

Overview & Scrutiny Committee

Tuesday 7 March 2023

An additional meeting of the above Committee will be held in the Town Hall, Royal Leamington Spa on Tuesday 7 March 2023, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor Milton (Chair)

Councillor A Barton

Councillor P Kohler

Councillor G Cullinan

Councillor V Leigh-Hunt

Councillor A Dearing

Councillor M Noone

Councillor J Dearing

Councillor P Redford

Councillor O Jacques

Councillor S Syson

Councillor C King

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 7 February 2023. **(Pages 1 to 12)**

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

To consider a report from Democratic Services.

(To follow)

5. **Record of the Fees & Charges Review Group meeting 2 November 2022**

To note the record of the Fees & Charges meeting 2 November 2022 and append it to the minutes of this meeting.

(Pages 1 to 2)

6. **Record of the Budget Review Group Meeting**

To note the record of the Budget Review Group meeting 8 February 2023 and append it to the minutes of this meeting.

(Pages 1 to 2)

7. **Waste Enforcement Update**

To consider a briefing note from Neighbourhood & Assets

(Pages 1 to 3 and appendices 1 -2)

8. **Development Management and Enforcement Performance Update**

To consider a report from Place, Arts and Economy.

(Pages 1 to 7)

9. **Annual update of the Destination Management Organisation – Shakespeare’s England**

To consider a report from Place, Arts and Economy.

(Pages 1 to 4 and Appendix 1)

10. **Cabinet Agenda (Non-Confidential Items and Reports) – Wednesday 8 March 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)

11. **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, as set out below:

Item Numbers	Paragraph Numbers	Reason
12 - 14	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

12. **Cabinet Agenda (Confidential Items and Reports) – Wednesday 8 March 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)**

13. Confidential Appendix to Item 4 – Work Programme, Forward Plan & Comments from Cabinet

To note the confidential appendix.

(Page 1)
(Not for publication)

14. Minutes

To confirm the confidential minutes of the meeting held on 7 February 2023.

(Pages 1 to 2)
(Not for publication)

Published Monday 27 February 2023

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456114**

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 7 February 2023 in the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Milton (Chair); Councillors Ashford, Barton, Cullinan, J Dearing, Jacques, King, Kohler, Leigh-Hunt, Redford and Syson.

Also Present: Councillor Hales – Deputy Leader and Portfolio Holder for Resources, Councillor Mangat, Councillor Matecki – Portfolio Holder for Housing & Assets, and Councillor Tracey – Portfolio Holder for Transformation.

The Chair reminded those present that the Budget Review Group would be meeting the next evening to scrutinise four financial reports on the Cabinet agenda. The meeting would be live streamed to YouTube. He thanked Councillors for the diligence they had shown in reviewing all reports on the Cabinet agenda and sending in their questions on these reports. Pre-Scrutiny questions and answers were available on the Council's website. The Council had received positive feedback from the public about posting these questions and answers being available on the website.

Item 20 on the Cabinet agenda "Ecological Emergency – Preparing a Biodiversity Action Plan" would not be scrutinised at the meeting because the Green Group had withdrawn its call-in following liaison between it and the Programme Director for Climate Change. An addendum had been published on the website with agreed amendments to the report. The questions raised on this report by the Liberal Democrat Group would be covered in the Budget Review Group's meeting.

Item 11 on the Cabinet agenda "Riverside House Disposal Options" would be scrutinised. It had been missed from the list of called in reports following a misunderstanding but the Chief Executive had stated that he could answer questions on the report.

57. **Apologies and Substitutes**

- (a) An apology for absence was received from Councillor A Dearing.
- (b) Councillor Ashford substituted for Councillor Noone.

58. **Declarations of Interest**

There were no declarations of interest made.

59. **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 6 December 2022 were taken as read and signed by the Chair as a correct record, subject to an amendment showing that Councillor Barton was present at that meeting.

(Councillor Leigh-Hunt arrived during this item.)

60. **Cabinet Agenda (Non-Confidential items and reports) – Thursday 9 February 2023**

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

Item 10 – Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services

The Committee thanked officers for their work on the report and the project. Members were satisfied that the proposals would provide access to Council services and facilities for the most vulnerable, however, more detail was requested on how more disruptive visitors would be controlled, and how the space as a whole would operate.

The Committee requested that it would be provided with a report six months post-opening to ensure that the needs of residents were being met.

Item 11 – Riverside House Disposal Options

The Committee thanked officers for their work and noted the report.

Item 16 – Significant Business Risk Register

The Committee asked the Deputy Chief Executive to liaise with the Audit & Risk Manager to request that the next SBRR report contained a summary of risk movement detailing why changes to risk rating had occurred from the previous evaluation. The SBRR would be added to the Committee's Work Programme as a standing item for call-in off the agenda for Cabinet.

The Committee thanked officers for their work on the report and drew emphasis on the need for future Councillors to receive a good level of financial training to help with their responsibility to scrutinise financial reports.

The Committee enquired whether the new entry in Risk 16 referring to "Working with partners to address local risks – e.g., Severn Trent Water on water quality issues caused by storm overflows" would be better placed under Risk 17 because it did not have much to do with carbon neutrality.

Under Risk 17 it was noted that the wording had changed slightly to state "colder changes and increased rainfall/flooding". The Committee noted that the weather had not become really cold and suggested "greater variability in seasonal temperatures" might be a more apt description to use rather than "colder changes".

Item 15 – Future High Street Funds Update

The Overview & Scrutiny Committee discussed the additional risk this placed on the Council and requested regular reports to Overview & Scrutiny Committee on a quarterly basis.

(The remainder of the comments relating to the confidential appendix, Item 26 on the Cabinet agenda, were recorded in the Confidential Minutes of 7 February 2023.)

61. **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 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
62	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

62. **Cabinet Agenda (Confidential items and reports) – Thursday 7 February 2023**

The Committee considered the following confidential item which would be discussed at the meeting of the Cabinet on Thursday 9 February 2023.

Item 26 – Confidential Appendix to Item 15 – Future High Street Funds Update

The Committee discussed the confidential appendix and the comments made to Cabinet were recorded in the Committee's confidential minutes 7 February 2023.

(The meeting resumed public session.)

63. **Cabinet Agenda (Non-Confidential items and reports) – Thursday 9 February 2023**

The Committee considered the following item which would be discussed at the meeting of the Cabinet on Thursday 9 February 2023.

Item 13 – Warwick District Council Change Management Programme

Committee Members were conscious of the potential impact of the proposals on the workforce and wished to be kept informed on staff satisfaction levels and wellbeing.

The Committee recommended that:

1. Aspects of wellbeing were included in the Terms of Reference programme; and

2. Members were involved in helping to shape the programme prior to the elections in May (the appropriate PAB was suggested as the means for this to happen).

(The meeting was adjourned at 8.04 pm for a comfort break. It resumed at 8.13pm.)

64. **Equalities Task & Finish Group**

The Committee considered a report from the Equalities Task & Finish Group which brought forward the conclusion of the work of the Group.

In June 2020 the Council approved a motion, as part of the international response following the death of George Floyd, and as a result of that Motion, the Overview & Scrutiny Committee was asked to establish a Task and Finish Group. The Task and Finish Group (the Group) was established by the Scrutiny Committee and charged with undertaking a review of the Council's approach to equality and diversity, especially with regard to race. Its report to the Committee would include an action plan with a view to the Cabinet adopting the Committee's recommendations in the report and its action plan. The progress and outcomes of the action plan would be monitored by the Overview & Scrutiny Committee, with the expectation that measurable improvements would be made by 2023.

