Executive

Minutes of the meeting held on Wednesday 8 March 2017 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillor Mobbs (Leader); Councillors Coker, Cross, Grainger, Phillips and Shilton.

Also present: Councillors; Boad - Chair of Overview & Scrutiny Committee and Liberal Democrat Observer, Mrs Falp - Whitnash Residents' Association (Independent) Observer, Councillor Naimo – Labour Group Observer and Councillor Quinney - Chair of Finance & Audit Scrutiny Committee.

Apologies for absence were received from Councillor Barrott.

98. **Declarations of Interest**

There were no declarations of interest made in relation to the items contained within this excerpt of the minutes.

99. **Minutes**

The minutes of the meeting held on 8 February 2017 were taken as read and signed by the Leader as a correct record.

Part 1
(Items on which a decision by Council is required)

100. **Housing and Homelessness Strategy 2017 -2020**

The Executive considered a report from Housing & Property Services that sought recommendation to Council for a new joint Housing and Homelessness Strategy for the District for the three years 2017 to 2020. The strategy would sit within the wider framework provided by the Council's Sustainable Community Strategy, within which Housing was a key priority.

The production of a Housing Strategy was a discretionary option for local authorities.

However, all district councils were under a legal obligation to have in place a Homelessness Strategy for their District. As with the previous Strategy the Council had sought the help and advice of other local organisations engaged in working with the homeless through the local Housing Sounding Board.

It was considered advantageous to have a joint Strategy combining Homelessness and Housing; which allowed reasonably short and specifically focussed Housing and Homelessness actions to be in place, set within the context of the Sustainable Community Strategy and "Fit

For the Future", to guide our deliberations and work on Housing and Homelessness over the medium term.

The proposed Strategy provided a framework which set out a number of headline actions under four broad priorities:

- Providing suitable accommodation, information and advice for the homeless in an effort to prevent and reduce homelessness
- Meeting the need for housing across the District by addressing the need for new home provision
- Improving the management and maintenance of existing housing
- Ensuring people were supported to sustain, manage and maintain their housing

The Overview & Scrutiny Committee Task and Finish Group on HMOs had yet to report, so any recommendations from that Group had not been reviewed or included within the strategy for 2017/18.

The student population, mostly within Leamington and Kenilworth, were an integral part of the local community. As a group the student population had particular requirements from, and potentially gave rise to particular issues for, the local community and it was important to promote harmonious relations between all sections of the community. As such, consideration should be given to developing a policy specifically to address the particularities of student housing within the District.

Alternatively, the Executive could choose not to recommend this and continue with two separate Strategies.

The Overview & Scrutiny Committee supported the report, and in particular, was pleased to see that the Council recognised that action was required on student accommodation as set out in recommendation 2.2 in the report.

The Portfolio Holder for Housing and Property Services, Councillor Phillips, welcomed the report and explained that recommendation 2.2 of the report should be amended to provide clarity, to read:

"The Executive agrees to develop a Student Housing Strategy to run alongside the Housing and Homelessness Strategy"

Recommended that Council:

(1) the new joint Housing and Homelessness Strategy 2017 – 2020, as set out Appendix 1 to the minutes, be adopted; and

(2) asks the Executive to develop a Student Housing Strategy to run alongside the Housing and Homelessness Strategy.

(The Portfolio Holder for this item was Councillor Phillips)
Forward Plan reference number 842

101. **Domestic Violence & Abuse Policy**

The Executive considered a report from Housing & Property Services that asked them to recommend to Council that they approve the Domestic Abuse and Violence Policy. This would be a corporate policy, although mainly affecting Housing Services, its scope was wider and could touch on a range of other services.

The Council currently did not have a Domestic Abuse and Advice Policy and, therefore, the introduction of such would remove this gap. It was expected that approval of the Policy would assist in framing new procedures and training for staff and help to improve Council services in this important area.

Domestic abuse was recognised to have a significant impact on the health and wellbeing of residents in the District.

It was expected that the development of the Policy would lead to improved coordination of work across the Council, better liaison with other agencies and improved services in this area. Following approval, an implementation plan would be agreed including planning new procedures, training and communications.

Part of the work in this area was the Council's involvement in Domestic Homicide Reviews. Recommendations from recent reviews indicated some learning for Council teams and improvements required. Whilst these issues had been picked up as they had arisen, the development of this Policy would assist more generally in ensuring good services in this area.

Alternatively, the Executive could decide not to approve this Policy or that no Policy was required, however, it was believed that there were particular benefits of having a Policy covering Domestic Abuse.

Resolved that

(1) the development of the Domestic Abuse and Violence Policy be welcomed; and

(2) the plans to develop procedure and training for staff in this area, be noted.

Recommended that Council approves the proposed Domestic Violence & Abuse Policy, as set out at Appendix 2 to the minutes.

(The Portfolio Holder for this item was Councillor Phillips)
Forward Plan reference 826

102. **Anti-Social Behaviour Policy (Housing)**

The Executive considered a report from Housing & Property Services which asked them to recommend to Council that they approve the updated Anti-Social Behaviour Policy.

The policy covered the work of Housing and Property Services as it carried out its function as a landlord to tenants in the District. The current Policy was now outdated; the new policy updated and improved the current version. For example the current policy did not reflect new powers that had come into force in the Anti-Social Behaviour and Policing Act 2014.

It was planned that the agreement to the updated Policy would assist in framing new procedures and training for staff and would help improve Council services in this important area of business.

Anti-social Behaviour had a detrimental effect on residents and communities and was not acceptable. This Policy recognised the importance placed on responding to these issues and ensuring communities were safe and that effective responses were in place to manage council tenancies.

The development of the Policy would lead to improved coordination of work, better liaison with other agencies and improved services in this area. Following approval of this Policy, an implementation plan would be agreed including new procedures, staff training and communications.

The Housing Department received reports every week from residents who looked to the Housing Department to take the relevant actions. There was a strong focus on sustaining tenancies and communities; the Policy therefore reflected the importance of resolving anti-social behaviour, making individuals accountable for their behaviour and working with partners to reduce the impact on communities. The Policy would also assist more generally in ensuring good services in this area.

Alternatively, the Executive could decide not to recommend approval of this Policy, that no Policy was required or to amend this policy. It was considered good practice to have policy guidance to our staff on important areas of our work with the approval of the Council.

Resolved that

(1) the development of the Anti-Social Behaviour Policy be welcomed; and

(2) the plans to develop procedure and training for staff in this area, be noted.

Recommended that Council approves of the Anti-Social Behaviour Policy as set out at Appendix 3 to the minutes.

(The Portfolio Holder for this item was Councillor Phillips)
Forward Plan Reference 826

103. Revised Call-In Procedure for Warwick District Council

The Executive considered a report from Democratic Services that brought forward a revised proposal for the call-in procedure for Warwick District Council.

The Council adopted a revised call-in procedure in April 2015, as set out at Appendix 1 to the report. This procedure was not applied until December 2015 when the Leisure Development Programme was called-in. On reflection, it became apparent that the procedure relied on the Monitoring Officer to determine how the decision fell within the policy framework and was, therefore, eligible to be called-in, a process which could be open to interpretation and challenge.

Consequently, Council, as part of the Annual Governance Statement, asked officers to review the current procedure and ensure that a more robust procedure was put in place.

As part of the review by officers it was noted that in addition to the issues identified in the Council Procedure Rules the procedure for call-in of decisions outside the budgetary framework as defined in the Budget or Policy Framework Procedure Rules, as set out at Appendix 2 to the report, should also be updated.

The call-in procedure had been considered by officers and it was recommended that the revised approach, as set out at Appendix 3 to the report, be adopted. This was similar to the model used by Warwickshire County Council (WCC) but had been revised to reflect the decision making arrangements for Warwick District Council.

The proposal provided a clear framework that could be followed for the call-in of decisions and removed the need for the Monitoring Officer to determine if a matter fell inside or outside of Policy or Budgetary Framework. It was considered that this aspect was not required because the Monitoring Officer was obliged under Article 12 of the Constitution to report to Council or Executive if a decision would give rise to unlawfulness or maladministration.

Alternatively, the Council could retain its current procedure but sought amendments to the procedure and flow charts. However, this option was dismissed because at present the call-in procedure required the determination of the Monitoring Officer before it could progress.

In addition, the Executive could ask officers to investigate other call-in procedures, but this was dismissed because the procedure proposed was based on the one already in place at WCC where it was regularly used to call matters in.

Recommended that Council approves

(1) the revised call-in procedure, as set out at Appendix 4 to the minutes; and

(2) the flow chart of the call-in procedure, set out at Appendix 5 to the minutes, to be appended to the constitution.

(The Portfolio Holder for this item was Councillor Mobbs)

104. **Bereavement Services – enhanced service provision**

The Executive considered a report from Neighbourhood Services that sought approval for improving current service provision through a significant increase in the opening hours of the crematorium and revisions to the staffing establishment to ensure that the longer term need of the district was catered for in regards to cemetery and crematoria capacity.

The proposal sought to improve the flexibility of the service by increasing the number of days Oakley Wood Crematorium operated from five to six days a week. This would enable the facility to better meet the demands on the service, provide more choice to customers, to increase income and to remain competitive.

Whilst the capital building works were carried out to alleviate waiting times, occasional Saturdays were worked during peak times. It was noted that on those particular Saturdays some of the services taking place would have been booked in at another crematorium but families chose to use Oakley Wood instead because of the convenience of having a Saturday service.

There was already an established demand for some services to be provided at weekends. Cremated remains were laid to rest at weekends, however due to the limited hours available families often had to book several weeks in advance. Special events, for example Memorial services, which were usually scheduled for weekends could only be facilitated by voluntary overtime. There was a requirement for the page to be turned on the book of remembrance to "todays" date 365 days to fulfil established expectations and historical agreements with customers who have paid a premium to have their loved-ones' name entered into the book which was displayed on the anniversary each year.

When the cremators were replaced in 2009, holding over services was approved. However as Saturday was not currently a normal working day, any services taking place on Friday had to be cremated before staff went home on Friday. This led to restrictions on the number of services that could be accommodated on what was the most frequently asked for day; in addition afternoon slots were generally favoured so there was still a burden on staff having to work voluntary overtime, usually in lone

working conditions, beyond their normal hours to complete the cremations.

The nearby crematoria, outside the District, already offered the extra convenience of Saturday services, but were reliant upon staff goodwill and overtime to provide those services. Being conveniently near to motorway links made Oakley Wood an ideal choice for people who had family and friends with great distances to travel.

In order to operate over a six day week and to provide capacity to enable development work, the staff resource would need to be increased.

The existing structure was very flat with all members of staff reporting directly to the Bereavement Services Manager. Creating an operational team leader post would provide staff better support and opportunities for development. Creating a development manager post would improve resilience and business continuity and give increased scope to improve services for the bereaved families.

Subject to Executive approval of the report, and Employment Committee approving establishment changes on 22 March, the six day working rota would commence as soon as possible following job matching for employees in deleted posts and recruitment for newly deleted and created posts.

The changes would maximise the opportunity to generate additional income following the recent capital investment.

The new management structure would allow development of a long term strategic plan to anticipate the future needs for cemetery and crematoria capacity by projecting the impact of changing demographics in the district and surrounding areas. This would include reviewing opportunities to further enhance service provision for customers, improve efficiency and increase income generating potential.

Alternatively the Executive could consider doing nothing. This option had been discounted because maintaining the status quo would not provide opportunities for improvements in service to customers, would not provide additional income for the Council and would not enable future planning to ensure burial provision was available, and would see the service being left behind by increased competition from neighbouring crematoria.

The Executive could consider operating the Saturday service by using overtime. This option had been discounted because it would rely entirely on goodwill and it would not be possible to consistently offer services, it would worsen the work life balance of staff by expecting extra hours to be worked on a regular basis and could cost more because enhanced overtime rates of pay would be required.

The Executive could chose not to develop a long term strategy. However cemeteries were a finite resource; once all the grave spaces

had been used the Council would be left with a statutory and ongoing maintenance liability and no opportunity to generate income to offset that liability. There would be no choice for residents living in the District to choose between burial and cremation of their loved ones, which could infringe upon their ability to practice their particular religious beliefs.

The Finance & Audit Scrutiny Committee fully supported the recommendations in the report.

Resolved

(1) the operation of the crematorium is extended from five to six days a week;

(2) subject to the approval by Employment Committee on 22 March 2017 of the revised establishment, the 2017/18 staffing budget is increased by £36,321, as set out in section 5 of the report, and that these costs will be met through the increased fee income that the enhanced service will generate; and

(3) the work required in developing a long term strategy for the provision of bereavement services, be noted.

The Portfolio Holder for this item was Councillor Shilton
(Forward Plan reference number 836)

105. **Community Forums and Voluntary and Community Sector Spending Review**

The Executive considered a report from the Community Partnership Team that sought approval for a review of Warwick District Council spending on the Voluntary & Community Sector (VCS), and proposed changes to the community forums.

The Community Partnership Team (CPT) currently organised 22 community forum meetings and double the number of planning group meetings across seven locality areas each year.

Changes in the partnership arrangement with Warwickshire County Council (WCC) meant a fluctuating and reduced level of staff resource to facilitate the meetings; to support the planning groups; to follow up the actions generated by the forums; and to administer grant applications and process grant payments. Currently there were two Warwick District Council full-time employees who undertook this work as part of their other duties. There was also part time assistance from WCC employees working with the team to cover forums. WCC also provided 10 hours per week of administration support to the CPT but this was for all the team's activities.

Officers had reviewed the use of team's available resources to determine if there were opportunities to deliver services in a more efficient, cost effective way. Currently a disproportionate amount of resources went into organising and facilitating the 22 forum meetings per year which was not proportionate to the team's overall impact and outcomes achieved.

The organisation of one forum on average was equivalent to at least 10 working days of officer time plus administrative support. Reduction of forums would enable the redirection of officer resources into the development of key Council work programmes supporting the health and wellbeing, and sustainability agendas.

