

Overview and Scrutiny Committee

Wednesday 4 January 2017

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 4 January 2017 at 6.00pm.

Membership:

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

Emergency Procedure

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

Agenda

1. Apologies and Substitutes

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

2. Declarations of Interest

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

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

Members are also reminded of the need to declare predetermination on any matter. If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

a. To confirm the minutes of the meeting held on 29 November 2016.
(To follow)

b. To note the minutes of the Health Scrutiny Sub-Committee meeting held on 22 November 2016.
(Item 3b/Page 1)

4. **Comments from the Executive**

To consider a report from Democratic Services. **(To follow)**

5. **Portfolio Holder Update – Health & Community Protection**

Question and answer session arising from a report from the Portfolio Holder for Health & Community Protection giving an update on her service area.
(Item 5/Page 1)

6. **HQ Relocation Project – Committee Briefing Paper**

Question and answer session arising from a briefing paper from the Project Manager for the HQ Relocation Project. **(Item 7/Page 1)**

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

To consider a report from Democratic Services. **(To follow)**

8. **Task & Finish Group – HMOs Update**

To receive a verbal update from a member of the Task & Finish Group – HMOs.

9. **Executive Agenda (Non Confidential Items and Reports) – Thursday 5 January 2017**

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

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

10. **Public and Press**

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

11. **Executive Agenda (Confidential Items and Reports) – Thursday 5 January 2017**

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

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

Published Wednesday 21 December 2016

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

Telephone: 01926 456114

E-Mail: committee@warwickdc.gov.uk

For enquiries about specific reports, please contact the officers named in the reports

You can e-mail the members of this Committee at
o&s@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.**

Health Scrutiny Sub-Committee

Minutes of the meeting held on Tuesday 22 November 2016 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Parkins (Chairman); Councillors D'Arcy, Edgington, Mrs Falp, Mrs Knight, Mrs Redford and Quinney.

Also Present: Councillor Grainger.

21. **Apologies and Substitutes**

Councillor Naimo substituted for Councillor Parkins.

22. **Declarations of Interest**

There were no declarations of interest.

23. **Minutes**

The minutes of the meeting held on 24 August 2016 were taken as read and signed by the Chair as a correct record.

24. **Update from the Peer Review**

Following on from the Draft Peer Challenge Feedback Report, 20-22 July 2016, the Chief Executive gave the Health & Scrutiny Sub-Committee a short briefing on what he considered to be the key messages to this Council in respect of its health and wellbeing delivery. He stated that the main message was that the Council was making good progress, but needed to be sharper in what it was trying to achieve. He was pleased to note the proposals set out under Item 7 of the meeting's agenda "Review of Health & Wellbeing Arrangements", pointing the way forward for this to happen and how this Council would move forward to scrutinise health and wellbeing initiatives. Item 9 on the agenda "WDC submission to the County Council Health and Wellbeing Board Annual Report" spelt out what the Council was doing to improve health and wellbeing. He advised that the Council needed to be clear on what the Council was trying to achieve. He was aware that a main obstacle in planning was the fact that the Sustainability Transformation Plan was still a work in progress and not within this Council's purview to control.

In response to a question from a Member of the Sub-Committee on what subjects he might suggest the Sub-Committee might examine, on the basis that he did not know the budgetary implications, and simply as "blue sky" thinking, he suggested:

- Reviewing whether swimming lessons for children could be reintroduced in all schools;
- To focus on young mainly male suicides, which had been highlighted in a report from Public Health; and
- To consider asking the Community what it wanted the Council to focus attention upon.

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

(Councillor Edgington arrived at the meeting whilst this item was being discussed.)

25. Purple Flag Accreditation

The Sub-Committee considered a report from Health & Community Protection which set out the bid process, the benefits and action plan resulting from the Purple Flag Assessment which led to accreditation.

Purple Flag is a programme which has been developed by the Association of Town Centre Managers, working alongside Purple Flag Advisory Committee, which recognised excellence in the management of the evening and night-time economy.

The Council's application for accreditation was submitted in June 2016, and the Purple Flag status was awarded in September 2016.

In response to questions from Members, the Public Places & Projects Team Leader replied that:

- The Purple Flag accreditation was well recognised and in applying for the accreditation, a significant amount of data had been gathered which indicated areas where there was room for improvement, such as signage and taxi drivers.
- It would cost about £1,000 to apply for renewal of accreditation. So far only three businesses had joined the scheme, but it was hoped more would join.
- Purple Flag accreditation would help encourage more people to join the scheme.
- CCTV images allowed the Council to see where people congregated at night and to ensure street marshalls had a presence there.
- Warwick was not a potential town to achieve the accreditation currently.

The Members thanked the officers, especially the Public Places and Projects Team Leader for the hard work they had done.

26. Annual Status Report – Air Quality Management

The Sub-Committee considered a report from Health & Community Protection which gave them an update on progress with air quality management. The report was based upon an annual status report required by DEFRA.

In response to questions from Members, the Interim Environmental Sustainability Team Leader responded that:

- There was more work to be done to achieve better air quality.
- Cars with diesel engines were more damaging to the District's air quality than HGVs, due to the numbers of vehicles involved, where number of cars with diesel engines entering the District, far outweighed the number of HGVs.
- The data that would show how low emission levels would drop if all vehicles complied with standards was not available. This was because on air quality was monitored, not the vehicles themselves.