The Overview & Scrutiny Committee supported the request and appointed a Task & Finish Group at its meeting on 22 July 2020, along with its Scope as set out at Appendix 1 to the report. The Group was initially formed of Councillors Carolyn Gifford, Mangat, Noone and Tangri, with Councillor Noone being replaced by Councillor Illingworth in late November 2020.

The Group split the work into two phases, internal (looking at equalities issues relating to the internal practice and policies, and the experiences of employees who were from ethnic minorities), and phase two that would review service delivery, as set out within its scope, including details of community engagement and including the officer and other resources needed to support this process.

The second phase commenced in October 2021 but was delayed due to the impact of the integration with Stratford-on-Avon District Council and the officer commitments in delivering this. This was then followed by work to undo planned integration, the Commonwealth Games and the death of Her Majesty the Queen. In addition, it took longer than expected to recruit to the role of Equalities, Diversity & Inclusion Business Partner (three rounds of recruitment), who would be a key officer for supporting the work of the Group and the successful candidate did not start with the Council until December 2022.

This limited the operation of the Group which was committed to completing the work for February 2023 to enable the overall work to be completed by the end of this Council.

These constraints aside, a number of positive pieces of work had been able to be completed, including analysis of the public engagement with residents' surveys against base data from the Census in 2021 and 2011.

The Census 2021 data on ethnicity within the District was released in late 2021. This, set out at Appendix 2 to the report, allowed comparison between the 2011 census, to see change within the District and also how representative the residents' surveys undertaken by the Council in 2021 and 2022 were.

The primary issues these results identified were that the Census in 2021 used different data categories for ethnicity than were used in the residents' surveys. This had provided some limitations for direct comparisons but still provided a strong illustration of the representativeness of the survey responses. Overall, the Task & Finish Group was pleased with the representative data, noting that the surveys were undertaken with a fair process for random selection and weighting subsequently added to the results. This process would be reviewed for any future all-residents' surveys to consider the significant change in respect of decrease in proportion of people identifying as White: English, Welsh, Scottish, Northern Irish or British.

In addition to this, all Councillors had been provided with a breakdown of the District to Ward level for ethnicity for their reference. This had also been shared with senior officers across the Council to help with planning of engagement events in specific areas. Further analysis of the Census 2021 was now being undertaken by officers in respect of gender, disability and age in relation to the residents' surveys.

The learning from this data would be used as a reference point for work being undertaken by the Council and could also be used as part of the consideration when completing equality impact assessments for delivery of services.

In addition to this work, the Council now had an Equalities, Diversity and Inclusion (EDI) Business Partner for an 18-hour a week post. The new EDI Business Partner started on 1 December 2022 and was an experienced professional with awareness of WDC policies and processes, and also had significant experience in EDI from both an employer's and other perspectives. This had been welcomed by the Task & Finish group as a significant step forward in recognising equalities as a key aspect of all service delivery within the Council.

The EDI Business Partner was reviewing the work of the Council to highlight immediate priorities and longer-term action of the EDI agenda within the organisation. These priorities would be fed back to service areas as appropriate for them to take forward.

To compliment the work on equalities the Group had recognised the more inclusive approach that was being taken more generally across the Council. For example, the Council had just supported Black History Month and had promoted a series of other awareness initiatives, such as menopause awareness, in October. The speakers, in respect of menopause awareness, were both male and female, to get a different perspective and impact from a legal point of view in term of equalities.

There was planned training on EDI, including for Members, delivered by the new EDI officer, with a view to raising awareness and increasing

Councillors' confidence in challenging on equalities in respect of the work they saw. This would be used as a test event with learning being taken forward into training for the new Council, to further enhance the current training provision.

With support from the EDI Business Partner, the Group had defined a scope for recruiting a partner to secure engagement to enhance and maintain communication and feedback from existing community groups. The full scope for this work, which had been agreed by the Group in consultation with the Chairman of the Overview & Scrutiny Committee, was attached at Appendix 2 to the report. This brief had now been advertised for procurement with a view to competition in summer 2023, with the report being shared with members and actions brought forward as required.

To supplement this, equalities was now added as a standard agenda item for every Programme Advisory Board. This was not as a separate discussion point but to act as reminder when considering any paper or item to include any equalities matters. The new Committee report template also provided a reminder about the requirement for Equality Impact Assessments which the Equalities, Diversity and Inclusion Business Partner was developing further guidance and support for report authors.

Throughout the work of the Task & Finish Group, it had been supported and worked with a number of officers across the Council and it was considered important they were thanked for their time in supporting the Group in delivering this key piece of work.

The Chair of the Overview & Scrutiny Committee added the Committee's thanks to officers and to the Group. Councillor Mangat, Chair of the Task & Finish Group, reiterated thanks to officers and to the members of the Group.

In response to questions from Members, Councillor Mangat and the Democratic Services Manager & Deputy Monitoring Officer explained that:

- The budget of £5,000 stated in recommendation 3 was considered to be sufficient to undertake an equalities community review and engagement work was considered to be sufficient at this stage based on pre-engagement enquiries with the Procurement Team. In the future, when the next review was undertaken in three years' time, it might need to be reviewed. The cost of officers' time would need to be considered once it was known where the responsibility lay for each part of the review.
- When future residents' surveys were conducted it would be necessary to ensure the relevant parameters were fed into the algorithm which selected which residents to survey to ensure that each ethnic group was proportionately represented. It was recognised that surveys conducted had been biased to specific ethnicities, mainly White, because the algorithm had not been set up to ensure all elements of society were represented.

Recommended to Cabinet that:

- (1) a budget of £5,000 be approved to undertake an equalities community review and engagement work on a cyclical basis every three years with the next in 2026; and
- (2) officers align the equalities categories used by Council with those of the Census 2021.

Resolved that:

- (1) the Committee notes the outcome of the work of the Task & Finish Group including the brief for community engagement work, as set out at Appendix 3 to the report;
- (2) the Committee supports the positive outcomes that are being delivered as set out in the report; and
- (3) the Committee thanks the Members of the Task & Finish Group and Officers involved for their work.

65. **Revisions to Scrutiny Arrangements**

The Committee considered a report which brought forward changes to the Scrutiny arrangements for the Council in recognition of the concerns that had been raised by the Overview & Scrutiny Committee, the Monitoring Officer and the Section 151 Officer.

In May 2022, the Council agreed to move to a single Scrutiny Committee. This was a change from previous years when the Council had two Scrutiny Committees (one of which also acted as the Council's Audit committee). The two Committees undertook the scrutiny function from different perspectives.

The remit of the Overview and Scrutiny Committee, before May 2022, was to review items to be considered by the Cabinet, to review past decisions, policy development, health and wellbeing issues, specific issues and problems within any service area. It was also able to scrutinise any other matter not otherwise delegated to the Finance and Audit Scrutiny Committee.

The remit of the Finance and Audit Scrutiny Committee, before it was disbanded, was to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Authority's financial and non-financial performance to consider if it affected the Authority's exposure to risk and weakened the control environment, issues of an audit nature and to oversee the financial reporting process. The Finance and Audit Scrutiny Committee would:

- review the robustness of business cases;
- promote value for money and good procurement practice;

- make recommendations on good financial management practices;
- keep the treasury management performance under review;
- approve the Statement of Accounts in accordance with regulation 10 of the Accounts and Audit Regulations 2003; and
- review specific Cabinet items and past decisions.

The remit of the Finance & Audit Scrutiny Committee covered a number of areas that were the responsibility of an Audit Committee role rather than scrutiny function. While there would always be some overlap between the work of Scrutiny Committees and the Audit Committee, it was advised against them being a single Committee by both the Chartered Institute of Public Finance and Accountancy (CIPFA) and Centre for Governance & Scrutiny (CfGS).

