fly tips and when the SLA has been formally signed we will be in a position to identify areas of the district that RBC's enforcement can concentrate."</p> <p>The Service Level Agreement and Information Sharing Protocol have now been signed by both Warwick District Council and Rugby Borough Council. Gary Charlton met with Rugby Borough Council Officers on 19 March 2018 to discuss the next step forward in the partnership.</p> <p>Officers within Neighbourhood Services, led by the Policy & Performance Officer, have liaised with their counterparts within Rugby Borough Council and provided information on repeat offenders for accumulated waste/fly-tipping. Rugby BC will be writing to these offenders as a first step towards Community Protection Notices.</p>

<p>2.2 Asks officers to work with its existing waste contractors, and others, to develop a scheme for waste/recycling collection from HMO properties at peak end-of lease times, for use by landlords and tenants; in particular working with local charities and student organisations, as seen in other areas of the country.</p>	<p>Actions undertaken this year—Spoke with Uni. Who then e-mailed all 2nd and 3rd-year students; social media campaign undertaken; wrote to all landlords; Rapid Response units regularly toured student areas; Officers will be reviewing social media impact. A number of suggestions put forward by residents have been tried previously. Mark suggested that a lot less complaints this year and that backing this up with CPN and red bag approach (used by Sheffield Uni) next year may pay further dividends. Graham to consider the tenant / landlord CPN issue i.e. who legally can the CPN be served on.</p> <p>CPN can be issued against any person aged 16 or over or a body, including a business. Where a body is issued with a CPN it should be issued to the most appropriate person. The issuing officer will have to be able to prove that the person issued with the CPN can be reasonably expected to control or affect the behaviour. As a significant stakeholder, Warwick University is routinely communicated with and approaches to student waste issues agreed.</p> <p>There is and there will be ongoing liaison between Landlords, Private Sector Housing, Warwick University and Rugby Borough Council. Any ongoing issues with HMO's will be dealt with by both WDC and RBC in partnership using the most appropriate legislation available which could include the use of Community Protection Notices. Neighbourhood Services will be proactive in its approach to the student leaving period in May/June/July time.</p> <p>The day-to-day dialogue between Private Sector Housing and Neighbourhood Service continues with any waste related issues discussed and the way forward agreed. Operational colleagues within Neighbourhood Services have set aside time within their diaries to proactively deal with the issues surrounding waste and students departing following the summer academic year.</p> <p>Operational staff within Neighbourhood Services liaised successfully with the main stakeholders for the student departure earlier in the year and plans are in place for their return this September/October.</p>

<p>2.3 makes improvements to the management of the noise nuisance service by:</p> <p>a) reviewing the current process to ensure that noise nuisance can be reported at the time of the nuisance, and that it is followed by prompt action</p> <p>b) ensuring the processes and procedures are clear and concise, making these publicly and easily accessible on the WDC website</p> <p>c) ensuring that the responsibilities of landlords within the HMO licensing regulations, for this issue, are enforced, for example through licensing conditions or curtailment</p> <p>d) ensuring appropriate powers are used for HMO noise nuisance by closer coordination between departments</p>	<p>a. Currently reviewing night noise service. Only Friday and Saturday 9-1 at present. Pete and Matt to consider timescales for review.</p> <p>b. Review has been completed and website updated: https://www.warwickdc.gov.uk/info/20109/crime-and-law-enforcement/109/noise-or-neighbour-nuisance</p> <p>c. Legal advice is clear that we cannot prosecute landlord for noise issues but the liaison between teams (see below) will ensure that matters relating to particular properties will be recorded by the Private Sector Housing team.</p> <p>d. Each Monday morning have a night noise meeting and any HMO noise issues will be fed back to the Housing Licensing team.</p> <p><i>Update on above points:</i></p> <p>a. Currently reviewing night noise service. Only Friday and Saturday 9-1 at present. Pete and Matt to consider timescales for review. The review has commenced with an analysis of the night noise records sheets. Hoping to complete in this financial year. No progress since the last update due to other day-to-day work demands.</p> <p>b. Review has been completed and website updated: This should read: Advice on the website has been reviewed and updated including new noise report form. Completed.</p> <p>c. Legal advice is clear that we cannot prosecute landlord for noise issues but the liaison between teams (see below) will ensure that matters relating to particular properties will be recorded by the Private Sector Housing team. No change. Completed</p> <p>d. Each Monday morning have a night noise meeting and any HMO noise issues will be fed back to the Housing Licensing team. Ongoing. This action is ongoing.</p> <p>Update to Action a) Questions regarding the Night Noise Service agreed and now in a survey and available online for 3 months.</p>