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

- The Interim Environmental Sustainability Team Leader did not know of any Authorities which did roadside checks to measure vehicle emissions, and was interested to know from Councillor Quinney which Authorities he was referring to.
- The monitors used to measure air quality were not the Council's property, they belonged to DEFRA, therefore the Council could not determine where they were sited. If we purchased our own devices, it would not contribute more information of much value because the District levels were already low.
- There was not a "safe level" for particulates set because particulates were not safe; the Government simply set targets that should not be exceeded.
- Even banning HGVs driving through towns was difficult to enforce because there were exceptions that could be exploited.

Councillor Quinney would liaise with the Interim Environmental Sustainability on traffic regulation laws and low emission zones for reporting back to the Sub-Committee.

27. Review of Health and Wellbeing Arrangements

The Sub-Committee considered a report from Health & Community Protection which summarised the Council's current position in relation to Health and Wellbeing, including the current delivery review.

The results of this review led to a number of conclusions to assist the Health Scrutiny Sub-Committee to have greater input into the health and wellbeing of people who lived in, worked in, and visited Warwick District:

- Officers to review the Health and Wellbeing approach to ensure that it was clear and accessible in order to ensure greater co-operation and partnership working with stakeholders. A draft reviewed version of that approach was included as appendix 4 to the report.
- Form an officer Health and Wellbeing Steering Group which would formulate action plans to drive forward the approach. This group to report back to the Sub-Committee in order that the Sub-Committee could provide scrutiny of the delivery of the approach.
- To consider whether the establishment of a Joint South Warwickshire Health Scrutiny Body (replicating that of North Warwickshire) would provide an effective means of scrutinising medical clinical primary and secondary healthcare in partnership with the Clinical Commissioning Group, Public Health and Healthwatch.
- That the role of the Sub-Committee was further explored to allow the group to engage in the scrutiny of the Council's performance in preventative health measures and tackling the social determinants of health. In addition, to provide support and feedback to those Members who sat on Health and Wellbeing Bodies, as representatives of the Council, and who were responsible for scrutinizing the wider medical provisions of the NHS.

A report agreeing the recommendations of Health Scrutiny Sub-Committee would go forward for decision at Overview & Scrutiny Committee 29 November 2016.

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

Recommended to Overview & Scrutiny Committee that:

- (1) the suggested approach to the Health & Wellbeing agenda and its delivery as laid out in the report be approved; and
- (2) the Sub-Committee continues in its current format in order to ensure that the approach outlined in the report is delivered.

28. Dementia Friendly Communities

The Sub-Committee considered a report from the Health & Wellbeing Lead that outlined the action plan for the Council to achieve dementia-friendly communities' recognition.

All communities that registered for the dementia-friendly communities' recognition process would be formally working towards meeting the foundation criteria for being dementia friendly.

A community that registered for the recognition process was committing to taking each of the foundation criteria and interpreting them from a local perspective to fit the size, type, stage of progression and resource, and describe what they were working towards and the actions they intended to take.

The foundation criteria had been developed from feedback from a number of stakeholders and communities that were becoming dementia friendly to act as a basis from which to develop local plans and a report back on progress against them would be expected.

Councillor Falp reported that she had contacted WALC to spread the message around local town and parish councils, and work was being done to encourage community hubs to take the lessons on board.

The Alzheimer's Society had reviewed how Riverside House could be made more suitable to accommodate visitors living with dementia. A list of improvement had been made and these would be taken on board for the new Council headquarters.

A training date for Councillors would be fixed in January, and the invitation to attend would be extended to parish and town councils.

29. WDC submission to the County Council Health and Wellbeing Board annual report

The Sub-Committee considered a report from the Health & Wellbeing Lead which outlined the work that was being undertaken across the Council to improve the Health and Wellbeing of those who resided in, worked in, and visited Warwick District.

A report that was submitted to the Health and Wellbeing Board for its 2016 annual report to demonstrate the work which Warwick District Council was

HEALTH SCRUTINY SUB-COMMITTEE MINUTES (Continued)

undertaking to meet the Health and Wellbeing Strategy was attached as Appendix 1 to the report.

It was noted that some information was missing because the report had been produced at very short notice, but these would be completed in the future. In particular, Members noted that the report did not give a full perspective on the numbers of affordable houses available against the number required.

Resolved that the report be noted.

30. Health Scrutiny Sub-Committee Work Programme

The Sub-Committee considered a report from Democratic Services which informed it of its work programme for 2016 and the current Forward Plan for November 2016 to February 2017.

Resolved that for the Work Programme 17 January 2017:

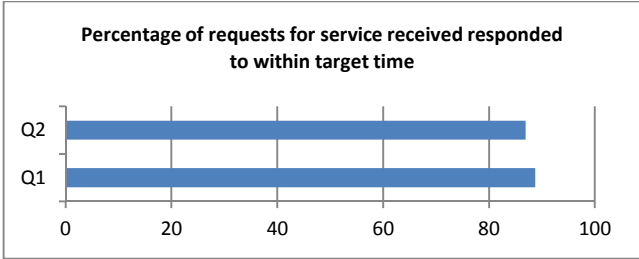
- (1) Housing & Property Services – Council housing stock – standards relevant to Health & Wellbeing. Confirm whether this report can still be delivered on 17 January;
- (2) Citizen’s Advice Bureau/Community Partnership Team – Financial Inclusion/Priority Families. Remove this item from the Work Programme;
- (3) Environmental Health – Food Safety regulation and Infection Control. This item to be postponed to a future date to be confirmed;
- (4) Environmental Health – Health & Safety Regulation. This item to be postponed to a future date to be confirmed;
- (5) Add feedback from any outside body meetings for Health & Wellbeing to the Work Programme every meeting;
- (6) Add Forward Plan Reference 822 “Housing Futures – Housing and Homelessness Strategy 2017” to the Work Programme to do pre-scrutiny from a Health & Wellbeing perspective; and
- (7) Add Forward Plan Reference 826 “New Domestic Abuse Policy” to the Work Programme to do pre-scrutiny from a Health & Wellbeing perspective.

