

Overview & Scrutiny Committee Tuesday 19 September 2023

An additional meeting of the above Committee will be held in the Town Hall, Royal Leamington Spa on Tuesday 19 September 2023, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor Milton (Chair)

Councillor D Armstrong

Councillor M Luckhurst

Councillor A Barton

Councillor J Payne

Councillor D Browne

Councillor P Redford

Councillor M Collins

Councillor D Russell

Councillor A Day

Labour Vacancy

Councillor D Harrison

Emergency Procedure

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

Agenda

1. Apologies & Substitutes

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

2. Declarations of Interest

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

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

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

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

3. Minutes

To confirm the minutes of the meeting held on 8 August 2023. **(Pages 1 to 8)**

4. **Work Programme, Forward Plan & Comments from Cabinet & Council**

To consider a report from Governance. **(Pages 1 to 18)**

5. **Planning Enforcement Update**

To consider a report from Development Management. **(Pages 1 to 6)**

6. **Corporate Strategy**

To consider a report from Governance. **(Pages 1 to 11)**

7. **Cabinet Agenda (Non-Confidential Items and Reports) – Wednesday 20 September 2023**

To consider the non-confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings. **(Circulated Separately)**

8. **Public & Press**

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

9. **Cabinet Agenda (Confidential Items and Reports) – Wednesday 20 September 2023**

To consider the confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings. **(Circulated separately)
(Not for publication)**

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Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 8 August 2023 in the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Milton (Chair); Councillors Barton, Day, D Harrison, Luckhurst, Payne, Redford, Rosu, Russell and Williams.

Also Present: Councillor Chilvers – Portfolio Holder for Resources and Councillor Davison – Leader of the Council.

22. Apologies and Substitutes

- (a) An apology for absence was received from Councillor Browne.
- (b) Councillor Rosu substituted for Councillor Collins and Councillor Williams substituted for Councillor Armstrong.

23. Declarations of Interest

There were no declarations of interest made.

24. Minutes

The minutes of the Overview and Scrutiny Committee meeting held on 4 July 2023 were taken as read and signed by the Chair as a correct record.

Minute Number 10 – Future High Streets Fund Update

In response to a request the Leader made at the meeting for a short update about the concerns raised at the meeting over the risks to the Council posed by the Future High Streets Fund, the Chair responded by email to the Leader. The Committee agreed that a copy of the Chair's emailed response should be appended to the minutes of the meeting 8 August 2023 (Appendix 1).

Minute Number 15 – Appointment of the Children's and Adults Safeguarding Champion

At the meeting 4 July, Councillor Sinnott had been appointed as a Children's and Adults Safeguarding Champion subject to his appointment to Overview & Scrutiny Committee by Council 26 July 2023. Following his appointment, a vacancy arose on Cabinet and Councillor Sinnott was appointed to fill the vacancy. A member of Cabinet was not allowed to be a member of Overview & Scrutiny Committee. The consequence of this was that the Overview & Scrutiny Committee had to appoint someone else to be the Champion.

It was expected that Councillor Hunt, whom Councillor Sinnott was replacing on Cabinet would subsequently be appointed onto Overview & Scrutiny Committee at the next Council meeting. She had already gained an understanding of the Champion role in her capacity as the relevant Portfolio Holder. The Committee therefore

Resolved that subject to Councillor Hunt being appointed as a full member of the Overview &

Scrutiny Committee by Council, she acts as the Council's second Children's and Adults' Safeguarding Champion.

25. **Cabinet Agenda (Non-Confidential items and reports) – Wednesday 9 August 2023**

The Committee considered the following items which would be discussed at the meeting of the Cabinet on Wednesday 9 August 2023.

Item 6 – Quarter 1 Budget Update 2023/24

The Committee thanked officers for their work on the report.

It requested that in future budget setting, more visibility about the range of inflation rates used on the assumptions made was provided. Movement in the Council's Reserve funds should also be highlighted and an historical context to this should be provided to show the trend in movement.

The Committee was keen to see the use of more visual or graphical presentation in the report which would make the report aid easier understanding of the figures.

The Committee was concerned about the adverse position in relation to the waste contract. It will be asking that the next report it receives on its Work Programme relating to the waste and recycling contract (in October) included a review of the finance considerations and would be asking that Finance provided support to the officer who would be writing the report. The level of reporting required should also be addressed in the report following on from conversations between the Chair and the Head of Finance.

Item 8 – Review of Significant Business Risk Register

The Committee thanked officers for their work on the report.

With the evolution of the new Corporate Strategy the Committee recommended to Cabinet that it should take the opportunity to re-examine the whole framework for reviewing and managing risk and assurance. This should include the structure of the Risk Register with a view to ensure that it was focussed on informing actions that the Council could take and risk ratings which were meaningful. Assurance was required to show that the process of management of risk was effective, and this should be reflected in the reporting.

Item 5 – Resident Engagement Strategy

The Committee did not scrutinise this report at the meeting, but the Chair had liaised with the Head of Housing on the recommendation to Cabinet he would propose to the Committee.

To strengthen the Resident Engagement Strategy The Committee recommended to Cabinet that:

- (1) Cabinet asked the Portfolio Holder to define key measures of success and metrics that could be used to determine the impact of the strategy and the effective use of Council resources; and
- (2) Cabinet asked the Head of Housing to agree appropriate measures of success with tenants to understand the level of impact on their needs.

These measures should be made available on the Council's Dashboard.

Item 7 – Identification and Remediation of Damp and Mould in Council Homes

This report to Cabinet had not been called-in for scrutiny. The Chair had considered this report with others and the conclusion that had been reached was that there was nothing that the Committee could usefully add to the recommendations currently. It was agreed that a report would be added to the Committee's Work Programme six months' following implementation. The Committee would require a review on what was happening with the policy, was it being put into action and the impact it had made.

26. **Scrutiny Arrangements**

The Committee considered a report from the Head of Governance & Deputy Monitoring Officer which informed the Committee of the current scrutiny arrangements at Warwick District Council and provided an opportunity for the Committee to reflect on these including the capacity of the Committee.

Appendix 1 to the report set out the criteria agreed for a subject or report to be called in for scrutiny by Overview & Scrutiny Committee.

In May 2022, the Council agreed that there would only be one Scrutiny Committee and therefore the Finance & Audit Scrutiny Committee would cease to exist.

The remit of the Finance & Audit Scrutiny Committee had covered a number of areas that were the responsibility of an Audit Committee role rather than scrutiny function. Whilst there would always be some overlap between the work of Scrutiny Committees and the Audit Committee, advice from the Chartered Institute of Public Finance and Accountancy (CIPFA) and Centre for Governance & Scrutiny (CfGS) was against them being a single Committee because it risked a conflict of interest amongst other risks.

In the municipal year 2022/23, Council approved a new structure around its scrutiny function. Overview & Scrutiny Committee's remit was changed with the addition of scrutiny of finances. An Audit & Standards Committee was formed.

