

Overview and Scrutiny Committee

Tuesday 13 January 2015

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 13 January 2015 at 6.00pm.

Membership:

Councillor Mrs Falp (Chairman)	
Councillor Mrs Blacklock	Councillor Mrs Grainger
Councillor Boad	Councillor Gill
Councillor Mrs Bromley	Councillor Guest
Councillor Brookes	Councillor Mrs Higgins
Councillor Copping	Councillor Illingworth
Councillor Ms Dean	Councillor Kinson OBE
Councillor Edwards	Councillor Wreford-Bush

Emergency Procedure

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced.

Agenda

1. **Substitutes**

To receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

*2. **Declarations of Interest**

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

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

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

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

***3. Neighbourhood Services Portfolio Holder Update**

Question and Answer session arising from a report from the Portfolio Holder for Neighbourhood Services giving an update on his service area.

(Item 3/Page 1)

***4. Housing & Property Services Portfolio Holder Update**

Question and Answer session arising from a report from the Portfolio Holder for Housing & Property Services giving an update on his service area.

(Item 4/Page 1)

***5. Update on Tenant Involvement Strategy**

To consider a report from Housing & Property Services.

(Item 5/Page 1)

***6. Minutes**

To confirm the minutes of the meeting held on 2 December 2014.

(Item 6/Page 1)

***7. Comments from the Executive**

To consider a report from Democratic Services.

(Item 7/Page 1)

***8. Review of the Work Programme & Forward Plan**

To consider a report from Democratic Services.

(Item 8/Page 1)

***9. Health Scrutiny Sub-Committee Minutes & Update**

To note the minutes of the meeting 15 December 2014 and to receive a verbal update from the Chairman of the Health Scrutiny Sub-Committee.

(Item 9/Page 1)

***10. Warwickshire Safeguarding Children Board**

To consider a report from the Deputy Chief Executive (BH) **(To follow)**

***11. Executive Agenda (Non Confidential Items and Reports) – Wednesday 14 January 2015**

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 & 5 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

***13. SEV Task & Finish Group – Final Report**

To consider a report from the SEV Task & Finish Group **(Item 13/Page 1)**

***14. Task & Finish Group Scoping Document – St Mary's Lands**

To consider a scoping document prepared by Councillors Mrs Bromley & Kinson OBE for a Task & Finish Group. **(Item 14/Page 1)**

***15. Executive Agenda (Confidential Items and Reports) – Wednesday 14 January 2015**

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

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

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

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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) 353362 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

**The agenda is also available in large print, on request, prior to the meeting by calling
01926 353362.**

Neighbourhood Services Portfolio Update 2014/15

What have the measures in the Portfolio Holder Statement been telling you about how things are going in service during 2014/15

A major change affecting Parking Services took place in November 2014, with the transfer of the on-street parking enforcement to a private company under the control of Warwickshire County Council. Warwick District Council will continue to manage the off-street parking service as part of a new generic Ranger Service, which will include car park management, reassurance for service users, sign posting, resolving operational issues and various enforcement activities. This will require the development of a number of new performance measures to evaluate the impact of the new service, and the removal of any previous measures relating to on-street enforcement.

The major contracts which commenced in April 2013 have now been in operation for 18 months, which include waste collection, street cleansing and grounds maintenance. In this year's Service Plan there is an emphasis on strengthening the contract management measures, in order to clearly identify each contract's level of performance.

Waste Collection

The service is operating efficiently and consistently. Of the 2 million collections carried out so far this year, approximately 99.9% collections took place as scheduled. Of the collections that were missed 58% were rectified within the specified time, either same day or next day depending on when the customer reported the missed collection. Recycling levels remain high, with WDC continuing to work within the Warwickshire Waste Partnership to try and increase recycling through a number of initiatives.

Street Cleansing

The contract continues to deliver a good level of service, with programmed cleansing operations supplemented by rapid response teams. Nearly all cleansing operations took place as planned and virtually all rescheduled operations completed within the specified time scale.

Grounds Maintenance

The Grounds Maintenance contract is subject to weather conditions and is more prone to work being rescheduled, as can be seen from the performance measures to date, although those operations that could be rescheduled have been carried out as agreed.

Which measures have been of particular interest or concern during the period and what have you learnt about your systems from these measures? Please attach the final version of your SAP customer & operational measures for the year.

Income from car parking penalty charge notices is on target despite the disruption caused by the splitting of the on and off-street enforcement. Parking income generally continues to be well above original estimates, which means that revised income targets for next year can be achieved without increasing parking charges.

Contract management continues to be key focus of the team due to the importance of the services provided by the Neighbourhood Service. Contractors are being encouraged to strengthen their own quality assurance processes as the Council will deal with any underperformance robustly.

Health and safety and risk management are continually being reviewed and updated in response to the new challenges faced by the Council generally, and those specific to the services provided by Neighbourhood Services.

Being responsive to customer enquiries has always been a priority of the team; however the implementation of a new CRM system by WCC caused significant service delivery problems at the start of the financial year. This issue has now been resolved, although highlights our reliance on ICT systems and WCC.

In terms of Green Space Development there have been several projects delivered as part of the Green Space Strategy, which have significantly improved the quality of play areas and the surrounding open spaces. The number of projects that the team needs to deliver is continuing to grow, including work associated with housing growth in the district, the Pump Room Gardens project, National Bowls, increasing sustainability etc.

What have you done to date as a result of learning from these measures?

Towards the end of the year Neighbourhood Services will be reviewing how it can accommodate the current workload and the new services with the resources available.

There is a need to continue to review service standards, delivery methods, procurement, and budget management to ensure services are being delivered as efficiently as possible. Opportunities for savings need to be considered in conjunction with service pressures and new demands on the team.

What has been the impact of what you have done to date and what else do you plan to do as a result of learning from these measures?

Due to an internal restructure within the Council Neighbourhood Services are now responsible for Bereavement Services, and overseeing the performance of the Customer Service Centre and one stop shops, managed by Warwickshire County Council. Through the remainder of this year we will be integrating the teams, systems, budgets, risks and measures with the rest of Neighbourhood Services.

A priority for the remainder of the financial year will be to review the current arrangement with WCC regarding the Customer Service Centre and the level of service being provided.

The new Ranger Service will be in place by the end of the financial year, which has been established as a result of service changes, historic service gaps and the need to make savings. The success of the service will be monitored throughout 2015 and formally reviewed at the end of that financial year.

Of your key projects (as identified in your portfolio holder statement) how many were completed and how many are not? Of those that were not completed please indicate what the revised dates are.

Project	Progress	Original Milestone	Revised Milestone
Green Space Strategy/Play Improvement Programme	A number of projects have been completed in line with the Green Space Strategy	Ongoing throughout the year	Ongoing throughout the year
Installation of new irrigation system at Victoria Park	Tender awarded and implementation scheduled	November 2014	January 2015
Pump Room Gardens Phase 2 application	Specialist consultants appointed.	Submission of Phase 2 bid 2015	Submission of Phase 2 bid 2015
Review of off-street car park service including maintenance, improvements and level of provision	Ongoing	March 2015	March 2015
Assessment of street scene service's contribution to a high quality public realm	Not started.	March 2015	March 2015

Produce Parks Ranger Service business case and review use of reactive contract teams	Phase 1 completed, full service to be in place by April 2015	April 2015	April 2015
Produce business case for potential shared parking appeals service with other district and boroughs	Not progresses due to alternative arrangements made by other districts and boroughs.	NA	NA
Review support service costs associated with Car Parking Service	Some savings have been identified and other being discussed with WCC	April 2015	April 2015
Set up new off-street car parking service.	Included within new Ranger Service	NA	NA
Review the development potential of open space land.	Not started	October 2014	March 2015

Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.


No.

Customer Measures – those important to the people/organisations who use our services												
	04	05	06	07	08	09	10	11	12	01	02	03
Parking appeals / enforcement												
Number of on and off street PCN's issued. Aim 1,200 per month.	1,639	1,727	1,617	1,244	1,085	1,505	513					
Number of appeals received as a % of PCN's issued. Aim under 30% per month.	24%	24%	24%	29%	31%	18%	31%					
Response time in days to PCN challenges. Aim under 15 days.	18	31	30	36	20	5	9					
Proportion of parking appeal decisions upheld at adjudication. Quarterly aim over 65%.	50%	100%	66%	100%	0	0	50%					
Contract Services												
Customers with 2 day contact response to request for service over 90% (waste collections, fly tipping)	N/A	N/A	N/A	33	90.44	84.1	88.75					
Customers with 5 day contact response to request for service over 90% (grounds maint., general enquiries)	N/A	N/A	N/A	37.5	85.89	86.6	77.18					
Percentage of waste collections not completed as scheduled	99.90	99.89	99.87	99.88	99.89	99.87	99.90					
Percentage of missed waste collections rectified within specified period	52.91	47.62	78.26	55.05	68.36	61.8	44.89					

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.

	04	05	06	07	08	09	10	11	12	01	02	03
Percentage of serviceable play equipment in use.	96	97	99	99	99	98	98					
Percentage of street cleansing operations completed as scheduled.	99.08	98.23	97.06	97.48	98.74	98.86	98.39					
Percentage of rescheduled cleansing operations completed within specified period.	100	100	100	100	32	100	91					
Percentage of grounds maintenance operations completed as scheduled	71.74	75.00	97.16	94.00	63.00	81.00	91.00					
Percentage of rescheduled grounds maintenance operations completed within specified period	100	100	100	100	100	100	100					

 Overview & Scrutiny 13th January 2015		Agenda Item No. 4
Title	Performance in Key Areas – Housing & Property Services	
For further information about this report please contact	Abigail Hay Housing Strategy & Development Manager Tel: 01926 456044 Email: abigail.hay@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	N/A	

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
N/A - For information report only	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		
Head of Service	30.12.14	Andy Thompson
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)	30.12.14	Councillor Norman Vincett
Consultation & Community Engagement		
None – for information report only		
Final Decision?		No
Suggested next steps (if not final decision please set out below):		
None – for information report only		

1. Summary

- 1.1. This report provides an update to the Overview & Scrutiny Committee on performance of the Housing & Property service.

2. Recommendation

- 2.1. That Overview and Scrutiny Committee notes the key challenges and risks associated with the work of Housing & Property Services and the actions being taken by Housing & Property Services to respond positively to these risks and challenges.
- 2.2. That Overview & Scrutiny Committee notes the impact of Fit for the Future (FFF) to date.
- 2.3. That Overview & Scrutiny committee notes what further impact we expect FFF to make to staff and customers.
- 2.4. That Overview & Scrutiny notes the department's proposals for making additional savings in the next financial year.
- 2.5. That Overview and Scrutiny notes the departments strategic plans for development.

3. Reasons for the Recommendation – Demand for Services

- 3.1. Housing & Property Services face a number of significant challenges and risks, with the changes being made to social security system and the rising cost of accommodation being amongst the most significant.
- 3.2. The introduction of a total benefit cap, the under occupation charge, amendments to the support given to low income council tax payers and changes to the Local Housing Allowance for single person households are among the more important changes made to social security.
- 3.3. Housing & Property Services has taken a proactive and positive approach to the changes, implementing steps to support tenants through the changes. The Sustaining Tenancies team has a strong emphasis on helping people to maintain their tenancies through the effective management of their rent accounts.
- 3.4. This includes the introduction of a Housing Support Team which provides a generic, multi tenure service. This means that the responsibility for rent collection is the responsibility of all Housing Officers. In addition, through utilising generic officers, we are minimising the number of visits to our tenant's homes, building stronger relationships between officers and tenants by reducing the number of different officers a tenant sees and delivering a more personalised and efficient service to tenants. As a result, we have managed to maintain income recovery year to date at a creditable 3.35% of total income due.
- 3.5. The phased introduction of Universal Credit, in which a large number of recipients will in future be responsible for making their rent payments rather than having any due housing benefit paid directly to the Council will add an additional risk to the Housing & Property Services income stream. However, in

the medium and long term we expect this risk to diminish as people adjust to the new arrangements.

- 3.6. With a backdrop of rents and property prices increasing at a rate faster than incomes – the average property price to income ratio for Warwick is 9:1, above the average for the West Midlands as a whole and the highest in the County¹ - and continued tenure insecurity in the private rented sector² the Council has experienced an increased demand on its services including for housing advice and assistance. In 2012/13 we made 729 formal homeless decisions, with 131 households accepted as having a full homeless duty as set out in legislation, requiring the Council to secure for them permanent accommodation. This is in addition to the more substantial number of customers who have approached us for advice and assistance who we have assisted without having to pursue a homeless application.
- 3.7. The Council's Affordable Rent Policy, which requires 60% of all new affordable housing developments to have properties available to let at a Social Rent, 35% at the Warwick Affordable rent and 15% for shared ownership, helps reduce financial hardship created by high rents³.
- 3.8. The Council continues to offer secure and affordable tenancies to all its tenants. Secure tenancies offer the security needed by households to invest in their homes and communities, build healthy and sustainable lives and avoid disruption to family life⁴. In 2015-2016, Housing & Property Services will explore how we can extend this, using planning policy, to affordable housing provided by other landlords.
- 3.9. Increasing the availability of affordable housing remains a major challenge. The number of properties that are becoming available from our own stock is slowing down from an average of c400 per year to an average of c300 per year as the options for people to move on are limited. This is set against a backdrop of 1,718 (as at 12th December 2014) households being registered as having a housing need and are in Bands 1 to 3 on 'Home Choice', with a further 1,759 in band 4.
- 3.10. The delivery of new affordable housing in the district, although improved of late still remains small with only 10 new homes delivered in 2012/13 and 47 new affordable homes built in the district so far this year by housing associations. The Council however is now in a position to once again become a direct provider of new homes.
- 3.11. We are already developing new Council-owned affordable and secure housing, starting with the redevelopment of Fetherston Court. This scheme – to provide 81 homes - will replace ageing flats with modern, purpose built active elderly flats and family bungalows, as well as increasing the overall numbers of properties provided for on the site. The Council has through planning powers

¹ Source: Home Truths 2014-2015 (National Housing Federation, December 2014)

² Sources: Evictions increase number of homeless (The Independent, December 2014), Renters turn to Shelter as revenge evictions soar (Shelter, June 2014); Thousands of tenants without rent arrears face eviction (Inside Housing, July 2014)

³ Sky-high housing costs leave five million stuck in the 'rent-trap' (Shelter, October 2014); The Home Stretch (Resolution Foundation, December 2014);

⁴ Local decisions on tenure reform (Shelter, July 2012); Children who pay the price of living in a rented home (The Observer, January 2012); Security of tenure in Social Housing: An International Review (Heriot Watt University, June 2011)

(Section 106 of the Town and Country Planning Act 1990) secured 21 properties in South West Warwick, six for social rent and 15 for low cost home ownership.