The approach of combining the Audit Committee with an Overview & Scrutiny Committee risked conflicts of interest, spreading resources too thinly and losing clarity over both audit and scrutiny committees' important statutory functions. Both functions required distinct support and should be able to operate effectively independently. This aside, because the functions related to similar areas, there would be matters of common interest where it made sense to collaborate. Some examples were areas around mindset and culture, securing good governance risk, value for money and wider policy issues (including the impact of council strategy and financial management).

As a result, for the municipal year 2022/2023, Council approved a new structure around its Scrutiny function, with the Overview & Scrutiny Committee's remit being changed, to add scrutiny of finances as well, and the creation of a new Audit & Standards Committee.

The close working relationship between these two Committees should be delivered through regular dialogue between the Chairs, who should look at sharing information and areas the respective Committees wished to look at. At present, there was a strong working relationship between the Chair of the Audit & Standards Committee and Overview & Scrutiny and this was an area that officers would continue to support into the next municipal year, including ensuring they would be invited to the other's briefings prior to their Committee meetings.

A system of "pre-scrutiny questions" was introduced and these questions and the respective answers were posted on the Council's website. This allowed more focussed questions to be raised at the Overview & Scrutiny Committee's meetings and also reduced the number of Cabinet reports called in for scrutiny at meetings because simpler queries were answered outside of formal meetings. The introduction of Overview & Scrutiny Committee Procedure rule 21 as set out in Appendix 1 to the report also helped to decrease the number of Cabinet reports being scrutinised at meetings.

Despite this, concern was raised by Councillors and Senior Officers that some key strategic financial reports were not receiving robust scrutiny because of lack of time and capacity at meetings.

After consideration, the Chair of Overview & Scrutiny Committee formed the view that four additional meetings should be added to the timetable of meetings which would focus solely on reports on the Committee's work programme and not Cabinet matters, thereby creating more capacity to consider Cabinet reports at the meetings of the Committee just prior to a meeting of Cabinet.

The Chair also supported the continuation of the Fees and Charges Review Group and the Budget Review Group, and going forward, both these groups would be known by one title, the Budget Review Group. These groups were made from representatives of both the Overview & Scrutiny Committee and the Audit & Standards Committee, with a representative from each political group from both Committees. Appendix 2 to the report gave proposals for Terms of Reference for this group.

Concerns were also raised by Councillors about the level of training they had received in respect of local government finance, and more specifically, understanding Warwick District Council's finances. It was planned that on 6 June 2023, a training session would be provided to all Councillors covering the basic elements of District Council budgets, with more detailed sessions on both finances and scrutiny provided at appropriate times. This would form part of the proposals to be considered by the Audit & Standards Committee later in February 2023 on a programme of mandatory training for all Councillors.

Members raised a concern that PABs were overlapping and undertaking scrutiny functions that might be better dealt with by the Overview & Scrutiny Committee. PAB meetings were not public and there was not a requirement to publish minutes of meetings. The Chair stated that he would raise this concern again before the new Municipal Year.

In response to questions from Members, the Democratic Services Manager & Deputy Monitoring Officer explained that:

- He would circulate to Members the relevant parts of the Council's Constitution relating to both the Overview & Scrutiny Committee and the Audit & Standards Committee in respect of their roles in the scrutiny of finance and risk.
- The responsibility for organising meetings of PABs was the sole responsibility of the Chairmen of each PAB. He would raise the issue Councillor Ashford had raised about the Planning PAB not having met with the Chair of that PAB and the Portfolio Holder, but it was possible that because the remit of PABs was narrow, there may not yet have been any business to discuss.
- Whilst the scrutiny of Annual Governance Statement fell under the remit of the Audit & Standards Committee, if the Overview & Scrutiny Committee had a concern about the role undertaken by PABs and felt that this should form part of the Annual Governance Statement, this could be notified to the Audit & Standards Committee via the strong working relationship between the Chairs of both Overview & Scrutiny Committee and Audit & Standards. (The Chair of the Overview & Scrutiny Committee informed Members that he saw a draft version of the Annual Governance

Statement before it was considered by Audit & Standards Committee. He would ensure the concerns raised would be fed into the process.)

- Various options had been considered when preparing the report because it was recognised that there was such a tight timeframe between the pre-scrutiny questions and the Group meetings. Officers had inadequate time to respond to the questions ahead of Group meetings, and Councillors had inadequate time to digest the responses that had been received. One option considered had been to move the meeting of Cabinet to the following week which would allow more flexibility for when Overview & Scrutiny met. But other considerations in the timetabling of all committee meetings presented an obstacle, such as the need for Planning Committee to meet every four weeks. There were operational considerations that formed a barrier as well because the Town Council also used the Chamber for its meetings. The Democratic Services Manager advised caution and to wait to find out the direction the new Council would wish to take before making any changes to scheduling.
- It was good practice that going forward from the start of the 2023/24 municipal year, the Chairs of both the Overview & Scrutiny Committee and the Audit & Standards Committee would be members of the Budget Review Group whilst they remained in the position of Chair of those committees. They should also represent the seat of their political group on the Budget Review Group to maintain political proportionality.

Resolved that:

- (1) from the municipal year 2023/2024, the Overview & Scrutiny Committee has four additional meetings (once a quarter);
- (2) the remit of the Budget Review Group as set out at Appendix 2 to the report, is supported and, subject to support from the Audit & Standards Committee, is recommended to Council for Annexing to the Constitution, subject to:

the Chairs of both the Overview & Scrutiny Committee and the Audit & Standards Committee being members of the Budget Review Group but will represent the place allocated to their political group to maintain political proportionality; and
- (3) the Chair, Overview & Scrutiny Committee will ensure that the concerns raised by Members on PABs are communicated appropriately and that relevant concerns raised by the Committee are fed into the Annual Governance Statement process prior to its

66. **Work Programme, Forward Plan and comments from the Cabinet**

The Committee considered its work programme for 2023 as detailed at Appendix 1 to the report. Appendix 2 to the report gave responses from the Cabinet to the comments and recommendations the Committee had made to Cabinet reports it had scrutinised, as well as responses from the Joint Cabinet had made to the comments the Committee had made in respect of the South Warwickshire Local Plan Part 1 – Issues and Options Consultation report.

The Chair conveyed his thanks to Councillor Day (who was not present at the meeting) for his support in ensuring the comments made by Overview & Scrutiny Committee in respect of the South Warwickshire Local Plan report were given due consideration by Joint Cabinet and this helped ensure that the Committee's wish for user testing on the consultation.

The Q3 budget report would not now be coming to the March meeting of Overview & Scrutiny Committee because its contents formed part of the content of the current Budget Report on the Cabinet agenda. The Q4 Budget Report would be scheduled for call-in on the Committee's Work Programme.

It was agreed that there would be no need for an officer to attend the Committee meeting when the annual update from Shakespeare's England report was considered. The same approach was agreed for the Development Management and Enforcement report and the annual South Warwickshire Community Safety Partnership Report unless Councillors indicated that there was a matter of crucial importance that required discussion, in which case officers would be requested to attend the meeting.

The Chair had agreed to postpone the Noise Nuisance report and the Digital Strategy Report could be delayed until April because of workload. In respect of the Digital Strategy Report, this was now going to be a report to Cabinet in April, but the Head of ICT had suggested that he would circulate an advance draft version of the report to Overview & Scrutiny Committee Members for their input, which would then be included in the final report going to Cabinet. Councillors could decide if the final report required call-in for further scrutiny in April. An update would be scheduled for around October 2023 in line with the requirement for regular half-yearly updates.