The report gave an analysis of what work the Overview & Scrutiny Committee had undertaken since the municipal year 2019/20 up until 2022/23 at paragraph 1.8 in the report. There was also an analysis of the work that the Finance & Audit Scrutiny Committee had undertaken over the same period in paragraph 1.9 in the report.

A pre-scrutiny questions and answers process had been introduced which allowed Councillors to submit questions on Cabinet reports ahead of the meeting and those together with the answers had been published on the website under the respective meeting of Cabinet. This addition to the process had the effect of reducing the number of Cabinet reports that were called in for scrutiny at the Overview & Scrutiny Committee meeting.

Even so, concern had been raised by Councillors and Senior Officers that some key strategic financial reports were not receiving robust scrutiny because there simply was not enough time or capacity at the meetings.

After consideration of these points, the Committee agreed that to provide extra capacity within meetings held before Cabinet meetings, four additional meetings a year would be held which would focus solely on reports to Committee and not Cabinet matters, which would result in creating more capacity at meetings of Scrutiny the night before Cabinet.

Additionally, a Budget Review Group had been formed by Council combining some members from both Overview and Scrutiny Committee and Audit and Standards Committee with, a representative of each political group from both Committees. Its Terms of Reference were set out in Appendix 2 to the report.

Appendix 3 to the report gave an extract from the Committee's end of term report in which concerns on capacity and the scope of the remit of work were raised.

Prior to the elections, Councillors had raised concerns about the level of training received in respect of local government finance, in particular Warwick District Council finances. Mandatory training sessions would therefore be run for all Councillors following the elections. Discussions between the Head of Finance, the Head of Governance, Portfolio Holder for Resources and the Chairs of Overview & Scrutiny Committee and Audit & Standards Committee agreed the wider training on finance for Councillors and this was set out in Appendix 4 to the report.

The Chair asked Members for their thoughts on Overview & Scrutiny Committee over the last few months if they were new to the Committee, or longer if they were longer standing members of the Committee or Council. Longer standing members responded that:

- the discussions had become more focussed;
- having some meetings purely concentrating on Work Programme reports was beneficial because meetings before had been too long resulting in people not being able to focus as well when it was late;
- they still reserved judgement on whether the addition of finance scrutiny to the remit was beneficial and would still prefer that it was dealt with by a separate committee;
- more consideration should be given to how large-scale issues such as Climate Change would be scrutinised;
- consideration should be given on whether the Risk Register was better pointed at Audit & Standards Committee because risk was part of audit. The Head of Governance explained that the Risk Register was considered by Audit & Standards Committee but where

- it was focussed on had we done things right, Overview & Scrutiny Committee was focussed on were we doing the right thing; and
- consideration should be given to having shorter time gaps between reports on particular areas of Council services when more frequent scrutiny could be of benefit, for example the waste management contract.

A new Council Member responded that:

- there were a lot of pages in Cabinet reports to read so the advice he had received was not to read all of these but read in depth a few to identify areas that had been overlooked. The Chair encouraged Members to follow what the Liberal Democrat Group did; divvying out the reports amongst its membership to read in-depth and identify any issues or possible alternatives.

The Head of Governance & Deputy Monitoring Officer encouraged Members to read the supporting documents linked into the report, in particular, the relationship between this Committee and what an Audit Committee did.

A recommendation in the report was for a further report to be considered in January 2024.

27. **Work Programme, Forward Plan and Comments from the Cabinet**

The Committee considered its work programme for 2023/24 as detailed at Appendix 1 to the report.

The South Warwickshire Community Safety Board had been reviewed by the Committee in the last municipal year. The Committee had asked whether there was a possibility for the Council to obtain a third seat on this. This was not possible. The two appointments had already been made for this municipal year, with the one position held by the relevant Portfolio Holder and the second position appointed by Council. It had appointed Councillor Falp for this municipal year. It was decided that both representatives would be invited to Overview & Scrutiny Committee when the annual report was given in March 2024 so that the Committee might have a broader input.

Appendices 2 and 3 to the report gave responses from Cabinet to the Committee's comments and recommendations on reports to Cabinet 5 July meeting. Appendix 4 to the report gave Council's response on the Committee's comment on the call-in of the Cabinet decision made on 5 July on the Customer Services Relocations Options. The Committee was asked to note these appendices.

The report to Cabinet on the additional Licensing Scheme had not been called in for scrutiny but it was felt that a review on the operation of this additional licensing scheme should be added to the Work Programme six months after its implementation; how effective it had been; how many licenses had been issued; and was there enough resources in place.

The Head of Governance & Deputy Monitoring Officer asked if the Committee would also be looking at broad breadth of performance across

all waste contracts when the reports were next scheduled, such as missed collections, green bin sign-ups, recycling collections. The Chair confirmed that this was the intention, and the report should not just concentrate on finance. Were there areas that needed attention or lesson to be learnt for next time? Alongside the Portfolio Holder and main Officers, the Committee could consider forward thinking about the renewal of the waste contract next time, for example the Government had discussed introducing uniform collections across all Authorities and compensation for producers making waste. The views on that would be useful to explore and then consideration of how the Council's system might evolve to handle the anticipated change in Government policy. The Head of Governance suggested that Officers provide information to the Committee on the current position of the Government and thoughts on what was likely to come now in anticipation of the reports in October.

Resolved that:

- (1) appendices 1 to 4 to the Work Programme report be noted;
- (2) A review on the additional Licensing Scheme to be added to the Work Programme six months following its implementation; and
- (3) both representatives on the SW Community Safety Board will be invited to Overview & Scrutiny Committee when the annual report is made in March 2024.

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

Minute Number	Paragraph Number	Reason
29	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

29. Minutes

The confidential minutes of the Overview and Scrutiny Committee meeting held on 4 July 2023 were taken as read and signed by the Chair as a correct record.

It was agreed that an extract from Minute Number 12 could be made public and should be recorded in the minutes 8 August 2023 as follows:

Minute Number 12 – Confidential Appendices to Item 5 – Future High Streets Fund Update

....

- The split of funding was as follows:
 - Town Hall Creative Hub - £950k FHSF and £787k Public Sector/WDC;
 - Spencer Yard - £1.53m FHSF and £3.6m Private Sector;
 - Stoneleigh Arms - £1.89m FHSF and £1.12m Public Sector/WDC;
 - Confidential site - £5.9m FHSF and £4.17m Private Sector;
and
 - East/West Cycle Route - £506k FHSF and £500k CIL monies.

....

(The meeting ended at 7.47pm)

CHAIR
19 September 2023

Appendix 1

Minutes 4 July 2023, Minute Number 10 – Future High Streets Fund Update

In response to a request the Leader made at the meeting for a short update about the concerns raised at the meeting over the risks to the Council posed by the Future High Streets Fund, the Chair responded by email to the Leader. The Committee agreed that the content of the Chair's emailed response should be appended to the minutes of the meeting 8 August 2023 (Appendix 1).

Extract from an email sent by the Chair Overview & Scrutiny Committee, Councillor Milton to the Leader of the Council, Councillor Davison on 8 July 2023:

"...