- 3.12. The Council has limited land available at its disposable and the cost of purchasing land in the district is very high. Housing and Property Services are therefore now looking at potential sites both publically and privately owned which can be used to deliver new council homes. The service is also exploring and assessing different models for delivery, including the use of existing Housing Revenue Account funding and the potential for a Council Housing Company to increase the number of council-owned homes in the district.
- 3.13. The W2 Joint Venture in July 2014 was extended for a further 3 years to allow for it to remain as a vehicle to deliver affordable housing alongside the Council's own plans for a development programme of council-owned homes.
- 3.14. The private rented sector now accounts for a larger proportion of accommodation provision in the district than social housing at 18%. However, we are experiencing an increase in the level of intervention required by the council to improve the management of this sector of the housing market. There are increasing numbers of enquiries for advice and support from tenants who experience issues with landlords, in particular in relation to poor quality and unsafe housing conditions. In this respect the district is in line with national trends⁵.
- 3.15. The Council uses a number of measures to help improve the quality of private rented accommodation including a landlord steering group, landlord's forum as well as advice and support to tenants and landlords. In addition we have secured some high profile prosecutions of landlords who fail to meet their legal obligations. In 2014 we prosecuted a total of five landlords, with one landlord receiving an extremely high fine from the Magistrates of over £50,000. This sends out a strong message and deterrent to landlords that the Council will not tolerate poor housing conditions and breaching of legal obligations by landlords in the district.
- 3.16. In response to the increased demand on housing related services, the new structures introduced in 2014-2015 for the Sustaining Tenancies and Strategy and Development divisions of Housing & Property Services have allowed the Council to direct resources in a way that is able to respond proactively to these challenges. Housing advice services are available through a single point of entry to the service where customers with any non-council landlord related enquiries are able to get advice and information. Low level enquires are resolved at first point of contact, with specialist officers being available to support customers with a resolution to more complex and detailed issues. This new structure is giving us a stronger focus on prevention of homelessness and a proactive approach to raising standards in the private rented sector.
- 3.17. The Council's housing stock is in relatively good condition with 100% of our stock meeting the Decent Homes Standard. There is however a need to improve and increase the amount and quality of stock condition information so that the

⁵ Poor private rented homes causing ill health (Inside Housing, October 2014), More than half of tenants have problems with landlords and letting agents (The Independent, September 2014)

Council can make more informed decisions about how, where, when and on what it invests its resources. It is also important that future maintenance liabilities are fully understood so that the housing business plan remains viable, especially in light of the fact that we are starting to invest in building new homes.

- 3.18. In 2015-2016, Housing & Property Services will be undertaking a stock condition survey of the Council's housing followed by a thorough review of how the homes are maintained to both increase the quality of customer service and take greater control over costs.
- 3.19. Maintaining corporate property and assets is in a transitional period as we move from a traditional maintenance management approach to a strategic asset management approach. We have completed a stock condition survey and produced a forecast of the likely maintenance costs of the stock over a 30 year period. This financial year is the first year that the data has been used as the basis for the annual programme of works, the team are currently working to deliver the agreed programme and we expect the programme to be complete by 31st of March 2015.
- 3.20. The Strategic Asset Group will in 2015-2016 undertake an assets review which once complete will be used in conjunction with the 30 year programme to inform the Council's corporate asset management strategy and plans, including consideration of retention or disposal options.
- 3.21. Housing and Property Services has made a significant contribution towards helping reduce energy costs for both individual households and the Council.
- 3.22. Implementation of the decent homes work and the installation of energy efficient measures have improved the Standard Assessment Procedure (SAP) rating of homes and residents' quality of life - addressing damp and poor quality housing over the period of the investment. Ongoing energy management of our housing schemes and the installation of renewable energy initiatives will further reduce fuel costs. We have plans in place to implement further renewable energy initiatives, including a district heating scheme at Radcliffe Gardens and Christine Ledger Square which will result in a single biomass boiler servicing all communal areas and individual flats. The redevelopment of Fetherston Court is being built to extremely high energy efficiency standards, including a biomass boiler.
- 3.23. We have installed two commercial Biomass Boilers, one at Oakley Wood Cemetery and one at Tannery Court sheltered scheme. The Biomass boiler at Tannery Court has recently been installed and has exceeded its target for gas usage. It was anticipated that the biomass boiler would generate 70% of energy and the remaining 30% would be gas, however to date the biomass boiler has been providing for 95% of energy resulting in only 5% gas usage. This has resulted in significant reduction in energy costs to the Council.
- 3.24. In autumn 2014, we have launched an energy collective which resulted in 100 council tenants registering to take advantage of improved energy tariffs, The average dual-fuel saving is forecast to be £221 per household.
- 3.25. We carry out aids and adaptations so that residents can remain in their homes safely and for longer, helping to reduce the number of admissions to hospitals and care homes. We spend around £1m per year on adapting council houses

and grant fund circa £0.5m for adaptations in private owner occupied or rented homes. Last year (2013-2014) we carried out 56 grant funded adaptations and this year (2014-2015) so far we have carried out 23.

4. Reasons for the Recommendation – Fit for the Future

- 4.1. The Fit for the Future (FFF) programme in Housing & Property Services to date has been led largely by the Tier I and II service redesigns that have taken place over the past two years.
- 4.2. Tier I of the redesign focussed upon realigning the leadership team into more streamlined, cross cutting sections which better reflects the current and future demands on our service, reducing the management team reporting to the Head of Housing and Property Services from 6 to 3.
- 4.3. Tier II of the redesign focussed upon the Sustaining Tenancies and Strategy and Development Teams, being approved by Employment Committee in June 2014 and implemented in September 2014. By aligning staff resources with the most important expectations and needs of our customers, the Sustaining Tenancies and Strategy and Development Teams are positively contributing towards the three strands of FFF (service, people and money). This includes:
 - Beginning a programme of regular routine tenancy visits to all WDC tenants to assess support needs and make sure that they are supported to sustain their tenancy
 - Establishing a team of Tenancy Officers to work alongside the Council's Community Safety/Sustainability Team to resolve as quickly as possible problems caused by Anti-Social Behaviour
- 4.4. Tier III of the Housing & Property Services Redesign relates to the final section of the service, Asset Management. The formal consultation has recently been completed with all affected staff members. A report will be presented to Employment Committee in January 2015 and subject to approval the new service will take effect in April 2015.
- 4.5. The new Asset Management Team will contribute towards the three stands of FFF by encouraging a greater focus on customer care by:
 - Increasing the resources available to work closely and at an earlier stage with clients and tenants to agree what works and services they need
 - Increasing ownership, continuity and accountability of contracts and processes by making sure that as far as possible they are managed end-to-end by the same people
 - Creating a more consistent, co-ordinated and understandable process for reporting and managing housing repairs by bringing together in one team the majority of repairs and maintenance to Council-owned housing
 - Improving the way the Council manages its non-operational buildings by adding a Commercial Property Surveyor to the team
- 4.6. By April 2015 Housing & Property Services by redesigning its entire staffing structure will be in a strong position to meet future challenges of reducing the overall cost of service delivery by exploring and exploiting opportunities improving services to new and existing customers as well as maximising income, including:

- Reviewing the Lifeline Service to establish the potential opportunity to develop and grow the business.
- Considering extending the current mandatory Houses in Multiple Occupation (HMO) licensing scheme to cover additional properties
- Reviewing our current temporary accommodation arrangements and funding systems to reduce the cost of this service and recover as much income as possible.

4.7. More efficient working practices which will reduce the cost of delivering service, are also to be introduced, including:

- Developing mobile working practices so that Officers working out in the field are able to increase productivity by connecting and communicating in real time, reducing the inefficiencies of duplication, travelling time and allowing for clients on site to be party to agreeing the works and services to be delivered.
- Increasing the use of electronic and self service/digital by default options for customers which will in turn reduce the administrative support required. For example, we are currently designing an online form for customers to be able to register on 'Home Choice' and to be able to maintain their application and records online. In addition, we are increasing the use of email communication with residents where suitable to reduce printing and posting costs.
- Reviewing current contract arrangements for goods and services supplied to make sure that they are the most cost effective method for the service. For example, we are considering the options for the delivery of the corporate cleaning contract including directly providing the service to both improve the quality of service and reduce overall costs.
- Introducing a Planned Maintenance Module to the Council's property maintenance and management IT system.

4.8. Housing & Property Services has been through a significant period of change and instability and with the end of Tier III redesign approaching, the management team are now focussing on driving the service forward in a planned, practical and sustainable manner.

4.9. The management team have developed a **3-2-1 Priority Action Plan** which sets out the strategic overview of what most needs to be done to move Housing and Property Service into a position in which it can move confidently forward and start to deliver the Council's housing and asset management priorities.

4.10. It was developed by the Housing and Property Management Team in September 2014, taking stock of the Council's top priorities, the current state of the service and the future potential capacity and capability to move ahead. 3-2-1 identifies the most important outcomes that the Priority Action Plan must work to deliver.

4.11. The Priority Action Plan starts now and takes the service through to March 2017 and has been broken down into three distinct phases.

4.12. From now until March 2015 is the **Recovery and Construction** phase, which will allow us to understand and resolve outstanding issues to establish a solid foundation for future service development – contract management for example. This phase will enable us to complete the redesign and create a single plan for the department which will set strong foundations for the department to move on.

- 4.13. Between April 2015 and March 2016 will be a **Consolidation** phase. This year will be used to bed in the new service and its teams and develop a clear understanding of what our customers needs and expectations are so that we can respond effectively and appropriately. We will focus during this phase on reviewing management and contractual arrangements where necessary and setting up necessary delivery vehicles and mechanisms so that we can make a firm start on major projects – for example Council House Building.
- 4.14. The final phase of the Priority Action Plan from April 2016 to March 2017 is the **Progression** phase. This year will see the department moving ahead apace – critical work will include for example delivering a new Asset Management Strategy for both housing and corporate property, preparing for a new Housing Strategy for 2017 through 2022 and putting in place how we will manage expected changes in funding for our Lifeline and Supporting Housing services.

5. Policy Framework

- 5.1. Policy Framework – This report does not make any recommendations to change Policy.
- 5.2. Fit for the Future – Sections Three and Four of this report set out how the service has contributed to FFF so far and what further impact we expect this to have on the service.
- 5.3. Impact Assessments – This report does not make any recommendations to change Policy, therefore an Impact Assessment is not required.

6. Budgetary Framework


- 6.1. This report has no implications on the Budgetary Framework.

7. Risks

- 7.1. Housing & Property Services are currently updating the Risk Register for the service as a whole, with this work planned to complete by April 2015. This will accommodate all the risks and challenges outlined in this report and the actions being taken to respond to those matters.

8. Alternative Option(s) considered

- 8.1. This report is for information only and therefore no alternative options were considered.

 Overview & Scrutiny 13th January 2015		Agenda Item No. 5
Title	Update on Tenant Involvement Strategy	
For further information about this report please contact	Abigail Hay Housing Strategy & Development Manager 01926 456044 Abigail.hay@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	N/A	

Contrary to the policy framework:		No
Contrary to the budgetary framework:		No
Key Decision?		No
Included within the Forward Plan? (If yes include reference number)		Yes
Equality Impact Assessment Undertaken		No
Update report only – a full equality impact assessment will take place when the new tenant involvement strategy is developed.		
Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		
Head of Service	30.12.14	Andy Thompson
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)	30.12.14	Councillor Norman Vincett
Consultation & Community Engagement		
None – update report only		
Final Decision?		No
Suggested next steps (if not final decision please set out below): Further work will be carried out, informed by the current Tenant’s Action Plan and the development of the Housing Advisory Group, to develop practical and responsive ways for tenants to contribute to the Council’s landlord services. A further report will be presented in 2015 to Executive if necessary to approve any significant changes to current policy that may be needed to improve the way the Council works with tenants to improve housing services.		

1. Summary

- 1.1.** This report sets out the tenant involvement structures that Housing & Property Services currently have in place and the plans being developing for a new approach to encouraging tenants to be better able to contribute to the Council's landlord services.

2. Recommendation

- 2.1.** That the Overview and Scrutiny Committee note the current position in relation to tenant involvement and the plan informed by the current Tenant's Action Plan and the development of the Housing Advisory Group, to develop practical and responsive ways for tenants to contribute to the Council's landlord services.

3. Reasons for the Recommendation

- 3.1.** The councils existing Tenant's Panel was formed in 2010. The panel is open to all tenants of Warwick District Council and has a committee made up of a chair, vice chair and secretary who are voted in annually by members of the Tenant's Panel.
- 3.2.** When the Tenant's Panel was initially formed, its main focus was on monitoring the delivery of the department's Service Improvement Plan. The Tenants Panel has been evolving and since its formation, and has shown a desire to be involved in the shaping of the service and in holding the landlord service to account.
- 3.3.** A number of sub-groups from the Tenant's Panel were set up to focus upon specific elements of the service including: Repairs, Tenancy Management and Complaints. The purpose of these groups were to have an in depth look at the service, what was working well and what needed to be improved and to report findings back to the Tenants Panel.
- 3.4.** In July 2013, following the Tier 1 redesign, Housing & Property Services arranged a facilitated away day with all senior managers in the department with a number of tenant panel members. From this, a three year Action Plan was devised which was designed to allow the managers and tenants to work together to develop a pathway to develop future tenant involvement.
- 3.5.** Over the past 18 months, the department has been working with tenants in a number of ways to involve them in the service, examples include:
- We hosted a successful open day at the pump rooms in September 2013 which attracted a record number of tenants.
 - We have carried out a planned estate walkabout programme involving tenants, councillors, Neighbourhood Services and Housing & Property Services staff which has been able to improve the way issues of importance to local communities are understood and managed.
 - We have expanded our social media presence including opening Facebook and Twitter accounts as a way to reach out to more and different tenants.
 - We have promoted the Environmental Improvement Project in which Tenant Panel members have been involved in the decision making for allocating budgets to community projects and improvements.