(The meeting finished at 8.00 pm)

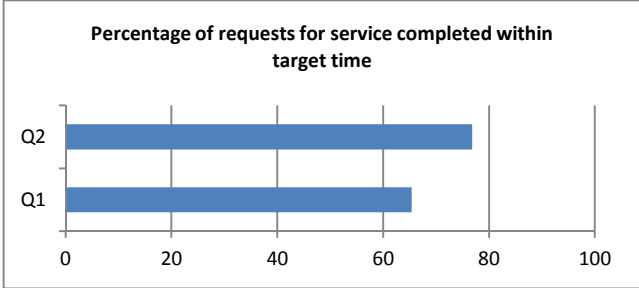
HEALTH & COMMUNITY PROTECTION
PORTFOLIO HOLDER STATEMENT
CURRENT YEAR REVIEW 2016-17

Performance

1. What do the Customer and Operational Measures in the Service Plan tell you about the performance of the service during 2016/17?

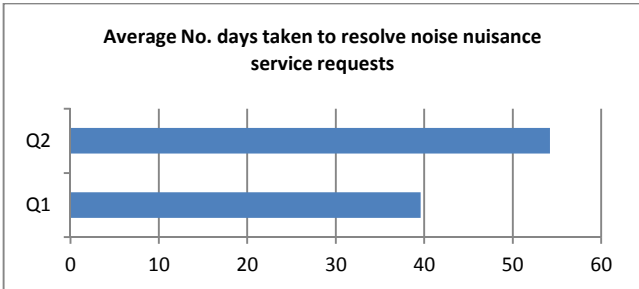
- 

Quarter	Percentage
Q1	88
Q2	85

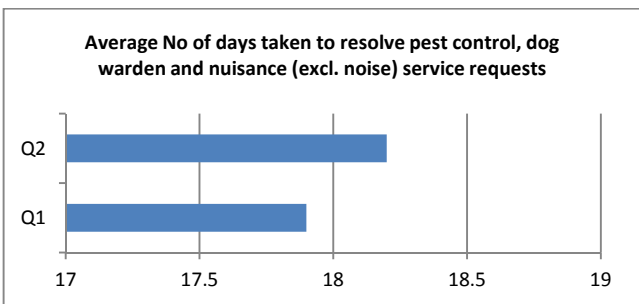
Customer service across HCP remains strong.
- 

Quarter	Percentage
Q1	65
Q2	75

Officers have been conducting historical database cleansing exercises.

In addition, HCP has experienced an increasing workload as a result of its role as statutory consultee for planning applications.
- 

Quarter	Average No. of days
Q1	38
Q2	55

As a result there is a decrease in the percentage of services requests completed with the target time.
- 

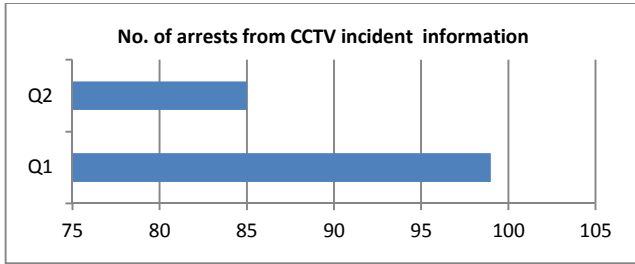
Quarter	Average No. of days
Q1	17.8
Q2	18.3

This service is reviewing its procedures to deliver continuous improvement.

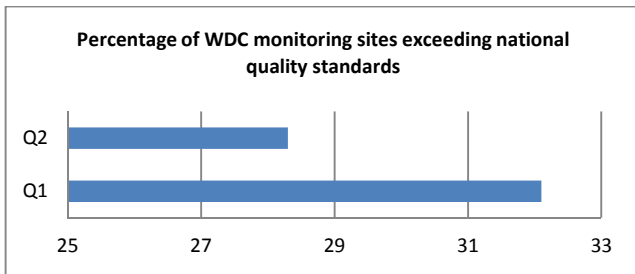
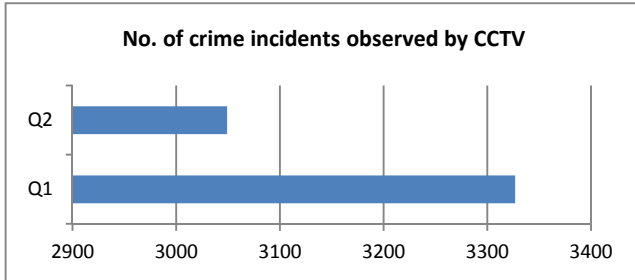
- There are increases across all crime types with the exception of criminal damage. These increases are seen across the county and reflect the new recording standard. Whilst we are confident that actual harm levels have not risen regarding violence. There has been an increase in acquisitive crime and Anti-Social Behaviour (ASB) is up 10%.