When this matter was first called into scrutiny in the previous administration it was because we were concerned about the level of risk inherent in a project which involves the complex development and delivery of infrastructure and time-limited funding. This creates three main risks.

1. The risk that a project is commenced but has to be mothballed because it is not completed in time. This causes damage to the council's reputation.
2. The risk that a project is commenced but not completed requiring the council to provide funding to finish it. This is a financial risk.
3. The risk that significant sums of unspent money have to be returned causing risk to the Council's reputation.

Whilst there is a lot of energy behind the projects, we are concerned that there may be an over optimism about our ability to complete them on time, in particular on our assessment of the level of flexibility that the government will offer on deadlines. Whilst the project does conduct risk monitoring this is quite granular and seems not to be adequate in terms of recognising risks like the failure of the mini-holland scheme. It certainly doesn't seem to reflect the key macro risks that the scrutiny committee is concerned about.

We will continue to review the project in scrutiny on a quarterly basis but believe it should be firmly on Cabinet's agenda.

...

Overview & Scrutiny Committee
19 September 2023

Title: Work Programme, Forward Plan & Comments from Cabinet
Lead Officer: Lesley Dury, Principal Committee Services Officer
Portfolio Holder: Not applicable
Public report
Wards of the District directly affected: Not applicable

Summary

This report informs Members of Overview & Scrutiny Committee:

- (1) of the Committee's work programme for 2023 (Appendix 1); and
- (2) responses that Cabinet gave to comments and recommendations made by Overview & Scrutiny Committee regarding the reports to Cabinet 9 August 2023 Recommendations (Appendix 2).

Recommendations

- (1) That Members consider the work programme (Appendix 1), the themes the Committee intends to scrutinise this year and agree changes to its Work Programme appropriately.
 - (2) That the Committee:
 - identifies any Cabinet items on the [Forward Plan](#) on which it wishes to have an input before the Cabinet makes its decision; and
 - nominates a Member to investigate that future decision and report back to the Committee.
 - (3) That Members note the responses made by the Cabinet on the Comments from the Cabinet report (Appendices 2).
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1 Background/Information & Reasons for the Recommendation

- 1.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 1.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Cabinet decisions and to feed into policy development.
- 1.3 The pre-decision scrutiny of Cabinet decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Cabinet decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.

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1.4 The Council's Forward Plan is published 28 days before each Cabinet meeting and sets out the key decisions that are expected to be taken by the Cabinet in the next twelve months.

1.5 A key decision means a decision made in the exercise of an executive function by any person (including officers) or body which meets one or more of the following conditions:

- (1) The decision is likely to result in the Council incurring expenditure or the making of savings in excess of £150,000. Excluded from this are all loans to banks or other financial institutions made in accordance with the Treasury Management Strategy.

Officers' delegated powers to make the cabinet decisions are subject to the key decision/call-in regime where it is likely that the Council would incur expenditure or make savings above the threshold of £150,000.

In relation to letting contracts the key decision is the proposal to let a contract for a particular type of work. The subsequent decision to award the contract to a specific contractor will not be a key decision provided the value of the contract does not vary above the estimated amount by more than 10% for contracts with a value of up to £500,000 or 5% for contracts of over £500,000.

- (2) The decision is likely to be significant in terms of its effects on communities living or working in any two or more Wards.

In considering whether a decision is likely to be significant, a decision-maker will need to consider the strategic nature of the decision and whether the outcome will have an impact, for better or worse on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected.

1.6 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Cabinet decisions to be taken if members so wish.

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

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

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

1.10 At each meeting, the Committee will consider its work programme and make amendments where necessary, and also make comments on specific Cabinet items, where notice has been given by 9am on the morning after Group meetings. The Committee will also receive a report detailing the response

Agenda Item 4

from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.

- 1.11 The Committee will consider issues that have due significance with reference to the following criteria:
 - The number of residents impacted and the significance of that impact.
 - The amount of spend involved.
 - It concerns a strategic priority of the Council or key project.
- 1.12 On the day of publication of the Cabinet agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.
- 1.13 The proposed plan at Appendix 1 has been developed in order for the Committee to focus on the four agreed core themes (Covid 19, Climate Change, Medium Term Financial Strategy and Business Plan). While this Committee will not have as much focus on the Medium-Term Financial Strategy, it will have to spend significant times looking at the other areas in detail.

19 September 2023*
(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Development Management and Enforcement Performance Update subsequent to report made to O&S in March 2023. This report should focus on enforcement.	March 2022 O&S September 2022 O&S	Written Report	HoS Development / Gary Fisher	TBA	
Corporate Strategy	Request of the Leader	Written Report	Councillor Davison – report author Graham Leach		
Delayed and waiting for a new meeting date to be confirmed: Final Accounts / Q4 Budget Update 2022/23 (Forward Plan ref 1,384)	Forward Plan	Cabinet report	Andrew Rollins / Steven Leathley	Q2 Budget Update 2023/24 – 5 December 2023	Part of the Committee's finance remit
Delayed and waiting for a new meeting date to be confirmed: Statement of Accounts 2021/22 (Forward Plan ref 1,312)	Forward Plan	Cabinet report	Andrew Rollins / Steven Leathley		Part of the Committee's finance remit

**3 October 2023
(No Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>A 12-month review of the new waste and recycling contract and lessons learned from the renewal particularly with the focus on events over the Easter 2023 period.</p> <p>Include finance considerations. Help in writing this report should be sought from the Head of Finance. The level of reporting required should also be addressed in the report following on from conversations between the Chair and the Head of Finance.</p> <p>Performance data should also be included across all waste collection services, e.g. missed collections, green bin sign-up and recycling collections.</p>	<p>O&S 19 April 2023</p>	<p>Report</p>	<p>Zoe Court with help from Andrew Rollins</p>		<p>The request for financial considerations to be added to this report arose from concerns on the figures presented at the 8 August meeting on the Quarter 1 Budget Update 2023/24 report where a shortfall in expected income from the recycling of dry waste was revealed.</p>

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>Areas of concern and lessons to be learned for next time.</p> <p>See minutes 8 August, Work Programme item for full details on work the committee wishes to conduct on the renewal of the waste contract next time alongside the Portfolio Holder and Officers.</p>					
<p>Environmental Enforcement Update subsequent to the report made in March 2023 (following recruitment of the new position reported in March 2023). Figures for rural areas to be provided if possible for discussion of measures put in place and what is required. "Heat map" information for the District to be provided.</p>	<p>March 2022, O&S</p>	<p>Written report</p>	<p>Zoë Court</p>	<p>TBA</p>	

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>“No Mow May” review. What happened and how to avoid problems in the future. Understand the real impact, benefits and how such initiatives are communicated to the residents in future. How to execute in the right way. Seek professional advice, eg Warwickshire Wildlife Trust.</p> <p><i>See the “notes” section</i></p>	<p>4 July 2023 O&S</p>	<p>Written report</p>	<p>Zoë Court</p>	<p>TBA</p>	<ul style="list-style-type: none"> - How the decision was made; - The rationale; - Measuring the impact; - Planning and recovery management; - Lessons learnt; - Members asked for the opportunity to feed from the comments they received from residents; - Communication with towns / parishes; - Info regarding flood risks to provide reassurance
<p>Digital Strategy Update <i>(note that a report is currently scheduled on the Forward Plan for December 2023)</i></p>	<p>O&S November 2021</p>	<p>Report</p>	<p>David Elkington</p>	<p>April 2024</p>	<p>Every six months</p>
<p>Future High Streets Fund update – the</p>	<p>O&S February 2023</p>	<p>Written report unless the timing</p>	<p>Martin O’Neill</p>	<p>23 January 2024</p>	<p>Every 3 months until further notice</p>

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Committee asked for amendments to the Risk Register see confidential minutes 4 July 2023.		is in proximity to a report to Cabinet, in which case the Cabinet report will be called in instead if it deals with all the projects.			