- We have developed actions plans for each of the sheltered schemes in relation to improving participation, especially in light of the changes that have been implemented as part of the Tier II redesign.

3.6. In October 2014, the Housing & Property Services and members of the Tenant's Panel Committee reviewed the current state of tenant engagement. The results of this review suggested that the current arrangements are not working effectively, with a particular concern over the lack of involvement by a representative range of tenants, unrealistic expectations and inconsistent communication and engagement by the Housing & Property Service.

3.7. As a result of the review, Housing & Property Services are now looking at how we can involve more tenants in shaping the service that we deliver and create a two way communication between officers and their clients. We need to have constant and wide ranging feedback on how our services are experienced if we are to be able to improve the way the Council manages its housing. To do this, we believe that we need to develop practical and responsive ways for tenants to contribute to the Council's landlord services that account for the different forms of contribution people may wish to make. This could include:

- Being enabled to make an instant response to the quality of repairs and maintenance works
- Forming time and task limited project groups to explore specific areas of interest
- Taking a long term formal commitment by becoming a formal member of the Tenant's Panel
- Practical ways in which both tenants and officers can use contributions to improve services, for example evidencing feedback to contractors on their performance
- Attending drop-in and fun-day events

3.8. We are already trialling new ways in which we can target and direct our communications more specifically to tenants so that we can engage more effectively on matters that are important to them. In early 2015 we will be trialling localised newsletters which move us away from one big publication three times a year for all tenants and leaseholders. Instead, we will send shorter, more regular housing focused newsletters to target audiences. The newsletters will be localised to where people live, for example a slightly adapted newsletter for each town, one for rural locations and one for tenants living in sheltered schemes. We recognise that it's not always the case that one size fits all.

3.9. The Service Improvement Team is responsible for facilitating and supporting the contribution and involvement structures. The Service Improvement Manager who joins the service in January 2015 will lead on developing practical and responsive ways for tenants to contribute to the Council's landlord services by:

- Reference to the Tenant's Action Plan
- Consulting with tenants
- Working with the Housing Advisory Group
- Exploring and exploiting best practice
- Learning from past successes and failures

3.10. This will include developing and implementing a project plan that by March 2017 means the Council will have the culture and processes embedded so that tenants are:

- Involved in ways that are most appropriate to and convenient for individuals
- Experience an environment where people are confident and able to provide honest, constructive feedback which is fed into the systems and processes which will ultimately improve services for all tenants

4. Policy Framework and Fit for the Future

4.1. Policy Framework – This report does not make any recommendations to change policy.

4.2. Fit for the Future – The Council's approach to tenant involvement can make a positive contribution to the Sustainable Communities Strategy in a number of ways. Through effective involvement of tenants and listening to their views, the Council will be more able to meet the needs and aspirations of its tenants which also supports the cross cutting theme of engaging and strengthening communities.

4.3. The Council's approach to tenant involvement will also contribute towards the Council's Fit for the Future (FFF) agenda. This is through the improvement of services to customers which can only be led by engaging with and understanding our customers. There is also opportunity to deliver efficiencies which may be identified by ensuring that we are delivering what our customers want. Also, through being held to account by our tenants we will be able to focus our efforts on the things that matter most to our customers.

4.4. Equality Impact Assessments – Equalities Impact Assessments will be carried out where necessary as part of the project plan to improve the way the Council's engages with and responds to the contributions of its tenants.

5. Budgetary Framework

5.1. This report does not make any proposals or recommendations and there are no budgetary implications. There is already provision within the Housing Revenue Account to fund the involvement and empowerment functions. Any changes to budgets that might be required as a result of the new strategy will be considered as part of the review.

6. Risks

6.1. Although this report does not make any recommendations or proposals, there is a residual risk that the Council is not acting in accordance with the principles of co-regulation and that it does not meet the tenant involvement and empowerment standards (please refer for section 8 for further information).

6.2. The Council has been providing some opportunity for those tenants who wish to be involved in the service and are taking considerable steps to make improvements to this. The service redesign has appropriately resourced the support required to enable this to happen and a new strategy is being developed which will ensure that all obligations placed upon the council are met.

6.3. The regulator will not be proactively monitoring the achievement of consumer standards by social housing landlords (now referred to as Registered Providers) unless there are cases where breach or potential breach of a consumer standard leads to risk of serious detriment to tenants. It is highly unlikely that

failing to meet the tenant involvement and empowerment standard will lead to serious detriment to tenants and therefore the risk of any sanctions from the regulator is incredibly low.

- 6.4.** It is recognised that some tenants might be dissatisfied with the opportunities which the Council are providing for them to be involved in the service and indeed some of the current tenant panel members have expressed this view. We are working with those tenants that are already involved and also seeking to gain the views of the wider tenant population to ensure that the new strategy supports the ambitions and desires of our tenants to be involved in the service.

7. Alternative Option(s) considered

- 7.1.** There are no recommendations for this report, therefore no alternative options have been considered.

8. Background

- 8.1.** On 1st April 2012 the Homes and Communities Agency (HCA) became the housing regulator in England and at the same time, the Regulatory Framework for Social Housing in England was published which set directions for specific standards which must be met by Registered Providers, including Local Authority landlords.
- 8.2.** In line with the spirit of the Localism Act 2011, the principles of the regulatory framework for Registered Providers were focused on devolving power locally with little intervention from Central Government unless there is, or is likely to be, a case of serious detriment. The regulators role is limited to setting the required standards and it is the responsibility, the case of local authority landlords, of councillors for ensuring that the required standards are met.
- 8.3.** The HCA has set out four Consumer standards which apply to all Registered Providers, including Local Authority Landlords which are:
- Tenant Involvement and Empowerment
 - Home
 - Tenancy
 - Neighbourhood and Community
- 8.4.** One of the key principles of co-regulation as set out by the HCA is that tenants should have opportunities to shape service delivery and to hold the responsible councillors to account.
- 8.5.** Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider's performance, identify areas for improvement and influence future delivery. Landlords will also need to continue to support tenants in developing their skills and capacity so that engagement and scrutiny are effective.
- 8.6.** Of particular importance to the council's current and future approach to Tenant Engagement and Involvement, is the Tenant Involvement and Empowerment standard which expects tenants to be given a wide range of opportunities to influence and be involved in:
- The formulation of their landlord's housing related policies and strategic priorities

- The making of decisions about how housing related services are delivered, including the setting of service standards
- The scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved

8.7. Landlords are expected to support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- Supporting the formation and activities of tenant panels
- Publishing an annual report which should include information on repair and maintenance budgets, and
- Providing support to tenants to build their capacity to be more effectively involved

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 2 December 2014 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillors Mrs Blacklock, Boad, Mrs Bromley, Ms Dean, Edwards, Gill, Heath, Mrs Higgins, Illingworth, Kinson OBE and Wreford-Bush.

Also Present: Councillors Coker and Cross.

Apologies for absence were received from Councillors Brookes, Copping, Guest and Mrs Falp.

67. **Appointment of Chair**

Resolved that Councillor Mrs Blacklock be appointed as Chair for the meeting.

68. **Substitutes**

Councillor Heath substituted for Councillor Mrs Falp.

69. **Declarations of Interest**

There were no declarations of interest.

70. **Health & Community Protection Portfolio Holder Update**

The Committee considered a report from the Portfolio Holder for Health & Community Protection, Councillor Coker, giving an update on his portfolio, followed by a Question and Answer Session. Councillor Coker informed the Committee that:

- there had been delays on sustainability work partly due to loss of sustainability officer, but they had now been replaced and work was quickly moving forwards;
- he was aware of insufficient capacity for some services at the crematorium chapel and officers were working on this to increase capacity to 150;
- car parking at the crematorium was a big issue and the consideration of options delayed the project;
- Officers had looked at coach park but there was not enough space to accommodate this on site, that said work would take place to improve coach access to and from site;
- digital pens for undertaking work and uploading officer notes to a system. This did not work for all officers and the team were now experimenting with a new system using mobile devices;
- the match funding offer from Department for Energy and Climate Change had only just been confirmed and this would be to investigate district heating networks;
- the funding would be used within months to investigate what might work where. This was only a pilot and could be developed within the new local plan developments;

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

- SEV policy had progressed and the Group had met Monday 1 December 2014 update. They had considered the legal opinion regarding "what size of an area you could apply a cap to". The report would come back to Executive in January 2015;
- He was not aware of the possible congestion charge by WCC. He was aware that they were looking at reducing traffic overall as more cars on the roads in Warwick and there was no option to build more roads. His personal view was that you would need to reduce vehicle emissions as this was the biggest issue; and
- the standard of dress of taxi drivers could be improved and an important issue; there was a new team in place and this was making a difference.

The Committee thanked Councillor Coker and the Head of Health & Community Protections for the information they had provided.

(Councillors Edwards, Heath and Kinson arrived during this item. Councillor Coker left the meeting after he had finished answering questions.)

71. Executive Agenda (Non-confidential items and reports) – Wednesday 3 December 2014

The Committee considered the following non-confidential item which would be discussed at the meeting of the Executive on Wednesday 3 December 2014.

Item number 5 - Review of Affordable Rent Policy

The Committee noted the report, there were no adverse comments and the Committee welcomed that any decisions on schemes would have to be approved by Members first.

Item number 7 - Council HQ Relocation Project – Update Report

The Committee welcomed the report and thanked officers for their work on this report.

The Committee noted the correction in paragraph 5.2 of the report that the current cost of Riverside House should be £576,000.

The Committee recommended to the Executive that paragraph 2.3 be amended to remove the words "privately owned" to enable greater flexibility.

Item number 8 - Royal Pump Rooms and Spencer Yard – Proposed Cultural Quarter

The Committee welcomed the report as the next steps forward in this project and look forward to future updates.

Item number 9 - Tachbrook Country Park

The Committee noted the report.

Item 10 - Coventry Local Development Plan Consultation Response

The majority of the Committee welcomed this response to Coventry.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

72. Minutes

The minutes of the meeting held on 4 November 2014 were taken as read and signed by the Chairman as a correct record.

73. Comments from the Executive

The Committee considered a report from Democratic Services which detailed the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive in November.

Resolved that the report be noted.

74. Finance Portfolio Holder Update

The Committee considered a report from the Portfolio Holder for Finance, Councillor Cross, giving an update on his portfolio, followed by a Question and Answer Session. Councillor Cross informed the Committee that:

- where possible attempts are made to recover costs of damage to corporate buildings;
- be believed that procurement within the Council and improved;
- there were lots of things being done by Procurement Officers to improve how we operated and believed that this was better than where we were before we had procurement officers; and
- there was a danger of comparing apples and pear when looking at savings from contracts because no contract was ever the same, that said there were savings coming from improved procurement processes.

The Committee thanked Councillor Cross and the Head of Finance for the information they had provided.

(Councillor Cross left the meeting after he had finished answering questions.)

75. 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 item by reason of the likely disclosure of exempt information within the paragraphs 1, 2, and 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

The full minutes of Minute 78 would be contained within a confidential minute which would be considered for publication following the implementation of the relevant decisions. However, a summary of the decision was as follows:

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

76. Executive Agenda (Confidential items and reports) – Wednesday 3 December 2014

The Committee considered the following confidential item which would be discussed at the meeting of the Executive on Wednesday 3 December 2014.

Item number 15 - Options for HR & Payroll Functions

The Committee noted the report.

77. Review of the Work Programme & Forward Plan

The Committee considered its work programme for 2014/15 and the latest published version of the Forward Plan.

The Deputy Chief Executive (BH) updated the Committee about the Warwickshire Safeguarding Children Board. He informed them that he was now meeting monthly with the Childrens Champions of the Council. There would be a detailed report on this work brought to the January meeting of the Committee

The Deputy Chief Executive (BH) informed the Committee of an offer from, Mr West, a English Romany Gypsy to come and talk to them about his community and the troubles they face. This was welcomed by the Committee.

Resolved that:

- (1) the report be noted; and
- (2) Mr West, be invited to address the Committee in February 2015.

78. Health Scrutiny Sub-Committee Minutes & Update

The Committee's attention was drawn to the two sets of Health Scrutiny Sub-Committee minutes for the meetings held on 7 October and 10 November 2014.


The Committee was given a verbal update from the Chairman of the Health Scrutiny Sub-Committee outlining the work of the Committee so far, as set out in the minutes of the meeting/

It was proposed that the report originally intended to be presented to Overview & Scrutiny in March 2015 (see minutes June 2014) on the way forward for Health Scrutiny at the Council, be postponed until October 2015. However this was not accepted by the Committee because they were of the view that the Sub-Committee had clearly identified the need for it to exist and it should now bring forward appropriate proposals to start after the election.

OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)

Resolved that: the Health Scrutiny Sub-Committee minutes dated 7 October and 10 November 2014 be noted.

(The meeting finished at 8.50 pm)

 Overview and Scrutiny Committee – 13 January 2014		Agenda Item No. <div style="font-size: 2em; float: right;">7</div>
Title	Comments from the Executive	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Service Area	Democratic Services	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	2 December 2014	
Background Papers	Executive Minutes – 3 December 2014	

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

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

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

1. **Summary**

- 1.1 This report informs the Committee of the response the Executive gave to their comments regarding the reports submitted to the Executive in December.