It is unclear why levels continue to rise after the new baseline year. Therefore we are working with the Police to identify the causes.

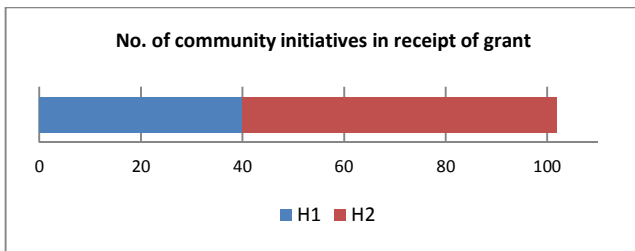
- Our percentage success in reducing the risk of vulnerable victims remains high together with percentage success at first intervention when dealing with perpetrators of ASB.



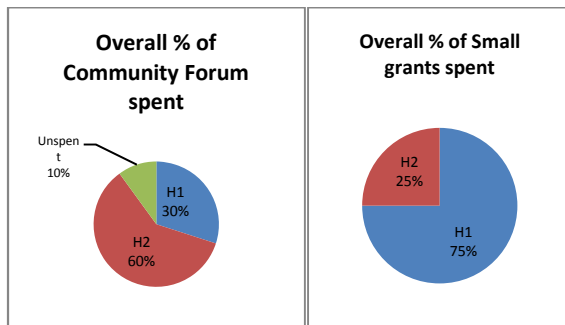
The number of arrests from CCTV observed incidents has decreased. However, the number of incidents observed by CCTV has also decreased.



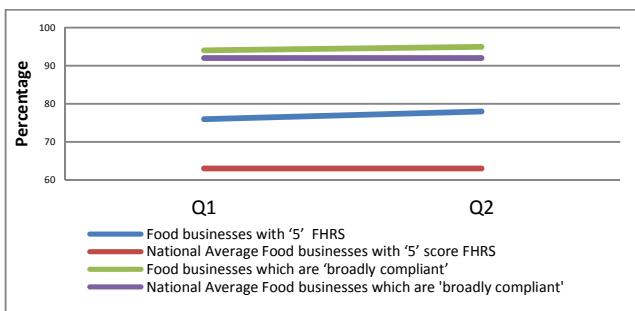
The monthly monitoring results for nitrogen dioxide indicate a decreasing picture in the first half of 2016/17.



We have supported a large number of initiatives with community grants. 55.8% more than last year.



The measures are reported in half years.



The number of food businesses with a 'very good' food hygiene rating has continued to increase as do those which are 'broadly compliant'. The figures remain above the national average.

2. What actions do you intend to take based on the measures?

- Officers have been conducting an evaluation of incoming workloads to determine the impact of the increases. This aspect has led to a new approach to planning application handling and proposed additional FTE.
- To maintain our service delivery and high levels of food safety assurance, we continue to look for opportunities to use new technology. We are continuing to develop the use of 'Totalmobile' for use in food safety inspections. We are also working towards enabling service delivery by electronic means, particularly in relation to licensing.
- Officers have visited high performing Community Safety Partnerships in the family group in order to identify best practice and better understand the impact of the new recording standard. The visits will be evaluated and learning implemented as appropriate going forward.
- The Council is making progress towards improving air quality within the district. We will continue working with the Air Quality Alliance in Warwickshire to deliver this.

3. Highlight any significant changes to the risks in your Service Plan and any actions that you intend to take to address the revised risks.

- Workforce and succession planning has been one of the main challenges for the service. The increased workload on the service is having a demonstrable impact and with the new large scale housing developments, proposed commercial developments and HS2 this will only increase if not addressed. The Service is currently consulting upon a restructure aimed at improving the resilience, succession planning and service delivery.
- Crime is changing and we are yet to fully understand the changes. Recorded crime levels may continue to rise with subsequent fall in public confidence. We are working with the police to determine the cause so that we can ensure that the correct measures are put in place to address them.

Workforce Planning

4. Highlight any significant changes to your Workforce Planning and any actions that you intend to take to address the revised plan.

- The Service is currently 3 vacancies with an additional vacancy from January 2017.
- There is a restructure proposal under currently consultation which will ensure the service is fit for the future and addresses the current vacancies
- The proposed restructure creates more posts than the number of staff placed at risk as a result of the restructure.
- We will continue to review procedures and processes to ensure that they are efficient and effective, making the best use of staff resources.

Budget

5. Highlight any significant changes to the budget pressures highlighted in the Service Plan and any actions required to address these changes.

- Budget pressures continue to be kept under review. Savings in discretionary budgets have been agreed for the 2017/18 financial year (£3,900). Further

savings as laid out in the Fit for the Future Programme have been identified (£65,000 HCP Restructure April 2016).

- Savings have been gained through the Terms and Conditions Phases 1 & 2 programmes as laid out in Executive reports.
- The Community Partnership Team is reviewing how they can support the community efficiently and effectively. The outcomes of this review are due to be reported to Executive in February 2017 and will recommend further savings as laid out in the fit for the future programme report to executive.
- There has been an increase in legal action in which the service is participating this year. This includes a number of committee decisions and notices which have been appealed. This has increased the spending in this area however should the cases be successful we would hope to be awarded costs.