**31 October 2023
(Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Organisational Carbon Emissions Summary 2022/23		Written Report	Graham Folkes-Skinner/Dave Barber		
Review of the Significant Business Risk Register	Forward Plan ref 1374	Cabinet Report	Councillor Ian Davison and Chief Executive	March 2024	

5 December 2023
(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Heart Shared Service Update since O&S meeting December 2022	O&S December 2022	Written report	Lisa Barker		
Q2 Budget Update 2023/24 from the Cabinet Agenda		Cabinet Report	Andrew Rollins	TBA	Part of the Committee's finance remit

23 January 2024
(No Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Six-month post opening update on the "Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services	O&S February 2023	Written report	Steve Partner		
Update on Scrutiny Arrangements as per the recommendation made in the report to O&S 8 August 2023	O&S August 2023	Written report	Graham Leach		

**6 February 2024
(Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes

**5 March 2024
(Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Annual update from Shakespeare’s England, looking back over the previous year’s activity and forward to next year.	March 2023	Written report	Martin O’Neill and Councillor Bartlett	March 2025.	This is an annual report.
Summary of the role, responsibilities and performance of the SWCSP. Invite Councillor Falp (non-Exec rep) and the PH Safer Communities to O&S	This is a mandatory report.	Written report	Liz Young / Marianne Rolfe.	March 2025.	This is an annual report.
Review of the Significant Business Risk Register	Forward Plan ref 1374	Cabinet Report	Councillor Ian Davison and Chief Executive		

26 March 2024

(No Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes

9 April 2024

(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
O&S End of Term report.	Standing Annual Item.	Written report.	Committee Services Officer.	April 2025.	Annual report
Noise Nuisance Investigations: Review of the Policy and the service area’s performance in respect of all forms of noise nuisance more generally. Additional data was requested in the next report (see minute 93, 19 April 2023, 4 paragraphs from the end of this minute, and also see the pre-scrutiny questions on the Council’s website for 19 April with the questions posed by Councillor Milton.	9 August 2022, 19 April 2023	Written report	Lorna Hudson		

Briefing Notes to All Councillors – April every year
Not for O&S Agenda, but to be emailed to all WDC Cllrs

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Children's and Adults' Safeguarding Champions: End of Term Report.	Standing Annual Item.	Briefing note	Marianne Rolfe.	April 2025.	This is a briefing note to all Councillors.
Members' Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Standing Annual Items	Briefing note	Andrew Jones	April 2025	This is a briefing note to all Councillors.

First meeting of the Municipal Year 2024/25

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Appoint Children's and Adults' Safeguarding Champion	Standing Annual Item.	Agenda item			On-going at the first meeting of each Municipal Year
To appoint members to the Budget Review Group (add the Group's remit which is saved to the annex in the Constitution)	Standing Annual Item.	Agenda item			On-going at the first meeting of each Municipal Year
Elect a Chair if this was not done after Annual Council	Standing Annual Item				On-going at the first meeting of each Municipal Year

Meeting Date: To Be Advised

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Review on the Identification and Remediation of Damp and Mould in Council Homes to include: <ul style="list-style-type: none"> • What was happening with the policy; • Was it being put into action; • The impact it has made. 	Committee meeting 8 August 2023	Written report	Steve Partner	Six months after implementation, so December 2023, CSO to chase Steve Partner for the date of implementation and then schedule a report six months following that implementation date.	
Review additional Licensing Scheme to include: <ul style="list-style-type: none"> • How effective it had been. • How many licenses had been issued. • Was there enough resources in place 	Committee meeting 8 August 2023	Written report	Paul Hughes	Six months after implementation, so December 2023, CSO to chase Paul Hughes for the date of implementation and then schedule a report six months following that implementation date.	

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Decide if an update is required on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse.	Committee meeting 26 September 2019. (8 November 2022 – an email was sent to David Guilding and Philip Clarke asking for the status.)	Informal update.	Dave Guilding / Philip Clarke.	TBA	
Update - plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities.	Committee meeting 26 September 2019 and briefing note 8 December 2020.	Written report	Zoë Court	To be advised if applicable.	No officer will attend the Committee meeting unless there is a request.
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing	O&S August 2020 (31 October 2022 – Cllr Cullinan sent an email to Lisa Barker asking for a date for the report and the response was sometime spring 2023.)	Written Report	Lisa Barker		A review was requested once the scheme had been in operation for 12 months. Covid affected the process.
Park Exercise Permits – annual review of the scheme	August 2020 (Update November 2022 on status - Ann Hill has advised that the current permit scheme is	Written report	Ann Hill		

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
	<p>not working and work needs to be undertaken to find out why that was, be it the rules of the scheme, the eligibility or enforcement. After speaking with Marianne Rolfe, she and Marianne decided to approach the relevant PAB when a revised scheme has been formalised.)</p>				
<p>Climate Change Action Programme Update</p>	<p>O&S 20 July 2023</p>	<p>Written report</p>	<p>Dave Barber</p>		<ol style="list-style-type: none"> 1. Offsetting and any potential for getting involved in early policy development; 2. Issue of adaptation; 3. Data tracking and how this can be most efficient.

Response from the meeting of Cabinet on the O&S Committee's Comments – 5 July 2023

Item 5 – Resident Engagement Strategy

Scrutiny Comment:

The Committee did not scrutinise this report at the meeting, but the Chair had liaised with the Head of Housing on the recommendation to Cabinet he would propose to the Committee.

Recommendation:

To strengthen the Resident Engagement Strategy The Committee recommended to Cabinet that:

- (1) Cabinet asks the Portfolio Holder to define key measures of success and metrics that can be used to determine the impact of the strategy and the effective use of Council resources; and
- (2) Cabinet asks the Head of Housing to agree appropriate measures of success with tenants to understand the level of impact on their needs.

These measures should be made available on the Council's Dashboard.