2. **Recommendation**

- 2.1 The responses made by the Executive are noted.

3. **Reasons for the Recommendation**

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

4. **Alternative Option considered**

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

5. **Budgetary Framework**

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

6. **Policy Framework**

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

7. **Background**

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

**Response from the meetings of the Executive on Overview and Scrutiny
Committee Comments – 3 December 2014**

Items no.	5	Title	Review of Affordable Rent Policy	Requested by	Labour Group
Reason considered	Members had questions about the report and its implications for future schemes.				
Scrutiny Comment	The Overview & Scrutiny Committee noted the report, there were no adverse comments and the Committee welcomed that any decisions on schemes would have to be approved by Members first.				
Executive Response	The Portfolio Holder thanked the Scrutiny Committees for their comments.				

Item no.	7	Title	Council HQ Relocation Project	Requested by	Labour Group / Liberal Democrat Group
Reason considered	<p>Labour Group- Members wished to provide comments at this early stage of a potentially major project.</p> <p>Lib Dem Group - Because of concerns about the future of the Library.</p>				
Scrutiny Comment	<p>The Overview & Scrutiny Committee welcomed the report and thanked officers for their work on this report.</p> <p>The Committee noted the correction in paragraph 5.2 of the report that the current cost of Riverside House should be £576,000.</p> <p>The Committee recommended to the Executive that paragraph 2.3 be amended to remove the words “privately owned” to enable greater flexibility.</p>				
Executive Response	The Overview & Scrutiny Committee was thanked for the recommendation which was supported by the Executive.				


Item no.	8	Title	Royal Pump Rooms and Spencer Yard – Proposed Cultural Quarter	Requested by	Labour Group / Liberal Democrat Group
Reason considered	<p>Labour Group - Members wished to provide comments at this early stage of a potentially major project.</p> <p>Lib Dem Group - Because of concerns about the future of the Library.</p>				
Scrutiny Comment	The Overview & Scrutiny Committee welcomed the report as the next steps forward in this project and look forward to future updates.				
Executive Response	The Portfolio Holder was pleased to note the support from Overview & Scrutiny Committee.				

Item no.	9	Title	Tachbrook Country Park	Requested by	Independent Group
Reason considered	Further information required.				
Scrutiny Comment	The Overview and Scrutiny Committee noted the report.				
Executive Response	The Executive agreed the recommendations in the report.				

Item no.	10	Title	Coventry Local Development Plan Consultation Response	Requested by	Independent Group
Reason considered	Further information required.				
Scrutiny Comment	The majority of the Overview and Scrutiny Committee welcomed this response to Coventry.				
Executive Response	The Executive agreed the recommendations in the report.				

CONFIDENTIAL REPORTS

Item no.	15	Title	Options for HR & Payroll Functions	Requested by	Independent Group
Reason considered	Further information required.				
Scrutiny Comment	The Overview and Scrutiny Committee noted the report.				
Executive Response	The Executive agreed the recommendations in the report and addendum.				

 Overview and Scrutiny Committee – 13 January 2015		Agenda Item No. <div style="text-align: right; font-size: 2em;">8</div>
Title	Review of the Work Programme & Forward Plan	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Service Area	Democratic Services	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No	
Date and meeting when issue was last considered and relevant minute number	2 December 2014	
Background Papers		

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

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

1. **Summary**

- 1.1 This report informs the Committee of its work programme for 2015/2016 (Appendix 1) and of the current Forward Plan – January to May 2015 (Appendix 2).

2. **Recommendations**

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

3. **Reasons for the Recommendations**

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

4. **Policy Framework**

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

5. **Budgetary Framework**

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

6. **Risks**

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

7. **Alternative Options Considered**

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

8. **Background**

- 8.1 There are five main roles of overview and scrutiny in local government. These being:

- Holding to account
- Performance management
- Policy review
- Policy development
- External scrutiny

- 8.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.

- 8.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.

- 8.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.

- 8.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.

- 8.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.

- 8.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.

- 8.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.
- 8.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.

**Overview and Scrutiny Committee
Work Programme 2015**

13 January 2015

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder updates		Written report with agenda / Q&A at meeting	Councillors Shilton and Vincett			
T & F Report – SEVS – Draft report for review		Written report	Amy Carnall			
Tenant Involvement Strategy			Andrew Thompson			
Warwickshire Safeguarding Children Board	Children's Champions	Written Report	Bill Hunt			
Racing Club – Warwick, St Mary's Lands – Scope Document	O & S 10 June 2014	Written report	Councillors Kinson OBE & Mrs Bromley			

10 February 2015

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder updates		Written report with agenda / Q&A at meeting	Councillor Mobbs			
LEP Update	O & S 11 March 2014	Verbal update	Councillor Mobbs		Every three months	
Housing Allocations Policy		Written report	Andrew Thompson			
Talk from Mr West about the English Romany community and the troubles they face	O & S 2 December	Talk	Bill Hunt			

10 March 2015

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date
Volunteering Policy – Is a review required?	11 March 2014	To be decided	None			
Decide whether a T & F Group is required for Staff Volunteering	11 March 2014	To be decided	None			
Way forward for Health Scrutiny		Report	Councillor Wreford-Bush			
Social Value in Procurement	November 2013	Report	Mike Snow			
Childrens Champions – End of Year Report		Written report	Bill Hunt Councillors Falp and Gallagher			

8 April 2015

Title	Where did item originate from	Format	Lead Officer	Membership of Task & Finish	Next report date if applicable	Completion date

Post May 2015:

O & S End of Term Report

To set the O & S Work Programme for 2015/2016

Review of Taxi Token Scheme – See Health Scrutiny Minutes October 2014 and November 2014	Health Scrutiny Sub-Committee October and November 2014	TBA	TBA			
Outside appointments Report – Annual statement of the work undertaken by the Body (Request to be sent by CSO by 1 October, reminder by 15 October, deadline of 10.00 am on 23 October)	O & S September 2013	Written report	Lesley Dury		Every November	No end date as this is an annual report



FORWARD PLAN

Forward Plan January 2015 to April 2015

COUNCILLOR ANDREW MOBBS

LEADER OF THE EXECUTIVE

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

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

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

If you would like to make representations or comments on any of the topics listed below, including the confidentiality of any document, you can write to the contact officer, as shown below, at Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ. Alternatively you can phone the contact officer on (01926) 353362. If your comments are to be referred to in the report to the Executive or Committee they will need to be with the officer 7 working days before the publication of the agenda. You can, however, make comments or representations up to the date of the meeting, which will be reported orally at the meeting. The Forward Plan will be updated monthly and you should check to see the progress of the report you are interested in.

Section 1 – The Forward Plan January 2015 to April 2015

Topic and Reference	Purpose of report	If requested by Executive –date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
January 2015						
2014 National Bowls Championship (Review) (Ref 652)	National Championships Review		Executive – 14 th Jan 2015	5 January 2015	Rose Winship Cllr Gallagher	Park users Residents For VP Bowls club VP Tennis Café owners
Report on changes to HARP & scheme of Delegation. (Ref 629)	To consider the revised remit of Housing appeal review Panels and amended procedure (Moved Reason 6 Seeking further clarification on implications of report)		Executive 1 October 2014 Executive – 14 th Jan 2015	5 January 2015	Amy Carnall Jacky Oughton Cllr Vincett	
Pre Application charging regime (Ref 635)	Moved from October (Moved Reason 6 Seeking further clarification on implications of report)		Executive 1 October 2014 Executive 14 th Jan 2015	5 January 2015	Gary Fisher Cllr Hammon	
Climate Change/ Sustainability (Ref 617)	To seek agreement for the strategic approach to climate/sustainability		Executive 3 December 2014	5 January 2015	Susan Smith Cllr Coker	

			Executive 14 th Jan 2015			
Council Procedure Rules (Ref 594)	To consider revisions to the Council procedure rules from the Constitution Working Party (Moved from July 2014 Reason 3)		Executive 3 December 2014 Executive 14 th Jan 2015	5 January 2015	Graham Leach Cllr Mobbs	
Endorsement of Lapworth and Burton Green Parish Plans (Ref 660)	To consider the plans submitted by Lapworth and Burton Green parishes		Executive 14 th Jan 2015	5 January 2015	Berni Allen Cllr Michael Coker	WRW/Kenilworth Community Forums Relevant WDC/WCC Officers Presentation at Community Forums Table summarises actions Sept '10 – Adoption of a Joint Protocol between WDC & WCC for working with parishes on development of parish plans
Election 2015 Count Venue (Ref 661)	Exemption to the Code of Procurement Practice It is intended that this report will be Confidential by virtue of the information relating to the financial or business affairs of any particular person (including the authority holding that		Executive 14 January 2015	5 January 2015	Graham Leach Cllr Mobbs	

	information)					
Convictions and Cautions Policy (Ref 675a)	To approve a revised version of the Convictions and Cautions Policy for Hackney Carriage / Private Hire Drivers		Executive 14 January 2015	5 January 2015	Marianne Rolfe Cllr Coker	PH & HC Drivers, PH Operators, Warwickshire Police, Taxi Driver's & Operators Forum & Licensing & Regulatory Committee
Exemption from Code of Procurement Practice (Ref 676)	To consider an exemption from the Code of Procurement Practice in relation to the Sports Options		Executive 14 January 2015	5 January 2015	Rose Winship Cllr Mrs Gallagher	
February 2015						
5 year Action plan for Warwick's Town Centre Management Group (Ref 653)	To consider a 5 year action plan for Warwick Town		Executive – 11 th Feb 2015	2 February 2015	Nicki Curwood Cllr Hammon	Warwick businesses Warwick Town Council Town Centre Management Group
Housing Advisory Group (Ref 656)	To propose the working arrangements for the Housing Advisory Group		Executive – 11 th Feb 2015	2 February 2015	Abigail Hay Cllr Norman	Constitution Working Group. Council Motion 25 th June 2014 Council Report 19 th November 2014 –

					Vincett	Response to Council Motion
Extension of disabled adaptations contract (Ref 657)	To request an extension to the current contract with Lovell Ltd for a period twelve months It is intended that this report will be Confidential by virtue of the information relating to the financial or business affairs of any particular person (including the authority holding that information)		Executive – 11 th Feb 2015	2 February 2015	Abigail Hay Cllr Norman Vincett	Executive Report 12 th February (Confidential)
Playing Pitch Strategy (Ref 655)	To adopt the strategy for the District		Executive – 11 th Feb 2015	2 February 2015	Rose Winship Dan Robinson Cllr Gallagher Cllr Hammon	National Governing Bodies of Sport Surveys, interviews, workshops
W2 Revised Agreement (Ref 646)	To approve a revised agreement with the Waterloo Housing Group Moved from December (Reason 3)		Executive – 3 December 2014 Executive – 11 th Feb 2015	2 February 2015	Andrew Thompson Cllr Vincett	
Committee Management System – support & maintenance	Exemption to the Code of Procurement Practice It is intended that this report will be Confidential by virtue of the information relating to the		Executive – 11 th Feb 2015	2 February 2015	Graham Leach Cllr Mobbs	

(Ref 662)	financial or business affairs of any particular person (including the authority holding that information)					
General Fund 2015/16 Budgets & Council Tax (Ref 663)	To update members on the overall financial position of the Council, consider the General Fund Revenue and Capital Budgets for the following financial Year, proposing the Council Tax for the following year		Council – February 2015 Executive – 11 February 2015	2 February 2015	Mike Snow Cllr Cross	
HRA Rent Setting 2015-16 (Ref 664)	To report on the proposed level of Housing Rents for the following year and the proposed budget		Council – February 2015 Executive – 11 February 2015	2 February 2015	Mark Smith Cllr Cross	
Heating, Lighting and Water Charges 2015/16 – Council Tenants (Ref 665)	To propose the level of recharges to council housing tenants to recover the costs of communal heating, lighting and water supply.		Council – February 2015 Executive – 11 February 2015	2 February 2015	Mark Smith Cllr Cross	
Treasury Management Strategy (Ref 666)	To seek Member approval of the Treasury Management Strategy and Investment Strategy for the forthcoming year		Council – February 2015 Executive – 11 February 2015	2 February 2015	Roger Wyton Cllr Cross	

Disposal of WDC owned land at Station Approach in Leamington (Ref 636)	To seek support for the principle of the council disposing of this land It is intended that this report will be Confidential by virtue of the information relating to the financial or business affairs of any particular person (including the authority holding that information) (Moved from December 2015 - Reason 4)		Executive 3 December 2014 Executive 14th Jan 2015 Executive 11 February 2015	2 February 2015	Bill Hunt Philip Clarke Cllr Hammond	
Supporting People Grant Changes (Ref 674)	To provide an update on the outcome of the Supporting People Funding consultation and its effect on Warwick District		Executive 11 th February 2015	2 February 2015	Jacky Oughton Cllr Vincett	
Council House Building (Ref 675)	To consider a report on the options for delivery of Council House Building		Executive 11 th February 2015	2 February 2015	Andy Thompson Cllr Vincett	
Cleaning Services (Ref 659)	To approve a revised way of delivering the Cleaning Services to Council buildings. Moved from January – Reason 5 – pending further legal advice on implications of report		14th Jan 2015 Executive 11 th February 2015	2 February 2015	Jacky Oughton Norman Vincett	
Review of SEV Policy (Ref 677)	To consider a report from the SEV Task & Finish Group proposing amendments to the Council's SEV Policy		Executive 11 February 2015	2 February 2015	Amy Carnall Cllr Rhead	