Resolved that:

- (1) appendices 1 and 2 to the Work Programme report be noted;
- (2) the Q4 budget report be added to the Work Programme for call-in;

- (3) there was no need for officers to attend the Committee meeting when the annual Shakespeare's England report was considered;
- (4) there was no need for officers to attend the meeting when the Development Management and Enforcement report and the annual South Warwickshire Community Safety Partnership Report was discussed unless Councillors indicated that there was a matter of crucial importance that required discussion;
- (5) the Noise Nuisance report would now be scheduled for April on the Work Programme; and
- (6) the Digital Strategy report going to Cabinet in April would be called-in if necessary. Members of Overview & Scrutiny Committee would be given an opportunity to add their input at the draft stage of the report which would be circulated to them in March. The next update to Overview & Scrutiny Committee would be added to the Work Programme for around October 2023.

(The meeting ended at 8.43pm)

CHAIR
7 March 2023

Overview & Scrutiny Committee
7 March 2022

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);
- (2) responses that Cabinet gave to comments and recommendations made by Overview & Scrutiny Committee regarding the reports to Cabinet 9 February 2023 (Appendix 2 plus confidential Appendix 3 (Item 13 on the agenda);
- (3) responses that Cabinet gave to comments and recommendations made by the Budget Review Group regarding the reports to Cabinet 9 February 2023 (Appendix 2) and
- (4) responses that Council gave to comments made by Overview & Scrutiny Committee and Audit & Standards Committee regarding the report to Council 27 February 2023.

Recommendations

- (1) That Members consider the work programme (Appendix 1) and agree any changes as appropriate.
 - (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 and confidential Appendix 3).
 - (4) That Members note the responses made by Council on Comments from Council report (Appendix 4).
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1 Background/Information

- 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 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.

- 1.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve-month period to give a clearer picture of how and when the Council will be making important decisions.
- 1.4 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.

- 1.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 1.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 1.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 1.8 At each meeting, the Committee will consider their 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 from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.

- 1.9 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.
- 1.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Cabinet agenda.
- 1.11 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.
- 1.12 As a result, the Committee considered the items detailed in appendix 2. The response the Cabinet gave on each item is also shown.
- 1.13 In reviewing these responses, the Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the work programme.

2 Conclusion/Reasons for the Recommendation

- 2.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 2.2 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.
- 2.3 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.
- 2.4 If the Committee has an interest in a future decision to be made by the Cabinet, or policy to be implemented, it is within the Committee's remit to feed into this process.
- 2.5 The Forward Plan is actually the future work programme for the Cabinet. If a non-cabinet member highlighted a decision(s) which is to be taken by the Cabinet which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Cabinet and they are passing comment on it.
- 2.6 Appendix 2, Comments from Cabinet, is produced to create a dialogue between the Cabinet and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee is formally made aware of the Cabinet's responses. The same applies for Appendix 3.
- 2.7 Where Overview and Scrutiny Committee has made a recommendation as opposed to a comment, the Cabinet is required to respond to the recommendation(s) made, including whether or not it accepts the recommendation(s).

- 2.8 Appendix 4, Comments from Council, has been produced because both Overview & Scrutiny Committee and Audit & Standards Committee considered Terms of Reference for the Budget Review Group and made recommendations to Council. Appendix 4 details the response Council made at its meeting 27 February to these.

Meeting Date 7 March 2023

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.	April 2022	Written report (an officer is not required at the meeting)	Martin O'Neill and Councillor Bartlett	March 2024.	This is an annual report.
Development Management and Enforcement Performance Update subsequent to reports made to O&S in March 2022 and September 2022	March 2022 O&S September 2022 O&S	Written Report (an officer will not be required at the meeting unless there are important matters to discuss)	HoS Development / Gary Fisher	TBA	
Environmental Enforcement Update subsequent to the report made in March '22	March 2022, O&S	Written Report	Zoë Court	Early 2023	

Meeting Date 18 April 2023

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 2023.	Annual report
Digital Strategy Update	O&S November 2021	O&S Members will call in the report to Cabinet if necessary	David Elkington	October 2023	Every six months
Noise Nuisance Investigations: Review of the Policy and the service area's performance in respect of all forms of noise nuisance more generally	9 August 2022	Written report	Lorna Hudson		
Summary of the role, responsibilities and performance of the SWCSP	This is a mandatory report.	Written report (an officer will not be required at the meeting unless there are important matters to discuss)	Liz Young / Marianne Rolfe.	March 2024.	This is an annual report.
Summary of the role, responsibilities and performance of the SWCSP	Annual report	For discussion at March O&S meeting	Elizabeth Young	March 2024	

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 2024.	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 2024	This is a briefing note to all Councillors.

Municipal Year 2023/2024

(* indicates Cabinet also meets that week)

4 July 2023*

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Q4 Budget Report from the Cabinet Agenda (Not yet on Forward Plan, so this is the assumed meeting)	O&S will as a matter of routine, always call-in the quarterly Budget reports from the Cabinet agenda	Call in the Cabinet report	Andrew Rollins	Q1 Budget report September 2023	Annually: Q1 – September Q2 – December Q3 – March Q4 – June
Climate Emergency Action Plan update from previous period and giving progress against carbon emissions and what is coming forward. See O&S mins December 2022 for additional requirements.	May 2022 O&S	Written report	Dave Barber	December 2023	Every 6 months
Future High Street Funds update	O&S February 2023	Written report	Martin O'Neill	October 2023	Every 3 months until further notice

Other O&S Committee meetings 23/24 (* indicates Cabinet also meets that week)

20 July 2023, 8 August 2023*, 19 September 2023*, 3 October 2023, 31 October 2023*, 5 December 2023*,
23 January 2024, 6 February 2024*, 5 March 2024*, 9 April 2024*

5 December 2023

(O&S Work Programme items and Cabinet Reports for automatic call-in)

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		

23 January 2024

(O&S Work Programme items only)

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		

Meeting Date: To Be Advised

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	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
	that the current permit scheme is 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.)				

**Response from the meeting of Cabinet on the O&S Committee's Comments
and the Budget Review Group's Comments – 9 February 2023**

Item Number 5 – Local Council Tax Reduction

Budget Review Group's Comment:

The Budget Review Group supported the recommendations, in doing so recognising the administration burden for the Council of chasing the demand for any percentage of Council Tax to be paid against the balance of lost income.

The Group encouraged the Cabinet to ensure the message on eligibility is communicated clearly and simply to all residents and targeted to those who the Council consider may be eligible.

The Group welcomed the assurance from the Portfolio Holder to provide, to District Councillors, a one page eligibility sheet so they can help direct/filter enquiries.

The Group highlighted that any communication that is issued should highlight the process for making a claim, including an in person option.

The Group requested that all members are provided a breakdown of the number of properties within each Council Tax Band to supplement the Table as set out in 1.4.

Cabinet Response:

The recommendations in the report were approved and would form a recommendation to Council on 27 February 2023.

Item 6 – Council Tax Support Fund

Budget Review Group's Comment:

The Budget Review Group supported the recommendations in the report.

Cabinet Response:

The recommendation in the report was approved. The Cabinet recommended to Council that Option 2, set out in paragraph 1.8 in the report, be awarded to those residents in receipt of Local Council Tax Reduction.

(This would form a recommendation to Council on 27 February 2023.)

Item 7 – General Fund Revenue and Capital Budget

Budget Review Group's Comment:

The Budget Review Group did not take a formal view on supporting or not the budget proposals.