Cabinet Response:

The recommendations in the report were approved, along with the following additional recommendation:

“that Cabinet asks the Portfolio Holder and Head of Housing to agree appropriate measures of success with tenants to understand the level of impact on their needs. These measures should be reported by way of an annual report to tenants and on the Council's Dashboard”.

(The above will form a recommendation to Council on 26 September 2023)

Item 6 – Quarter 1 Budget Update 2023/24

Scrutiny Comment:

The Overview & Scrutiny Committee thanked officers for their work on the report.

It requested that in future budget setting, more visibility about the range of inflation rates used on the assumptions made is provided. Movement in the Council's Reserve funds should also be highlighted and an historical context to this should be provided to show the trend in movement.

The Committee was keen to see the use of more visual or graphical presentation in the report which will make the report aid easier understanding of the figures.

The Committee was concerned about the adverse position in relation to the waste contract. It will be asking that the next report it receives on its Work Programme relating to the waste and recycling contract (in October) includes a review of the finance considerations and will be asking that Finance provides support to the officer who will be writing the report. The level of reporting required should also be addressed in the report following on from conversations between the Chair and the Head of Finance.

Cabinet Response:

The recommendations in the report were approved.

Item 8 – Review of Significant Business Risk Register

Scrutiny Comment:

The Overview & Scrutiny Committee thanked officers for their work on the report.

Recommendation:

With the evolution of the new Corporate Strategy the Committee recommended to Cabinet that it should take the opportunity to re-examine the whole framework for reviewing and managing risk and assurance. This should include the structure of the Risk Register with a view to ensure that it is focussed on informing actions that the Council can take and risk ratings which are meaningful. Assurance is required to show that the process of management of risk is effective and this should be reflected in the reporting.

Cabinet Response:

The recommendations in the report, along with the following recommendation from the Overview & Scrutiny Committee were approved:

“With the evolution of the new Corporate Strategy, Cabinet should take the opportunity to re-examine the whole framework for reviewing and managing risk and assurance. This should include the structure of the Risk Register with a view to ensure that it is focussed on informing actions that the Council can take and risk ratings which are meaningful. Assurance is required to show that the process of management of risk is effective and this should be reflected in the reporting”.

Agenda Item No 5
 Overview and Scrutiny Committee
 19 September 2023

Title: Planning Enforcement Update
 Lead Officer: Gary Fisher (01926 456502)
 Portfolio Holder: Councillor King
 Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	7/9/23	Councillor King
Finance	-	
Legal Services	-	
Chief Executive	7/9/23	Chris Elliott
Head of Service(s)	7/9/23	Phillip Clarke
Section 151 Officer	-	
Monitoring Officer		
Leadership Co-ordination Group	-	
Final decision by this Committee or rec to another Cttee / Council?	Yes/ No Recommendation to: Cabinet / Council Committee	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No/Yes, Paragraphs:	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Summary

The purpose of this report is to provide a further update for the Committee on the recovery of the Council's Planning Enforcement Service and the related ongoing actions to maintain and improve efficiency and effectiveness.

Recommendation(s)

- (1) It is recommended that the report is noted.
-

1 Reasons for the Recommendation

Background

- 1.1 Members will be aware that over recent years, the Planning Enforcement team has experienced significant issues with long term sickness, vacant posts (including the Team Manager role) and poor response levels to recruitment resulting in an under resourced team over much of that period.
- 1.2 At its worst, that situation contributed to an enforcement caseload of 434 cases of which 275 were awaiting investigation. This in turn led to a low level of customer satisfaction and increased numbers of service complaints.
- 1.3 However, as reported to you when this matter was last considered on 7 March 2023, since that time, the Enforcement Manager post had been filled on an agency basis and 2 key members of staff had returned from long term sickness all of which were positive steps forward.
- 1.4 At the time of the last report (7 March 2023), the team were continuing to work proactively to investigate cases in the most effective manner and to move towards a position where an increasing amount of time is spent on addressing the most harmful cases rather than simply administering the backlog of work.
- 1.5 As reported to you at your meeting of 7 March 2023, the overall enforcement caseload at that point had further reduced to 171 cases of which 27 were awaiting investigation. That is compared to the position in September 2022, when this Committee received an earlier update when there were 225 cases on hand of which 114 were awaiting investigation.

The Current Position

- 1.6 Until very recently, the Enforcement Team comprised the following posts:
 1. Enforcement Manager: Permanent and Full Time.
 2. Enforcement Officer: Permanent and Full Time.
 3. Enforcement Officer: Permanent and 0.7 FTE (Post Holder retiring September 2023).
 4. Enforcement Officer: Permanent and 0.5 FTE
 5. Enforcement Project Officer: Temporary (until September 2023) and Full Time. Focusing predominantly on HMO Project work which is now well advanced.

- 1.7 Since the last report to the Committee in March 2023, a new Senior Enforcement Officer post has been created and the 0.7 FTE Enforcement Officer post has been converted to a full-time post.
- 1.8 Both of these posts have been successfully recruited to, with the Senior Enforcement Officer now in post and the new Enforcement Officer starting shortly, overlapping slightly with the outgoing current post holder.
- 1.9 As a result, the make up of the team is now as follows:-
 - 1. Enforcement Manager: Permanent and Full Time.
 - 2. Senior Enforcement Officer: Permanent and Full Time.
 - 3. Enforcement Officer: Permanent and Full Time.
 - 4. Enforcement Officer: Permanent and 0.5 FTE

Given the advanced nature of the HMO project, it is not proposed to extend the temporary Project Officer post further.

- 1.10 This further strengthening of the team has not only increased capacity but also rebalanced the proportion of full-time officers which is important in ensuring consistency and effective structured working.
- 1.11 The current position with workloads is that there are 165 open cases, of which none are awaiting investigation. As such, the backlog of enforcement cases has now been eliminated and the overall caseload significantly reduced.
- 1.12 Of these, there are 22 cases where enforcement action has either been taken or is in the process of being progressed.
- 1.13 The Team, under the leadership and direction of the Enforcement Manager have worked very hard to get to the position where the number of cases under investigation is at a manageable and sustainable level without there being any queue of cases awaiting investigation.
- 1.14 The overall trajectory of that progress can be seen below:-

	Active Enforcement Cases	Enforcement Investigations not yet Commenced.	Total
March 2022	159	275	434
September 2022	111	114	225
March 2023	144	27	171
September 2023	165	0	165

- 1.15 In terms of enforcement action taken, the number of Notices issued has significantly increased since Spring 2022 when the Enforcement Manager role was filled and can be summarized as follows:-

Notice	April 21-March 22	April 22-March 23	April 23-ongoing
Enforcement Notice	3	7	6
Temporary Stop Notice	0	2	0
Breach of Condition Notice	0	0	4
Listed Building Enforcement Notice	0	1	1
S330 Notice	0	0	2
Planning Contravention Notice	1	4	7
Untidy Land Notice	0	0	1
Total	4	14	21

Looking Ahead

- 1.16 Contrary to the position in early 2022, the Council's Enforcement team are now in a stronger position to work more effectively to investigate and where necessary address alleged breaches of planning control.
- 1.17 This, in turn will enable the team to prioritise work more effectively to ensure that unacceptable unauthorised development within the District is addressed as efficiently as possible and that customers are kept up to date on progress in a timely manner.
- 1.18 The Enforcement Team is currently receiving in the order of 250 - 300 requests for enforcement investigations annually and it is anticipated that this increased capacity will offer an opportunity for Officers to focus more effectively on those harmful and sometimes more complex cases requiring their attention whilst also efficiently completing those investigations which do not merit further action.
- 1.19 During the financial year 22/23 (1 April 2022 – 31 March 2023) in order to address the backlog of enforcement investigations, over 500 investigations were completed and closed. To date, for the current financial year from 1 April 2023, 108 cases have been completed and closed.
- 1.20 Members will understand that as a result of the previous backlog of work, the average timescales for completing investigations was very significantly increased over and above what might be expected. However, it is anticipated that those timescales will now start to reduce as a result of the increased capacity within the Team and reduced workload level.