The Council currently invested £398,400 in the V&CS and various elements of community support (including community forum grants) as detailed at Appendix 1 to the report. Officers considered that savings in this expenditure could be achieved if the investment was looked at "in-the-round" rather than as discrete budget lines and yet still deliver, support and invest in the needs of the community.

In order to identify savings appropriately, and with reference to social value and the returns on investments currently demonstrated, an external resource with expertise in, and knowledge of, how other councils had re-shaped their investments in the VCS and community support, was required to work with officers. An estimated cost for consultancy support would be up to a maximum of £15,000.

Whilst there were concerns about the effectiveness of the community forums it was considered that providing them with grant funding to distribute via an application process was important and so the terms of reference for the consultancy support would confirm that community forum grants must continue as now although the amount of allocation would be up for consideration.

The VCS Commissioning and Grants Panel would input into and influence the review process at key stages. Given the importance of the review and the need to take on board the views of as many stakeholders as possible, it was recommended that the Panel was expanded.

Alternatively the Executive could decide to continue to support the current number of community forums. However continuing to support the current number would impact upon the ability and capacity of the officers involved to deliver on other key work programmes.

Alternatively officers could undertake the review of V&CS and community support spending internally and make recommendations for spending allocations within the proposed new budget. However officers did not have the capacity to deliver this review within the procurement timetable required for the commissioned services. In addition they did not have the expertise to assess social value and investment return in a manner that would provide the required understanding.

The Overview & Scrutiny Committee recommended that recommendation 2.6 in the report be amended so that the VCS Commissioning and Grants Panel membership should consist of seven **interested** members, one of which should be the Portfolio Holder. The allocation of seats by party membership should be removed.

It was proposed by the Leader that the recommendation from the Overview & Scrutiny Committee should not be accepted because all Councillors cared about the community and that their intention was to have the Panel membership that reflected the composition of the Council. On being put to the vote it was

Resolved that the recommendation from the Overview & scrutiny Committee be rejected for the reason set out above.

The Portfolio Holder for Health & Community Protection proposed the recommendations subject to clarification that one of the Conservative appointments to the Panel must be the Portfolio Holder for Health and Community Protection.

Resolved that

(1) the frequency of community forums be reduced from three times a year to twice a year in each of the seven locality areas whilst ensuring that alternative methods of community engagement are enhanced;

(2) the Warwick District Council investment of £398,400 annually in the Voluntary & Community Sector and supporting other partnership and community initiatives be noted and

(3) officers procure external support to review how the VCS contracts (2018/19-2020/21) and community support funding can be more effectively targeted;

(4) the future level of grant funding for each of the community forums may change, but the forums themselves will still be responsible for deciding grant applications;

(5) up to a maximum of £15,000 be made available from the Contingency Budget to enable the Head of Health and Community Protection to procure the aforementioned external support;

(6) the total cost of VCS and community support is reduced from its present amount to £350k

annually thereby reducing the cost to the Council by £49k, but noting that the level of investment has not been reduced over the last ten years; and

(7) the VCS Commissioning and Grants Panel (that currently consists of 4 Members - 2 Conservative, 1 Labour and 1 Whitnash Residents Association) oversees the review and is expanded to include 3 more elected Members (1 Liberal Democrat and 2 Conservative).

The Portfolio Holder for this item was Councillor Grainger
(Forward Plan Reference 833)

106. **2017/18 ICT Services Digital Work Programme**

The Executive considered a report from IT that sought approval from the Executive for the 2017/18 ICT Digital Work Programme.

A number of projects detailed in the report had been successfully completed from the 2016/17 Digital Transformation programme.

The main learning points from the 2016/17 Digital Transformation programme were:

- With limited staff resources, it had been challenging for Service Areas to maintain their business as usual service while also releasing sufficient staff to design and test their transformational solutions. A further complication had been aligning resources between the ICT and Service Area teams for the duration of each project;
- When implementing mobile working projects, Service Areas had had to make some significant back office process changes to realise the full benefits;
- Project timelines could be adversely affected by third-party software supplier availability and lead times;
- For transformational projects, which often require iterations based on feedback and learning, capturing all the functional requirements for projects upfront would not always be the most efficient method to use. The project teams would experiment with using Agile methods for some of the 2017/18 programme projects.

Appendix 1 to the report contained the 2017/18 Digital Transformation Work Programme which reflects, in the main, the Business Cases at Appendix 2 to the report.

The remaining projects had either been carried forward from the 2016/17 Work Programme as a result of supplier delays, or already formed part of the Digital Transformation Business Case that was agreed on the 2 December 2015.

The Work Programme was based on project urgency and importance, internal staff resource / third-party availability and any anticipated procurement requirements.

The report summarised each Business Case and its anticipated customer and business benefits. The individual Business Cases in Appendix 2 to the report provided full list of identified benefits.

The Business Cases at Appendix 2 to the report included anticipated Capital and Revenue costs based on the information that was known about each project. To protect the funds made available for this Work Programme, each Business Case would be subject to a detailed financial review to ensure all costs had been identified, before agreement to release the funds is made by the s151 Officer.

Alternatively, the Executive could decide not to continue down the 'digital route' which was discussed in the 2 December 2015 Executive Report and it was accepted that while there would always be situations when it was entirely appropriate for a customer to transact with a member of staff, many of the Council's services did not need to be delivered in this way. Continuing with the proposed Digital Transformation Programme advocated in this report would be financially efficient and would provide an improved customer experience.

Resolved that

(1) progress made in 2016/17 towards the ongoing Digital Transformation programme as set out in the 2 December 2015 Executive Report, including a number of learning points, be noted;

(2) the 2017/18 Digital Transformation Work Programme at Appendix 1, be approved, based on the Business Cases at Appendix 2;

(3) up to £200,000 for the Programme's delivery, made available from the 2017/18 Budget Report, be noted.

(4) the release of funds for this Programme will be subject to a detailed financial review of each Business Case and will require sign off by the s151 Officer.

The Portfolio Holder for this item was Councillor Mobbs
(Forward Plan reference number 845)

107. **Review of Approach to Unauthorised Encampments**

The Executive considered a report from the Chief Executive reviewed the current approach following an increase in the frequency of unauthorised encampments in the District and the recent incursions

over the Christmas and New Year Holidays and set out a new approach to help address the issues generated by unauthorised encampments.

Over the past four years there had been 39 unauthorised encampments on 11 Warwick District Council sites, totalling 304 days, an average of 7.8 days (Calculated from the first day of arrival until vacant possession was re-obtained). The report included a table that showed the geographical spread of unauthorised encampments on Council owned land.

However, this was only part of the picture as the data did not include unauthorised encampments on land in other ownerships including on highway land. A second table in the report detailed the overall picture of unauthorised encampments across the County, broken down by District/Borough over the last few years. For Warwick District there was a very clear upward trend and it was clear that Warwick District was experiencing the highest level of unauthorised encampments in the County.

The Council did offer waste receptacles to unauthorised encampments to try to minimise the impact on the cleanliness of the site. The cost of providing this service and any subsequent tidying of the site were included within the Street Cleansing Contract through the provision of Community Cleansing Teams. Section 5 of the report provided an outline of the average annual cost to the Council of dealing with unauthorised encampments.

The situation reached something of a crescendo over the recent Christmas and the New Year break in Warwick. Although this was not the first time the Council had been faced with a large unauthorised encampment, the particular circumstances and timing had attracted much interest. The circumstances as they happened were summarised in Appendix 1 to the report of this report. It was clear that whilst officers did everything that they could as quickly as they could, there were no preventative measures in place to deter the unauthorised encampments and the inability to get a court date earlier than 10 January 2017, meant ultimately that the powers of the Police had to be relied upon. Fortunately, the good liaison between the Council and the Police meant that this was possible. However, for the local community, the perception was that both the Council and the Police were inactive and had not dealt with the issue. There was therefore a need to be able to make the public and local community aware of what powers the Council and Police actually had in such situations, so that expectations could be set. In addition, efforts were to be made to secure quicker access to the courts as a matter of routine. The above learning points would be addressed operationally by officers.

One of the issues arising from the community's perspective was a lack of understanding of the powers that were available to the Council and to the Police in dealing with such situations. Appendix 2 to the report summarised the powers that were available and why some were preferable to others.

Appendix 3 to the report contained a note on the use of injunctions which would not suggest that this "tool" offered much to the Council in helping to tackle the situations faced but recourse should be made to it as and when the circumstances dictate.

Looking forward in terms of the Council being better able to tackle such situations, the following three-pronged approach seemed appropriate:

1. Develop even closer working relationships with the Police, County Council and other agencies;
2. Consider what the Council could do on its own land to help prevent unauthorised encampments; and
3. Resolve the situation regarding the provision of sites, permanent and transit.

This approach involving a combination of the provision of a site (permanent and transit), installing preventative measures in the most vulnerable open spaces and a clear protocol for dealing with unauthorised encampments had to strike the balance between all needs of both the Gypsy/Traveller community and the local resident/business community and so served as a disincentive to carry out unauthorised encampments in the District and therefore lower the number that occurred.

In order to provide a coordinated response with key partners the Police and Crime Commissioner had proposed the development of an updated protocol, the principles of which were set out in Appendix 4. It was suggested that the Chief Executive, Head of Health and Community Protection in consultation with the Health and Community Protection Portfolio Holder were delegated authority to negotiate the detailed updated protocol and to report back to the Executive to seek approval. Such an updated protocol would help ensure that there was regular dialogue and a clear understanding about expectations with Gypsy & Traveller communities.

There were approximately 180 open spaces owned by Warwick District Council, varying in size, usage and accessibility. These areas included parks, woodlands, wildlife areas, car parks, playing fields, children's play areas, burial grounds and amenity green space. Open spaces, by their nature, were designed to be as accessible as possible to the public, normally offering more than one entrance point, and in some cases allowing access to car parks on the site.

These sites were therefore prone to use for unauthorised encampments, even where existing restrictions such as gates and bollards were present. A desk top evaluation had been carried out of the security of all WDC sites in the District, which had been categorised as follows:-

Sites with no access/secure	56 sites
Unlikely to be used for unauthorised encampments	89 sites
Open site/possible access	35 sites

Officers had identified a number of Council owned locations that were vulnerable to unauthorised encampments and had estimated the costs as set out in Appendix 5 to the report. If all were protected it would cost a total of £174,000 (when rounded up) plus a contingency allowance of 5%, to rectify the position, which could be funded from the Council's newly established Community Projects Reserve. Such measures could help protect the amenity of these destination parks and car parks in line with works carried out at Harbury Lane supporting residents and local businesses. However, the Executive had to decide if it wished to undertake all the works in the list or only part thereof. Works to protect Newbold Comyn were already being undertaken. It was likely that if a substantial number of sites were proposed for such measures, the work would have to be undertaken over two years. It was proposed that the agreement to the list of sites was delegated to the Chief Executive, Head of Health and Community Protection and Head of Neighbourhood Services in consultation with the respective portfolio holders for those service areas and of Housing and Property Services.

It needed to be noted that it would be impossible to protect all of the Council's open land. Measures to protect certain areas could result in encampments taking up occupation elsewhere in the vicinity that had not been protected. However, there was evidence that installing measures to limit access to certain areas could work. For example, at Harbury Lane there had been a number of unauthorised encampments that had taken place over many years. After each encampment additional measures were introduced. In the autumn of 2012 an investment of £12,000 was made at Harbury Lane to prevent unauthorised encampments. That investment included security gates, fencing, height restriction barrier and heavy duty lock. That investment had been successful in that there had been no unauthorised encampments since (five years) though there had been an increase in the number of unauthorised encampments at other nearby sites.

One of the underlying issues in which the Council had not been successful was locating suitable land for transit sites for many years. Indeed Warwick District was the only local authority area in the County not to have any such site. Whilst it was not possible to prove a cause and effect between that fact and the high number of unauthorised encampments the District was experiencing, it was clear that the lack of available transit or emergency stopping sites did prohibit the use of some powers that the Police possessed and clearly if that changed then there would be an additional "string" to the "bow" of the Police and the Council. It was suggested some caution be used because provision of a transit site would not necessarily forestall all unauthorised encampments.

Warwickshire County Council was progressing with sites for two emergency stopping places for Gypsy and Traveller communities in transit. One of these stopping places would be in the north of the County, the other in the south (in Stratford District, near Southam). Whilst these would provide important facilities to help manage Gypsy and Traveller encampments, they were insufficient to

fully meet the whole of the County's and the District's need for transit pitches. The reason for this was that an emergency stopping place could only be used for 28 days whilst a transit site could be used for three months.

In the context of developing the Local Plan, the Gypsy & Traveller Accommodation Assessment, commissioned in 2012, identified a need for 31 pitches over the next 15 years, 25 within five years, as well as six-eight transit pitches. The District Council would therefore need to provide a further transit site through the Gypsy and Traveller Site Allocation Development Plan. This would need to accommodate approximately seven pitches. At this stage, no site had been identified.

Once in place the Police would be able to direct Gypsies and Travellers, in accordance with their policies and procedures, onto transit or emergency stopping sites if there was space available, making unauthorised encampment in the District easier to deal with. This was particularly so when an unauthorised encampment was situated on highway land as the powers the Police currently exercised to direct trespassers to leave were only exercisable in relation to on highway land. Should they refuse to go to such sites, they could then be directed out of the County by the Police.

It was also be mindful that there was a difficulty of finding landowners (Councils included) to offer land for such sites or for communities to agree to them. However, in the context of recent events it was now imperative that a report be brought forward to resolve the site provision at the earliest opportunity.

Alternatively the Council could develop a policy independent of neighbouring authorities but a joint approach was necessary for intelligence sharing and enforcement. A joint approach should reassure residents and businesses that we were working together and had a coordinated, prompt and effective approach to dealing with unauthorised encampments.

The Council could continue to simply `move on' but this was not any sort of deterrent. The current approach did not address the responsibilities on this authority or key partners to do all it reasonably could to prevent crime and disorder.