The Group raised a number of points that the Cabinet and Council should take into consideration when finalising the budget and Council Tax setting for the 2023/24 financial year:

- The Council only has sufficient reserves for about two years (23/24 and 24/25) to sustain projected deficit of £3.5million.

- The change management strategy, from 24/25 onwards, was a key with proposing a positive budget effect of £1.5million recurring reducing the demand on Council reserves.
- Not increasing Council tax had a net adverse effect on the budget of just under £300,000 per annum for the Council.
- Assumptions had been in the budgeting on a lower anticipated number of new homes and inflation based on OBR, Government and advisors.
- Budget assumes no government funding in 24/25 but chancellor has indicated (with no detail or figures) this will not be the case.
- CEAP reserve of £500k per annum has not been increased to allow for inflation and would be used to fund £70k work on Bio Diversity (as set on Cabinet agenda).
- There is no further news on the business rate retention reset proposal.

The Group noted that:

- Further details of the proposed £160k for Abbey Fields Cycle route will be shared with all Councillors.
- There was an error on the totalling in Appendix 5b and a revised one would be circulated to all Councillors.
- Officers would share the split of right to buy receipts between the one to one budget and any purpose capital budget.
Officers would share with all Councillors the assumptions & calculations that lead to the MTFS forecasts.

Cabinet Response:

The recommendations in the report were approved and would form a recommendation to Council on 27 February 2023.

Item 8 – HRA Budget and Rent Setting

Budget Review Group's Comment:

The Budget Review Group supported the recommendations in the report.

The Group were concerned that while the HRA was on target for delivering its plans for 2023/24, in the following financial years the Council may have to reduce the ambitions in terms of development, decarbonising, decent home standards and support to customers, because of the impact in rental income reduction. While at this time there is not a proposal for cuts at this time if the restrictions on rent continue there may be a need to.

The Group welcomed the agreement that the Head of Housing would share contact details of the Housing Team Financial Inclusion Officers with all councillors to help them filter and direct cases.

Cabinet Response:

The recommendations in the report were approved and would form a recommendation to Council on 27 February 2023.

Item 10 – Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services

Scrutiny Comment:

The Overview & Scrutiny Committee thanked officers for their work on the report and the project. Members were satisfied that the proposals would provide access to Council services and facilities for the most vulnerable, however more detail was requested on how more disruptive visitors would be controlled, and how the space as a whole would operate.

The Committee requested that it be provided with a report six months' post-opening to ensure that the needs of residents were being met.

Cabinet Response:

The recommendations in the report were approved and would form a recommendation to Council on 27 February 2023.

Item 11 – Riverside House Disposal Options

Scrutiny Comment:

The Committee thanked officers for their work and noted the report.

Cabinet Response:

The recommendations in the report were approved and would form a recommendation to Council on 27 February 2023.

Item 13 – Warwick District Council Change Management Programme

Scrutiny Comment:

Overview & Scrutiny Committee Members were conscious of the potential impact of the proposals on the workforce and wished to be kept informed on staff satisfaction levels and wellbeing.

The Committee recommended that:

1. Aspects of wellbeing were included in the Terms of Reference programme; and
2. Members were involved in helping to shape the programme prior to the elections in May (the appropriate PAB was suggested as the means for this to happen).

Cabinet Response:

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

- (1)** Aspects of wellbeing are included in the Terms of Reference programme
- (2)** Members are involved in helping to shape the programme prior to the elections in May (the appropriate PAB was suggested as the means for this to happen).

Item 16 – Significant Business Risk Register

Scrutiny Comment:

The Overview & Scrutiny Committee asked the Deputy Chief Executive to liaise with the Audit & Risk Manager to request that the next SBRR report contained a summary of risk movement detailing why changes to risk rating had occurred from the previous evaluation. The SBRR would be added to the Committee's Work Programme as a standing item for call-in off the agenda for Cabinet.

The Committee thanked officers for their work on the report and drew emphasis on the need for future Councillors to receive a good level of financial training to help with their responsibility to scrutinise financial reports.

The Committee enquired whether the new entry in Risk 16 referring to "Working with partners to address local risks – e.g., Severn Trent Water on water quality issues caused by storm overflows" would be better placed under Risk 17 because it did not have much to do with carbon neutrality.

Under Risk 17 it was noted that the wording had changed slightly to state "colder changes and increased rain fall/flooding". The Committee noted that the weather had not become really cold and suggested "greater variability in seasonal temperatures" might be a more apt description to use rather than "colder changes".

Cabinet Response:

The recommendations in the report were approved.

Response from the meeting of Warwick District Council on the O&S Committee's Comments and the Audit & Standards Committee's Comments – 27 February 2023

Item Number 6 on the 7 February Overview & Scrutiny Committee's Agenda – Revisions to Scrutiny Arrangements and Urgent Item on the 21 February Audit & Standards Committee's Agenda – Budget Review Group

Scrutiny Comment:

That the remit of the Budget Review Group as set out at Appendix 2 to the report, is supported and, subject to support from the Audit & Standards Committee, is recommended to Council for Annexing to the Constitution, subject to:

The Chairs of both the Overview & Scrutiny Committee and the Audit & Standards Committee being members of the Budget Review Group but will represent the place allocated to their political group to maintain political proportionality.

(This amendment was included in the Terms of Reference for the Budget Review Group and was then considered by the Audit & Standards Committee 21 February 2023.)

Audit & Standards Comment:

That the remit of the Budget Review Group, as set out at Appendix 1 to the report be annexed to the Constitution, subject to the following revision:

The Group will consider the Annual Treasury Management Strategy (if it is reported to Cabinet in February)

And the revised wording is as follows: *"The Group will meet the evening before Cabinet and will be responsible for reviewing the following papers:"*

Council Response 28 February:

The recommendation in the report was approved, along with the additional proposals for the Budget Review Group from the Audit & Standards Committee to include consideration of the Annual Treasury Management Strategy (if it is reported to Cabinet in February) and the revised wording is as follows: *"The Group will meet the evening before Cabinet and will be responsible for reviewing the following papers:"*

Fees & Charges Review Group

Record of the meeting held on Wednesday 2 November 2022 in the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillors: Cullinan, Davison, R Dickson, King, Margrave, Milton, Redford, Syson and Wright.

Also Present: Councillor Hales, Portfolio Holder – Resources.

1. **Appointment of Chair**

Councillor Milton was appointed to Chair the meeting.

2. **Apologies and Substitutes**

There were no apologies for absence.

3. **Declarations of Interest**

There were no declarations of interest made.

4. **Cabinet Agenda (Non-Confidential items and reports) – Thursday 3 November 2022**

Item 4 – Fees and Charges

The fees and charges review meeting:

1. Thanked officers for their work on report and responses to the volume of questions that came through.
2. Recognised that the Council was dependent on the professional judgement of Officers and Portfolio Holders on Fees & Charges and that there was no perfect solution.
3. Recognised the potential financial challenges faced by the community over the next 12 months and it was keen that services remained accessible to them.
4. Recognised the overall financial challenge for the Council and this was one of three strands of the budget, the others being the government and Council Tax setting.
5. Recognised the challenges faced with elasticity of demand in that if fees were reduced in one area it may (or may not) result in increased demand that equated to extra income (above that anticipated from the proposed higher fee) from increased usage.
6. Asked that Officers looked at opportunities to reduce the impact of the increases on sports facilities by keeping any increase below 15% to increase demand, especially being mindful of the legacy of the Commonwealth Games.

7. Asked Officers and Portfolio Holders to look for additional sources of income around potential sponsorship of works or assets or their maintenance.