Asset Management Strategy (Ref 641)	To propose an Asset Management Strategy for all the Council's buildings and land holdings. (Moved Reason 6 Seeking further clarification on implications of report)		5 November 2014 Executive – 14 th Jan 2015	5 January 2015	Bill Hunt Cllr Hammon	
Asset Management Plan (Ref 642)	To report on the activities planned for the current financial year to deliver the asset strategy. (Moved Reason 6 Seeking further clarification on implications of report)		5 November 2014 Executive – 14 th Jan 2015	5 January 2015	Bill Hunt Cllr Hammon	
March 2015						
Procurement Strategy and Action Plan (Ref 667)	To consider the Procurement Strategy and Action Plan		Executive – 11 th March 2015	2 March 2015	Susan Simmonds Cllr Cross	
Financial Code of Practice (Ref 668)	To seek Member approval for the updated Code of Financial Practice		Executive – 11 th March 2015	2 March 2015	Jenny Clayton Cllr Cross	
Regeneration in Lillington (Ref 672)	To consider opportunities linked with the development of land through the Local Plan and at Crown Way		Executive – 11 th March 2015	2 March 2015	Phil Clarke Andy Jones Cllr Vincett	Warwickshire County Council Owners of land at Red House Farm, Lillington
Homeless Strategy (673)	To approve the Council's Homeless Strategy		Executive – 11 th March 2014	2 March 2015	Ken Bruno Cllr Norman Vincett	Housing Sounding Board

April 2015						
Housing Allocations Policy (Ref 607)	To approve a new housing allocations policy (Reason 1 Portfolio Holder has deferred the consideration of the report)		Executive 5 November 2014 Executive 9 April 2014	27 October 2014 27 March 2015	Ken Bruno Cllr Vincett	Housing Strategy 2014 - 2017

Section 2 Key decisions which are anticipated to be considered by the Council between May 2015 and August 2015						
Topic and Reference	Purpose of report	If requested by Executive –date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
May 2015						
June 2015						
Private sector housing grants policy (Ref 658)	To propose a revised policy for the allocation of grant funding for private residents		Executive – 11 th March 2015	2 March 2015	Abigail Hay Cllr Norman Vincett	TBC
July 2015						
Final Accounts (Ref 669)	To report on the Council's outturn position for both revenue and capital				Marcus Miskinis Cllr Cross	

August 2015						

TO BE CONFIRMED						
Topic and Reference	Purpose of report	History of Committee Dates & Reason code for deferment	Contact Officer & Portfolio Holder	Expansion on Reasons for Deferment	External Consultees/ Consultation Method/ Background Papers	Request for attendance by Committee
Corporate Debt Policy (Ref 516)	To approve the Corporate Debt Policy	TBC	Jon Dawson Cllr Mobbs			
Health Strategy (Ref 576)	To update members on the formulation of the Council's Health Strategy, following the return of Public Health to local authorities (Moved from March 2014 Reason 3)	Executive 12 March 2014 TBC	Rob Chapleo Cllr Coker			
Kenilworth Area Action/ Neighbourhood Plan (Ref 438)	To consider the request from Kenilworth Town Council to set in train work to develop an Area Action Plan for the town. Moved from November 2012 reason 2 (Moved from June 2013 Reason 3) (Moved from August 2013 reason 3)	TBC	Chris Elliott Cllr Caborn		Kenilworth Town Council Warwickshire C/ Council Report to Executive generally on Neighbourhood Plans in July 2012	

Tenant Involvement Strategy (Ref 615)	To approve the Housing & Property Services Tenant Involvement Strategy	TBC	Abigail Hay Cllr Vincett			
Housing Buy To Flip Policy (Ref 608)	To approve a "Buy To Flip" policy for housing	TBC	Abigail Hay Cllr Vincett	Reason 5 - Seeking further clarification on implications of report	Housing Strategy 2014 - 2017	

Section 3 - Items which are anticipated to be considered by the Executive but are NOT key decisions

Topic and Reference	Purpose of report	If requested by Executive –date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
January 2015						
Significant Business Risk Register (Ref 670)	To advise Members of Corporate Business Risks		14 January 2015	5 January 2015	Richard Barr Cllr Cross	
February 2015						
March 2015						

April 2015						
Review of Significant Business Risk Register (Ref 671)	To inform Members of the Significant Risks to the Council		April 2015		Richard Barr Cllr Cross	
May 2015						

Delayed reports:

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

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

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

The forward plan is also available, on request, in large print on request, by telephoning (01926) 353362

Health Scrutiny Sub-Committee

Minutes of the meeting held on Tuesday 15 December 2014 at the Town Hall, Royal Leamington Spa at 4.00 pm.

Present: Councillor Wreford-Bush (Chairman); Councillors Mrs Falp, Gill, Illingworth, Kinson OBE, and Mrs Knight.

An apology for absence was received from Councillor Copping.

21. **Declarations of Interest**

There were no declarations of interest.

22. **Health Issues in Respect of the Local Plan**

The Planning Policy and Conservation Manager was asked to give Members of the Sub-Committee a short talk on what the Council has tried to do in respect of health and wellbeing within the Local Plan. It was hoped that the Local Plan would be submitted by late January/early February, although it was still at the stage where it was possible to make amendments.

Health and wellbeing was a thread that ran throughout the policy framework, together with the infrastructure delivery plan necessary to support health issues. Amongst health and wellbeing themes running through the Local Plan were:

- where new development was to take place, to limit the need for car use;
- healthy lifestyles;
- a quality environment;
- dealing with deprivation and encouraging regeneration;
- enjoyment of green space and open spaces;
- allocation of land for medical facilities and ensuring easy access;
- to encourage the development of sports facilities and protect ones already in existence;
- safe and convenient routes for walking and cycling;
- public meeting places;
- healthy and cohesive communities;
- the right mix of housing; and
- an aim to protect the natural resources, such as air quality and to reduce noise pollution, and where there was an impact, an aim to seek mitigation.

It was recognised that health impacts on the Local Plan were complex. It was also recognised that if the Council implemented a Supplementary Planning Document on Health Impacts for future developments, this would be heavily challenged by developers.

The Local Plan sought to address the health issues raised by Public Health such as:

- to prioritise active travel;
- to promote healthy housing, e.g. to reduce the impacts of noise;

Health Scrutiny Sub-Committee Minutes (Continued)

- to target child obesity, e.g. the control of hot food takeaways near schools.

In respect of infrastructure, the Local Plan addressed the siting and number of GP surgeries, transport and local hospitals. The area was well provided. Money had been set aside for investment in GP surgeries to support the growth figures in the Local Plan. A new ward block would be provided at Warwick Hospital as well as the expansion of services in Stratford upon Avon.

There was a concern that in respect of transport, people were too focused on the car and not enough on sustainable modes of transport. A study (Atkins) had provided evidence that it was possible to put more emphasis on sustainable transport modes. Transport corridors were being examined, together with an integrated approach to improve road junctions for all modes of transport.

It was noted that in order to apply pressure that would not be so easy to challenge in respect of Section 106 agreements with new development, the sooner the Local Plan was implemented the better. However, the Council could not expect these contributions to make the development unviable and where there was a shortfall, alternative sources of funding would have to be found.

Representatives present at the meeting from the South Warwickshire Clinical Commissioning Group Patient and Participation Group offered their Group's help, especially in agreeing a figure for S106 contributions from developers, as their Group often could provide more readily available data that was necessary when a S106 figure was requested.

The Chairman thanked the Planning Policy and Conservation Manager for the information he had provided and answering questions.

23. **The Work of the South Warwickshire Clinical Commissioning Patient & Participation Group**

Representatives from the South Warwickshire Clinical Commissioning Patient & Participation Group (3PG) gave the Sub-Committee a talk on the work handled by them. These representatives were:

- Mr C. Quinney – Deputy Chairman of 3PG
- Mr J. Davies – Member of 3PG's agenda setting group
- Mr B. Franklin – Member of 3PG
- Mr A. Matthews – Member of 3PG

3PG in broad terms was a two way conduit between the local Clinical Commissioning Group (CCG) and the patients of its member GP practices. Issues arising from the GP patient group meetings would be brought to the 3PG for wider discussion, and, if appropriate, action by the CCG. The CCG in turn would inform 3PG on what it was doing or going to do, and 3PG would pass this information along to the patient groups.

The representatives from 3PG gave examples of work they had undertaken.

Health Scrutiny Sub-Committee Minutes (Continued)

Members of the Sub-Committee asked the Committee Services Officer to contact the local NHS England Area Team to get a copy of its strategy.

Additionally, Members requested that the use of S106 money for health issues be put on the Sub-Committee's work programme.

24. Minutes

The minutes of the meeting held on 10 November 2014 were taken as read and signed by the Chairman as a correct record.

25. Work Programme

The Committee considered a report from Democratic Services on the Sub-Committee's work programme.

Future of Health Scrutiny at Warwick District Council

At the November meeting of the Health Scrutiny Sub-Committee, it had been resolved to seek approval from Overview & Scrutiny Committee to postpone the report on the future of health scrutiny until after the new Council had formed. The Chairman had duly raised this at Overview and Scrutiny Committee on 2 December and the Sub-Committee's recommendation had been rejected. It was therefore decided that the report would still be delivered to Overview & Scrutiny in March 2015. Furthermore, in discussing the matter at Overview & Scrutiny, it became clear that the direction from the parent committee was very much in favour of a full committee approach for health scrutiny as the way forward.

In light of the above, the Committee Services Officer spelt out the options in respect of a full committee approach for health scrutiny and sought guidance from Members of the Sub-Committee on the preferred way forward.

The Head of Health & Community Protection advised Members that the formation of a full Scrutiny Committee could not be supported by the Corporate & Committee Services, without additional resources. If the meeting was required in the same night as Finance & Audit Scrutiny Committee and Overview & Scrutiny Committee, then the resource implications were greater.

Members stated that the preferred approach would be for a Health Scrutiny Committee to handle pre-scrutiny of Executive reports and scrutiny of strategic issues. Scrutiny of Executive reports the night before Executive met would remain the province of Overview & Scrutiny and Finance & Audit Scrutiny Committees.

Employee Smoking Policy Review

The Sub-Committee considered a draft report from the Health & Wellbeing Lead that once it had gone through the full approval process, would be presented to the Employment Committee at its next meeting for approval and implementation. The draft report updated the Council's Smokefree Policy to take into account the use of e-cigarettes or nicotine containing products. The Health & Wellbeing Lead had asked the Sub-Committee to

Health Scrutiny Sub-Committee Minutes (Continued)

pre-scrutinise his report to open the debate when there was still time to revise the policy before the final report to the Employment Committee was published.

The Chairman informed Members that he had been asked to participate on a discussion on this issue on Radio Coventry & Warwickshire.

Sub-Committee Members advised the Health & Wellbeing Lead to clarify in more detail that a "voke" device was not an e-cigarette and therefore the report should show that where a voke had been medically prescribed, its use was permitted. The end of paragraph 6.1 in the draft policy needed clarification.

(Councillor Mrs Falp left the meeting at the end of discussion on Employee Smoking Policy Review.)

Warwick District Council Health Strategy Update

The Health and Wellbeing Lead informed the Members that since the last meeting, he had attended meetings to or for the purposes of:

- monitor the progress of "Healthy Warwick" grant project at Garden Organic;
- advance the Warwickshire Smokefree Alliance;
- plan for this year's No Smoking Day;
- plan the "affordable warmth" strategy;
- discuss with Human Resources the Health & Wellbeing Action Plan for 2015. He would make a report to Employment Committee and the Health Scrutiny Sub-Committee;
- progress County "Food for Health" at Ryton Organic;
- Dementia Friendly WDC with DF Warwickshire who are seeking to include us in their strategy;
- Public Health/Regulatory Services Joint Seminar;
- Induction of a cohort of new staff and the importance of Health and Wellbeing;
- Tutor group for UK Public Health Registration; and
- Emergency planning exercise.

The Health & Wellbeing Lead was asked to bring to Health Scrutiny Sub-Committee a report/action plan on the possibility of running a "Walking Scheme" within the District as per the details Councillor Mrs Knight sent to him of a scheme in Reading, and to liaise with the walking experts at Coventry and Warwick Sports.

The Health & Wellbeing Lead also informed the Sub-Committee that he was working with Warwick Hospital on funding in respect of the "measured mile".

Warwick District Health Improvement & Wellbeing Partnership (HIWEB) Update

The Health & Wellbeing Lead informed Members that key players within HIWEB had attended a meeting and had agreed a form of words for the Terms of Reference to go forward to involve the voluntary sector. Councillor Wreford-Bush will be included in the HIWEB mailing list.

Health Scrutiny Sub-Committee Minutes (Continued)

Update from Councillor Kinson on the Warwickshire County Council Adult Social Care & Health O & S Committee

Councillor Kinson gave the Sub-Committee on matters that had been discussed at the Warwickshire County Council Adult Social Care & Health O & S Committee since his last update. These included:


- obesity for all ages;
- Healthy eating for children and schools;
- Sexual abuse
- Care and nursing homes (13 homes are being examined in Warwickshire); and
- "111" service

Following consideration of the Work Programme, it was

Resolved that:

- (1) the report be noted;
- (2) the use of S106/Community Infrastructure Levy (CIL) money for health issues be added to the work programme; and
- (3) a report/action plan on the possibility of running a "Walking Scheme" within the District as per the details Councillor Mrs Knight sent to the Health & Wellbeing Lead of a scheme in Reading, and to liaise with the walking experts at Coventry and Warwick Sports be added to the work programme.

(The meeting finished at 6.15 pm)

 Overview & Scrutiny Committee 13 January 2015		Agenda Item No. 10
Title	Children's Safeguarding and the role of the Warwickshire Safeguarding Children Board	
For further information about this report please contact	Bill Hunt Deputy Chief Executive 01926 456014 bill.hunt@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	None	

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

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

1. SUMMARY

- 1.1 The Council has appointed 2 Member Children's Champions and part of their remit is to promote awareness amongst elected members of the child safeguarding and welfare issues and the activities and processes undertaken by this Council. As part of their regular dialogue with the officer Children's Champion they have requested that the Scrutiny Committee receives a report on the role of the Warwickshire Safeguarding Children Board and how this Council contributes to its work.