During the recent Christmas/New Year situation calls were made by some members of the community for the Council to adopt the approach taken in Harlow. However, the case pursued by the Council was in the context of having had 107 unauthorised encampments in 18 months by the same group. It was very clear from the judgement that the circumstances were considered so extreme as to warrant the steps the Council took in that case and those circumstances did not apply here.

There was some precedent in utilising preventative measures to prevent unauthorised encampments. The alternatives were to add to this list, include all WDC owned amenities, do some sites or do nothing further. The recent incursions and increase in the number of illegal

encampments suggested we needed to do more though it was not feasible to protect all of our land.

The Council could decide not to provide any sites, permanent or transit, but the risks set out above suggested that, notwithstanding the difficulties of finding such sites, the risks set out in paragraph 6.4 of the report precluded Officers from recommending such a course of action.

The Finance & Audit Scrutiny Committee supported the recommendations in the report, including the additional recommendation 2.7 as circulated in the addendum. Members highlighted the need to move forward with the identification of suitable sites at the earliest opportunity and welcomed the move to publicise the Council's responsibilities on the website. In addition, Members were pleased that a definitive Agency Contact list would be included in the protocol and requested that this be made available to all Councillors.

Additional information was circulated at the meeting by the Chief Executive including a proposal that an area of land be transferred to the Jockey Club, subject to them installing preventative measures.

The Executive welcomed the report and the comments from the Finance & Audit Scrutiny Committee about this report. While they were supportive of the report they were of the opinion that there should be some amendments to the recommendations in the report. These were that:

- 2.5 being amended so that the measures are implemented over the next 12 months;
- Note that appendix 5, 'Sites proposed for situational measures', should include Newbold Comyn, but that the present costs of this scheme are unknown and therefore, if additional funding was required outside the 5% contingency, a further report would be brought back to the Executive;
- An additional recommendation be added stating that the area shown on Plan 2, as circulated at the meeting, should be included within the lease with the Jockey Club provided that they take responsibility for installing preventative measures as a matter of urgency and subject to an agreement on rent;
- That once the works start all Councillors will be notified of the details and asked if there is further Warwick District land that should be considered for preventative measures.

Resolved that

(1) the trend of increasing number of unauthorised encampments in the District, both on Council owned and other land, be noted;

(2) the events over the recent Christmas/New Year period as set out at Appendix 1 to the

report and the learning points that arise from a review of that situation, be noted;

(3) the powers that are available to the Council, the County Council and the Police in relation to unauthorised encampments as set out in Appendix 2 of this report and the observation note on use of Injunctions at Appendix 3 to the report, be noted;

(4) the principles of a new joint protocol with partners as set out in Appendix 4 to the report be approved, and authority be delegated to the Chief Executive, Head of Health and Community Protection in consultation with the Health and Community Protection Portfolio Holder to negotiate a detailed protocol and report back to the Executive for approval;

(5) authority is delegated to the Chief Executive, Head of Health and Community and Head of Neighbourhood Services, in consultation with the Portfolio Holders for Health and Community Protection, Housing and Property Services and Neighbourhood Services, to agree the prioritisation of the list at Appendix 5 to the report upon which it proposes to install preventative measures over the next 12 months from 1 April 2017, in order to prevent unauthorised encampments, to be funded from the Community Projects Reserve up to a maximum of £174,000 plus 5% contingency;

(6) Appendix 5 to the report 'Sites proposed for situational measures', is amended to include Newbold Comyn, but that the present costs of this scheme are unknown and therefore, if additional funding was required outside the 5% contingency, a further report be brought back to the Executive;

(7) once the works start all Councillors be notified of the details and asked if there is further Warwick District land that should be considered for preventative measures;

(8) the limitation on the use of powers because of the absence of a transit site within the District and asks Officers to prepare a

report on site provision at the earliest opportunity be noted; and

(9) the area shown on Plan 2, as circulated at the meeting, should be included within the lease with the Jockey Club provided that they take responsibility for installing preventative measures as a matter of urgency and subject to an agreement on rent.

The Portfolio Holders for this item were Councillors Grainger and Phillips (Forward Plan reference number 852)

108. **St Mary's Lands Delivery Plan for 2017/18**

The Executive considered a report from the Chief Executive that sought funding to implement the 2017/18 element of the agreed Delivery Plan for St Mary's Lands in Warwick. This was another step toward making the area a Destination Park for the town of Warwick and indeed the District.

At its meeting on 30 November 2016, the Executive agreed the Delivery Plan for the St Mary's Lands area of Warwick with the intention of being able to implement its vision of making it a destination park. It further agreed to fund £50,000 for 2016/17 and to consider works worth £196,000 and £60,000 in the 2017/18 and 2018/19 years as part of the respective years' budget processes.

For 2017/18 the specific recommendation was as follows:

"That Executive notes that the following provisions within the Delivery Plan will be considered as part of the 2017/18 budget setting process and, where appropriate, recommendations will be included within the February 2017 report on the proposed 2017/18 General Fund Budget:

1. *A potential match funding contribution (possibly as in kind) towards the cycleway improvements referred to in 2.7 above. The estimated costs of this project are £80,000 during 2017/18 and the allocation of funding is subject to receipt of a satisfactory safety audit by Sustran's technical engineers.*
2. *A potential allocation of £18,000 to modify the existing toilets and provide a new disabled toilet and baby change facility within the Golf Centre building in return for a management agreement to provide public access to the toilets.*
3. *A potential allocation of £110,000 to create an additional net 20 parking spaces at the Saltisford Brook car park, subject to consultation with residents of Bread and Meat Close, a satisfactory road safety audit of the proposals and further consideration of the emerging car parking strategy for Warwick.*
4. *A potential allocation of £60,000 for complementing landscape and public realm improvements, subject to the Jockey Club bringing forward proposals, at a cost in excess of £200,000, to replace its*

existing turnstile building at the entrance to St. Mary's Lands and undertaking their own programme of planting and building works.

5. *A potential allocation of £8,000 to Racing Club Warwick to support modifications of toilet facilities at the club to provide public facilities for users of the proposed play area and the public."*

The 2017/18 budget decision did not specifically allocate funding for the projects listed in the report but did set up the Community Projects Reserve and this set of works was referred to as an example on what the Reserve could be used.

However, on further examination, item 3 of the list above was not likely to be able to be implemented in the next financial year (17/18) but would, if funded, come forward in the following year. This would allow sufficient time for design and consultation on the detailed scheme and confirmation of funding. In addition, allowing more time would allow the proposal to be considered in the context of a wider car parking strategy report for Warwick. Equally item 1 referred only to a match funding opportunity in kind on which as yet there were no details.

The Jockey Club had now brought forward its proposals for improvements to the racecourse entrance at an estimated cost of over £200,000 which was relevant to item 4 on the list above. This related to its land held under a lease and related to complementary measures on adjoining Council land, which together would help create a much better overall entrance to St Mary's Lands.

It was proposed therefore that items 2, 4 and 5 of the above list were funded from the Community Project Reserve at a total cost of £86,000 and that item 3 (£110,000) was now considered as part of the budget process for 2018/19 or as part of a wider car park strategy report for Warwick. This would further enable the Council to demonstrate its commitment to fulfilling the vision for St Mary's Lands.

In respect of the proposals to facilitate improvements to locally based WC facilities at Racing Club Warwick and the Golf Centre, a legal agreement would be needed to ensure that public access was ensured in return for the capital works. It was proposed that the Chief Executive in consultation with the Business Portfolio Holder be delegated authority to approve such agreements.

Similarly there could be statutory and other consents (including leases) which were needed to implement this set of recommendations and the same delegation as set out in the paragraph above was proposed.

Alternatively the Executive could decide not to pursue any one or all of these proposals. However, given that the Executive had agreed the overall vision and the Delivery Plan, it was considered such a step would therefore not be in step with its own declared policy decisions.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and commended the Working Party for its work to date.

Resolved that

(1) the items listed below totalling £86,000 be funded form the Community Projects Reserve, to be implemented in 2017/18;

i. An allocation of £18,000 to modify the existing toilets and provide a new disabled toilet and baby change facility within the Golf Centre building in return for a management agreement to provide public access to the toilets;

ii. An allocation of £60,000 for complementing landscape and public realm improvements on public land, subject to the Jockey Club bringing forward proposals, at a cost in excess of £200,000, to replace its existing turnstile building at the entrance to St. Mary's Lands and undertaking their own programme of planting and building works;

iii. An allocation of £8,000 to Racing Club Warwick to support modifications of toilet facilities at the club to provide public facilities for users of the proposed play area;

(2) authority is delegated to the Chief Executive in consultation with the Business Portfolio Holder to enter into appropriate Legal Agreements in relation to ensuring public access to WC facilities in relation to items 1 and 3 of (1) above; and

(3) authority is delegated to the Chief Executive in consultation with the Business Portfolio Holder to seek any statutory or other consent, including changes to leases, in order to implement the set of recommendations above.

Portfolio Holder for this item was Councillor Butler
(Forward Plan reference number 856)

109. **Request for Funding for a Community Hub in Norton Lindsey**

The Executive considered a report from the Chief Executive that sought approval of £38,500 to a local community group in Norton Lindsey who have raised funds to buy the vacant village pub and in part convert it

into a community hub to provide a range of services and activities to the village.

The scheme was outside the remit of the Council's Rural/Urban Capital Initiative Scheme (RUCIS) but the Council could consider the request via its recently established Community Projects Reserve.
The village pub in Norton Lindsey has struggled commercially for a number of years and more recently has become vacant with a consequent fear that it was permanently lost and was redeveloped. The local community being disturbed at the potential loss of such a facility had formed a company the Norton Lindsey Community Pub Ltd (NLCP) and had raised funds of £340,000 to buy it. The purchase was now complete. However, it was intended to widen the remit of the building to act as much as a community hub as a village pub and so the Group were seeking funds of £38,500 to help with its alteration to develop a community shop, in the vein of the one in nearby Barford.

A business plan had been prepared for the overall scheme which was attached at Appendix 1 to the report. Appendix 2 to the report contained the share offer and Appendix 3 to the report outlined the governance arrangements for NLCP. Appendix 4 to the report was more specific about the community shop element. Such a scheme as proposed would normally be one that the Council would look to fund from its RUCIS scheme. However, the scheme as proposed fell outside the remit of that fund because the Group had not existed long enough to provide the three years accounts normally sought and the sum being sought was over the upper £30,000 limit and the maximum 50% contribution to the overall project costs.

However, the Budget report for 2017/18 had established a Community Projects Reserve and it was proposed that the sum sought was funded via that source. If the Executive agreed, then a number of conditions were proposed as set out in the recommendation. It would be managed and monitored as RUCIS schemes normally would be.

Alternatively the Executive could decide not to agree to the request. However, the scheme was very much in the spirit of the RUCIS scheme to which the Council was very committed, and it was therefore sensible for the Council to consider the scheme in those terms which would otherwise be very supportive.

The Finance & Audit Scrutiny Committee supported the recommendations but raised concerns that due to the request for funding coming from a limited company, which had the ability to sell shares, the Council should ensure its contribution was protected should the premises be sold on in the future. Therefore, the Committee agreed that an additional recommendation should be included as follows:
The Finance and Audit Scrutiny Committee recommended that a covenant be added to any agreement to ensure that if the Community Hub were to be sold on in the future, there would be a mechanism to recoup any contributions made by the Council.

The Executive welcomed the suggestion from the Finance and Audit Scrutiny Committee and while they did not agree with the precise wording, they did agree to an additional recommendation that an appropriate agreement be put in place to recover the contribution made by this Council if the venture failed or the property was sold.

Subject to the above, the recommendations in the report were approved.

Resolved that

(1) the funding request from Norton Lindsey Community Pub Ltd (NLCP) for up to (and no more than) £38,500 excluding VAT be funded from the Community Project Reserve subject to the following conditions being met:

i. That the works receive planning and any other statutory consent necessary before any drawdown of the funding;
ii. That a detailed project plan is submitted, and in particular confirming that the community shop has arrangements in place to operate as a shop, before any drawdown of the funding;
iii. That at least 3 quotes for any and all of the proposed works are provided to verify the amount of funding being sought, before any drawdown of the funding;
iv. That staged payments are made on production of supplier(s) invoices (that are addressed to NLCP)";
v. That due recognition in any publicity is given to this Council's support for the proposal;
vi. That an annual report is given to the Council for the next 3 years on the performance of the business plan of the facility;
vii. That any other conditions that normally apply to RUCIS schemes also apply to this scheme;
viii. an appropriate agreement be put in place to recover the contribution made by this Council if the venture failed or the property was sold;

(2) the approval of the items listed in (1) above is delegated to the Chief Executive and

Head of Finance in consultation with the Finance portfolio holder.

The Portfolio Holder for this item was Councillor Whiting

110. **Procurement Exemptions – CIL Viability and Retail Planning**

The Executive considered a report from development services that sought approval for an exemption to the procurement policy to allow the extension of the Community Infrastucture Levy (CIL) Viability and Retail Planning contracts for a year.

The viability contract had been in place since November 2012. During the contract period a CIL viability assessment was undertaken with a number of subsequent updates to reflect changing market conditions. These assessments formed the core evidence base to support the CIL Charging Schedule. It was anticipated that this schedule would be adopted during 2017.

Initially, it was anticipated that the CIL Scheme would be in place prior to the end of the contract. However as it was difficult to implement CIL ahead of the adoption of the Local Plan, delays to the Local Plan have meant that the adoption of CIL had also been delayed.

As a result, it was necessary to extend the current contract until the adoption of the CIL Scheme. This would allow the contractors to provide specialist technical advice on representations made during the consultation period and, if necessary, to appear at the CIL Examination Hearing. It was therefore proposed to extend the contract until 30th November 2017.

After that time it was anticipated that there would be a significantly reduced need for ongoing advice relating specifically to CIL viability and that any advice that was required could be accommodated within the existing contract for the viability of development proposals with Jones Laing Lasalle.

The retail planning consultancy contract had been in place since October 2012. During the contract period a comprehensive retail study had been undertaken to inform the retail allocations and policies in the new Local Plan. The providers had also provided regular retail advice for planning applications.