Planned changes, work streams and projects

6. Highlight any work streams/projects that have been completed at this point in the year

- The Council achieved the Purple Flag for Royal Leamington Spa in September 2016, demonstrating the safety and vibrancy of the night time economy in the town centre. The recommendations for further improvements made by the assessors are being reviewed with an aim to delivery.
- The commissioned Voluntary Sector Contracts are delivering successfully.
- The electric vehicles were delivered over the summer and are being used by nominated officers across the council. This is helping to reduce the council's impact on the local environment.
- The Council achieved the Workplace Wellbeing Charter. In order to demonstrate the councils commitment to staff wellbeing the objectives of the scheme have been included in the Councils People Strategy.
- Officers have review of the delivery of the health and wellbeing arrangements by the authority to improve how effective the council can be in this area. Officers will be acting upon the recommendations from that review going forward.
- Health and Wellbeing theme of the council was subject to a Peer Challenge in July 2017.
- A new policy has been implemented for Sexual Entertainment Premises, Taxi Trade, Street Trading and Gambling this year.
- The Health & Safety Coordinator continued to delivering IOSH refresher training to managers and staff to ensure our compliance with health & safety obligations as an employer.
- Due to introduction of a new competency framework by the Food Standards Agency, each officer responsible for food safety enforcement has undertaken a detailed competence review to ensure that they are meeting the new standards.
- We have reviewed the councils approach to sustainability this year which has included the formation of an officer steering group to help the delivery of the revised approach.

7. Highlight any significant changes or new work streams/projects expected during the year.

- In the spring we will be tendering for the second stage of the feasibility study into district heating network systems in two identified areas. This is the second stage of the feasibility study which began in 2015/16.

- With the increase in planning applications and planning related activities, officers will be continuing to review the way in which they deliver their duties. This is an important work programme as there is a further predicted significant workload associated with HS2, Whitley South and other large developments in the district.
- The Health and Safety Team are investigating a fatal workplace accident. This is a very resource intensive investigation and will impact upon the delivery of the planned Health and Safety and food safety programmes.
- Officers will continue to develop and deliver the new council approaches to Sustainability and Health & Wellbeing.
- HCP is committed to enabling customers to access our services through digital mediums and therefore will be continuing with the programme of digital developments.

HQ Relocation Project - Committee Briefing Paper

1. Summary of Executive's 20 April 2016 decisions:

- 1.1 Approval of the LLP's proposed development strategy, the essential elements of which were:
- (a) The sale of the Riverside House site for housing, allowing the Council to vacate the site and relocate to a new HQ after completion of that building.
 - (b) The construction of a new Council-owned HQ office building on the Covent Garden car park site funded by the receipt of sale of the Riverside House site and enabling development at the Covent Garden car park site.
 - (c) The decommissioning of the current surface car park and the demolition of the existing multi-storey car park at Covent Garden and the provision of a new council-owned multi-storey car park funded by the Council.
 - (d) The delivery of the project by the Council's LLP ("PSP Warwick LLP").
 - (e) The delivery of the project to be in two Phases; 'Phase 1' being the current feasibility work; and 'Phase 2' being the full implementation of the project (If approved next year);
- 1.2 Noting that the final decision to commit to Phase 2 of the project would be made by the Council in 2017;
- 1.3 Delegating authority to enter into legal agreements between the Council, the LLP and PSP (Public Sector PLC – our joint partners in the LLP), including a 'Project Agreement' between the Council, the LLP and PSP, and a 'Conditional Option Agreement' from the Council to the LLP in respect of the Riverside House site;
- 1.4 Agreeing the establishment of a new Member Reference Group, to (i) provide guidance to officers as the project develops, (ii) co-ordinate community and stakeholder engagement, and (iii) agree the terms of the planning applications to be submitted by the LLP in respect of the development proposals for the Covent Garden and Riverside House sites.

2. Phase 1 work undertaken since April 2016:

- 2.1 Legal:
- The overarching 'Project Agreement' between the three parties has been completed.
 - The 'Conditional Option Agreement' to purchase the Riverside House site has been granted to the LLP.

- A procurement compliant legal structure model for taking the project forward is now being developed.
- The Phase 2 (project implementation) legal agreements are currently being negotiated, for reporting back to Executive in July.
- Specialist tax advice in respect of the above emerging legal models is being sought, on behalf of both parties.

2.2 Funding:

- The LLP has allocated the agreed Phase 1 project budget of £1.175m.
- The Council's own Project Manager is in post and being funded by the approved £53k project budget.

2.3 Design:

- The LLP has instructed a full professional design team to take the project forward to the end of Phase 1.
- Detailed design feasibility work is being undertaken by the LLP. This has included:
 - Completing a full range of surveys for both sites. This has identified a range of development constraints, especially on the Riverside House site. The Design Team is endeavouring to accommodate these constraints as part of its emerging work.
 - Architectural designs for the proposed new developments at Covent Garden (i.e. the new HQ offices; the new multi-storey car park; and residential apartments).
 - Internal layout designs for the new Council HQ offices, and car park.
 - Master-planning and residential development design option testing for the Riverside House site
 - Detailed cost estimates for all of the above.

2.4 Planning:

- Working up: (i) a detailed planning application proposal for Covent Garden; and (ii) outline proposals for the Riverside House site for submission in early 2017.
- Formal 'pre-application' discussions have taken place with: (i) This Council's planners; and (ii) the County Council's Highways Section.
- A meeting of the Members Reference Group will be held prior to the finalisation of the two separate (albeit linked) planning applications.