2. RECOMMENDATIONS

- 2.1 That Committee notes the information in the report and determines whether it wishes to undertake any further scrutiny activity in respect of its contents.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 The Children's Act 2004 created statutory responsibilities for district councils in the field of Children's Safeguarding. Section 10 of the Act places a reciprocal duty on the Children's Services Authority for an area (in our case the County Council) and local district councils within that area to co-operate in inter-agency work to improve children's well-being. Section 11 places a duty on named agencies, including district councils, to safeguard and promote the welfare of children.
- 3.2 The Act also required Children's Services Authorities to establish and maintain local Safeguarding Children Boards and for those agencies with Section 10 responsibilities to support the operation of those Boards. Consequently this Council has been a member of the multi-agency Warwickshire Safeguarding Children Board (WSCB) since its inception in October 2005. The WSCB has a statutory responsibility to ensure that sound arrangements are in place to protect children within Warwickshire, to promote the welfare of children and ensure this is done by coordinating the activities of its members and promoting interagency cooperation and collaboration in these areas.
- 3.3 To discharge its statutory responsibilities the WSCB has to ensure that it:
- Produces local inter-agency safeguarding procedures
 - Reviewing the deaths of all children in its area to identify learning which may prevent future child deaths and conducting Serious Case Reviews into the deaths of any children where child abuse or neglect are known or suspected, or cases where children are seriously harmed by abuse or neglect and poor multi-agency working may have been a factor,
 - Publishing an annual report on the effectiveness of child safeguarding arrangements in the area
- (NB the 2013/14 Annual Report can be found here:)
- 3.4 The WSCB consequently makes periodic assessments of the effectiveness of both the overall safeguarding arrangements and the effectiveness of each individual member's own arrangements, through the Section 11 audit process. The outcome of the last such audit for this Council was reported to Executive in September 2014. The Children's Champion and Member Children's Champions are now monitoring the effective implementation of the Action Plan that was agreed as a result of the audit. An update on progress on the Action Plan will be provided to Committee as part of the end of year report on safeguarding.

- 3.5 The WSCB has an independent chair, David Peplow, who is an experienced chair also serving as Chair of the Thurrock Local Safeguarding Children Board. He is a former senior police officer with many years' experience of child abuse investigations.
- 3.6 The Board is comprised of the following members:
- Senior managers from Warwickshire County Council (WCC), one of whom will be the Service Manager for Child Protection
 - Warwickshire Police's child protection lead (with a rank of Superintendent or above)
 - A senior manager from the local Probation Trust
 - A senior manager from each of the Clinical Commissioning Groups within the WSCB area
 - A senior manager from NHS England
 - A senior manager representing each of the NHS and Foundation Trusts within the WSCB area
 - The Regional Manager, or their representative, of the Children & Family Court Advisory and Support Service (CAFCASS)
 - The Head of Service for the Youth Justice Service
 - Representatives from the 5 District and Borough Councils
 - A representative from WCC's Adult Social Care Services (who is also a member of the Warwickshire Adult Safeguarding Board)
 - WCC's Educating Safeguarding Manager
 - A representative from the agencies within Warwickshire working with victims of Domestic Abuse
 - A representative from the Voluntary and Community Sector
 - Two lay members representing the local community
- 3.7 WSCB Board meetings are also attended by the following advisors who, as they are not full members, would not have voting rights if a vote was needed:
- The WSCB Development Manager (a full time post within WCC that supports the work of the Board)
 - A senior lawyer from WCC
 - The Designated Nurse for child protection
 - The Designated Doctor for child protection
 - The WCC Lead member for Children's Services
- 3.8 The WSCB directly employs 3 staff, the Development Manager, an Inter-agency Training Officer and an Administrator. The posts are hosted by WCC but funded through contributions made by the WSCB's member organisations. In addition the Child Death Overview functions are managed and supported by a team of two, the Child Death Overview Process (CDOP) Manager and an assistant. This team supports the CDOP arrangements across Coventry, Solihull and Warwickshire, with the posts jointly funded by WCC, Coventry City Council and Solihull Metropolitan Borough Council, in addition to the funding each of these upper tier councils provides to their respective Safeguarding Children Board.
- 3.9 The full Board meets quarterly but between meetings the majority of its work is undertaken by staff from individual agencies working within formally constituted sub-committees of the main Board. There are currently sub-committees responsible for:
- Child Sexual Exploitation
 - Child Death Review Panel
 - Health

- District Councils
- Schools, Learning & Education
- Systems, Procedures & Guidelines
- Strategy & Communication
- Special Cases
- Performance, Monitoring & Evaluation

- 3.10 The latest workplans for each of these sub-committees are attached as appendices One to Eight (NB There is no workplan for the Child Death Review Panel as this is convened as and when required). In addition there is a Chairs Sub-Committee, chaired by David Peplow and attended by the Chair of each of the other sub-committees which agrees the agenda for the full Board meeting, monitors progress against individual workplans and deals with day to day operational matters beyond the remit of the Development Manager.
- 3.11 A debate is currently being held by the WSCB as to whether there is a continuing need for the District Council sub-committee. This was established in the early days of the WSCB as the district and borough councils had previously had any statutory safeguarding responsibilities and had, consequently, not been members of the Area Child Protection Committee arrangements that preceded Local Safeguarding Children Boards. The current WSCB Chair is of the view that as the understanding of their safeguarding role has now become embedded, evidenced by the latest s11 audit returns, that the need for a sub-committee looking at single agency issues is no longer necessary and this work could be subsumed within the workplans of the other sub-committees. A verbal update on this issue will be provided to Committee.
- 3.12 Further information on the work of the WSCB is available within its 2013-14 Annual Report : <http://apps.warwickshire.gov.uk/api/documents/WCCC-850-306>

4. **POLICY FRAMEWORK**

- 4.1 The Council's statutory duties are set out within the Children's Act 2004. However, the principles of child safeguarding and the promotion of children's welfare are relevant to all the Council's activities.

5. **BUDGETARY FRAMEWORK**

- 5.1 There are no budgetary implications arising from this report.
- 5.2 The Council made a financial contribution of £2,502 towards the overall costs of the WSCB in 2014/15, with the funding evenly split between the General Fund and Housing Revenue Account.
- 5.3 The WSCB's expenditure in 2013/14 was £198,835 and it received an income of £207,946 from the following sources:
- | | |
|-----------------------------|---------|
| • WCC | £91,497 |
| • Health (CCGs) | £32,952 |
| • Police | £17,908 |
| • Probation | £8,295 |
| • CAFCASS | £550 |
| • District/Borough Councils | £10,260 |
| • CSWP | £1,025 |
| • Training Income | £800 |
| • Balance c/f | £45,059 |

6. RISKS

- 6.1 If the Council does not effectively participate in the WSCB that it would be in breach of its statutory safeguarding responsibilities.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 No alternative options have been considered



WSCB Child Sexual Exploitation Sub Group – 2013-14 Action Plan

1. Improve early intervention of child sexual exploitation

There is a need to:

- raise awareness amongst all professionals in all services both in the statutory and voluntary sector about their role in identifying and responding to child sexual exploitation,
- raise awareness amongst parents, carers and the public regarding the risks of child sexual exploitation, including how to refer concerns and access support quickly,
- provide information and raise awareness of the risk of sexual exploitation with children and young people in Warwickshire.

Action	Lead	Timescale	Output	Progress to date	Status
1.1 Undertake an initial awareness raising across the safeguarding workforce about factors that may increase vulnerability to child sexual exploitation, as well as signs that it is occurring.	CSE Sub-committee	End of May 2013	• Communication plan within each safeguarding agency.	New training plan completed which includes basic awareness training for CSE.	Complete
			• Resources produced.	Members provided with the website link to 'Say Something if you See Something' for dissemination to staff.	Complete
			• Resources distributed.		Complete

	CSE Sub-committee chair			Log in requests submitted for members of the sub-group. WSCB training developed and delivery mechanisms agreed	Complete
1.2 Produce a workforce development plan that:- <ul style="list-style-type: none"> enables professionals to identify signs and risk factors; ensures practitioners respond in accordance with WSCB procedures; Promote an understanding that young people's behaviour should not be dismissed as rebellious or consenting to abuse. 	Training Sub-committee	April 2014 Dec 2014 Dec 2014	<ul style="list-style-type: none"> Workforce development plan in place. Programme of training and opportunities in place commensurate with the role and responsibility of practitioners. 	<p>Proposed training plan reviewed at the Training sub-committee meeting.</p> <p>Wilma developed for e-learning. Including the PACE e-learning package which is now linked to the WSCB and WCC websites.</p> <p>Training for practitioners and managers arranged and has been reviewed in light of the first session completed</p> <p>'Train the trainer' approach to be used to ensure sustainability of change and best practice. Just Whistle training being commissioned for this.</p>	Complete Complete Completed Completed
1.3 Engage schools with a view to ensuring children and young people receive information and education about:- <ul style="list-style-type: none"> How to stay safe in 	Schools Learning & Education Sub-committee	Academic year 2013 – 14.	<ul style="list-style-type: none"> Deliver PHSE on CSE in Local Schools. Ensure that school PHSE materials on e- 	<p>Schools have curriculum on staying safe but investigation is needed to identify the use.</p> <p>Respect Work delivered in</p>	Completed but now for review in light of scoping exercise

<p>the community; and</p> <ul style="list-style-type: none"> • How to stay safe on line. 			<p>safety include material on CSE.</p> <ul style="list-style-type: none"> • Targeted Support for Young People to deliver within the community to most vulnerable groups and individuals. 	<p>Kenilworth School. Package for use in PHSE piloted and ready for use in schools.</p> <p>Targeted youth support have confirmed that due to reduction in service provision this is being undertaken only with identified individuals. LT to identify if a link could be made to the CEOP website on the Respect website for use by TSYP</p> <p>Voluntary sector including 'Safeline' and 'ROSA' have delivered training for young people in schools.</p>	<p>results</p> <p>Completed but now for review in light of scoping exercise results</p>
<p>1.4 Raise awareness of signs and symptoms of child sexual exploitation with parents/carers and the wider community.</p>	<p>Comms & Strategy Sub-committee</p> <p>This action has been returned to the CSE Sub-group</p>	<p>April 2014</p>	<ul style="list-style-type: none"> • Communications Plan. • Communications activity. 	<p>The PACE e-learning package will be linked to the WSCB and WCC, FIS and Respect websites.</p> <p>All members have been given access to the NWG website and therein poster for use in agency buildings.</p>	<p>Completed</p> <p>Completed</p>

2. Improve statutory responses and the provision of services

Develop an effective local strategy which provides a coordinated multi-agency response to CSE, based on a robust, thorough risk assessment of the extent and nature of CSE locally.

Put in place systems to monitor on-going prevalence and responses to CSE within agencies, making use of existing monitoring tools like the one developed by Barnardo's.

Develop links with neighbouring authorities and meet them on a formal basis and where required where there are cross border concerns.

Action	Lead	Timescale	Output	Progress to date	Status
2.1 Complete and distribute CSE safeguarding procedures	CSE working group Systems, Procedures and Guidelines Subcommittee	April 2013	For procedures to be on WSCB websites and distributed electronically to members.	Completed and posted to the website	Complete
2.2 Ensuring that individual agency CSE strategies and procedures are linked together to ensure a coherent multiagency response.	CSE Subcommittee	February 2014	All agencies have strategies and procedures, consistent with one another.	Agencies have been identified for the sub-group.	Complete
2.3 Map the links to the National and regional	CSE Subcommittee	September 2013	To have clarity of links ensure information is	The sub group is now associated with the National and regional groups and information from these informs the ongoing WSCB	Complete

organisations and strategies dealing with CSE.			shared with WSCB.	strategy.	
2.4 Review the arrangements to support, protect and safeguard the welfare of child witnesses.	CSE Sub-committee	June 2014	<ul style="list-style-type: none"> Scoping exercise 	Scoping exercise completed which identified that the level of awareness of CSE is not consistent across agencies. New tasks identified:-	Complete
		Jan 2015	<ul style="list-style-type: none"> Gaps identified 	Training to be refreshed and a further scoping exercise undertaken.	On track
	Police sub-group member	Sept 2014	<ul style="list-style-type: none"> Policing level determined and met. 	Whilst Warwickshire is safeguarding young people its' ability to respond consistently to cases identified as CSE is not robust enough. Sub-group agreed to multi-agency service provision:- Police have agreed to provide 6 investigating officers, a data analyst and a researcher.	On track
	Health sub-group member	Oct 2014	<ul style="list-style-type: none"> Health provision determined and met. 	Level of provision being determined.	On track
	Children's services sub-group member	Oct 2014	<ul style="list-style-type: none"> Children's social care provision determined and met. 	Level of provision being determined.	On track

3. Improve the evidence base

Map the instances of CSE known to each agency in order to identify levels of CSE and locations or circumstances where children are particularly at risk.

Action	Lead	Timescale	Output	Progress to date	Status
3.1 Complete a scoping exercise of secondary school age children and young people in Warwickshire.	CSE Subcommittee.	July 2014	Production of a report for WSCB	This has been undertaken and report submitted to the WSCB..	Completed
3.2 A system in place that can link both intelligence and hard information from previous and current cases.	CSE Subcommittee	April 2014	Monitoring and review of individual cases that arise over the year. To ensure we are able to identify serial perpetrators and repeat victims.	Working group to agree a data set to support performance reporting for CSE identification, prosecution and evaluation.	Not completed
	CSE Subcommittee			Safeguarding children's lead had previously confirmed the number of MASEs undertaken to date. This to be provided to each CSE sub-group meeting for review of effectiveness of procedures.	Completed
	CSE Subcommittee			Information regarding investigations undertaken and prosecutions brought has not been achieved due to challenges in the police recording and reporting systems.	Not Completed
				Performance and monitoring sub-committee to	Not Completed

				include this in the regular reporting to WSCB.	
3.3 Produce a local problem profile of child sexual exploitation in Warwickshire, to support safeguarding and criminal investigations.	CSE Subcommittee	December 2013	<ul style="list-style-type: none"> Annual Report to WSCB 	Police profile was presented to the WSCB Annual Conference. Plan will be refreshed and the new profile provided for October 2014.	Completed
3.4	CSE Working group	July 2014	Needs and service analyse	To be completed using results from the scoping exercise and workshop in May 2014. Rescheduled for Feb 2015	Not completed due to delay in the scoping report.