(The meeting ended at 7.05pm)

Budget Setting Review Group

Record of the meeting held on Wednesday 8 February 2023 in the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillors: Cullinan, Davison, J Dearing, R Dickson, Jacques, King, Kohler and Wright.

Also Present: Councillor Hales, Portfolio Holder – Resources.

1. **Appointment of Chair**

Councillor Davison was appointed to Chair the meeting.

2. **Apologies and Substitutes**

There were no apologies for absence.

3. **Declarations of Interest**

There were no declarations of interest made.

4. **Cabinet Agenda (Non-Confidential items and reports) – Thursday 9 February 2023**

Item 5 - Local Council Tax Reduction Scheme

The Budget Review Group supported the recommendations, in doing so recognising the administration burden for the Council of chasing the demand for any percentage of Council Tax to be paid against the balance of lost income.

The Group encouraged the Cabinet to ensure the message on eligibility was communicated clearly and simply to all residents and targeted to those who the Council considered to be eligible.

The Group welcomed the assurance from the Portfolio Holder to provide, to District Councillors, a one page eligibility sheet so they could help direct/filter enquiries.

The Group highlighted that any communication that was issued should highlight the process for making a claim, including an in person option.

The Group requested that all members be provided with a breakdown of the number of properties within each Council Tax Band to supplement the Table as set out in paragraph 1.4 in the report.

Item 6 - Council Tax Support Fund

The Group supported the recommendations in the report

Item 8 - HRA Budget and Rent Setting

The Group supported the recommendations in the report.

The Group were concerned that while the HRA was on target for delivering its plans for 2023/24, in the following financial years the Council may have

to reduce the ambitions in terms of development, decarbonising, decent home standards and support to customers, because of the impact in rental income reduction. While at this time there was not a proposal for cuts, if the restrictions on rent continued there may be a need to.

The Group welcomed the agreement that the Head of Housing would share contact details of the Housing Team Financial Inclusion Officers with all Councillors to help them filter and direct cases.

Item 7 - General Fund Revenue and Capital Budget

The Group did not take a formal view on supporting or not the budget proposals.

The Group raised a number of points that the Cabinet and Council should take into consideration when finalising the budget and Council Tax setting for the 2023/24 financial year:

- The Council only had sufficient reserves for about two years (23/24 and 24/25) to sustain projected deficit of £3.5million
- The change management strategy, from 24/25 onwards, was a key with proposing a positive budget effect of £1.5million recurring reducing the demand on Council reserves
- Not increasing Council tax had a net adverse effect on the budget of just under £300,000 per annum for the Council
- Assumptions had been in the budgeting on a lower anticipated number of new homes and inflation based on OBR, Government, and advisors
- The budget assumed no government funding in 2024/25 but the Chancellor had indicated (with no detail or figures) that this would not be the case
- CEAP reserve of £500k per annum had not been increased to allow for inflation and would be used to fund £70k work on biodiversity (as set on Cabinet agenda)
- There was no further news on the business rate retention reset proposal

The Group noted that:

- Further details of the proposed £160k for Abbey Fields Cycle route would be shared with all Councillors
- There was an error on the totalling in Appendix 5b and a revised one would be circulated to all Councillors
- Officers would share the split of right to buy receipts between the one to one budget and any purpose capital budget
- Officers would share with all Councillors the assumptions and calculations that lead to the MTFS forecasts

(The meeting ended at 7.05pm)

Title: Waste Enforcement Update
Lead Officer: Zoë Court
Portfolio Holder: Councillor Moira-Ann Grainger
Wards of the District directly affected: All

Background

Overview and Scrutiny Committee have requested an update following the last update on 6 December 2022. At that meeting, an update was given on the impact to Contract Services following the end of planned arrangements to share waste enforcement duties with Stratford District Council, as part of the merger.

Rugby Borough Council (RBC) were approached to re-establish the previous Service Level Agreement (SLA) with them providing support to waste enforcement activities, including issuing fines. Unfortunately, they have now confirmed that due to internal organisational changes, they can not take on this work.

Update

The Contract Services Manager and Head of Neighbourhood & Assets have agreed in view of the news from RBC to create a new Waste Education & Enforcement Officer. This post will initially be for up to 2 years to cover an Area Contract Officer vacancy created by a secondment. The Contract Operations and Enforcement Officer will directly manage this post holder and they will approach Rugby Borough Council will be to see if they can provide any shadowing opportunities for this post with their experienced officers.

Warwick University have agreed to contribute to the salary of this post for the 2 years as they recognise that some of their university students living in Leamington Spa town centre do create an issue with incorrect storage and presentation of waste.

The job description for this new post will go to the Hay Job Evaluation Panel in March, recruitment will start in April. It is hoped that the successful candidate will have a waste enforcement background and experience. Budget is available for external training should it be required.

This postholder will focus on a range of engagement and education activities aimed at reducing the need to take enforcement action for environmental crimes (such as flytipping and littering). There are many examples available of successful campaigns aimed at reducing Flytipping ran by other local authorities, some in partnership with Keep Britain Tidy.

The work of this post will be monitored during the two years by the Contract Operations & Enforcement Officer so a more holistic long-term view can be taken as to whether to keep waste enforcement 'in house' or to outsource to a private contractor.

Since the last update there are now three full time Area Contract Officers in the team monitoring the four Public Realm Contracts (Waste, Street Cleansing, Grounds Maintenance and Corporate Building Cleaning) this includes dealing with reports of

litter, flytipping, waste accumulations, abandoned vehicles. Having an officer who can deal with the waste enforcement will reduce the pressure on this team enabling them to focus on monitoring the major public realm contracts, to improve performance, ensure value for money and improve public perception.

Reported flytipping incidences have increased slightly over the last few months (see Appendix 1). However, the overall weight of flytips has reduced (see Appendix 2). Unfortunately, the system used by North Warwickshire to produce 'heat maps' of flytipping across the district is not a one that our Council uses. Work is underway to see if a 'heatmap' can be produced manually from the current data and reports we receive.

A meeting is due to take place between Contract Services and CCTV to discuss further use of redeployable CCTV with ANPR Automated Numberplate Recognition) functionality (to track vehicle ownership) as used successfully by many local authorities to deter and catch fly-tippers.

The new post holder will also analyse the flytipping data monthly to look for any trends, so that work can be planned accordingly.

Recommendations

An update is provided to Overview & Scrutiny in six months' time to review the progress of the various activities outlined above.