- 1.21 Further, rather than operate on an entirely responsive basis, as most Council Enforcement teams do, there will now also be increased opportunities for the Team to work more proactively in addressing issues and publicising outcomes including within the public domain where appropriate. This is intended to increase the public profile of the work of the Team and also act as a deterrent in reducing instances of breaches of planning control.

2 Alternative Options

- 2.1 Other than noting the report, there are no other alternative options before the Committee at this time.

3 Legal Implications

- 3.1 There are no specific legal implications of the proposal.

4 Financial

- 4.1 The additional capacity within the Enforcement Team has been funded through the corporate staffing budget.

5 Business Strategy

- 5.1 The proposals are intended to ensure that the service operates at an optimum level to ensure a high quality service going forward.

6 Environmental/Climate Change Implications

- 6.1 Increased effectiveness within the enforcement service which in part will be sustained by ensuring that capacity within the team is at the right level, in turn supports the quality of decision making and contributes to securing environmental benefits to address the climate crisis agenda.

7 Analysis of the effects on Equality

- 7.1 The proposal is not anticipated to impact upon equality.

8 Data Protection

- 8.1 The service will continue to fulfil its data protection obligations and any issues are addressed quickly and appropriately.

9 Health and Wellbeing

- 9.1 Increased effectiveness within the enforcement service will contribute to the right development occurring in the right place and at the right time securing outcomes from the Health in All Policies programme through mitigation measures and infrastructure delivered by new development which will benefit the health and well-being of residents, workers and visitors within the District.

10 Risk Assessment

- 10.1 Local Council's performance on enforcement matters is not currently reported to or monitored by the Department for Levelling Up, Housing and Communities, however that may potentially change in the future.
- 10.2 Councils which perform poorly on such matters currently run an increased risk of legal challenge and sanction from the Local Government Ombudsman along with the associated reputational damage arising from poor performance.
- 10.3 A properly resourced Enforcement Team which is capable of responding effectively to alleged breaches of planning control will not only provide a high

quality service but also minimise those risks.

Background papers:

Please provide a list of any papers which you have referred to in compiling this report and are not published documents. This is a legal requirement.

You must also supply these when submitting the report.

Supporting documents:

This is not a legal requirement but may assist others in identifying documents you have referred to in producing the report.

Title: Corporate Strategy

Lead Officer: Graham Leach Head of Governance & Monitoring Officer
(graham.leach@warwickdc.gov.uk 01926 456114)

Portfolio Holder: Councillor Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	11/9/23	Ian Davison
Finance		Alex Elston
Legal Services		
Chief Executive		Chris Elliott
Director of Climate Change	11/9/23	Dave Barber
Head of Service(s)	11/9/23	Graham Leach
Section 151 Officer		Andrew Rollins
Monitoring Officer	11/9/23	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No – Further review of this will be undertaken at the next meeting of Overview & Scrutiny Committee for them to formally Feedback to Cabinet.	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report formally informs Overview & Scrutiny Committee of the draft strategic goals of the Cabinet and seeks their comments on them, inline with the proposed timetable.

Recommendation(s)

- (1) That Committee notes the Consultation work underway on the draft strategic goals as set out at Appendix 2 to the report, with the partners listed at Appendix 3 to the report.
 - (2) The Overview & Scrutiny Committee decides on any additional consultation work they would like to undertake on the draft strategic aims, within the proposed timeline.
 - (3) The Overview & Scrutiny Committee decide on any comments they wish to make to Cabinet on the draft Strategic Goals at this time.
-

1 Reasons for the Recommendation

- 1.1 The finalised 2023 to 2030 Corporate Strategy will set out the Council's corporate aims and ambitions for the next 7 years, in the same way the current business strategy does. It will underpin every project and initiative developed and implemented by the Council's Service Areas that set out how to deliver services over the next 7 years.
- 1.2 The draft strategic goals are currently subject to consultation with the consultees listed at Appendix 3 to the report. The timetable for the delivery of the new corporate Strategy is as follows:

4 September	LCG/Cabinet	Receive and consider the initial feedback for the draft strategic goals of this new strategy
19 September	O&S	Discuss the [draft strategic goals] detail of the document
26 September	Council	Consider proposal to reduce the notice period between consultation and adoption of Corporate Strategy
3 October	O&S	Review any feedback they have received and provide Comments to Cabinet.
4 October	Report	Final draft version to be completed
1 November	O&S	Consider the final Draft of the Corporate Strategy
2 November	Cabinet	Consider Report on Final Draft
15 November	Council	Consider adoption of the Corporate Strategy

- 1.3 The intention is for the final version of the new Strategy to be considered by Cabinet on 2 November for them to make a recommendation to Council on 15 November.
- 1.4 Under the Constitution, the Cabinet are providing the Overview & Scrutiny Committee the draft Strategic Goals, as set out at Appendix 2 to the report. These are provided, in line with the Policy & Budgetary Framework Procedure Rules. Overview & Scrutiny Committee will note the separate report on the Cabinet agenda where the Cabinet are seeking an exemption to these rules in order to bring forward the Corporate Strategy at the earliest possible opportunity.
- 1.5 The draft strategic goals are currently out for comment from the organisations listed at Appendix 3 to the report. However, the Constitution allows for this Committee to undertake further consultation if it so wishes, so long as it does not duplicate the consultation by the Cabinet and it is within the timescale set out above.

2 Alternative Options

- 2.1 The Overview & Scrutiny Committee could decline to comment on the draft strategic goals and await the final document.

3 Legal Implications

- 3.1 There are no specific legal implications of the report.

4 Financial Services

- 4.1 The report itself does not directly impact on the budget or budgetary framework of the Council.

5 Business Strategy

- 5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. This report does not directly contribute to this but brings forward a timeframe for delivering a new Corporate Strategy to replace it.

6 Environmental/Climate Change Implications

- 6.1 There are no direct environmental implications of the proposal in relation to the Council's policies and Climate Emergency Action Plan.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Assessment will be completed on the final proposed Corporate Strategy before it is considered by Cabinet.