<p>2.4 ensures the H6 Planning Policy is consistently and fully applied, with immediate effect, as laid out; this is in particular respect of the following provisions:</p> <p>a) providing the percentage of all HMOs within a 100m radius at the point of planning validation, and making it publicly visible on the Planning Portal</p> <p>b) giving proper and significant weight to the overall objectives of the policy, notably with regard to the preventative approach to minimising community and longer-term harms specified in 4.61, 4.62 and 4.64 (1ST June 2017 Executive report refers), as per recent legal advice arising from a Complaint</p> <p>c) where an exception to the policy is recommended by Officers, setting out the reasons and assumptions clearly and in detail (again following legal advice)</p> <p>d) applying clause e) in the H6 policy regarding the provision of adequate waste container storage</p> <p>e) clarifying how Purpose Built Student Accommodation should be counted when applying the '10% rule' for limiting concentrations of HMOs in the designated area</p> <p>f) noting that the concentration of HMOs in areas outside the designated Article 4 area is growing, but is not yet of the type and scale which justifies recommending immediate action; however trends should be carefully monitored and the Overview & Scrutiny Committee should review the position annually</p>	<p>a. This is now done;</p> <p>b. Officers have received further training and fully appreciate the weight that needs to be given to the various considerations;</p> <p>c. This is being done;</p> <p>d. Agreed. Neighbourhood Services to provide a commentary on the specific application. Condition on any permissions that storage space must be retained in perpetuity;</p> <p>e. There is a note on website clarifying this;</p> <p>f. Will be monitored and reported to O&S after the 12 months.</p> <p>No change.</p>
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<p>2.5 supports and welcomes the Executive's decision to develop a Student Housing Strategy, and asks officers to urgently develop within this a Student Accommodation Policy to:</p> <p>a) facilitate the development of Purpose Built Student Accommodation (PBSA) distributed across suitable District locations, as a better way of meeting need than conversion of existing family properties to HMOs</p> <p>b) encourage all PBSAs to include on-site management</p> <p>c) review parking policies with PBSAs, in particular on student tenant vehicle use; and provide both adequate off-street parking for all new HMO proposals and adequate, secure cycle parking in all cases.</p>	<p>Executive has committed to developing a Student Housing Strategy and the scope of this work is being scoped by the Housing Strategy & Development Manager. A bid for support from the Local Government Association Housing Adviser Programme (HAP) was made on 11th September.</p> <p>The bid to the LGA programme has secured 20 days of free consultancy support to develop the strategy. The LGA has commissioned an independent external consultant with considerable experience of analysing student housing markets and a start to the project is now imminent the project is underway.</p> <p>A co-ordinating group has been set up with officers from Housing Strategy; Private Sector Housing; and Planning Policy. Both universities have also been invited to participate.</p> <p>The first phase of the work will involves data collection and analysis to build up a picture of the current and future student housing market in the district. This will provide the source information upon which the strategy will be built. Concurrently a model is being built for option appraisal.</p> <p>Once all the necessary data has been received/compiled, checked and assimilated the model can be completed and options appraisal can begin.</p> <p>Of the 41 local authorities that received HAP funding, the LGA selected seven that had made satisfactory progress and invited them to bid for additional grant funding of up to £14k for 2018/19. Warwick District Council was one of the seven and submitted a bid for the maximum amount of £14,000 which has been successful. This will enable the procurement of external support for the next phase of work once the option appraisal is complete.</p> <p>An updating report on the strategy went to Executive on 31st May 2018. A policy statement and aims have been adopted and two substantial further projects were agreed and are now underway. These are:</p> <ul style="list-style-type: none"> • The development of a planning policy Supplementary Planning
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	<p>Document on purpose-built student accommodation.</p> <ul style="list-style-type: none"> Community engagement to establish what support services are needed to help maintain community cohesion while planning policies take effect. <p>Development of a draft SPD is underway. This will be taken to Executive to seek approval to go out to full public consultation on the draft.</p> <p>External expertise, WSA Community Consultants, has been procured to undertake the community engagement project and they are currently establishing links with the local community and working towards a scoping meeting with key stakeholders on 6th September.</p>