2.5 Viability Assessments:

- The LLP has had private 'soft market' discussions with housebuilder developers for the residential elements of the overall proposals.
- The emerging projected 'capital receipt' and 'development costs' estimates are being inputted into an emerging project viability model.
- This is being finalised and will be compared for consistency against the LLP's original 'E2' estimates set out in the 20 April Executive report.

2.6 Governance:

- This project is being managed by the following formal structures:

LLP:

Members Board (3 x WDC Members & 3 x PSP).
Operations Board (WDC officers & PSP)
Project Board: Chaired by Bill Hunt.
Project Monitoring Group.
Project Design Team.

Council:

Executive
Members Reference Group.
CMT (as the Council's Project Board).
Officers forming part of the LLP groups above.

2.7 Programme:

- **Appendix One** sets out the indicative programme endorsed by Executive last April.
- However, the April report set out a number of scenarios for possible slippage and one of these appears to now coming into play. A verbal update will be provided at the meeting but there is a possibility that the office opening date might slip from Dec 2018 to Mar 2019.

2.8 Risk analysis:

- The Project Board maintains a detailed risk register. This includes risks for both the LLP and WDC.
- WDC maintains its own Risk Register. The latest version of this is attached as **Appendix Two**. The scoring criteria applied is attached as **Appendix Three**

3. Community and stakeholder engagement:

- A Development Review Forum will be held prior to the submission of the planning applications.
- A public exhibition will be held in the Royal Priors shopping centre and consultation will be held with the following groups:
 - Leamington BID
 - Leamington Town Council
 - Leamington Chamber of Trade.
 - Leamington Society
- In additions to briefings for WDC members, briefings will be offered to LTC and WCC members and the local MP.
- A media briefing will be held prior to the submission of the applications.

Duncan Elliott
HQ Relocation Project Manager

Appendix One

Indicative programme (in April 2016)

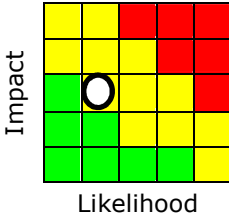
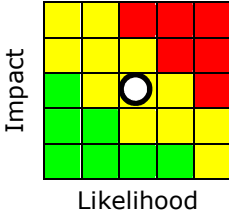
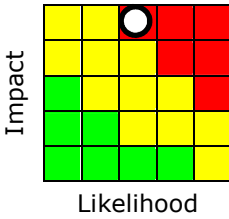
Date	Milestone
20 April 2016	<ul style="list-style-type: none">• Executive commits to project.
May 2016	<ul style="list-style-type: none">• Phase 1 commences.
July 2016	<ul style="list-style-type: none">• Heads of Terms between Council and LLP finalised.• Design Team commences work.
Dec 2016 – March 2017	<ul style="list-style-type: none">• Planning Applications submitted, determined and consents granted.
May 2017	<ul style="list-style-type: none">• Design and Build contract in place (pending approval).
July 2017	<ul style="list-style-type: none">• Phase 1 completed.• Report back to Council and LLP Members Board.
Sept 2017	<ul style="list-style-type: none">• Building work commence (Covent Garden + Riverside House Phase 1).
Oct 2018	<ul style="list-style-type: none">• New Council HQ offices and car park open.• Sale of Covent Garden flats commence.• Riverside House Phase 2 starts.

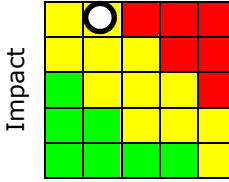
Appendix Two

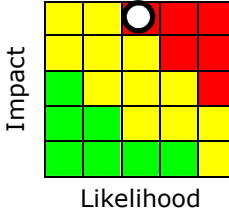
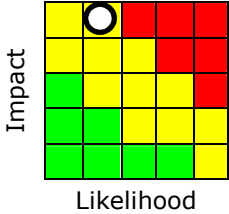
HQ Relocation Project – WDC’s Risk Register