During 2017, Development Services would be carrying out a new procurement exercise for this service. However, as the current contractors had been instrumental in supporting the development of the Local Plan, it was suggested that the current contract was extended to a date by which Local Plan adoption was likely to have been achieved. This approach would not only ensure the Local Plan policies were robustly justified, but would also provide continuity of the services to support the Development Management function until such a time that a new contract was in place.

In summary, as the adoption of the Local Plan had taken longer than envisaged when this contract was procured in 2012, the contract needed to be extended to ensure consistency and continuity until the Plan was adopted.

Ideally the two contracts would have been subject to a procurement exercise prior to end of the contracts. However this had not been possible due to the pressure to achieve Local Plan adoption as quickly as possible.

In the case of the CIL viability advice contract, the only alternative option was therefore to proceed through the CIL Examination without expert advice on viability. For the reasons set out above, this was not considered to be appropriate.

In the case of the Retail Consultancy contract, it would be possible to instigate a new procurement exercise now, thereby minimising the length of the gap between contracts without extending the existing contract. However this was considered to be a less desirable option for the following reasons:

- Until the Local Plan was adopted, it was appropriate to ensure retail evidence and advice was consistent with the advice provided for plan preparation. This was best achieved by extending the contract until towards the end of 2017.
- As this was an important contract that would have implications for the quality of planning decisions for years to come, it was considered important to undertake a thorough procurement process and that ample time was allowed for this
- This option would leave the Council vulnerable if an important retail application was submitted in the meantime.

The Finance & Audit Scrutiny Committee supported the recommendations in the report subject to the removal of the repeat wording in recommendation 2.2.

The Executive agreed with the comment from the Scrutiny Committee and

Resolved that

(1) the Extension of the CIL Viability Contract until 30 November 2017, be approved; and

(2) the Extension of the Retail Planning Consultancy Contract until 30 October 2017, be approved.

The Portfolio Holder for this item was Councillor Cross
(Forward Plan Reference number 832)

111. **Rural and Urban Capital Improvement Scheme (RUCIS) Application**

The Executive considered a report from Finance that sought approval of six Rural/Urban Capital Improvement Scheme grant applications.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended were in accordance with the Council's agreed scheme and would provide funding to help the project progress.

All six projects contributed to the Council's Sustainable Community Strategy.

The Norton Lindsey and Wolverton Cricket Club project contributed to the Council's Sustainable Community Strategy as the introduction of an all-weather practice facility would increase opportunities for the community to enjoy and participate in sporting activity and help to reduce anti-social behaviour and obesity, including in children. This new facility would support the introduction of competitive matches for the junior section and for the first time, entry of a 3rd XI in the Cotswold Hills cricket league. This all helped to engage and strengthen the community.

The Barford, Sherbourne and Wasperton Joint Parish Council project contributed to the Council's Sustainable Community Strategy as the introduction of a rubber mulch flooring around the toddler's play area, public seating and recreational area on the village green would ensure that this was a usable facility in all-weathers, all-year round which would increase opportunity for the community to enjoy and participate in physical activity and help to reduce anti-social behaviour and obesity, particularly in children. An all-weather facility would enable residents to get out more throughout the year and meet each other which would further strengthen and engage the community.

The Old Milverton Parish Room project contributed to the Council's Sustainable Community Strategy as without the Parish Room there would be fewer opportunities for the community to enjoy and participate in physical, social, arts and cultural activities which could potentially result in disengaging and weakening the community and an increase in anti-social behaviour and obesity. If the project work was not carried out in the near future the facility would become unusable as the existing flat roof was at the end of its life span; it leaked and had caused damage to the internal structure. Additionally there was no roof insulation which made the kitchen and toilets cold and prone to condensation.

The Warwick Cricket Club project contributed to the Council's Sustainable Community Strategy as without the cricket club there would be fewer opportunities for the community to enjoy and participate in sporting activity which could potentially result in an increase in anti-social behaviour, an increase in obesity (particularly in children) and disengage and weaken the community. The project would enable volunteers to have more time coaching and interacting with people rather than continually repairing existing equipment which was at the end of its useful life span, this would help to further engage and strengthen the community and would also increase opportunity for members of the community to enjoy and participate in sporting activity.

The Kenilworth Wardens Cricket Club project contributed to the Council's Sustainable Community Strategy because without the cricket club there would be fewer opportunities for the community to enjoy and participate in sporting activity which could potentially result in an increase in anti-social behaviour, an increase in obesity (particularly in children) and disengage and weaken the community. If the project work isn't carried out in the near future the outdoor cricket net facilities would become unusable because they were nearing the end of their life span; if they were not repaired and refurbished health & safety issues would increase and make them unusable.

The Stoneleigh Village Hall project contributed to the Council's Sustainable Community Strategy because without the Village Hall and playing fields there would be fewer opportunities for the community to enjoy and participate in sports, arts and cultural activities which could potentially result in an increase in anti-social behaviour and obesity, particularly in children. The redecoration of the interior would keep the hall maintained in a good condition to enable current activities and bookings to continue, possibly attracting more bookings and usage. Additionally, the provision of a new patio area adjoining the hall would enable more activities and events to be held which would increase opportunities for the community to enjoy and participate in physical, social, arts and cultural activities as well as offering further opportunity to reduce anti-social behaviour and obesity.

The Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes.

Resolved that

(1) a Rural/Urban Capital Improvement Grant be awarded from the rural cost centre budget for Norton Lindsey and Wolverton Cricket Club of 50% of the total project costs to create a 2 bay outdoor practice net and install an underground power supply from the pavilion to the nets for use of a bowling machine, as detailed within paragraphs 1.1, 3.2 and 8.1 and supported by Appendix 1 to the report, up to a maximum of £17,061 including vat, subject to receipt of the following:

- Written confirmation from Norton Lindsey Parish Council to approve a capital grant of £5,000 (if the application is declined or a reduced amount is offered the budget shortfall will be covered by the Club's cash

reserves which have been evidenced through their annual accounts);

- Written confirmation from the England Cricket Board to approve a capital grant of £10,000 (or if declined, or a reduced amount is offered, an alternative capital grant provider);

- Written confirmation from Heart of England Community Fund to approve a capital grant of £2,000 (if the application is declined or a reduced amount is offered the budget shortfall will be covered by the Club's cash reserves which have been evidenced through their annual accounts or alternatively another capital grant provider);

(2) A Rural/Urban Capital Improvement Grant be awarded from the rural cost centre budget for Barford, Sherbourne and Wasperton Joint Parish Council of 50% of the total project costs to install a rubber mulch all-weather surface around the toddler's play area, public seating and recreational area on the village green, as detailed within paragraphs 1.1, 3.2 and 8.2 and supported by Appendix 2 to the report, up to a maximum of £5,387 excluding vat;

(3) A Rural/Urban Capital Improvement Grant be awarded from the rural cost centre budget for the Old Milverton Parish Room of 80% of the total project costs to provide a new flat roof, as detailed within paragraphs 1.1, 3.2 and 8.3 and supported by Appendix 3 to the report, up to a maximum of £4,603 including vat;

(4) A Rural/Urban Capital Improvement Grant from the urban cost centre budget be awarded for Warwick Cricket Club of 80% of the total project costs to purchase 2 new mowers, as detailed within paragraphs 1.1, 3.2 and 8.4 and supported by Appendix 4, up to a maximum of £7,520 including vat, subject to receipt of the following:

- Written confirmation from Warwick Town Council to approve a capital grant of £675 (if the application is declined or

a reduced amount is offered the budget shortfall will be covered by the Club's cash reserves which have been evidenced through their annual accounts);

(5) A Rural/Urban Capital Improvement Grant be awarded from the urban cost centre budget for Kenilworth Wardens Cricket Club of 80% of the total project costs to repair and refurbish the 3 lane outdoor practice nets, as detailed within paragraphs 1.1, 3.2 and 8.5 and supported by Appendix 5, up to a maximum of £6,228 excluding vat, subject to receipt of the following;

- Written confirmation from Kenilworth Town Council to approve a capital grant of £2,000 (or if declined, or a reduced amount is offered, an alternative capital grant provider); and

(6) A Rural/Urban Capital Improvement Grant be awarded from the rural cost centre budget for Stoneleigh Village Hall of 50% of the total project costs to provide 3 new UPVC doors, create an outdoor patio area and redecorate the hall interior, as detailed within paragraphs 1.1, 3.2 and 8.6 and supported by Appendix 6 in the report, up to a maximum of £7,253 including vat.

The Portfolio Holder for this item was Councillor Whiting.

112. **Notice of Motion**

To consider a notice of Motion from Councillor Parkins, referred to the Executive by Council on 22 February 2017.

The motion referred to the Executive for consideration was:

"Warwick District Council support the Warwickshire Energy Plan in the first instance through the establishment of a municipal not-for-profit energy supply service; to work urgently to conclude agreements with Warwickshire County Council so that supply contracts are put in place in relation to housing stock (particularly voids) and registered social landlords to ensure the success of this important initiative and the benefits it will bring to consumers in Warwick District through market-leading tariffs, support for customers switching from costly pre-payment meters to smart pay-as-you-go meters and provision of consistent high quality customer service."

Resolved that a report be brought back to the Executive on the Notice of Motion and recognised that no tenant should be forced to change energy supplier.

113. **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 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
114	1	Information relating to an Individual
114	2	Information which is likely to reveal the identity of an individual
114	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

114. **Confidential Minutes**

The confidential Minutes of the meeting held on 8 February 2017 were taken as read and signed by the Leader as a correct record.

(The meeting ended at 6.47pm)

Appendix 1

Foreword

I am delighted to introduce the new Housing and Homelessness Strategy for Warwick District Council (WDC); a single cohesive Strategy which has been created in line with current changes to legislation and related policy areas.

In order to ensure this strategy is effectively implemented and meets its objectives, we will review progress annually during its three year term.

As a local authority we recognise that access to safe and affordable housing has a far reaching impact not only on the individual or family unit but also on our wider communities and this ethos informs not only this Strategy, but our broader local policy. Housing is a key priority within the *Sustainable Community Strategy* contributing to the vision of making the District a great place to *live, work and visit*. Within this Strategy we aim to promote four themes which affect housing: prosperity, health and well-being, safer communities and sustainability.

Throughout the creation of this Strategy we consulted with our partners and a wide range of stakeholders, and I would like to thank all the many contributors. The responses we received gave a diverse range of views and ideas and have helped shape the strategic objectives within this Strategy for housing:

- **Providing suitable accommodation, information and advice for the homeless in an effort to prevent and reduce homelessness**
- **Meeting the need for housing across the District by addressing the need for new home provision**
- **Improving the management and maintenance of existing housing**
- **Ensuring people are supported to sustain, manage and maintain their housing**

Warwick District Council intends to work consistently and effectively in partnership with other agencies to ensure these objectives are met and to demonstrate our commitment to building a brighter future.

Councillor Peter Phillips
Housing and Property Services Portfolio Holder

Context

Our District and its demographics

Our District covers an area of 110 square miles in the southern half of the county of Warwickshire in the West Midlands and is home to around 58,700 households (137,600 people).

This area includes the towns of Kenilworth, Royal Leamington Spa, Warwick and Whitnash, accounting for around 80% of the population. The remainder of residents live in a number of villages, many of which are green belt. The District is bordered to the south and west by Stratford-on-Avon District, to the east by Rugby Borough and to the north by Solihull and the city of Coventry.

Our District provides a central location with strategic transport links. There are major routes across the area including the M40 providing direct access to London and indirect links to the north-west via the M6 and M5 respectively. There are junctions outside of our District near Rugby, providing links to the north and east. There are rail services to the rest of the West Midlands and London and the Government's development of the high speed rail line "HS2" will run directly through the District.

Our District has the largest population in the county and the population density of 4.9 people per hectare is the second highest in Warwickshire and above national/regional averages. The population grew over the ten years from 2001 to 2011 by over 9%, a faster rate than England and Wales and the West Midlands and the second only to Rugby in the county.

Our District has the highest proportion of non "White-British" people in the county at 16.6% but this is still lower than the national and regional average. The largest ethnic groups in the District after White-British are "Asian/Asian British: Indian" (4.9%) and "Other White" (4.2%). Rugby (11.7%) and Warwick (11.6%) have the highest proportions in the county of people who have come from abroad but these percentages are still below the national average.

The average age of the District population is 39.7 and Warwick is not significantly different from the country as a whole (but it is the lowest in Warwickshire). The only noticeable variations are slightly fewer people aged 0-14 and slightly more people aged 30-44.

At 28% in 2011 Warwick has the smallest proportion of population aged 55 or more in the housing market area, and this is projected to increase by 37.6% by 2031.

Our District is among the top 10% in the country for the highest proportions of full time students; this accounts for noticeable differences with the national, regional and county wide figures and provides an above average number of single-person households, the highest in the county.

As a consequence we have the lowest proportions in the county for each of the following categories: married/civil partnership; separated; divorced and widowed.

There have been big increases locally in both the numbers of homelessness applications received and the numbers accepted by the council. Both rose by a higher proportion than was the case nationally. The number of cases where homelessness was either prevented or reduced increased by 39% from 2010-2014; it fell significantly in 2014/15 and despite a small rise in 2015/16 it is still well below the 2014 level.

Based on a recent "Rough Sleepers" count carried out by P3 in late 2016, there were an estimated 18 individuals, identified as sleeping rough within our District as a whole at the time of the estimate.