<p>2.6 reviews and adjusts the current licensing and reporting arrangements for HMOs, in the lead up to the extension of statutory HMO licensing, due in 2017. This review should include:</p> <p>a) adding a condition on HMO licences that they are not operational until appropriate planning consents are in place;</p> <p>b) licensing inspections being given more weight, than at present, to issues that are regarded as unsatisfactory and unacceptable, but are not Category 1 Health and Safety issues, in the approval process;</p> <p>c) requiring landlords to undertake remedial work within specified timeframes following inspections;</p> <p>d) requiring landlords to incorporate appropriate rules and penalties within their leases so that they can deal</p>	<p>Note: Government has not decided when extension will come into effect as yet but probably not until April 2018.</p> <p>a. Legal advice is that they must be treated as two separate pieces of legislation and so the Council can make two "contradictory" decisions. However, there are a number of unlicensed HMO's that do not have a planning consent and have been referred for enforcement;</p> <p>b. The team is doing this;</p> <p>c. The team is doing this and within a specific timescale. Improvement notice is issued if not;</p> <p>d. Leases cover the responsibility of the tenant regarding nuisance etc. We cannot punish landlords whose tenants are not complying with the terms of the lease where the landlord is taking reasonable steps to deal with the problem.</p> <p>e. Recommendation to see whether it would be beneficial and practicable to operate.</p> <p>NB: a list of all non-licensable HMOs, updated quarterly is now published on the website.</p> <p>https://www.warwickdc.gov.uk/info/20733/council_policies_and_plans/395/open_data</p>

<p>effectively with tenants who are causing serious Anti-Social Behaviour (ASB) issues, as identified by the Council and for which landlords are responsible under HMO regulations;</p> <p>e) introducing flexibility in the process by allowing shorter licence cycles and higher licence costs for landlords causing concern, and imposing formal conditions on landlords who do not take appropriate and timely action.</p>	<p>A report will be going to was approved by the Executive on 29 November to enable officers to use new powers contained in the Housing and Planning Act 2016 to apply civil penalties as an alternative to a prosecution in the Magistrates Court for various offences in private sector housing. At the time of writing, this is awaiting ratification by Council on 24th January 2018.</p> <p>The Council approved the report to enable officers to use the new powers to apply civil penalties.</p> <p><i>Still awaiting the decision about when the extension of HMO licensing will come into effect, which is now expected to be April 2018.</i></p> <p>On 28th December 2017 the government confirmed its intention to go ahead with the extension of HMO licensing "subject to parliamentary clearance". Anecdotal April 2018 is still thought to be the target date for commencing this. The announcement says:</p> <p>"The Government will extend the scope of mandatory HMO licensing.</p> <ul style="list-style-type: none"> • It will apply where certain HMOs are occupied by five persons or more in two or more households, regardless of the number of storeys. • This includes any HMO which is a building or a converted flat where such householders lack or share basic amenities such as a toilet, personal washing facilities or cooking facilities. • It also applies to purpose built flats where there are up to two flats in the block and one or both are occupied as an HMO. • The new rules will be introduced in two phases. <p>We will introduce mandatory conditions in licences to regulate the size and use of rooms as sleeping accommodation in licensed HMOs:</p> <ul style="list-style-type: none"> • By prescribing the absolute minimum sizes of rooms that may be used for sleeping. • By introducing a mandatory licencing condition requiring local authorities to specify which rooms in an HMO are suitable for sleeping
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	<p>accommodation, and by how many adults and children.</p> <ul style="list-style-type: none"> • Where a room does not meet these conditions, the local authority will be required to give the landlord a reasonable period of time to remedy the failure and during this period they will not face any sanctions for a breach of the condition (unless the breach of condition was deliberate, in which case sanctions apply)." <p>The announcement also confirmed that the government:</p> <ul style="list-style-type: none"> • will introduce a mandatory condition in HMO licences requiring the licence holder to comply with their local authority scheme (if any) for the provision of facilities for the proper disposal and storage of domestic refuse; • will not require local authorities to provide discounts for licences issued to certain private providers of purpose built student housing, but will keep this under review. <p>Statutory Instrument published, and the extension of HMO licensing starts from 1 October 2018. Landlords covered by the extension who fail to apply for licenses from the 1 October commit an offence from that date. Further non statutory guidance is expected on the extension of HMO licensing.</p> <p>Consultation has taken place on the proposed new HMO license conditions and on introducing flexibility into the HMO licensing process, by allowing shorter HMO license cycles and higher license costs for landlords causing concern. The consultation involved all District Councillors, Town Councils, the Landlord Steering Group, Local lettings Agents, SoLAR (South of Leamington Area Residents), Warwick University and Warwick Students Union. The consultation responses were wide ranging and it is intended to bring forward a report on these issues to Executive on 31 October 2018.</p>