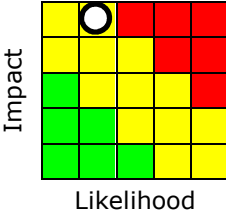
15 December 2016

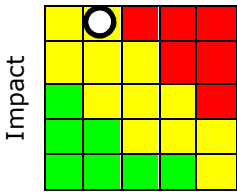
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
STRATEGIC –									
S 1	Council unilaterally pulls out of project.	<p>Council's lack of commitment to seeing through this complex and challenging project.</p> <p>Change of political control at WDC; and possible withdrawal of support for the project.</p>	<p>Substantial cost and timing implications.</p> <p>Council liability for up to £1.175m of the LLP's Stage 1 budget.</p> <p>Council would have to re-mobilise and plan for an alternative new project and/or find another way to save £300k p.a. revenue savings</p>	<p>Council's commitment (20 April Executive) to current Stage 1 work.</p> <p>'Project Agreement' (WDC/LLP/PSP) now completed.</p> <p>'Conditional Option' over Riverside House now granted to the LLP.</p> <p>Formal project governance processes in place.</p> <p>CMT consider project weekly.</p> <p>Final Stage 2 Council legal commitment to be sought in July 2017.</p> <p>Member Reference Group to steer, inform and guide the project.</p>	Council	Comprehensive report to Executive in July 2017, providing final outcomes of Phase 1 work ,will include a full review of this complex project.	Project Board	On-going	<p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
S 2	Lack of WDC officer time (and resource) to deliver programme and significant project deadlines.	Other Corporate projects take priority. Key WDC staff leave (Key person dependency) Lack of WLS support resources	No WDC resource to take the project forward with the LLP. Project delays. Risk of delay in achieving projected revenue savings.	Listed Major Project – reviewed weekly by CMT. Dedicated WDC Project Manager funded and in place for Stage 1 work. SLA with WLS	Project Board	CMT keep under weekly review. Project Governance processes keep under regular review.	Project Mgr.	On-going	
S 3	Substantial adverse changes in the commercial markets.	Significant house price falls, and lack of demand for the residential elements of the scheme. LLP fails to attract developer partners for the residential elements of the two sites	Project fails to stack up financially as a result. Delay in the commencement of the residential elements of the two sites.	LLP is underwriting these Phase 1 risks with no financial risk to Council (unless risk S1 triggered). LLP still locked into delivering the new Council offices on Covent Garden for the identified and agreed budget and timetable. WDC is not liable for any losses made by the LLP for non-delivery on their part.	Project Board	Kept under review by the project's governance and management processes. Further Phase 2 LLP/PSP/WDC legal agreements to re-clarify.	Project Mgr.	On-going	
S 4	Public fail to support, or object to the project.	Objections to the planning application. Objections to the project's parking solutions (temporary and permanent) Political and public	Planning permission delayed or refused by Planning Committee. Delay in agreeing car parking	Project comms strategy. Comms consultant now in place, for planning application consultations. Town centre stakeholders	Project team	LLP Project Board manages the delivery of the Comms Strategy. Member Reference Group to agree Comms. action plan.	Proj Mgr	On-going	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		objections to the project as 'a waste of public money', and 'not needed'	displacement Strategy, and project start/finish.	regularly updated. Regular meetings with Chamber of Trade and local stakeholder groups. Formal consultations as part of the planning process.					
FINANCIAL -									
F 1	LLP fails to perform.	<p>PSP unilaterally pulls out of project and/or LLP.</p> <p>LLP proposals do not stand up to external validation, and/or do not pass the full project viability tests.</p> <p>LLP fails to deliver any elements of the design and delivery of their complex proposals.</p>	<p>Delay in programme and opening of new offices.</p> <p>Reduction in programmed capital receipts from the two residential development sites.</p> <p>LLP project aborted.</p> <p>WDC would lose significant time, and incur significant costs, in producing a new HQ via another delivery method.</p>	<p>Constant scrutiny of LLPs proposals and performance through fortnightly LLP working and board meetings.</p> <p>LLP backed by substantial PSP funding and resources.</p> <p>PSP has committed £1.175 budget to the LLP for the current Phase 1 work.</p> <p>Ongoing private liaison with other local authorities with PSP LLPs to check on PSP's performance.</p> <p>Legal agreements to lock-in PSP as the</p>	Project Board	<p>Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section.</p> <p>LLP seeking planning permission, and put provisional build contracts in place.</p> <p>Further viability test then to be undertaken.</p> <p>Report back to July 2017 Executive/Council, to further review project and seek full commitment to project.</p>	Project Board	On-going	 <p style="text-align: center;">Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
				project progresses.					
F 2	Project delays.	<p>Council changing its mind as to what it wants or deferring decisions</p> <p>Delay in agreeing new offices' design and specification.</p> <p>Delays in procuring planning consents and development partners.</p> <p>Delays in signing-off final viability tests.</p> <p>Market changes.</p> <p>Adverse weather conditions.</p> <p>Any other programme slippage.</p>	<p>New offices not delivered on time.</p> <p>Not necessarily fatal, but would push back opening date of new offices, and the cash flow of the programmed £300k p.a. savings.</p> <p>Possible need to review relationship with LLP and other partners.</p> <p>Reputational damage of Council on ability to deliver projects on time and within budget.</p> <p>Increased project costs</p>	<p>Project governance processes.</p> <p>Initial Project Programme reviewed for deliverability at Project Board meetings.</p> <p>Any financial impacts would have to be re-scheduled.</p> <p>New Member Reference Group being set up to steer the progression of this project.</p> <p>Further reports back to Executive</p>	Project Board	Member Reference Group meetings. Further report back to Executive/Council in July next year seeking full commitment to this project.	Project Manager	On-going	
F 3	Project fails to stack-up financially	<p>The LLP's proposed overall development package being uneconomic and/or undeliverable, and not providing new Council offices on a 'cost neutral' basis.</p> <p>Project fails viability</p>	<p>New Council offices might not be deliverable on cost-neutral basis.</p> <p>Additional Council gap funding might be required.</p>	<p>Commercial Principles already agreed between WDC and the LLP.</p> <p>Executive/Council to consider an end of Phase 1 review in July 2017; and</p>	Project Board	<p>LLP and officers progressing Phase 1 detailed work streams.</p> <p>Reports to Executive/Council in July 2017.</p> <p>Legal agreements</p>	Project Manager and Project Board	On-going	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		<p>tests</p> <p>Council require larger office building than first estimated.</p> <p>Cost escalations.</p> <p>New Car Park cost escalations for Council.</p> <p>Failure to procure suitable developer partner offering the projected capital receipts.</p>	<p>Capital cost could escalate with 'project creep'.</p> <p>Delay in project programme as a consequence</p>	<p>consider next Phase 2 project commitment by WDC.</p> <p>Project Board to monitor throughout</p>		<p>with the LLP to lock it in to delivering new offices on cost-neutral basis, and underwriting any WDC financial risk.</p>			
F 4	Failure to obtain planning permissions:	<p>Outline proposals not complying with planning policy.</p> <p>Possible successful planning objections.</p> <p>Planning Committee make a decision contrary to officers recommendations</p> <p>Project's Affordable Housing numbers or solutions fail to stack-up.</p>	<p>Not obtaining planning permission for the agreed two sites.</p> <p>Cost and time delays.</p> <p>Reputational damage of Council to support its own projects</p>	<p>LLP and WDC Governance structures.</p> <p>LLP project budget committed to fund this work and process.</p> <p>Detailed designs and planning application work now being undertaken by the LLP's Design Team. This will provide the designs and supporting information required for the submission of the planning application.</p> <p>Pre-app planning meetings</p>	Project Team	<p>Final pre-application discussions and dialogue with WDC and WCC prior to submission of planning application.</p> <p>WDC project officers progressing work with LLP's team.</p>	Project Manager and LLP design Team	On-going	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
				undertaken. Pro-active member, partner and public consultations programmed.					
F 5	Not achieving projected £300k p.a. operational savings from new offices.	Initial estimates prove to be wrong. Increased occupation cost incurred once WDC occupy the building.	Higher than anticipated occupation costs. Revenue savings not achieved WDC might need to invest in additional building efficiency features to guarantee projected revenue saving or find other savings?	Initial robust likely estimates based on analysis of existing costs, new quotes, and comparing/testing with another Council's new offices' running costs. Detailed scrutiny will continue as design details of the new building emerge as part of the Phases 1 and 2 work. Robust new building build budget agreed to guarantee the best specification to maximise its operational efficiency savings. Further full evaluation at the end of Phase 1.	Project Team	Robust £8.6m office project budget to fund a high specification building, and maximise its efficiency and operational savings. Pro-active WDC input into the emerging design of the new office building, to re-test the present running cost estimates. The WDC project team will be inputting and informing the new office building's specification, to ensure maximising the future revenue savings.	Project Manager	On-going	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Responsible Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F 6	Adverse legal title issues:	Onerous restrictive covenants discovered. WDC cannot prove good legal title to the two sites. WDC and LLP cannot agree legal agreements to progress project the next, and the implementation stages.	Restrictive covenants could frustrate any development, or restrict type and nature of development. Delay or frustration of the project. LLP/WDC cannot progress project further.	Legal due diligence undertaken by WDC and the LLP. No adverse title issues identified. Current legal agreements with the LLP define roles and responsibilities and financial liabilities and risk	Project Board	All risk mitigation measures to be regularly reviewed by LLP and WDC Project Team. Legal advisors to continue to progress all legal due diligence.	LS		<p>The Residual Risk Rating matrix is a 4x4 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid cells are colored as follows: (Impact 1, Likelihood 1) is Green; (Impact 1, Likelihood 2) is Green; (Impact 1, Likelihood 3) is Yellow; (Impact 1, Likelihood 4) is Yellow; (Impact 2, Likelihood 1) is Green; (Impact 2, Likelihood 2) is Green with a white circle; (Impact 2, Likelihood 3) is Yellow; (Impact 2, Likelihood 4) is Yellow; (Impact 3, Likelihood 1) is Green; (Impact 3, Likelihood 2) is Yellow; (Impact 3, Likelihood 3) is Yellow; (Impact 3, Likelihood 4) is Red; (Impact 4, Likelihood 1) is Green; (Impact 4, Likelihood 2) is Yellow; (Impact 4, Likelihood 3) is Red; (Impact 4, Likelihood 4) is Red.</p>

Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

Estimation	Description	Indicators
5: High (Probable)	Likely to occur each year (e.g. considered as more than 50% chance of occurrence in any year).	<ul style="list-style-type: none"> Potential of it occurring several times within the specified period (for example - ten years). Has occurred recently.
4: Medium to High	Apply judgement	Apply judgement
3: Medium (Possible)	Likely to occur during a 10 year period (considered as between 5% and 25% chance of occurrence in any year).	<ul style="list-style-type: none"> Could occur more than once within the specified period (for example - ten years). Could be difficult to control due to some external influences. There's a history of occurrence
2: Low to Medium	Apply judgement	Apply judgement
1: Low (Remote)	Not likely to occur in a 10 year period (considered as less than 2% chance of occurrence in any year).	<ul style="list-style-type: none"> Has not occurred. Unlikely to occur.

Consequences

Estimation	Description
5: High	<ul style="list-style-type: none"> Financial impact on the organisation is likely to exceed £500K Significant impact on the organisation's strategy or operational activities Significant stakeholder concern
4: Medium to High	Apply judgement
3: Medium	<ul style="list-style-type: none"> Financial impact on the organisation likely to be between £100K and £250K Moderate impact on the organisation's strategy or operational activities Moderate stakeholder concern
2: Low to Medium	Apply judgement
1: Low	<ul style="list-style-type: none"> Financial impact on the organisation likely to be less than £10K Low impact on the organisation's strategy or operational activities Low stakeholder concern