4. Improve prosecution procedures

To increase the number of cases that lead to a conviction, action is needed to improve police, prosecution and court practice, particularly in supporting victims to act as witnesses.

Action	Lead	Timescale	Output	Progress to date	Status
4.1 Review the arrangements to support, protect and safeguard the welfare of child witnesses.	CSE Subcommittee	July 2014	• Review completed	CPS have confirmed that they have applied the CPS guidance for safeguarding victims of CSE.	Completed
			• Gaps identified	CPS now attend the CSE sub-committee	Completed
			• Improved support to child witnesses.	PVP is now leading on CSE and helping to review cases through the HAU.	Completed
				Barnardo's support worker is working with victims to provide support. PCC has awarded a grant to increase the number of Barnardo's support workers to two.	On track
	CSE sub-		• Parent	Sub group have agreed to adopt the	

	committee		support service	'Relationship Model for CSE to support retention of CSE victims in the family and increase the potential for successful prosecutions through increase attendance of victims and parents at court.	
4.2 Ensure that the Warwickshire & West Mercia Police CSE Strategy takes cognizance of the WSCB Strategy and Action Plan and the ACPO CSE Action Plan	Police	January 2014	Action Plans are consistent	Warwickshire, West Mercia Police CSE Strategy is under development.	

**WSCB Health Subcommittee Work plan
2012 - 2015
07.07.14**

Key Tasks	Measurable Objectives	Action Plan	Person Responsible	Completion Date
1. Ensure the safeguarding children agenda continues to be delivered across the Warwickshire Health Economy following restructuring of clinical commissioning	a) Safeguarding policies are in place for the CCGs	Draw up safeguarding policy for the CCGs; Safeguarding policy ratified by CCG	JC	Complete
	b) Appropriate safeguarding professionals will be in place across the health economy, with clear job plans and relevant SLAs	Review and revise job plans for designated professionals Ensure appropriate SLAs/contracts in place for designated professionals	CCG lead	Complete
	i. Designated professionals within the CCGs	Each provider organisation to provide health subcommittee with details of their safeguarding professionals, and assurance that job plans adequately reflect the role and the time and other support required.	PS/JC with Coventry colleagues CCG lead	End of July 2014
	ii. Named professionals within provider organisations		Trust leads	End of July 2014
	iii. Safeguarding leads for GP practices and other independent practitioners	Compile a list of safeguarding leads for GP practices	JC	Complete

	<p>c) Safeguarding children is adequately reflected in contracts with each provider organisation, in line with section 11 requirements</p> <p>d) CCG monitoring arrangements for independent contractors include monitoring of safeguarding arrangements</p>	<p>Provide GP practices with a template for a practice safeguarding policy</p> <p>Review contracts between CCG and each provider organisation</p> <p>Review monitoring arrangements for independent contractors</p>	<p>JC</p> <p>JC/CCG lead</p> <p>JC/PS/CCG lead</p>	<p>Complete</p> <p>Completed in the CQUINN and KPI's.</p> <p>End August 2014</p>
2. Ensure all safeguarding policies and guidelines within health are updated in line with new national guidelines (Working Together)	<p>a) The Coventry and Warwickshire Health Economy safeguarding care pathway is up to date and compatible with new national guidance</p> <p>b) Internal policies and guidelines within each provider trust is up to date and compatible with new national guidance</p>	<p>Review and update care pathway once new Working Together is released</p> <p>Each provider trust to review and update any internal policies and guidelines and provide assurances to the health subcommittee</p>	<p>PS/JC</p> <p>Trust leads</p>	<p>complete</p> <p>Complete</p>
3. The area team have agreed that the training budget for GP's is to return to the CCG's therefore	a) Report to WSCB on training programme for independent practitioners	Compile a report on training programme, including training delivered to date	JC	End of August 2014

we need to ensure the training programme for General practitioners is comprehensive and able to meet the training needs	b) Delivery of a level 3 training programme for safeguarding leads	Develop a level 3 training programme in keeping with the intercollegiate competencies Deliver level 3 training on 3 occasions across Coventry and Warwickshire	PS/JC together with Coventry colleagues PS/JC together with Coventry colleagues	On-going
4. Ensure all information from Providers is readily accessible in preparation for the forthcoming CQC/Ofsted inspections	a) Reports available to WSCB b) The CQC will notify the area team 48 hours before the inspection there all preparations will be planned for in advance.	All providers need to ensure that all available information in regard to compliance and working together with partners is up to date and available on request. Once the theme of the inspection is decided all providers will accommodate inspectors as required.	Trust leads	Pending date of inspection
5. Ensure all actions and learning from the new Warwickshire SILP are implemented	• Report to WSCB on monthly activity and subsequent completion of actions.	For each provider to compile report on progress and submit to health sub chair to present to WSCB	JC	July 2014
6. Ensure audits from SCR (2011) are revisited.	• Report to WSCB on completion of the review	For each provider to compile report on progress and submit to health sub chair to present to WSCB	JC	August 2014

7. To collate information from provider trusts and CCG's across both Coventry and Warwickshire re named and designated staff for child protection have sufficient time, funding, supervision and support to carry out their safeguarding duties	<ul style="list-style-type: none"> Report to WSCB on completion of the review 	For each provider to compile report on data for their organisation and submit to health sub chair to present to WSCB	JC /JP	August 2014
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District/Borough Council Subcommittee: Work Plan

Objective	Measurable Objectives	Action Plan	Person Responsible	Completion Date/Notes
Key Task 1: Ensure Housing/Children's Services Protocol for households containing vulnerable children and Protocol on homeless 16/17 year olds are actively followed within each District Authority	§ Both Protocols adhered to within each District Authority	§ Refresher Training delivered to all relevant teams as appropriate	5 District/Borough Council Sub-Committee representatives in conjunction with their respective District Housing Teams	Group to receive feedback from the review carried out on the protocol and review accordingly.
Key Task 2: Ensure Independent Contractors engaged by District/Borough Council's operate in accordance with safeguarding requirement and are monitored for compliance.	§ Independent Contractors comply with safeguarding requirements	§ Contractual commitment to comply with Council's statutory responsibilities to be introduced for all relevant new contracts § Reporting arrangements and Council lines of responsibility to be formally discussed at all relevant contract set-up meetings § Appropriate employment checks identified for each contract § Standard agenda item for	5 District/Borough Council Sub-Committee representatives	Each DC/BC has requirement in place during tendering process to ensure this requirement is met.

District/Borough Council Subcommittee: Work Plan

		safeguarding issues to be added to all contract monitoring meetings for all relevant existing and new contracts		
Key Task 3: Promote the safer Employment agenda in each District/Borough Council's	<ul style="list-style-type: none"> § District Councils have safer employment practices in place § Practices are flexible and readily updated in response to new legislation 	<ul style="list-style-type: none"> § LADO to be invited to a future group meeting to discuss implications for DC's/BC's § Consider need for mutual-aid agreement for allegation investigations 	5 District/Borough Council Sub-Committee representatives	Ongoing LADO to be invited to the next meeting
Key Task 4: Promote safeguarding agenda with RP's (Registered Providers) operating within Warwickshire	<ul style="list-style-type: none"> § Safeguarding arrangements confirmed as being in place with all joint commissioning partner RP's within each DC/BC area 	<ul style="list-style-type: none"> § Write to all RP's to confirm adequate safeguarding arrangements are in place. § Develop checklist for RP's to follow to ensure compliance. 	5 District/Borough Council Sub-Committee representatives	
Key Task 5: Implement policy/guidance in each DC/BC to reflect	<ul style="list-style-type: none"> § DC's/BC have appropriate policy/guidance in 	<ul style="list-style-type: none"> § Work with Safer Employment Group to develop best practise 	5 District/Borough Council Sub-Committee	Chair of Subcommittee to attend the next

District/Borough Council Subcommittee: Work Plan

Disclosure and Barring Scheme (DBS) changes	place for administering DBS Checks	§ Each DC/BC to maintain policy/guidance	representatives Chair of Subcommittee to work with Safer Employment Group	meeting of the Safer Employment Group
Key Task 6: Promote Child Sexual Exploitation (CSE) agenda within each DC/BC's	§ DC's/BC have more awareness of CSE agenda and are able to identify signs & symptoms of CSE and report concerns as appropriate	§ Attendance for appropriate employees within each authority to attend CSE training once in place § Include promotional material within Licensing paperwork about CSE, covering signs and contact points for further information § Ensure mechanisms are in place with partner agencies to discuss any concerns with CSE activity.	5 District/Borough Council Sub-Committee representatives	Members of the group have been requested to complete on-line CSE training.
Key Task 7: Implement actions arising from Section 11 Audit	§ Each DC/BC implements identified improvements from Section 11 Audit to ensure	§ Each DC/BC identifies areas for improvement from S11 audit. § Each DC/BC develops an action plan/timetable to	5 District/Borough Council Sub-Committee representatives	New key task for group – to be developed further.

District/Borough Council Subcommittee: Work Plan

	sound safeguarding arrangements are in place.	implement improvements.		
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WSCB Schools, Learning & Education Sub-Committee

Work Plan April 2014 – July 2015

<u>KEY TASK</u>	<u>MEASURABLE OBJECTIVE</u>	<u>ACTION PLAN</u>	<u>RESPONSIBLE PERSON</u>	<u>TIMESCALES FOR COMPLETION</u>
1. Annual Review and update of model safeguarding policies for use in education settings.	Procedures and guidelines updated and circulated	<p>Review and amend. For example</p> <ul style="list-style-type: none"> • New government guidance • Special case reviews • Ofsted Annual reports • Government enquiries • Guidance on Physical Intervention, Quiet Rooms and Low Arousal Rooms <p>Review and amend to reflect Keeping Children Safe in Education (DfE 2014)</p>	Chair of WSCB Schools, Learning and Education Subcommittee	For start of academic year
2. New Technologies and their potential impact on the safeguarding of children in education.	Ensure new technology safeguards and guidelines are in place within education	<ul style="list-style-type: none"> • Awareness raising within Education Safeguarding training • Learning from casework (including Cyber-Bullying) • Disseminate good practice in this area • Work in partnership with WCC ICT Support Services to keep abreast of new developments, resources and training available to schools • Develop 'Images of Children' guidance for adoption by WSCB agencies. • Promote awareness and use of WCC e safety Facebook page 'Staying Safe Online' • Minutes of eSafety forum to be circulated to all members of Schools, Learning & Education Sub-Committee 	<p>Chair of WSCB Schools, Learning and Education Subcommittee & ALL Chair of WSCB Schools, Learning and Education</p> <p>Chair of WSCB Schools, Learning and Education</p> <p>Chair of WSCB Schools, Learning and Education</p>	

3. New developments in safeguarding children in the Education Sector	Actions completed within the time agreed	<ul style="list-style-type: none"> • Disseminate good practice • Awareness raising within Education Safeguarding Training • Reviewing current policy / guidance • Ensure that all schools and learning settings are aware of key changes introduced by Working Together 2013 with particular reference to implications for schools and learning settings • Ensure that all schools and learning settings are aware of key changes and implications for practice introduced by 'Keeping Children Safe in Education' (DfE 2014) 	Chair of WSCB Schools, Learning and Education Chair of WSCB Schools, Learning and Education	As agreed – see minutes
4. Communication between Education providers and WSCB Schools, Learning and Education Sub-committee	Two-way communication takes place	<ul style="list-style-type: none"> • Develop education safeguarding on Warwickshire web • Information and support for designated safeguarding leads is readily available • Seek representation on sub-committee from Academies Forum 	Chair of WSCB Schools, Learning and Education Subcommittee	Review progress annually
5. Respond to WSCB Safeguarding Board requests relating to Safeguarding Children in Education	Procedures / new guidelines are developed	<ul style="list-style-type: none"> • Develop new procedures / guidance as required • Review data set • Nominate sub-committee members to contribute to work of Child Sexual Exploitation Task and Finish group 	Chair of WSCB Schools, Learning and Education Subcommittee	Jan 2015

WSCB – Systems and Procedures Sub Committee – Workplan 2014 -2015 – Update October 2014

Workstream	Actions	Lead	Timescale	Progress/Update
WSCB procedures	<p>To review the procedures and incorporate guidance on new and emerging issues in line with Working Together.</p> <p>To improve the quality of and access to the procedures</p>	Phase 1. Legal Services to identify personnel to identify models of best practice.	<p>Phase 1 September 14.</p> <p>Phase 2 April 2015</p>	Scoping exercise has been completed. Content of current procedures is good but web based presentation could be improved. Need to differentiate between procedure and guidance. Staffing and technical support required.
Recruitment and supervision of staff who work with children and young people in line with Working Together requirements	To produce a broad policy and principles for all agencies who work with children and young people covering safer recruitment and employment practices and the requirements for staff supervision	Education Safeguarding Manager / LADO	First draft by 30.8.2014	Completed To be presented to WSCB on 23.10.14 for approval
Staff Supervision policies	To develop a model for describing staff supervisory requirements according to role and levels of responsibilities	Education Safeguarding Manager/WSCB Development Manager	January 2015	New
Bruising to non mobile babies	Practice guidance that informs the investigation and assessment of injuries to non mobile babies practice	Health Lead	September 14	First draft completed. Amendments required. To be presented to WSCB on 29.1.15
Core group	To review and enhance the	IRO Manager,	September	Completed.