Our local economy and its social indicators

The local economy is diverse although three sectors account for over 60% of employment: “public administration, education and health”; “wholesale and retail, including motor trades” and “financial and other business services”.
Throughout the period from 2004 to present, our rate of unemployment has been considerably lower than the national and regional average, while average earnings for employees living in the District were higher at £32,582 in 2015.
The level of people owning a vehicle in the District is relatively high at 81.5%: with 44% of people travelling to work by car; higher than regional and national average but the lowest percentage in Warwickshire. Over 10% of people travel to work on foot or bicycle, the highest in Warwickshire and well above the national and regional figures.
The population of the District is relatively healthy with 84.5% of the population being in good or very good health, the highest in the county and better than the national and regional averages. This is also true of the narrower age band: those aged 16 to 64.
Across the District 14.8% of people are estimated to have a long-term health problem or disability (LTHPD) and 22% of households include someone with LTHPD. More than 90% of people do not provide unpaid care, again the highest figure in the county exceeding national and regional averages.
According to government figures the District is ranked 267th out of 326 local authority areas in England for deprivation, where 1st would be the most deprived. In creating this ranking relatively small areas are also considered and one such area in our district, Lillington East, was ranked in the 10% most deprived areas of England.
The 2015 Department of Health profile for Warwick stated that “The health of people in Warwick is generally better than the England average. Deprivation is lower than average, however about 10.3% (2,400) children live in relative poverty. Life expectancy for both men and women is higher than the England average.” Across 30 different indicators Warwick was “significantly better than England average” on 18 indicators and not significantly different on the remaining 12. Local health priorities were identified as addressing alcohol misuse, smoking in pregnancy, and tackling obesity.

Our housing

Across the whole of Coventry and Warwickshire there is an objectively assessed need for 4,272 new homes per annum from 2011 to 2031. Of this total Warwick District’s objectively assessed housing need is 600 new homes per year.
In addition to meeting its own housing need, Warwick District’s Draft Local Plan is accommodating 332 new homes per year to address unmet need from Coventry. This means the total annual housing provision in Warwick District will be 932 homes per year.
Based upon the definition of affordable housing set out in the National Planning Policy Framework (NPPF) 2012 (i.e. not including starter homes) the annual affordable housing need is 1,462 new homes across Coventry and Warwickshire and 280 in Warwick District. As Warwick is accommodating a proportion of Coventry’s overall housing need, it follows that it should, as part of the overall need, also accommodate some of the City’s affordable need.
The Council has therefore reached an agreement with Coventry City Council to accommodate 94 affordable dwellings per annum from Coventry. This makes a total affordable housing requirement for Warwick District of 374 dwellings per annum (280 +

94), equivalent to 40% of the District's overall housing requirement of 932 new homes per year.
Council Tax band data shows Warwick to have 61,386 properties on the Valuation List as at 2015, an increase of almost 1,000 properties (1.6%) since the census in 2011.
The census in 2011 found that there were 60,427 dwellings in the district. 18.5% of the stock is flats or maisonettes and a further 4.6% is flats in converted or shared houses, easily the highest in the county on both indicators: the overall figures for Warwickshire are 12.5% and 2.2% respectively.
Data from recent stock condition surveys shows that the housing stock is mainly post-war with 73% of private housing and 85% of council housing having been built since 1945, compared to 59% and 81% respectively nationwide. In relative terms this is quite a "young" profile but it is worth noting that many of these post-war dwellings are now over 50 years old.
Housing standards and conditions are generally good with only just over two per cent of households in the District lacking central heating, lower than national and regional averages. Three per cent of households are overcrowded; the highest in the county but this is still well below national and regional figures.
In Warwickshire our District has: the highest proportion of one-bed properties and of two-bed properties; a significantly smaller proportion of three-bed properties and the second highest proportion of properties with more than three bedrooms: the most balanced mix of properties in the county.
When making comparisons the relatively high proportion of flats has a distorting effect. When this is removed and houses and bungalows only are considered the spread of terraced (28%), semi-detached (40%) and detached (32%) is broadly similar to the county average.
Warwick differs from the rest of the county in that it has the lowest rate of owner-occupation (67%) and the highest rate of private renting (18%), both figures being higher than the national averages. The amount of social rented housing (13%) is the second lowest in Warwickshire and around 4% below the national average.
In 2015/16 there were around 8,250 rented homes in the District owned by affordable housing providers (i.e. the Council or a housing association) and around 450 further homes owned by affordable housing providers where a share of the property had been sold to the resident (known as "shared ownership").
At any point in time the number of affordable homes empty and available for rent is much smaller than is the case in either the "for sale" or the private rented market. In the whole of the last full financial year for which data is available (2014/15) there were 667 lettings of affordable homes for rent; the estimated number of student properties was 999. This compares with well over 2,000 homes sold in the same year. Full year lettings data for the private rented sector is not available but the survey mentioned earlier found around 280 properties available at a single point in time.
As at January 2017 there were 4,843 tenants of the council or a housing association who were in receipt of Housing Benefit support towards their rent. This is around 63% of all such tenants in the District, well below the England figure of approximately 83%.
Of the rented homes 93% were in the towns and 7% were in rural areas. The overwhelming majority of the properties were let at a social rent with a little over 200 being on the new (more expensive) affordable rent tenure.
There are estimated to be around 42,500 homes in the owner-occupied sector in the district (67%) and the "for sale" market is very strong, characterised by high and rising prices for all property types. Data from Hometrack showed that the average price for a

home in the district was £338,600 compared to a regional average of £205,200. Prices had risen by 12.3% over the 12 months to November 2015, properties were taking just 2.3 weeks to sell and the selling prices obtained were 99.3% of the asking price. The ratio of house prices to average earnings in the District was 9:1.
Extra Care Housing (ECH) is now available in all five Boroughs and Districts, with 9 schemes for those aged 55+ now in operation across Warwickshire, yielding a total of 631 units of which 442 are rental units. In January 2017 a scheme was delivered in Leamington Spa; providing 15 one bedroom flats for individuals with a Learning Disability. Further schemes are planned for delivery in 2017/18.
The overall objective of developing ECH in Warwickshire is to modernise housing with care and support services by offering older people a very real alternative to a residential care home – a 'home for life' – as well as responding to current demographic pressures and changes. (*Extra Care Housing in Warwickshire*, October 2016, Warwickshire County Council)

The policy framework

The national housing policy agenda

Since the last Housing Strategy was developed there have been substantial revisions due to new legislation in housing and related policy areas. This body of law sets the national policy framework within which local policies and strategies must operate.
The Housing and Planning Act 2016 is a major piece of legislation for the housing sector and for this Strategy as it sets the future direction for government housing policy. It contains wide-ranging changes in all housing tenures; however much of the detail is left to regulations which have not been published at the time of writing.
On owner occupation it introduces the "starter home" which is a new home available to first time buyers at a discount of at least 20% of the market value and a price (after discount) of less than £250,000 outside Greater London, with the buyer having to be between 23-39. Councils are put under a duty to promote the supply of starter homes through the planning system and will only be able to grant planning permission on most housing sites where a specified proportion of starter homes has been included.
In the Autumn statement 2015 the then Chancellor announced that Housing Benefit for council and housing association rents (both social and affordable) will be capped at the same level as applies to the private rented sector for the area, known as the Local Housing Allowance rate. In Warwick District this is £106 per week. It also includes restricting Housing Benefit for single people younger than 35 to the rate for a shared room rather than a self-contained flat.
In December 2015 the government consulted on a number of changes to the NPPF with proposals to broaden the definition of affordable housing for planning purposes so that it encompasses a wider range of low cost housing opportunities for those aspiring to own their own home, including "starter homes".
Other proposals included: increasing the density of development around commuter hubs; supporting sustainable new settlements; development on brownfield land and small sites; delivery of housing allocated in plans, and supporting delivery of starter homes. Final decisions are still awaited.

Phillip Hammond (current Chancellor of the Exchequer) announced in the Autumn 2016 statement – “A £2.3bn housing infrastructure fund to help provide 100,000 new homes in high-demand areas with £1.4bn to deliver 40,000 extra affordable homes.”
"I can also announce a large-scale regional pilot of Right to Buy for Housing Association tenants - and continued support for homeownership through the Help to Buy: Equity Loan scheme and the Help to Buy ISA."
The Chancellor also announced a ban on upfront fees charged by letting agents in England, to be introduced "as soon as possible."
As this Strategy was being finalised, the Housing Minister launched a new Housing White Paper, entitled “Fixing our broken housing market”. Given the early stages of the consultation on the White Paper, our Strategy does not directly reflect any changes proposed by the Government. Any impact and effect will be included in the annual review of the progress of the Strategy.

Our vision

Our vision for Warwick District, as set out in the Sustainable Community Strategy, is “to make Warwick District a great place to *live*, *work* and *visit*”.
The Sustainable Community Strategy is a long term strategy; set out in 2010 and refreshed in 2013, it continues to lie at the heart of our plans to improve the overall quality of life in the District.
The following are our key strategic priorities:
Supporting prosperity: seeking to support the District’s economic prosperity by promoting opportunities for businesses to grow and relocate; supporting employment, vibrant town centres and a strong cultural and tourism offer.
Providing homes: Supporting housing providers in delivering the housing needed in response to the District’s changing and growing population in accordance with the Local Plan; ensuring the delivery of high quality and affordable housing that meets the needs of everyone, including those with specialist housing needs.
Supporting sustainable communities: (including health and wellbeing and community safety): to work in partnership to reduce violent crime; providing spaces and services to enable healthy and safe lifestyles. Promoting the regeneration and enhancement of existing communities and environments; ensuring the protection of the natural and built environment; minimising our use of natural resources and CO2 emissions and improve water efficiency of our buildings and operations.

Objective 1

Promoting the provision of suitable accommodation, information and advice for the homeless in an effort to prevent and reduce homelessness

Achieving this outcome, will contribute to ensuring Warwick District is a great place to live, work and visit by:

- Effectively working in partnership to develop a coordinated approach; supporting all sections of the community by signposting support, including alcohol addiction and mental health resources
- Improving access to accommodation which helps prevent and reduce the risk of homelessness
- Enabling the housing and support needs of vulnerable people to be met
- Ensuring and promoting accessible and effective advice and support services are available for homelessness and housing

Why is this important?

As a District, it is important we strive to meet the needs of all sections of our community and ensure we promote a balanced and sustainable approach.

The vast majority of people are able to locate and maintain their own home; however there are still a significant number of people who require some form of help or support to access suitable accommodation.

As a local authority we recognise the detrimental effects that homelessness can have on an individual's life; it can affect their health and well-being, their ability to find and maintain employment, to access learning and to maintain vital relationships. Given the adverse effects of homelessness, not only on the individual but their wider community, it is essential that services are provided to prevent homelessness wherever possible.

The key responses we received from our consultation, which give an insight into the perception of residents of the state of the local market, are as follows:

Leamington Spa residents are very upset by the number of homeless people sleeping in the town centre and hope that Warwick District Council achieve some very quick results in reducing this, in liaison with the police, local voluntary bodies and other relevant parties.

A further priority should be to extend the legal duty to house the homeless to all homeless including single people.

The high visibility of homeless people/rough sleepers is causing great concern, both to the retail sector and to residents. There is a need to provide somewhere for people to sleep, and associate, and have access to WC and showering facilities, which is not in residential areas and activate the objectives in your 2nd year strategy on homelessness.

Long term and effective solutions to homelessness needs to be prioritised. ANY homeless person should be able to find the resources and services to help them get them moved off the streets and the relevant support to remain in safe accommodation.

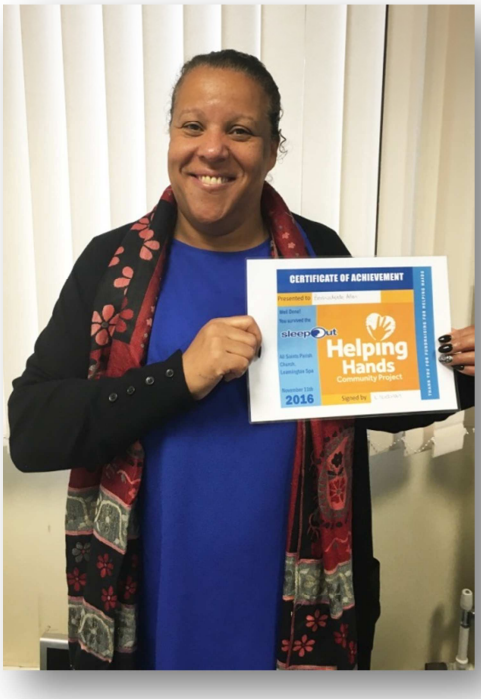
It needs a combined approach with all agencies to offer a one stop help and advice service. A review of types of accommodation available with both WCC and WDC working together to maximise resources and assets. A coordinated delivery of emergency help with the night shelter and other voluntary providers.

To provide support to not just the people who are deemed most vulnerable. To implement meaningful policies including finding accommodation for homelessness people after one night below freezing, not three.

For a full list of consultation responses, please see our supporting documents.

What have we achieved so far?

Drop in surgeries have been introduced at the *Salvation Army*
Links have been established with the emerging homeless in ethnic minorities, via the local Sikh temple and the Sydni Centre
Front line staff are now attending visits to our partner agencies as part of their induction
Partnership meetings have been set up involving Police, Way Ahead, Helping Hands, Housing, Health and Community Protection and the Night Shelter
We secured funding via central government and have introduced online housing applications from 2016/17
WDC staff took part in a "Sleep Out" which supported Helping Hands to raise vital funds for their work with homeless and vulnerable adults in the District. The main theme of the event was to raise awareness of the fact that 1 in 10 rough sleepers across the country are ex-forces, which is why the event took place on Friday 11th November on Armistice Day
We secured Warwickshire Together Homelessness Early Intervention Project funding to develop a countywide system ensuring early identification of residents at risk of homelessness and the tailoring of support services to address the issues which could result in the resident becoming homeless



Objective 1: Action Plan

1.1 Implementing the extension of our legal duties to the homeless, including single people under the Homelessness Reduction Bill.
Resources / Funding: Housing and Allocation time commitment / Existing budget within General Fund with the possibility of Central Government funding for the extension of duties within the bill
Manager: Housing Advice and Allocations Manager - Elaine Wallace

1.2 Developing a Mental Health Protocol for homeless people.
Resources / Funding: Existing staff / General Fund
Manager: Housing Advice and Allocations Manager – Elaine Wallace

1.3 A coordinated delivery of emergency help with the night shelter and other voluntary providers.
Resources / Funding: Housing Advice and Allocations staff time, as and when required / General Fund
Manager: Housing Advice and Allocations Manager – Elaine Wallace

1.4 Improving the provision of adequate transitional accommodation for the homeless in general and the vulnerable in particular.
Resources / Funding: Housing Advice and Allocations staff time commitment / General Fund
Manager: Housing Advice and Allocations Manager – Elaine Wallace

1.5 Participate in the "Warwickshire Together Homelessness Early Intervention Project" to develop a countywide system ensuring early identification of residents at risk of homelessness and tailored support services to address the issues which could result in the resident becoming homeless.