8 Data Protection

- 8.1 There are no data protection implications of the proposal.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the proposal.

10 Risk Assessment

- 10.1 There are no direct risks associated with the report.

11 Consultation

- 11.1 Consultation is being undertaken as set out within the report.

Background papers: None

Supporting documents: Warwick District Council Business Strategy 2020-2023

BUDGET OR POLICY FRAMEWORK PROCEDURE RULES

1. THE FRAMEWORK FOR EXECUTIVE DECISIONS

The Council will be responsible for the adoption of its budget and policy framework as set out in Article 4. Once a budget or a policy framework is in place, it will be the responsibility of the Cabinet to implement it.

2. PROCESS FOR DEVELOPING THE BUDGET OR POLICY FRAMEWORK

2.1.1 The Budget Framework

The process by which the budget framework shall be developed:-

- * Alongside consideration of the Budget for the forthcoming year and agreeing the level of Council Tax for that year, the Cabinet will consider and agree a financial strategy setting out medium term (5 year time period) projections of the Council's financial position. In agreeing the financial strategy the Cabinet will take into account representations from the relevant Overview and Scrutiny Committee(s) and other stakeholders that it is considered appropriate to consult. The financial strategy shall cover as a minimum the Council's General Fund, Housing Revenue Account and capital expenditure and funding requirements. The financial strategy and projections will be reviewed by the Cabinet during the financial year.
- * At least 6 months before the budget needs to be adopted the Cabinet will establish outline financial parameters within which the budget will be prepared. In agreeing such parameters the Cabinet is required to consult with the relevant Overview & Scrutiny Committee(s). Consultation with other stakeholders should also be undertaken by the Cabinet to the extent to which this is considered necessary.
- * At least 2 months before the budget needs to be adopted, the Cabinet will publish initial proposals for the budget. These proposals shall include and detail significant changes from the current year budgets. The proposals shall include the timetable by which the Cabinet will approve the budget and details of any consultation it wishes to undertake with stakeholders.

2.1.2 The Policy Framework

The process by which the budget or policy framework is agreed:-

Five months before a policy framework needs to be adopted the Cabinet will publish initial proposals for that framework having first canvassed the views of local stakeholders as appropriate and in a manner suitable to the matter under consideration. Any representations made to the Cabinet shall be taken into account in formulating the initial proposals and shall be reflected in any report dealing with them. If the matter is one where an Overview & Scrutiny Committee has carried out a review of policy, the initial outcome of that review will be reported to the Cabinet and considered in the preparation of the initial proposals.

- 2.2 (a) The Cabinet's proposals shall be referred to the relevant Overview & Scrutiny Committee(s) for advice and consideration. The Overview & Scrutiny Committee(s) shall consider the views of stakeholders as it considers appropriate, ensuring that this does not duplicate any consultation to be carried out by the Cabinet.
- (b) The Overview & Scrutiny Committee(s) shall report to the Cabinet on its deliberation within the timetable set by the Cabinet. The Chair of the relevant Overview & Scrutiny Committee(s) will be invited to present the deliberations to the Cabinet.
- (c) Having considered the views of the relevant Overview & Scrutiny Committee(s) and completed its own consultation with other stakeholders, the Cabinet, if it considers it appropriate, may amend its proposals, before submitting them to the Council for consideration.
- (d) The Council will consider the proposals of the Cabinet and may adopt them, amend them, or substitute its own proposals in their place.
- (e) The Council's decision will be publicised in accordance with Article 4 and a copy shall be given to the Leader of the Cabinet. The notice of decision shall be dated and shall state either that the decision shall be effective immediately (if the Council accepts the Cabinet's proposals without amendment) or (if the Cabinet's proposals are not accepted without amendment), that the Council's decision will become effective on the expiry of 5 working days after the publication of the notice of decision, unless the Leader objects to it in that period.
- (f) If the Leader objects to the decision of the Council, they shall give written notice to the proper officer to that effect prior to the date upon which the decision is to be effective. The written notification must state the reasons for the objection. Where such notification is received, the Head of Paid Services shall convene a special meeting of the Council to reconsider its decision and the decision shall not be effective pending that meeting.
- (g) The Council meeting must take place within 5 working days of the receipt of the Leaders written objection. At that Council meeting, the decision of the Council shall be reconsidered in the light of the objection, which shall be available in writing for the Council.
- (h) The Council shall at that meeting make its final decision on the matter on the basis of a simple majority. The decision shall be made public in accordance with Article 4, and shall be implemented immediately.
- (i) In approving the budget framework, the Council will also specify the extent of virement within the budget and degree of in-year changes to the budget which may be undertaken by the Cabinet, in accordance with paragraphs 5 and 6 of these Rules (virement and in-year adjustments). Any other changes to the budget framework are reserved to the Council.

3. DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK

- (a) Subject to the provisions of paragraph 5 the Cabinet, individual members of the Cabinet and any officers, area committees or joint arrangements discharging Executive functions may only take decisions which are in line with the budget or policy framework.

If any of these bodies or persons wishes to make a decision which is contrary to the budget or policy framework approved by Council, then that decision may only be taken by the Council, subject to 4 below.

- (b) If the Cabinet, individual members of the Cabinet and any officers, area committees or joint arrangements discharging Executive functions want to make such a decision, they shall take advice from the Monitoring Officer and the Chief Financial Officer as to whether the decision they want to make would be contrary to the budget or policy framework. If the advice of either of those officers is that the decision would not be in line with the existing budget or policy framework, then the decision must be referred by that body or person to the Council for decision, unless the decision is a matter of urgency, in which case the provisions in paragraph 4 (urgent decisions outside the budget or policy framework) shall apply.

4. URGENT DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK

- (a) The Cabinet may take a decision which is not wholly in accordance with the budget or policy framework approved by Council if the decision is a matter of urgency. However, the decision may only be taken:
 - (i) if it is not practical to convene a quorate meeting of the Council; and
 - (ii) if the Chairmen of a relevant Overview and Scrutiny Committees agrees that the decision is a matter of urgency.

The reasons why it is not practical to convene a quorate meeting of full Council and the Chairman of the relevant Overview and Scrutiny Committees consent to the decision being taken as a matter of urgency must be noted on the record of the decision. In the absence of the Chairman of a relevant Overview and Scrutiny Committee, the consent of the Chairman of the Council, and in the absence of both the Vice Chairman of the Council, will be sufficient.

- (b) Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

(The Chief Executive may not use his delegated authority (CE4) to take urgent decision between meetings for the purposes of amending the Policy or Budgetary Framework.)

5. VIREMENT

- (a) The Council shall have the budget heads required by the Council's Code of Financial Practice.

- (b) Steps taken by the Cabinet, an individual member of the Cabinet or officers, discharging Cabinet functions to implement Council policy shall not exceed those budgets allocated to each budget head. However, such bodies or individuals shall be entitled to exercise virement across budget heads within the boundaries set within the Council's Code of Financial Practice. Beyond those limits, approval to any virement across budget heads shall require the approval of the Council.