meetings	procedures relating to the effectiveness of core group meetings producing supplementary advice as an appendix that promotes best practice		14	Notification to teams/services by 1.11. 2014. Amendment to be completed to current procedure
Removal of child protection registration	To review and update the procedure that allows in exceptional circumstances for the decision to remove a child from a child protection plan to be taken outside of a child protection review conference	IRO Manager and Legal	September 14	Completed. Notification to teams/services by 1.11. 2014 Amendment to be completed to current procedure
Matters arising from SCR /LCRs	(i)Recording practices To produce a generic set of principles for all agencies that will inform recording practices and requirements regarding the availability and access to all information held by that agency as highlighted by a local case review (ii)Thresholds Thresholds document to be examined to ensure it supports the practice developments identified in serious case reviews	Legal Services	December 14 January 15	Ongoing New
Position of Trust	To review the procedure's	Working Group be	December 14	Ongoing

procedures	and produce guidance in respect of investigating allegations against people in a position of trust whether paid or unpaid (including foster carers and adoptive parents)	Legal to lead		
Child neglect	To amend and add clarification to the procedures regarding the requirement for a full paediatric health assessment where the child protection concerns relate to neglect	Designated Health Lead	October 2014	First draft completed. Amendment required. To be distributed for information at WSCB on 29.1.15
Homeless Young People	The Joint Protocol between Children's Social Care and Housing Department to be amended and endorsed by WSCB	District Leads/ Procedures sub group	January 2015	The sub group considered the protocol and aspects require clarification.
Physical Intervention Policy and related procedures	To update the current policy	Education Safeguarding Manager	October 2014	New The sub group considered the revised policy and endorsed its presentation to WSCB for approval
Guidance on images	To review the current guidance	Education Safeguarding Manager/WSCB Development Manager	December 2014	New
Missing children	To review the current		January 2015	New
Assessment	To comment of the	Safeguarding	January 2015	New

protocols	assessment protocols to be developed across the Board that should be published and set out what should happen when a referral is made	Service Manager (Central)		
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WSCB SUBCOMMITTEE: STRATEGY AND COMMUNICATION – WORK PROGRAMME 2014-15 (Updated September 2014)

Medium Term Objectives	Measurable Objectives	Action Plan	Person Responsible	Timescales
KEY TASK 1				
<ul style="list-style-type: none"> Organise the 2014 Annual Conference on Child Sexual Exploitation. 	<ul style="list-style-type: none"> For members and associate members provide a Conference on important issues in Child Protection. 	<ul style="list-style-type: none"> Organise and deliver event. 	<ul style="list-style-type: none"> Chair of Subcommittee. WSCB Development Manager. 	<p>Late September – Early October.</p> <p>Subcommittee proposal that this be on Neglect and WSCB has agreed.</p> <p>WSCB have agreed to extended invite list to front line staff. Cost and numbers are a limiting factor. Cornelia to take forward.</p>
KEY TASK 2				
<ul style="list-style-type: none"> Ensure implementation of strategic implications of government guidance on forced marriage and honour based violence. 	<ul style="list-style-type: none"> Appropriate strategic and practice development measures in place. 	<ul style="list-style-type: none"> Maintain contact with working group established to implement guidance on forced marriage and honour-based violence. Receive updates on progress. 	<ul style="list-style-type: none"> Warwickshire Working Group on Forced Marriage and Honour Based Violence. Subcommittee Members. 	<p>David Peplow, Chair to attend future meetings.</p>

		<ul style="list-style-type: none"> • Link with violence against women & children strategy. 		
KEY TASK 3				
<ul style="list-style-type: none"> • Undertake “Health Check” in respect of the questions for LSCBs posed in the Ofsted Report: Good Practice by Local Safeguarding Children Boards. 	<ul style="list-style-type: none"> • “Health Check” completed. • Implications from this for continuing development of WSCB identified. 	<ul style="list-style-type: none"> • Decide arrangements for undertaking “Health Check” including timescales. • Brief participants and support process. • Report to WSCB, identifying areas for development. 	<ul style="list-style-type: none"> • Chair of subcommittee, subcommittee members • WSCB Development Manager. • Chair of subcommittee. 	<p>Calvin to complete report having met with Independent members, Chair, Training Officer and other key individuals.</p> <p>Chair’s current workload has prevented his writing this up. He</p> <p>This year’s focus would be on the involvement of young people of the child protection process. Also their understanding of the process and impact of them.</p> <p>Meeting to be held on 15th September 2014 between key professionals to discuss and link in with any work that may have been completed around this issue already.</p>

KEY TASK 4				
<ul style="list-style-type: none"> Review and approve revised WSCB Constitution and Compact annually. 	<ul style="list-style-type: none"> For contact and Constitution to be approved by WSCB. 	<ul style="list-style-type: none"> Review in light of new Working Together document. Warwickshire Legal Services to support the redrafting. Consult with Board and Associate members. 	<ul style="list-style-type: none"> Subcommittee members. WSCB Developmental Manager. Chair of subcommittee WSCB. 	Legal has updated the Compact. To be discussed at September 2014 meeting.
KEY TASK 5				
Develop an Neglect Strategy	<ul style="list-style-type: none"> Draft strategy to be taken to Board. 	<ul style="list-style-type: none"> Examples of Strategy to next subcommittee meeting. Small task and finish group to draft. 	<ul style="list-style-type: none"> Subcommittee. Chair of subcommittee. 	Initial meeting held between some members of the task and finish group. Further meeting arranged for 15 th September 2014 to progress further.
KEY TASK 6				
Promoting responsiveness to signs of sexual exploitations.	<ul style="list-style-type: none"> Developing a CSE communications campaign 	<ul style="list-style-type: none"> Chair to discuss with WCC communications office and invite them to the subcommittee. 	<ul style="list-style-type: none"> .Chair of subcommittee. Members of subcommittee. 	Calvin has advised chair of CSE subcommittee that they will be taking over this task.

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KEY TASK 7				
Update communications strategy.	<ul style="list-style-type: none"> To have an up to date communications strategy. 	<ul style="list-style-type: none"> Invite member of communications office to join subcommittee. Draft a new communications strategy. Discuss at subcommittee. Share with WSCB. 	<ul style="list-style-type: none"> .Chair of subcommittee. Members of subcommittee. Communications Office. 	Communications Officer attended July 2014 meeting with a view to present a new communications strategy at September 2014 meeting.

Key Task 1			
Objective	Stage	Action	Owner
In accordance with Working Together 2013 and other relevant guidance and best practice, oversee the undertaking and completion of Local/Serious Case Reviews (LCR/SCR) to identify learning and implement improvements	1	COMMISSION: Identify a suitable methodology and an appropriately skilled and experienced Lead Reviewer. Scope and commission review.	Special Cases Sub-Committee
	2	REVIEW: Facilitate, coordinate and contribute to relevant stages of review process	
	3	DRAFT FINDINGS: Receive and consider draft findings and recommendations. Provide feedback to Independent Reviewer, identifying and commissioning any additional/remedial work as may be required.	
	4	FINDINGS: Finalise and prepare initial findings and recommendations for WSCB.	
	5	INITIAL REPORT: Report initial findings and recommendations to WSCB for consideration.	
	6	RESPOND: Develop WSCB responses to findings and recommendations	
	7	SHARE: Consider opportunities to share initial learning internally within WSCB and relevant partner agencies	
	8	TRANSLATE: Facilitate and coordinate additional WSCB activity to develop findings and recommendations and translate them into Improvement/Action Plans	
	9	FINAL REPORT: Present draft Final Report and Improvement/Action Plans to WSCB.	
	10	PUBLISH: Identify internal and external publication/communication requirements and action accordingly	
	11	IMPLEMENT: Monitor implementation of Improvement/Action Plans and report to WSCB accordingly	
	12	CLOSURE: Present completed Plans to WSCB for final sign-off and closure. Consider and final publication/communication requirements.	

Current LCR/SCR falling within the scope of Key Task 1					
Reference	Lead LSCB	Type	Stage	Methodology	Lead Review(s)
Child 'A' – Part 1	Warwickshire	LCR	8	SILP	Paul Tudor
Child 'A' – Part 2	Warwickshire	SCR	1	SILP (modified)	Mark Dalton
Child 'B'	Warwickshire	SCR	3	SCIE	Joanna Nicholas & Deborah Jeremiah
Child 'C'	Warwickshire	LCR	3	RCA	Jane Wonnacott & Brian Boxall
Child (Cranhill House)	Warwickshire	LCR	2	RCA	Vic Tuck
Child ()	Leicester	SCR	2	SILP	

Key Task 2				
Objective	Action	Owner	Timescale	Update
Local procedures for the conducting of Serious Case Reviews (SCR) and Local Case Reviews (LCR) take cognisance of statutory guidance, best practice and learning from completed review processes	In light of any learning identified in respect of the process of commissioning and carrying out LCR/SCR, review and commission updates to relevant sections of the Interagency Child Protection Procedures.	Special Cases Sub-Committee	March 2014	ONGOING

Key Task 3				
Objective	Action	Owner	Timescale	Update
Ensure Warwickshire benefits from the learning from LCR/SCR's held in other LA areas	Agree a process for ensuring that learning from other LCR/SCR's held in other LA areas is properly identified, reviewed and where appropriate, implemented in Warwickshire	Special Cases Sub-Committee	July 2014	COMPLETED

Performance Monitoring and Evaluation – September 2014.

Medium Term Objectives	Measurable Objectives	Action Plan	Person Responsible	Completion Date
Key Task 1: Produce the 2014/15 Annual Report of WSCB in accordance with “Working Together” guidance.	Annual Report for 2015 produced.	<ul style="list-style-type: none"> § Annual Report compiled in accordance with “Working Together” guidance including an assessment of the effectiveness of local safeguarding arrangements and an assessment of the effectiveness and efficiency of early help services. § Report presented to WSCB for approval. § Shared with Children’s Trust Board, Chief Executive and WCC Council Leader, the Local Police and Crime Commissioner and Chair of Health and Wellbeing Board. § To include an assessment of the effectiveness and efficiency of early help services. 	WSCB Development Manager assisted as appropriate by members of the subcommittee and members of WSCB.	
Key Task 2. Support the preparation for and inspection of safeguarding in relation to WSCB.	WSCB members are clear about their roles and responsibilities in relation to the inspection and are able to contribute to the process.	<ul style="list-style-type: none"> § WSCB members are identified to take forward the preparation for the inspection § Outcome of the inspection is shared with WSCB § Action plan is formulated § Any areas for action by WSCB are worked upon 	Chair of Sub-Committee WSCB Development Manager	ongoing
Key Task 3: Complete s.11 audit of compliance and provide feedback to agencies on proposed action plans: monitor implementation of these.	Section 11 audit completed and findings shared with WSCB and Children’s Trust Executive Board.	<ul style="list-style-type: none"> § Template developed and circulated to partner agencies for completion. § Findings collated and reported to Boards. § Appropriate action plans developed and implemented. § Voluntary and Independent Sectors 	WSCB Development Manager and partner agencies	October 2014

Medium Term Objectives	Measurable Objectives	Action Plan	Person Responsible	Completion Date
		incorporated into the exercise.		
Key Task 5: Implement use of reviews of cases with extended cp plans under the escalation process to learn about the functioning of the cp system, as set out in the Performance Monitoring Framework	. § Reviews undertaken of cp cases in accordance with the escalation process.	§ To establish an Escalation Panel to review cases of second and subsequent cp plans and audit where required. § To share the themes from the audits for learning about the functioning of the cp system.	Subcommittee members.	Ongoing work
Key Task 6: Assess the implications for interagency working of the findings of the Dartington Social Research Unit study conducted in Warwickshire.	§ Data used to inform the re-design and delivery of safeguarding services and the further introduction of evidence-based programmes.	§ Identify processes for achieving this work and vehicles for communication and mentoring in collaboration with the DSRU § Explore means of effective dissemination in partner agencies utilising the WSCB Communication Strategy § Compile reports for WSCB as required § WSCB workshop to support learning re more effective use of core group activity.	Chair of Subcommittee and WSCB Development Manager, Learning and Improvement Officer and Reviewing Manager	Workshop is to take place on 24 th October 2104
Key Task 7: Develop the quality standards for working with children with disabilities. Co-ordinate the audit from NDCS of services to deaf children.	§ Quality standards are developed and appropriately publicised. § Audit is completed and considered by	§ Quality standards to be consulted upon with special schools. § Audit to be undertaken by WCC, Services to the Deaf Team. § Audit has been included in the programme of audits by the sub-committee	Chair of Education Sub-committee Co-ordinated by WSCB Development Manager.	Completed. June 2014 Audit to be presented at a future sub-committee

Medium Term Objectives	Measurable Objectives	Action Plan	Person Responsible	Completion Date
	WSCB			meeting
Key Task 8: Develop a system for undertaking multi-agency case file audits Implement scrutiny of agencies' own audits as set out in Performance Management Framework	§ Robust system is developed which provides scrutiny to agencies	§ Audit re cp plans of less than 3 months § Audit of repeat cp plans § Programme of scrutiny of own agencies audits is now established	Chair of Sub-committee Member of sub-committee To be independently commissioned Chair of sub-committee	January 2015.
Key Task 9: Fulfil the actions from the local case review re child A	Audit of distribution of strategy meeting minutes to agencies.	<ul style="list-style-type: none"> An audit should be conducted to establish whether this practice is embedded across the social work teams. 	Chair of Sub-committee	December 2014
Key Task 10: To develop a dataset for WSCB which includes Early Intervention data	Dataset agreed by WSCB which underpins the Annual Report.	<ul style="list-style-type: none"> Sub-committee to develop a multi-agency dataset Dataset to be presented to each Board meeting 	Development manager and sub-committee members	May 2014
Key Task 11: To request update information about agency action plans following inspection recommendations: (Probation, Youth Justice)	Updates on action plans provided by agencies	<ul style="list-style-type: none"> Agencies identified and updates requested 	Chair of sub-committee	Ongoing

Long Term Objectives	Measurable Objectives	Action Plan	Person Responsible	Completion Date
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<p>Key Task 12: To build the experience of children and young people into our assessment of the effectiveness of safeguarding services, to promote the development of services which children and young people experience positively.</p>	<p>Mechanisms in place for facilitating these processes.</p>	<p>§ A Participation Strategy is being developed within the Safeguarding Business Unit and is going through internal governance.</p> <p>§ Further work will be required to explore the links with the work of WSCB</p>	<p>Safeguarding and Quality Assurance Team.</p>	<p>2014 -2015.</p>
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