Resources / Funding: Staff time commitment / Warwickshire Together Homelessness Early Intervention Project Funding
Manager: Housing Strategy and Development Manager – Ken Bruno

1.6 We will continue to work collaboratively with other districts and agencies to explore and pursue bids for Government funding for initiatives on homelessness.
Resources / Funding: Staff time commitment / Existing budgets
Manager: Housing Strategy and Development Manager – Ken Bruno

1.7 Ensure good advice on housing options is available by the provision of staff that are well trained, supported by good publicity materials.
Resources / Funding: Homelessness and Housing Advice Officer/ Assistant time commitment / Existing budgets
Manager: Housing Advice and Allocations Manager – Elaine Wallace

1.8 Review and improve our system for tackling rough sleeping.
Resources / Funding: Existing budget and staff commitment
Manager: Housing and Allocations Manager – Elaine Wallace

1.9 To improve financial difficulty prevention work between WDC Income Team and the Housing Advice team to reduce the number of evictions and prevent homelessness.
Resources / Funding: Existing resources / General Fund
Manager: Housing Advice and Allocations Manager – Elaine Wallace

Objective 2

Helping delivery of meeting the need for housing across the District by addressing the need for new home provision

Achieving this outcome, will ensure WDC is a great place to live, work and visit by:

Promoting a range of new housing opportunities which meet the affordable housing needs of our District
Supporting the sustainability and improvement of our local communities
Managing the continued economic and population expansion of the District

Why is this important?

As a local authority we recognise that; “unaffordable housing affects household budgets, health and education and the ability to gain and sustain employment. A balanced approach to developing housing that will maximise productivity, mobility and choice involves giving attention to the contributions of both new and existing housing. Investment to upgrade unhealthy older housing will generate substantial and continuing savings in the cost of health care and contribute to better education and employment outcomes. Policy action to improve older housing will generate savings in expenditure elsewhere and contribute to wider policy effectiveness. “(The Academic-Practitioner Partnership: Good Housing: Better Health, July, 2016)

The key responses we received from our consultation, which give an insight into the perception of residents of the state of the local market, are as follows:

We are not building enough affordable housing and 40% should be the bare minimum for developers, not less.

Build more social housing, encourage developers to ensure they have meaningful affordable housing.

A good (student) Housing Strategy should have greater community cohesion at the heart of its objectives; otherwise there is little point in having such a Strategy.

Not enough social housing, and too many unregulated private stock and poorly managed properties.

For a full list of consultation responses, please see our supporting documents.

What have we achieved so far?

We have continued to build on our working relationship with the University of Warwick; in relation to student housing in the District we have attended a Student Housing Day at the University and have worked with the Students' Union housing advisor on specific cases. We have also completed joint work with the University's lettings company to try and tackle refuse problems and Houses of Multiple Occupancy (HMO) issues

Work through W2 continues and has achieved 161 new homes with a further 230 affordable homes in the pipeline

We incorporated the Joint Strategic Housing Market Assessment (JSHMA) findings into our requirements for new affordable housing schemes from 1st April 2014 and an update to the JSHMA was completed in September 2015

We have expanded our partner housing agencies to include Fortis Living, who joined the partnership on the 1st April 2015

We have assessed available data from our council tax regarding empty homes and decided that the number of properties involved did not warrant developing a revised Strategy

The new allocations policy went live in June 2016 and now gives tenants greater priority for vacancies and introduces local connection policies

We have delivered Sayer Court, a flagship development of new council apartments for the over 55s situated on Tachbrook Road. Included in the development are five purpose built bungalows, specifically designed to meet the needs of someone living with a disability or mobility issue. These high quality properties, a range of 1 and 2 bed apartments, together with 2 and 3 bed bungalows were available to rent from Autumn 2016

Objective 2: Action Plan

2.1 Ensuring that housing schemes of more than 10 dwellings include an appropriate proportion of affordable housing and a sustainable mix of property types and sizes.
Resources / Funding: Housing Strategy and Development Officer time commitment, as and when required / General Fund
Manager: Housing Strategy and Development Officer – Charlotte Rowan-Lancaster

2.2 Reviewing the W2 Partnership during 2017.

Resources / Funding: Staff time within the parameters laid down by the Joint Venture and subject to ongoing monitoring by the Project Board / General Fund
Manager: Head of Housing and Property Services

2.3 Once all government proposals around housing tenure have been confirmed considering whether we have a sufficiently wide range of options as regards social landlords to meet the identified needs of the District.
Resources / Funding: Existing resources / General Fund
Manager: Housing Strategy and Development Officer – Charlotte Rowan-Lancaster

2.4 Once all government proposals around housing tenure have been confirmed, review and update our housing market assessment.
Resources / Funding: Existing budgets / General Fund
Manager: Housing Strategy and Development Officer - Charlotte Rowan-Lancaster / Policy and Projects Manager - Dave Barber

2.5 Investigate the financial capacity of the Housing Revenue Account to support a programme of new council house ownership and/or building with or without the creation of a housing company, subject to the impact of the High Value Voids levy.
Resources / Funding: Existing resources – Housing Revenue Account
Manager: Head of Housing and Property Services
2.6 Assessing council-owned land for potential housing developments.
Resources / Funding: Housing Revenue Account - Existing budgets
Manager: Housing Strategy and Development Officer – Charlotte Rowan-Lancaster

2.7 Commissioning rural housing needs surveys at parish level to inform proposals for rural developments.
Resources / Funding: Rural community contract via existing budgets / General Fund
Manager: Housing Strategy and Development Officer – Charlotte Rowan-Lancaster

2.8 Monitoring the impact of welfare reforms on housing demand and adjusting requirements if necessary.
Resources / Funding: Existing budgets from General Fund
Manager: Housing Strategy and Development Officer – Charlotte Rowan-Lancaster

2.9 Continue to work with Warwickshire County Council to look at bringing forward an Extra Care housing scheme for Kenilworth.
Resources / Funding: Existing budgets from General Fund / Capital Programme
Manager: Housing Strategy and Development Officer - Charlotte Rowan-Lancaster

2.10 Begin strategic discussions with Coventry City Council, around housing allocations, in light of local plan land allocations, to address unmet need from the City.
Resources / Funding: Existing resources – General Fund
Manager: Housing Strategy and Development Manager / Policy and Projects Manager

2.11 Establish a housing market sounding board; meeting regularly with local developers to monitor the market condition.
Resources / Funding: Housing Strategy and Development Officer time /General Fund
Manager: Housing Strategy and Development Manager - Ken Bruno

Objective 3: Improving the management and maintenance of existing housing

Achieving this outcome, will ensure WDC is a great place to live, work and visit by:

Making best use of existing stock
Improving overall health and wellbeing

Why is this important?

As a local authority we recognise that; "while in most cases it is reasonable to expect the owners of existing housing to maintain and improve properties, it is evident that some do not do so and this generates persistent and costly hazards. There is a need to identify where policy interventions are necessary to encourage and enable owners to carry out work to mitigate hazards and to protect the residents of these properties." (The Academic-Practitioner Partnership: Good Housing: Better Health, July, 2016

The key responses we received from our consultation state:

Spot checks by councillors of cheap rented accommodation, private or otherwise?
A list of approved landlords?
Provide services that enable people to sustain their homes.
Provide debt management services, on a one to one basis.

What have we achieved so far?

Following the completion of the new stock condition survey the results are being analysed to enable the new Asset Management Strategy to be prepared during 2017
We have reviewed our management of leaseholder properties
We have set up the Warwick District Landlord's Blog, publishing a newsletter for private landlords, with a website containing relevant information to disseminate good practice through the Landlord Steering Group and Forum
We have had several meetings since November 2015 with Community Protection, Neighbourhood Services and Warwick Accommodation regarding student refuse and HMO issues
We have set up the Task & Finish Group to investigate the issues around HMOs and to formulate proposals for dealing with them.
We have prosecuted landlords who fall below acceptable safety standards

Objective 3: Action Plan

3.1 Further develop the council's approach to regulating private sector Houses in Multiple Occupation (HMO's) in light of consideration by the Executive of the findings of the Task and Finish Group, currently investigating this subject.
Resources / Funding: Existing staffing / General Fund
Manager: Private Sector Housing Manager - Mark Lingard

3.2 If and when they are confirmed, review how to implement the Government's proposals on extending licensing of HMO's.

Resources / Funding: Existing resources potentially supplemented by fee income
Manager: Private Sector Housing Manager – Mark Lingard

3.3 We will continue to engage with the University of Warwick and residents on the issues surrounding student accommodation from a housing and planning perspective and consider the development of a Student Housing Strategy.
Resources / Funding: Existing staffing and budgets
Manager: To be confirmed

3.4 Reviewing the working of the new allocations policy in June 2017.
Resources: Existing resources
Manager: Housing and Allocations Manager – Elaine Wallace

3.5 Implement fixed term tenancies for council tenants, in line with Government legislation.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

3.6 Commission a new private sector stock condition survey to provide updated intelligence on the state of private housing in the District.
Resources / Funding: Existing resources /General Fund
Manager: Private Sector Housing Manager – Mark Lingard

3.7 Continue to work towards the regeneration of the Lillington area.
Resources / Funding: to be identified through project planning process
Manager: Business Manager – Projects – Philip Clarke

3.8 Looking at how to creatively manage our housing assets by developing a new Asset Management Strategy.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Asset Manager - Russell Marsden

3.9 To plan to get into the top half with a stretch objective of top quartile of all Local Authorities (LAs) in our Key Performance Indicators (KPIs) for empty property management, repairs satisfaction, and income management.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Housing and Property Management Team

3.10 To report on the possibilities for separating service costs and rents and the implementation of service charges.
Resources / Funding: Existing resources / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

3.11 Reviewing the approach to the management of council tenancies for people leaving and entering prison, building links with relevant persons within the criminal justice and prison systems.
Resources / Funding: Existing budget / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

Objective 4

Support people to sustain, manage and maintain their housing

Achieving this outcome, will ensure WDC is a great place to live, work and visit by:

Supporting all sections of the community, including homeless people and those with specific needs, to quickly and effectively resolve housing issues
Helping improve living conditions for residents of the District
Integrating housing into the local community to ensure a co-ordinated approach to tackle wider community issues
Improving the aesthetic appeal of the built environment

Why is this important?

We recognise that; "effective coordination between housing and other services (e.g. Citizens Advice Bureaux, local colleges, council housing services and social services) can be critical." (Housing providers and youth poverty, CCHPR, November 2016)

The key responses we received from our consultation state:

Provide early referrals to relevant agencies for both young people and parents. Provide accessible and relevant information through education institutions to pupils and parents. Educate all agencies to recognise signs of family friction and rebellion. Include links to services on WCC website for agencies such as family services and mediation and community support.
I do not think it is fair that people are allowed to run up rent arrears; at the end of the day we all have to pay our way. If people fall on bad times and need help that is fine but at some point they should pay something back to the council.

For a full list of consultation responses, please see our supporting documents.

What have we achieved so far?

We are working with Breathing Space to offer financial debt advice to all residents of the District regardless of tenure

A joint approach has been adopted with Warwickshire County Council (WCC) to address the needs of individuals with housing related support needs. WCC are now procuring providers for services it has identified as being a continued priority
A task and finish group has been set up to explore the issues surrounding HMOs
We are working with WCC to examine the setting up of a viable Credit Union in the District and we are working to develop our partnership with Citizens Advice Bureau (CA)
Provision of grants is available in special circumstances, to assist tenants to complete essential repairs or rectify dangerous conditions
We have a service level agreement with Act on Energy to give free energy-saving advice to local householders and training for staff
We are now part of a county-wide partnership funded through Public Health Warwickshire called "Warm and Well in Warwickshire"
Since Summer 2015 we are completing annual customer visits to gain a better understanding of the support needs of our tenants
We have adopted a corporate policy on enforcement across all relevant enforcement services from October 2014
We are continuing with our pilot scheme for remodelling Home Improvement Agency services across southern Warwickshire, due to be completed in March 2017

Objective 4: Action Plan

4.1 To investigate the potential to introduce/attract a sustainable credit union into the District.
Resources / Funding: Existing resources / General Fund / Housing Revenue Account
Manager: Income Recovery and Financial Inclusion Manager - John Gallagher

4.2 Introduce the Rental Exchange (RE) into Warwick District to improve the credit ratings of our tenants and their ability to access cheaper rates of interest in respect of goods and services.
Resources / Funding: ICT / Existing budgets
Manager: Income Recovery and Financial Inclusion Manager - John Gallagher

4.3 Implementing, monitoring and evaluating the new Home Environment Assessment & Response Team (HEART) which delivers aids, adaptations and Disabled Facilities Grants through a single delivery vehicle serving the whole of Warwickshire.
Resources / Funding: Existing capital and revenue resources / General Fund / Housing Revenue Account / Disabled Facilities Grant
Manager: Private Sector Housing Manager - Mark Lingard

4.4 Encourage and develop Money Advice services across the District, including our own, online services, CA and Brunswick Hub.
Resources / Funding: Existing resources
Manager: Income Recovery and Financial Inclusion Manager - John Gallagher / Brunswick Hub – Sue Howarth

4.5 Monitor government proposals for the funding of housing-related support services and work with other relevant agencies to implement the resulting legislation.