6. **IN-YEAR CHANGES TO THE BUDGET OR POLICY FRAMEWORK**

The responsibility for agreeing the budget or policy framework lies with the Council, decisions by the Cabinet, an individual member of the Cabinet or officers, discharging Cabinet functions must be in line with the agreed budget or policy framework.

No changes to the budget or policy framework may be made by those bodies or individuals except those changes to the budget or policy framework allowed by the Council's Code of Financial Practice and those changes necessary to ensure compliance with the law, ministerial direction or government guidance.

7. **CALL-IN OF DECISIONS OUTSIDE THE BUDGET FRAMEWORK**

These must be made in line with Council Procedure Rule 21.

Draft WDC Strategic Goals

Currently these goals are presented under 3 broad headings. This may change in the final strategy and interrelationships will be highlighted. Note that the dark circles/ bullet points are intended to be the strategic goals at the heart of the strategy and the light circles are some examples of how to achieve these goals.

Delivering Valued, Sustainable Services

We will focus Council activities on the needs of our residents, communities and businesses. Achieving financial stability and sustainability over the 5-year Medium Term Financial Strategy period is the foundation for ensuring that we have the resources to continue to deliver great services that our residents value. We will also continue to find innovative ways to improve residents' lives.

- Put the Council's finances on a firm, stable and sustainable footing over the next 5 years.
 - Continue the Council's entrepreneurial ethos with diverse approaches to increasing income and investment, for example via Milverton Homes, partnership working and obtaining grants.
- Achieve and demonstrate delivery of high-quality services.
 - Whilst maintaining a solid base of delivering services, drive improvements via our Digital and Customer Strategy and Change Management Programme that will increase digital capability and transform the organisation's ability to deliver valued services in an ever-changing world.
 - Benchmark the Council's services on a continuous basis.
- We want to attract and retain the best talent to deliver our ambitions.
 - Ensure our People Strategy helps our valued services to be more effective.
 - Embed improved commissioning and contract management skills across the organisation.
- Ensure the best use of the Council's assets to deliver the Council's wider corporate aims.
 - Prepare a new Asset Strategy and Management Plan for the period to 2030.

Low cost, low carbon energy across the District

We will reduce energy consumption and hence bills in Council civic buildings, Council housing, and help others to do the same, such as privately owned homes, businesses, and other public and voluntary sector bodies. We will develop programmes that meet national standards of accreditation to ensure performance in use is optimised. This is all connected to our wider Climate Emergency Action Programme to reduce CO2 emissions and adapt to Climate Change which in turn links with the Ecological Emergency that the Council has also declared and for which it is preparing an Action Plan.

- Reduce energy consumption and carbon emissions from the council's public buildings.
 - Retrofit, improved heating systems and renewable energy generation.
 - Assess the creation of an investment fund for energy conservation and energy generation projects and implement if possible.
- Strive to provide Decent Homes for all our tenants including improving the energy efficiency of their homes.
- Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges.

- Explore multiple, innovative approaches to make it easier for the District's residents to reduce their heating bills and carbon emissions.

Creating Vibrant, Safe and Healthy Communities of the Future

The Council must help communities to be dynamic and diverse, safe and healthy and where people's economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities to thrive.

- Support our communities, towns, town centres, neighbourhoods and villages to be economically ready for the future, with a focus on people and the environment.
 - Support the principle of the creation and implementation of the Investment Zone.
 - Transform Leamington town centre, especially the Parade.
 - Support and promote the Creative Sector to flourish and grow in the District.
 - Promote the District as a location for advanced manufacturing, "green", games and hi-tech based companies – Silicon Spa
 - Work with the University of Warwick and other internationally recognised institutions to enhance elements of this corporate strategy where they have expertise.
 - Work with partners to help local people access local job creation opportunities.
 - Work with Warwickshire College and other training providers to enhance the skill base of the local community.
 - Identify local neighbourhood improvement opportunities.
 - Promote community wealth building and the circular economy in all Council work and schemes and those of others wherever possible.
- Promote vibrant communities within all our towns and villages.
 - Celebrate our history and heritage.
 - Support local communities of artists and musicians through a revised Arts Strategy and Events Programme
 - Create a welcoming atmosphere for residents and visitors.
 - Promote sport at all levels from children's first steps and adult beginners to international bowls events.
 - Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.
 - Support local voluntary, community, arts and sports organisations to sustain vibrant, active, healthy, cultured, and cohesive communities.
- Locally, lead in tackling the climate emergency by playing a proactive role in reducing the District's carbon emissions.
 - Revise and then implement the Climate Emergency Action Programme
- Promote sustainable development.
 - Using our joint WDC/SDC new Local Plan to: prioritise housing development on brownfield sites and minimize use of greenfield sites; and promote new developments using 20-minute neighbourhood/settlement designs.
 - Promote and implement active travel choices as a priority – public transport, walking and cycling.
 - All new housing developments to be net zero carbon in accordance with the DPD.
 - Boost the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' house building activity.

- Review the Green Spaces Strategy to ensure there is quality open space within a short distance of most homes and that it helps deliver biodiversity improvements.
- Ensure the provision of appropriate infrastructure is available to support new and existing development.
- Enhance the Biodiversity of the District
 - Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich space.
 - Encourage others to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities.
 - Develop Local Plan policies to encourage the positive use of Biodiversity Net Gain provisions to enhance the biodiversity of the WDC area.
 - Promote and support effective local action to tackle the ecological emergency – helping nature to help ourselves.
- Work with partners so that our District has a vibrant community at its heart, working together to ensure everyone is supported to live well and have safe and fully active lives.
 - Reduce air pollution in designated Air Quality Management Areas and Town Centres
 - Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.
 - Reduce crime and the fear of crime.
 - Develop a Community Strategy where the Council and partners will work with communities to help address their own needs but, especially those with a more deprived socio-economic or isolated backgrounds.
 - Improve the quality of existing homes to ensure that they are free from mould/damp, are safe and are well insulated.

**Draft Strategic Aims
Warwick District Council 2023 to 2030
Consultees**

All Warwick District Councillors
All Warwick District Council Employees
All District & Borough Council's in Warwickshire
Warwickshire County Council
Coventry City Council
Kenilworth Town Council
Royal Leamington Spa Town Council
Warwick Town Council
Whitnash Town Council
Act on Energy
Heart of England Forest
Biffa
Idverde
Everyone Active
Leamington Bid
Shakespeare's England:
CDP
Orbit
Platform
Stonewater
WCAVA
JV partner- Vistry/Countryside
SWIFT
Public Health
South Warwickshire Health Partnership
Homes England Platform
Stonewater
WCAVA
SWIFT
Warwickshire & West Midlands Association of Local Council's
Members of Warwick District Conservation Advisory Forum
Coventry & Warwickshire Growth Hub
Chamber of Commerce
FSB
Warwick Chamber of Trade
Kenilworth Chamber of Trade
University of Warwick
Grant Thornton
Housing Tenants Focus Group