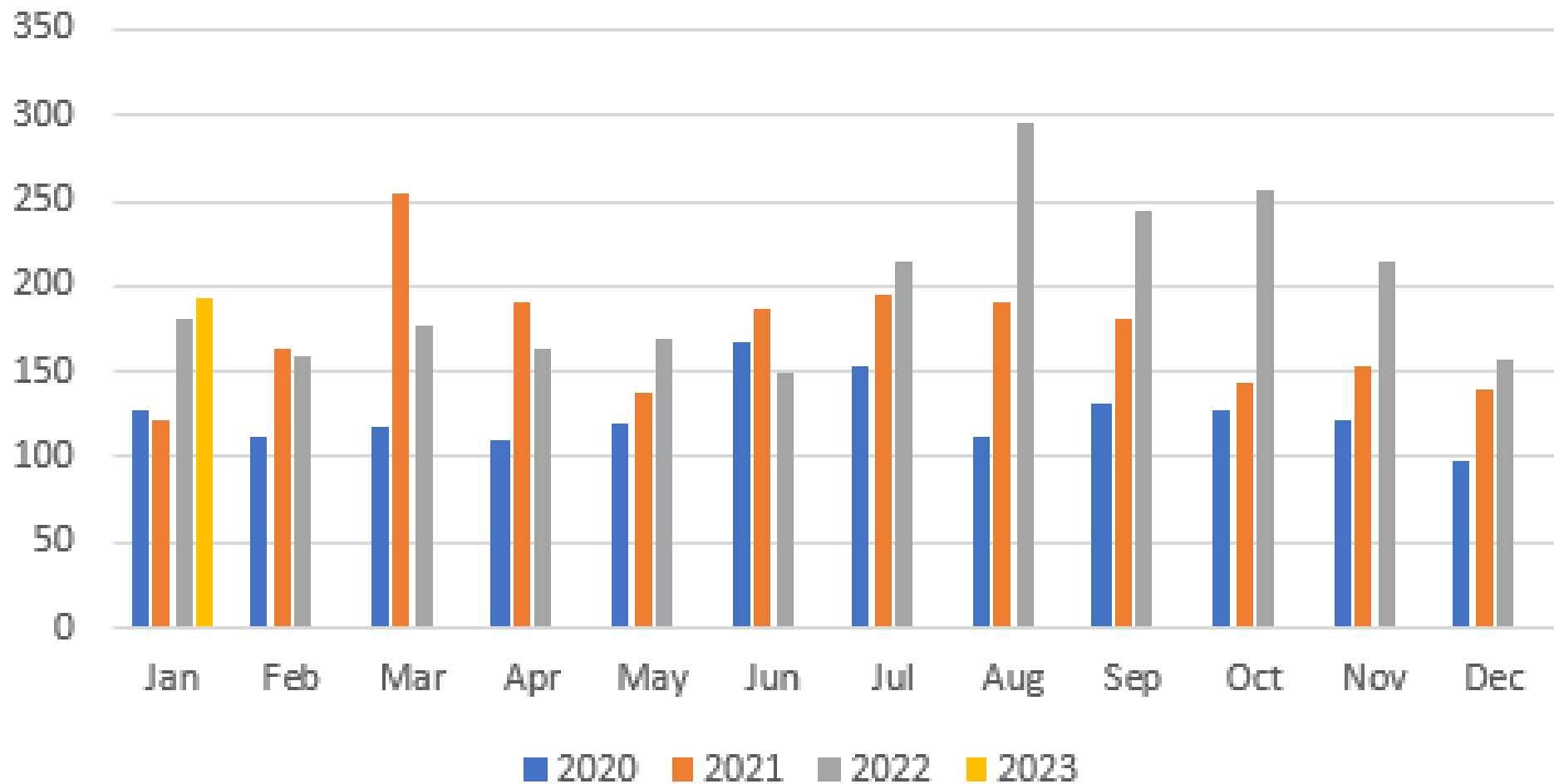
Briefing Note Information Sheet

Please complete and submit to Democratic Services with Briefing Note

Please complete and submit to Democratic Services with Briefing Note		
Committee/Date	7 March 2023	
Title of Briefing Report	Waste Enforcement Update	
Consultations undertaken		
Consultee *Required	Date	Details of consultation /comments received
Ward Member(s)		
Portfolio Holder	22/2/23	Cllr Grainger
Financial Services *		
Legal Services *		
Other Services		
Chief Executive(s)	21/2/23	Andrew Jones
Head of Service(s)	21/2/23	Steve Partner
Section 151 Officer		
Monitoring Officer		

CMT		
Leadership Co-ordination Group		
Other organisations		
Contrary to Policy/Budget framework		No
Does this briefing note contain exempt info/Confidential? If so, which paragraph(s)?		No
Does this briefing note relate to a key decision (referred to in the Cabinet Forward Plan)?		No
Accessibility Checked?	YES	File/Info/Inspect Document/Check Accessibility

Fly Tips per month WDC



O & S Committee – Waste Enforcement Update – Appendix 2

	2022									2023
Number of flytipping incidents by land type	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Highway	85	89	63	83	135	149	149	99	82	101
Footpath / Bridleway	35	33	39	60	75	53	46	77	50	19
Back Alley	14	13	13	24	24	19	25	18	7	20
Council Land	19	23	28	31	41	13	21	15	3	29
Water course / bank	1	0	0	2	1	1	0	0	0	0
Other (unidentified)	10	11	6	15	20	10	15	5	15	22
TOTAL	164	169	149	215	296	245	256	214	157	191

Number of flytipping incidents by primary waste type	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Green	4	2	6	8	3	9	5	6	2	15
Vehicle Parts	0	0	0	0	1	3	0	0	0	6
White goods	18	5	11	13	11	15	15	12	13	10
Other electrical	2	0	3	5	3	2	0	2	2	3
Tyres	6	3	0	2	1	1	4	2	3	6
Asbestos	0	2	0	0	0	1	4	0	0	0
Clinical	0	0	0	0	1	1	0	1	0	0
Construction / demolition / excavation	5	18	13	11	14	21	13	7	5	7
Black bags - commercial	0	1	2	1	1	1	2	1	2	0
Black bags - household	12	6	14	22	27	17	25	30	16	25
Chemical drums, oil, fuel	1	1	0	1	2	1	0	2	0	0
Other household waste	33	34	35	48	48	53	81	38	33	38
Other commercial waste	4	2	2	1	2	4	14	11	2	0
Other (unidentified)*	79	95	64	103	182	116	93	102	79	83
TOTAL	164	169	150	215	296	245	256	214	157	193

O & S Committee – Waste Enforcement Update – Appendix 2

*Recorded as unidentified at time of report by 3rd party

Number of flytipping incidents by size	2022									2023
	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Single black bag	13	10	13	14	12	8	6	10	4	7
Other single item	29	33	27	41	52	45	41	33	21	40
Car boot load or less	48	41	43	67	78	55	78	68	40	62
Small van load	42	46	45	53	111	94	96	73	52	53
Transit van load	32	39	22	40	43	43	35	30	40	31
Tipper lorry load	0	0	0	0	0	0	0	0	0	0
Significant / multiple loads	0	0	0	0	0	0	0	0	0	0
TOTAL	164	169	150	215	296	245	256	214	157	193

Weight kg	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
Single black bag 5kg	65	50	65	70	60	40	30	50	20	35
Other single item 15kg	435	495	405	615	780	675	615	495	315	600
Car boot load or less 25kg	1,200	1,025	1,075	1,675	1,950	1,375	1,950	1,700	1,000	1,550
Small van load 75kg	3,150	3,450	3,375	3,975	8,325	7,050	7,200	5,475	3,900	3,975
Transit van load 150kg	4,800	5,850	3,300	6,000	6,450	6,450	5,250	4,500	6,000	4,650
Tipper lorry load 300kg	0	0	0	0	0	0	0	0	0	0
Significant / multiple loads	0	0	0	0	0	0	0	0	0	0
TOTAL kg	9,650	10,870	8,220	12,335	17,565	15,590	15,045	12,220	11,235	10,810
Tonnes	9.65	10.87	8.22	12.34	17.57	15.59	15.05	12.22	11.24	10.81