Resources / Funding: Existing resources unless government provides resources for implementation
Manager: To be confirmed

4.6 To complete a review of support to residents in WDC supported housing following the withdrawal of Supporting People funding, to maximise the use of any remaining Housing Related Support funding from WCC and make changes to staffing affecting our supported housing and our Lifeline services.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

4.7 To improve awareness of WDC Lifeline services in both the public and private sectors and their value to vulnerable people.
Resources / Funding: Existing resources / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

4.8 To work with DWP and voluntary agencies to ensure residents are aware of Welfare Reform changes, especially the introduction of Universal Credit and minimise the impact on the sustainability of tenancies.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

4.9 To develop regular meetings regarding financial inclusion in partnership with other agencies across the District.
Resources / Funding: Existing resources
Manager: Income Recovery and Financial Inclusion Manager - John Gallagher

4.10 To improve support to existing tenants by identifying those at risk of not sustaining their tenancies and having action plans and support provided to ensure tenancies do not fail.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

4.11 To ensure that we have a clear set of policies and procedures affecting the management of our housing stock.
Resources / Funding: Existing resources
Manager: Housing Property and Management Team

4.12 To ensure our estates are safe with effective liaison with the Police and other agencies and effective action taken on any reports of anti-social behaviour.
Resources / Funding: Existing resources
Manager: Sustaining Tenancies Manager - Simon Brooke

4.13 To review the cleaning of our blocks to ensure all are adequately cleaned.
Resources / Funding: Existing budgets / Housing Revenue Account
Manager: Sustaining Tenancies Manager - Simon Brooke

4.14 Take forward any housing related actions arising from the results of the Warwick District armed forces survey.
Resources / Funding: Existing resources / General Fund

Manager: Housing Advice and Allocations Manager - Elaine Wallace

The strategic process

Taking into consideration the strategic context within which we are operating we decided to develop a single overall strategy which offered a longer-term solution.
We publicised and circulated the previous key priorities from both the Homelessness and Housing Strategy to various stakeholders for comment:

- Parish, town, District and county councillors;
- Warwick District Council housing staff and tenants' representatives;
- The Housing Sounding Board (which includes a range of voluntary sector organisations);
- Warwickshire County Council's Public Health, Supporting People and Social Care teams;
- Local housing associations' development and management staff;
- Warwickshire Rural Community Council;
- Neighbourhood forums;
- Neighbouring local authorities;
- Landlord Steering Group; and
- The Local Enterprise Partnership.

In addition to this an article was placed on our website inviting views from all staff; a press release was issued inviting views from the public and an alert was placed on Twitter.
We met with the Housing Sounding Board to gather feedback from a range of voluntary sectors and stakeholders.
A wide range of background information was gathered to complement the views collated via consultation, and this document was published on our website for public review.
The online survey on our website ran for 12 weeks, so as to gather further responses.
There were a large number of responses from both our survey and consultations; these comments were analysed to identify key themes and issues and which helped develop our strategic objectives.
In January 2017 the draft Strategy was presented at the Health and Wellbeing Scrutiny Panel and at the Housing Advisory Group. Further work was then carried out to draw up the detailed action plan in this document.
Approval for this Strategy will be sought from the Executive and the Council in March 2017 with the action plan to be reviewed on an annual basis (2017-2020) to ensure it meets its given objectives, reflects any significant changes and to ensure its priorities remain relevant.

Background references and further reading:

- *Local Plan* – Warwick District Council, April 2014; as amended in 2017
- House of Commons Library Briefing Paper: Number 6080, 8th August 2016 *"Paying for Supported Housing"* by Wendy Wilson

- House of Commons Library Briefing Paper: Number 05638, 8th August 2016 *"Housing benefits and measures announced since 2010"* by Wendy Wilson, Cassie Barton and Richard Keen
- House of Commons Library Briefing Paper: Number 06416, 15th June 2016 *"Stimulating Housing Supply – Government Initiatives"* (England) by Wendy Wilson
- The Academic – Practitioner Partnership, July 2016 *"Good Housing: Better Health"*
- House of Commons, Third Report of Session 2016-17 *"Homelessness"*
- Warwickshire County Council - *"Extra Care Housing in Warwickshire"* October 2016
- Warwick District Council *"Housing and Homelessness Strategy 2017-2020 Evidence Base"*
- *"Social Housing Written Statement"* – HLWS274 – Lord Bourne of Aberystwyth, 21st November 2016
- *"Desperate to Escape: the experience of homeless families in emergency accommodation"*, Shelter, November 2016
- The role of housing and housing providers in tackling poverty experienced by young people in the UK: Summary and Conclusions; Cambridge Centre for Housing and Planning Research, November 2016
- *"The Homelessness Reduction Private Members Bill",* Department of Communities and Local Government, 24th October 2016
- *"New measures to tackle overcrowded housing"* Department for Communities and Local Government, 18th October 2016
- Shared ownership: *Ugly sister or Cinderella?* By Anna Clarke, Andrew Heywood and Peter Williams, October 2016
- *Autumn Statement*, 23rd November, 2016

Appendix 2

Warwick District Council

Domestic Violence and Abuse Policy

v.4 2017

1. OBJECTIVES

The Council sets out the following objectives in its response to Domestic Violence and Abuse:

- To understand and recognise the scale of incidents of domestic violence and abuse when determining actions in response to these issues.
- To support prevention efforts to reduce the number of incidents and the impact on victims.
- To ensure that the Council plays its part, by working in partnership with other agencies, in providing those affected by domestic violence and abuse with effective support and remedies to stop further abuse.
- To ensure that services relating to domestic violence and abuse are publicised and staff are trained to advise victims of the services that are available.

2. DEFINITION

The Government has defined domestic violence and abuse as any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality. The abuse can include, but is not limited to:

- Psychological;
- Physical;
- Sexual;
- Financial;
- Emotional.

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is an act/pattern of acts of assault, threats, humiliation and intimidation or other abuse used to harm, punish or frighten. This also includes so called honour based violence and forced marriage.

Domestic violence and abuse affects men and women regardless of age; race; gender; sexuality or wealth. It is a crime. Victims are understood to be vulnerable and scared, often with low self-esteem. A person suffering abuse needs a supportive environment where they can make informed decisions to secure their safety. Over half of incidents of domestic violence and abuse are not reported to the Police.

3. POLICY STANDARDS

3.1 Our approach

- Domestic violence and abuse is totally unacceptable and we will promote values that recognise that everyone has the right to live free from violence and abuse in any form.
- We will ensure we meet our statutory responsibilities in dealing with domestic violence and abuse. This includes responsibilities to investigate

homelessness due to incidents of domestic violence and abuse and provide accommodation where we find a duty under the Housing Act. This also includes our duty to prevent crime and disorder.

- We will take a victim centred approach to those experiencing domestic violence and abuse. We will therefore take reports of abuse seriously, supporting victims reporting domestic violence and abuse.
- Where we are the landlord as the Housing Authority, we will take firm action against the perpetrators liaising with the victim and the Police where appropriate.
- We will provide an empathetic service and, where victims feel able to, provide time to talk in a safe and confidential setting.
- We will ensure our staff dealing with customer queries and reports of domestic violence and abuse are trained in our policy and procedures. Staff will deal with victims in a sympathetic manner and be knowledgeable about the legal framework, local support agencies and remedies and actions that can be taken.
- We are committed to working with partner agencies working within our district area to reduce incidents of domestic violence and abuse; to ensure the best outcomes for victims and to ensure effective action against perpetrators.

3.2 Support for victims

We will take a victim centred approach to those experiencing domestic violence and abuse. This means that we will take time to listen to those affected, we will take reports of violence and abuse seriously and we will consider the victim's needs and input in discussing any actions we can take or advice we can give.

We will prioritise the safety of the victim and any children involved. Where the safety of children or vulnerable adults is of concern, Warwick District Council will act in accordance with Warwickshire County Council's safeguarding arrangements including referring cases to Social Services and or the Police.

We will support victims to remain in their own home so that they are not forced to flee without support. In cases where it is not safe or appropriate for them to remain in their home we will provide support and assistance for rehousing opportunities.

We will accommodate victim's wishes where the victim would prefer to speak to an officer of the same gender, wherever possible, recognising the sensitivity of the matter.

We will advise victims on the range of actions that are available, so that they can have all information available at their disposal and contribute their views as to what might be a suitable course of action in their circumstances. This will include information on:

- Police powers and possible criminal actions
- Non molestation orders (injunctions secured in the Family Courts)
- Occupation Orders (a court order to exclude the perpetrator and allow the victim to return home)
- Tenancy transfer orders
- Rehousing options including Homelessness duties

- Sanctuary schemes (measures to improve security in the home)
- Support and further advice on specialist services
- Referral to Warwickshire's Multi Agency Safeguarding Hub or Multi Agency Risk Assessment Conference

3.3 Assessment

We will ensure that we give victims time to recount their circumstances. We recognise that reports by victims of domestic violence and abuse may not reveal the full facts and details and the abuse. Our staff will be mindful of the potential dangers that those reporting abuse will face when dealing with them. We will advise them of the confidentiality of the information they are providing.

We will use agreed assessment tools to ensure that we have established the case in detail. We will assess the risks victims are exposed to, so that we can assess any actions to be taken.

We will ensure that staff will be available to deal with any reports of domestic abuse/violence as an emergency the same day in most cases and if staff are not available, within 24 hours. We have emergency arrangements 24 hours every day where we can receive reports of homelessness and deal with those in accordance with the urgency of the situation.

3.4 Dealing with the perpetrators

We will examine all avenues to stop domestic violence and abuse occurring. This will include the use of injunctions, enforcement of tenancy conditions, liaison with the Police and other agencies where criminal proceedings are being considered and pursued.

We will send clear messages to the perpetrators that they will be accountable for their actions and that the victims are never to blame.

We will inform perpetrators of advice and support they can access to address their offending behaviours.

3.5 Working with partners

We recognise that a range of agencies are working to reduce incidents of domestic violence and abuse. We are committed to working closely with these agencies to ensure a joined up approach and to maximise our impact.

We have joined together with other agencies in the Multi Agency Risk Assessment Conference (MARAC) to report and discuss cases that have come to our attention in our capacity as a District Council to ensure each case is effectively managed and that there is a clear framework and understanding as to each agency's agreed actions to safeguard victims of domestic violence and abuse, in accordance with their powers and duties.

We will signpost victims to other agencies or to information that is available so that victims of domestic violence and abuse are aware and informed of support and

services at their disposal. Where required, we will use our best endeavours to assist victims in accessing support, services and information from other agencies.

The Council supports the South Warwickshire Community Safety Partnership. This includes assisting in its statutory duties to carry out Domestic Homicide Reviews, providing information and detail where available and undertaking to learn and accord with recommendations, applicable to us, that may arise from the completion of the Domestic Homicide Review. We endeavour to do so in a timely fashion in accordance with recommended timeframes for completion.

We support a joined up approach towards addressing domestic violence and abuse across Warwickshire and in particular, act in accordance to “Warwickshire’s Violence Against Women and Girls Strategy”.

3.6 Publicity

This policy and general advice information will be published on our web site. Printed copies will be available at public access points in the District.

We will ensure that publicity around domestic abuse/violence is available to residents across Warwick District.

4. EQUALITY AND DIVERSITY

In developing this policy we have undertaken an Equality Assessment.

In operating this policy we are committed to promoting equality and recognising the diversity of our communities and will work to ensure all parts of our community are treated fairly.

5. MONITORING AND REVIEW

This policy will be reviewed every 3 years or earlier if there are significant changes required in the light of best practice and any changes to legislation and Government guidance.

We will monitor incidents of domestic abuse and report on these regularly.

6. ASSOCIATED DOCUMENTS

Housing Act 1985
Homelessness Act 2002
Housing Act 1996 Part VII
Family Law Act 1996
Protection from Harassment Act 1997
Domestic Violence, Crime & Victims Act 2004
Serious Crime Act 2015 s76
Anti-social Behaviour Crime and Policing Act 2014
Ending Violence Against Women and Girls Strategy 2016/20
Warwickshire’s Violence Against Women and Girls Strategy
Warwick District Council - Policy on Anti-Social Behaviour
Warwick District Council - Housing and Homelessness Strategies

Appendix 3

Warwick District Council
Housing and Property Services

Anti-Social Behaviour

Policy

v.3 2017

1. OBJECTIVES

The Council acknowledges the importance that our tenants place on the ability to live peacefully in their homes. Anti-social behaviour includes a broad range of disruptive behaviour and can cause misery and distress.

The objectives of this policy are:

- To enable Council tenants and their families to live peacefully in their homes.
- To take all possible steps to prevent and tackle behaviour that causes problems for others in order to create a safer environment.
- To take prompt and effective action to investigate all allegations of anti-social behaviour. To ensure effective action is taken against the perpetrators of anti-social behaviour wherever possible. To establish clear guidelines and procedures for staff.
- To support the victims of anti-social behaviour by listening to their concerns, providing good advice and effective remedies wherever possible.
- To work closely with other agencies, to ensure the most effective actions are taken.

2. DEFINITION

This policy covers all forms of anti-social behaviour (ASB) within and in the locality of Council owned homes.

This policy applies to any ASB which affects Warwick District Council's services as a Registered Landlord. This includes ASB which is caused by Warwick District Council Tenants, their households or their visitors and ASB which is capable of affecting Warwick District Council tenants, members of their households or Warwick District Council staff in relation to the fulfilment of their duties.

Warwick District Council acknowledges the definition of ASB which is found in Section 2(1)(c) of the Anti-Social Behaviour, Crime and Policing Act 2014: "conduct capable of causing housing-related nuisance or annoyance to any person", as well as anti-social behaviour directed at our staff and contractors working for us.

The Anti-Social Behaviour, Crime and Policing Act 2014 was introduced to streamline the existing tools and powers available to deal with Anti-Social Behaviour, Home Office guidance states:

Anti-social behaviour is a broad term used to describe the day to day incidents of crime, nuisance and disorder; that makes many people's lives a misery. Consequently, the responsibility for dealing with anti-social behaviour is shared between a number of agencies particularly the Police, Councils and Social Landlords.

A useful categorisation defines anti-social behaviour (ASB) in three different ways:

- **Personal** behaviour that targets a particular individual or specific group or is aimed at having an impact on a particular individual or incident rather than a community at large.