<p>2.7 reviews the Council's Fit and Proper Test for licensed HMO landlords, for both new applications and renewals, to include such requirements as:</p> <ul style="list-style-type: none"> a) definition of a fit and proper person; b) financial suitability; c) a valid formal Disclosure and Barring Service (DBS) check, the cost of which to be borne by the applicant; d) honest disclosures of relevant information such as planning decisions; e) a history of all breaches of regulations, such as those relating to management of waste, provision of waste containers, external condition of property and noise nuisances, whether at the property being licensed or other properties under the same agent/landlord. 	<p>a. Definition of Fit and Proper to be taken from the legislation whenever this comes in;</p> <p>b. Will see what the regulations say. A bond is not an option;</p> <p>c. Will see what regulations say and if not included will consider options;</p> <p>d. Group were unsure as to what this is getting at so clarification is required;</p> <p>e. This will be set out clearly in the legislation and so the Council will build up a picture of the landlord's behaviours/ actions.</p> <p>Still awaiting decisions about fit and proper person issues, which are now expected to come into effect in April 2018.</p> <p>The Government has now confirmed that it does not intend to change legislation on the definition of "fit and proper".</p> <p>Banning orders and a database of rogue landlords and property agents come into operation on 6 April 2018. The purpose of the database is to help local housing authorities to track landlords or property agents who have been banned, convicted of certain offences or have received two or more civil penalties. There will be a statutory duty on local authorities to record information on the database. At the time of writing we are awaiting further guidance.</p> <p>The proposed new HMO license conditions state that the Database of Rogue Landlords and Property Agents, under the Housing and Planning Act 2016, will be checked before an HMO license is issued.</p>

<p>2.8 asks officers to collect evidence, to enable a rational decision to be made in due course, whether to introduce additional licensing to all HMOs across the District, including:</p> <p>a) maintaining, for current and future years, their comprehensive database of inspections of all HMO and Private Sector rented properties, that includes address, name of landlord, type of property (whether it is a licensed or unlicensed HMO), reason for inspection, nature of issues and how quickly they were addressed;</p> <p>b) recording and reporting on the benefits and costs of extending statutory licensing to a further 250-300 premises during 2017;</p> <p>c) undertaking a substantial questionnaire survey of all HMOs, that allows the results between licensed and unlicensed HMOs to be compared, randomly inspecting various HMO properties and recording results, and asking tenants and near neighbours to HMOs about their management.</p>	<p>a. Agreed and doing; b. Agreed and will be doing; c. Not resource to do this but there is some funding for a survey of the private sector more generally. Team to consider what this survey covers.</p> <p>The specification for the Private Sector Stock Condition Survey will include surveys of unlicensed and licensed HMO's.</p> <p>Procurement is progressing: discussions have been held with the Procurement Team and a framework agreement has been identified from which a surveyor will be chosen.</p> <p>Detailed discussions on going with a contractor from the framework agreement.</p> <p>A company called Arcus have started the Private Sector Stock Condition Survey.</p>
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2.9 endorses the work by the Deputy Chief Executive & Monitoring Officer to review enforcement work across the Council, and recommends that co-ordination across the relevant departments is improved to make full use of HMO licensing and regulatory powers.	<p>Report to Executive; Marianne looking at Enforcement across the Council; One Council approach.</p> <p>The enforcement project group is made up of Officers from across the Council whose aim is to review procedures and documents involved in an enforcement process to draw consistency as far as is reasonably practicable i.e. Interview under caution documentation. It does not cover delivery of enforcement services.</p> <p>Would O&S want this to be included into the remit of this group? This group was formed to identify enforcement procedural weaknesses and address those by sharing experience etc.</p>
2.10 acknowledges the work of the Finance & Audit Scrutiny Committee that is looking at implications of changing local government financial support to ensure that the Council Tax exemptions on properties continue to be fully funded by government.	A report has already been submitted to F&A describing the problems and without a change in Government policy and legislation there is nothing that can be done.
2.11 commends the roll out of the community map app to all Councillors including the full HMO mapping system.	Agreed.
2.12 In addition the Overview & Scrutiny Committee receives a report from officers in twelve months' time, outlining the progress made to date on the above recommendations.	Agreed and regular updates will be given to O&S by DCX (AJ) over the next twelve months.