- **Nuisance** individuals or incidents that cause trouble, annoyance, inconvenient offence or suffering to people in the local community in general rather than targeted at an individual.

- **Environmental** incidents and actions which impact on the surroundings including the natural built and social environments. Anti-social behaviour may or may not amount to a criminal act; what is important is establishing the effect the behaviour has on others.

3. POLICY STANDARDS

3.1 Our approach

We will look to prevent anti-social behaviour wherever possible. We will therefore ensure that all tenants are aware that we take reports of anti-social behaviour seriously. We will ensure that our policy and procedures are clear and understood.

We will look to work with other agencies as partners to prevent and take action on reports of anti-social behaviour. It is recognised that anti-social behaviour is not just a housing management problem and that a strategic and holistic approach must be adopted. The Council will work in partnership with Police, other responsible authorities and agencies to reduce crime and disorder, anti-social behaviour and the fear of crime in Warwick District.

We have information sharing agreements and measures in place in order to work together with the Police and other partners.

The Council will adopt a victim led approach and ensure that a prompt and sympathetic manner is adopted when dealing with cases of alleged harassment, nuisance and anti-social behaviour. The council will endeavour to provide the victim(s) and or witnesses with the appropriate level of support and guidance to enable them to co-operate fully with any investigation.

All of the remedies used by the Council will be subject to human rights considerations. There will be a balancing exercise between the rights of the victim and the perpetrator as well as the community in general and an assessment of whether the remedy is proportionate to the outcome sought.

We will where possible and appropriate, encourage reporters of anti-social behaviour to approach the perpetrator of nuisance first, before we

intervene. We recognise that our intervention can exacerbate low level incidents of anti-social behaviour although we recognise that in some situations our intervention is required at the outset.

Warwick District Council considers that the following are examples of activities do NOT normally constitute ASB that we can take action on:

Day to day activities within the home at reasonable times of the day, such as moving furniture, opening and closing doors, talking, smoking, footfall, babies/children crying

Use of domestic appliances at reasonable times of the day, washing machines, dish washers, boilers, flushing toilets, vacuum cleaners, using gardening equipment.

Legally parked cars, shared access ways being left open/closed, children playing in a garden or public space.

We recognise that many incidents of anti-social behaviour can involve vulnerable people. Some perpetrators and/or victims will have physical and/or mental health conditions or social care needs. We will treat all with respect and work with agencies who can assist in treating underlying problems to resolve matters in the most effective way.

Where the alleged perpetrator is a child the Council will consider any safeguarding issues and where appropriate make a referral to Social Services to ask them to make an assessment.

3.2 Witness assistance

Warwick District Council will seek to maintain the confidentiality of a complainant's identity as far as possible. We will endeavour to support victims and witnesses of ASB. Examples of support include target-hardening measures, assistance throughout a court hearing, regular contact with a named officer and referrals to appropriate agencies.

Warwick District Council will not routinely offer alternative accommodation to a victim of ASB, we will normally try to resolve the matter and moving the victim is usually avoided.

3.3 Intervention

When Warwick District Council initially receives a report of ASB it will log the incident and respond initially to the complainant within 5 working days.

Warwick District Council will give the complainant advice on how to speak to an alleged perpetrator in a constructive manner or will offer to assist with a restorative meeting or mediation process between parties. This may not always be appropriate if either party is vulnerable or potentially aggressive.

All cases reported to us will be subject to a risk assessment. High risk cases will be reported to a Case Management Meeting involving all agencies including the Police, Social Services, Youth Offending Team, Probation etc. This will look to manage any risks in an appropriate manner.

Warwick District Council will consider the use of other non-legal interventions for example: warning letters, trespass letters, acceptable behaviour contracts, undertakings in conjunction with the police and partner agencies, mediation, providing support and advice to an alleged perpetrator.

Warwick District Council will consider the use of legal powers available to them where required, including injunctions, tenancy demotions, closure orders and possession proceedings (including mandatory possession powers). We will aim to ensure that all decisions made will be fair and proportionate based on the facts available throughout the course of legal proceedings, where these are initiated.

All open cases of anti-social behaviour will be regularly reviewed by our Officers with victims updated at each stage of the case. Before closing a case the parties to the case will be advised and the complainant sent a satisfaction form.

Each month the manager will audit all open cases to review that effective actions have been taken.

3.4 Aggravated incidents of harassment

Harassment can be extremely upsetting for anyone experiencing this behaviour and we will treat any incidents seriously.

Harassment based upon someone's race, religion, disability, sexuality will be considered as aggravated incidents that can cause further distress. We will make clear that any behaviour directed against a person because of their race, religion, disability, sexuality will not be tolerated and we will take immediate steps to support the victim and consider what actions can be taken to stop any harassment.

3.5 Working with others

Warwick District Council are committed to working with our partners to deal with anti-social behaviour. We believe that by working with others we are better able to find to resolve issues that do not just affect one agency.

We have therefore developed relationships with the Police, Social Services, Health services, other social landlords, as well as support and advice agencies.

We work within a number of multi-agency arrangements and are committed to working well within these structures. These include MARAC (multi agency risk assessment conference), monthly anti-social

behaviour meetings as well as Case Management Meetings to discuss high risk cases.

3.6 Community Trigger

The Anti-social Behaviour, Crime and Policing Act 2014 introduced the Community Trigger. This is designed to give victims the ability to demand action, starting with a review of the case, where a locally set threshold is met. Warwick District Council will publicise details of this mechanism and work with other agencies where the trigger is met, to ensure agencies work together to find a solution.

3.7 Domestic Abuse/ Violence:

Effective liaison with the multi-agency risk assessment conference ensures that victims are supported in accessing appropriate remedies; measures available to deal with associated anti-social behaviour and prevent impact on the wider community are considered only after consultation with MARAC. (Please see our Domestic Abuse and Violence Policy.)

3.8 Publicity

We will promote our policy and practice widely, promoting good standards of behaviour across our estates.

This Policy and a summary of our procedures will be published on our web site. Printed copies will be available at public access points.

Successful resolution of cases will be publicised and press releases will be made in specific cases of enforcement action, where this is deemed appropriate. The identity of those individuals involved both victims (with their agreement) and perpetrators may be made public by the Council.

3.9 Protection of Staff

The Council keeps a list of potentially violent members of the public. The Council will ensure that the list, designed to make staff aware of known perpetrators of violence, is regularly updated and distributed to appropriate members of staff likely to have contact with members of the public.

All members of staff dealing with anti-social behaviour will receive training for lone working including where lone working is not appropriate and dealing with people in stressful and difficult situations where conflict may arise.

Appropriate legal action will be taken against those individuals who threaten, abuse or harm staff or our contractors. This may include the enforcement of the Council's conditions of tenancy via possession proceedings, the seeking of injunctions to restrain individuals or supporting criminal proceedings where appropriate.

4. EQUALITY AND DIVERSITY

We work in accordance with the Equality Act 2010 to assess whether alleged perpetrators are vulnerable so that we can identify the most appropriate support to help them change and modify their behaviour.

5. MONITORING AND REVIEW

This Policy will be reviewed every 3 years or earlier if there are significant changes required in the light of best practice and any changes to legislation and Government guidance.

6. ASSOCIATED DOCUMENTS

Housing Act 1985
Housing Act 1996
Housing Act 2004
Crime and Disorder Act 1998
Anti-social Behaviour Act 2003
Anti-social Behaviour Crime and Policing Act 2014
Anti-social Behaviour Crime and Policing Act 2014 Statutory guidance for frontline professionals
Care Act 2014
Warwick District Council Housing and Homelessness Strategies

Proposed Call in procedure for Warwick District Council

1 This call-in procedure can apply to any decision taken by the Executive which is not a recommendation to Council. It will not apply to:
- a decision which has been defined as urgent under Council Procedure Rule 26;
- a decision that has previously been called-in or is of the same subject matter of an item that has been called-in within the previous 6 months;
- any decision relating to a non-Executive function, whether taken by a Committee or an officer under delegated powers; and
- a decision made by or is the responsibility of the Council.

2 Any decision taken by Executive shall be published on the Council's website, normally, within two working days of the decision being made. Notification of the publication of the decision will be sent to all Warwick District Councillors via email.

3 The decision will come into force and may then be implemented after 5.00pm on the expiry of the fifth working day after the date of electronic publication of the decision, unless the Monitoring Officer receives a written request as set out in 4 below.

4 If, before the expiry of the period referred to in 3 above, the Monitoring Officer receives a written request from at least three non-Executive members of the Council to call-in an Executive decision, setting out the nature of their concern and the reasons for the call-in, then the matter shall be treated as "called-in"

5 Any such request must provide a reason for the call-in. This should specify why the decision:
- is considered to be contrary to the normal requirements for decision-making; or
- is considered to be contrary to the Council's agreed policy framework and/or budget; and/or
- what further information needs to be provided by the Executive to explain why the decision was taken.

6 If an item is "called-in" the Monitoring Officer will notify all Councillors, the Corporate Management Team and relevant Head of Service(s) that the decision has been called-in.

7 Where it is cited that the decision is contrary to the Policy or Budget Framework the Monitoring Officer will consider this under Article 12 and will advise the Overview & Scrutiny Committee in the covering report for when they consider the called in item, that either:
(i) the decision complies with Policy & Budgetary Framework; or
(ii) the decision does not comply with Policy & Budgetary Framework and therefore should be recommended to Council for consideration.

8 The Overview & Scrutiny Committee will meet to consider a report on the called- in item within 10 working days of the item being called-in. The Committee will decide to either:
   (i) refer it back to the Executive for reconsideration, setting out in writing the nature of its concern; or
   (ii) decide to take no action; or
   (iii) refer the matter to Council for debate.

9 The outcome of the Overview and Scrutiny Committee consideration will normally be published electronically within two working days of the meeting and all Councillors will be notified of this.

10 If the Overview and Scrutiny Committee decide to take no action, the original decision shall take effect at 5.00pm on the expiry of the fifth working day from the date of publication of the outcome, unless a request has been made as set out at 11 below.

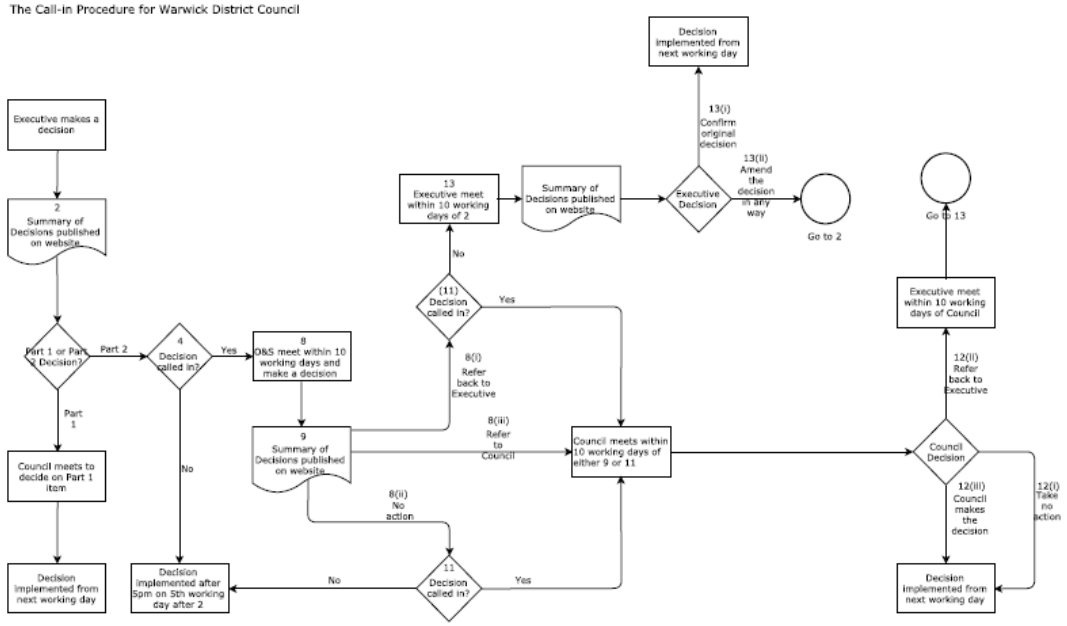
11 Any six non-Executive members of the Council may, by written notice to the Monitoring Officer before 5.00pm on the fifth working day after the date of publication of the outcome of the Overview and Scrutiny Committee meeting, require the decision (either refer to Executive or take no further actions) to be referred to a meeting of the Council. The Council will meet to consider the decision no later than 10 working days after the fifth working day following publication of the decision by the Overview & Scrutiny Committee. Any such request for a referral of the decision must set out the nature of the concern and the reasons for the referral.

12 Council will meet to consider the called-in item, that has been referred to them, within 10 working days of the item being referred to them. Council can determine:
   (i) to take no action . (If this is the case the decision can be implemented the next working day); or
   (ii) refer the matter to the Executive for reconsideration setting out in writing the nature of its concerns; or
   (ii) make the decision with or without amendment, if the Monitoring Officer has determined that it falls within the Council's power to do so. (If this is the case the decision can be implemented the next working day)

13 When the matter is referred back to the Executive the decision will be reconsidered at a meeting of the Executive no later than 10 working days after receipt of the matter was referred to them. The Executive will:
   (i) Confirm the original decision – it then takes effect on the day after that reconsideration and cannot be called in, or
   (ii) amend their original decision in anyway – in which case the decision can be subject to a further call in as detailed above.

Appendix 5

The Call-In Procedure for Warwick District Council



(4) - The decision must be called in by at least 3 councillors within 5 working days of the published decision

(11) - The decision must be called in by at least 6 councillors within 5 working days of the published decision

NB: Where it is cited that the decision is contrary to the Policy or Budget Framework, the Monitoring Officer will consider this under Article 12 and will advise the Overview & Scrutiny Committee in the covering report for when they consider the called in item, that either:

(i) the decision complies with Policy & Budgetary Framework; or

(ii) the decision does not comply with Policy & Budgetary Framework and therefore should be recommended to Council for consideration.