Agenda Item No 8
Overview and Scrutiny Committee
7 March 2023

Title: Development Management and Enforcement Performance Update
Lead Officer: Gary Fisher (01926 456502)
Portfolio Holder: Councillor Cooke
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	22/2/23	Councillor Cooke
Finance	-	
Legal Services	-	
Chief Executive	22/2/23	Chris Elliott
Head of Service(s)	22/2/23	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 Development Management and Enforcement Services 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 during the course of the pandemic, in line with a national trend, the Development Management service experienced a significant increase in the number of planning applications being submitted. This, combined with a number of other factors which were set out in a report for your 8 March 2022 meeting resulted in a backlog of applications amounting at its greatest to over 300 cases.
- 1.2 Members will also be aware that prior to that, the service has performed exceptionally well on a consistent basis with regard to the timescales for determining planning applications.
- 1.3 By way of response to the increased workload, as well as filling vacant posts, a number of additional temporary posts were created within the service. Those posts remain in place, most of which will be drawing to a close over the course of this calendar year.
- 1.4 At its greatest, during early 2021, there were over 500 applications on hand of which 200 were being actively worked on whilst 300 were waiting to be allocated to a Planning Officer. The backlog of work waiting to be allocated to a Planning Officer was eliminated in December 2021 and currently there are 267 applications on hand, all of which are being worked on by a Planning Officer.
- 1.5 This represents a reduction of 69 applications on hand since the time of your last update report in September 2022 with the overall total number of applications under consideration now at a much more manageable level relative to resourcing.
- 1.6 As members will be aware, our approach to the consideration of planning applications is to work closely with applicants and negotiate revisions to schemes where that is considered necessary to make them acceptable wherever possible. The alternative would be to refuse proposals without doing so which would increase the speed of decision making and assist with performance in that regard, but reduce the quality of the service being offered, increase the number of appeals being received, and extend the overall timescale from the customers perspective.
- 1.7 The period of time over which those cases were waiting to be allocated to an officer in the backlog queue significantly increased the overall application determination timescale. This was reflected in the lower performance figures for the proportion of applications determined within the statutory or extended

timescale which for the period October to December 2021 was an uncharacteristic 42%.

- 1.8 Nevertheless, by the time of your meeting on 8 March 2022, performance for the then current partial quarter had improved to 68% of decisions being made within the statutory or extended timescale.
- 1.9 Since that time, the performance figures for the subsequent last 3 full quarters and the current part-quarter are as follows:-

January – March 22:	72%
April – June 22:	87%
July – August 22:	91%
September - December 22:	89%
January - March 23 (partial):	92%

The former backlog of planning applications waiting to be allocated to an Officer Continues to remain at zero.

- 1.10 Members will also 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.
- 1.11 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.
- 1.12 However, since that time, the Enforcement Manager post has been filled, albeit temporarily on an agency basis and 2 key members of staff have returned from long term sickness. As a result, the team is now 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 administering the backlog of work.
- 1.13 In that regard, the current position is that the overall enforcement caseload has further reduced to 171 cases of which 27 are awaiting investigation. This compares to the position in September 2022, when this Committee last received an update which was 225 cases on hand of which 114 were awaiting investigation.
- 1.14 Since your last update, the team have served 28 formal Notices and there are a further 13 cases currently being considered for potential enforcement action with legal colleagues.
- 1.15 It is also proposed to recruit again to a further 2 posts within the Team - a Senior Enforcement Officer and an additional Enforcement Officer to provide further stability in the longer term and enable the increased proactive management of cases and issues within the district.
- 1.16 An unsuccessful recruitment to these posts has previously been undertaken on a temporary basis and therefore it is now proposed to seek to recruit on a permanent basis.

Actions Taken and Planned

- 1.17 The application backlog and uncharacteristic subsequent downturn in planning application performance was a consequence of a combination of factors, most particularly the increase in the volume and complexity of the team's workload summarized above; the vacant posts that were being carried at the time; and sickness within the team during the pandemic.
- 1.18 We are also continuing to experience a significant increase in the timescales for the receipt of some statutory consultee responses which is significantly delaying the assessment and determination of some planning applications – principally, the more major schemes.
- 1.19 A number of actions have been undertaken to address the workload situation principally involving the recruitment to existing vacant posts; the ongoing review of processes and protocols to enhance effective working wherever possible; and recruitment to additional temporary posts.
- 1.20 Those actions are considered to have been key to the elimination of the backlog of unallocated work and the subsequent progress that has been made.
- 1.21 Nevertheless, the recruitment and retention of staff within both the Development Management and Enforcement Teams continues to be a concern, as does levels of sickness, the former particularly as there remains a shortage of experienced planners and enforcement professionals available for the public sector.
- 1.22 That position continues to be exacerbated by other Councils within the sub-region offering more attractive remuneration packages which continues to be evidenced by low levels of external interest in some roles and the continued loss of existing staff to nearby Councils.
- 1.23 In addition, in order to assist with the ongoing imbalance of demand for enforcement investigations relative to resourcing and increase effective working wherever possible, work continues on the review of team priorities.
- 1.24 Work is also continuing on the longer term Service Improvement Plan covering both development management and enforcement including:-
 - i. The review of capacity and resourcing with the teams.
 - ii. A recruitment and retention strategy including the increased use of market supplements where appropriate. This is in addition to the Working for Warwick award which is currently being progressed across the Council.
 - iii. A succession planning strategy.
 - iv. The procurement of a new back office system.
 - v. The digitizing of microfiche records.
 - vi. The increased use of Planning Performance Agreements to fund increased capacity within the Team.
 - vii. Increased collaboration with statutory and other consultees to assist, where possible in enabling their timelier responses.

2 Alternative Options

- 2.1 Other than noting the report and endorsing the proposed actions, 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 Service Improvement Plan is anticipated to be funded within the existing budget envelope and increases in income brought about through charging for discretionary services and in particular Planning Performance Agreements and pre-application advice.
- 4.2 Members may also be aware that Government is considering bringing forward a proposal to increase fees for planning applications which would be very welcome particularly as there is a current deficit of circa £300,000 between the level of fees currently received and the cost of running the service.

5 Business Strategy

- 5.1 The proposals are directed at continuing and sustaining the recovery of both the development management and enforcement services which in turn will contribute to good development being delivered more effectively within the District to the benefit of residents, workers and visitors, and the environment.
- 5.2 The proposals are also 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 development management and enforcement services which in part will be sustained by ensuring that capacity within the teams is at the right level, in turns supports the quality of decision making and the ability to secure the 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 Improvement Plan referred to above is intended to ensure that the service fulfils its data protection obligations and any issues are addressed quickly and appropriately.

9 Health and Wellbeing

- 9.1 Increased effectiveness within the development management and enforcement services 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 the determination of planning applications and appeals is reported to and monitored by the Department for Levelling Up, Housing and Communities.
- 10.2 In the circumstances where Councils are considered to be consistently performing poorly in that regard, there is a risk that they will be designated as a Special Measures Authority.
- 10.3 Such designation would mean that customers could decide whether they wished to have their planning applications determined by the Council or by the Planning Inspectorate, thereby potentially removing local accountability and is therefore to be avoided.
- 10.4 Whilst such designation is infrequent, there are instances where that has occurred and Officers are therefore mindful of this risk.
- 10.5 The current criteria for Councils potentially being considered for Special Measures include failing to determine on aggregate 60 per cent of major and 70 per cent of non-major applications within the statutory or extended period, or having more than ten per cent of major or non-major applications overturned on appeal, over a 2 year timeframe. Performance on enforcement matters isn't the subject of potential designation.
- 10.6 Such designation is only likely to be considered where a Council's performance consistently falls below those levels over an extended period. As indicated above, this Council's performance, until recently has been consistently significantly above those levels and whilst that performance has recently dipped, it is now returning to previous levels and therefore the risk of such designation is considered to be low.
- 10.7 Nevertheless, over that rolling 2 year period to December 2022, the Council's performance on non-major applications was marginally over the 70% threshold which was a very uncomfortable place to be and a situation to be avoided in future.
- 10.8 As also set out above, actions are being taken and further actions planned to ensure the return to that high performance is consistently sustained for our customers and eliminate any risk of future designation.

Background papers:

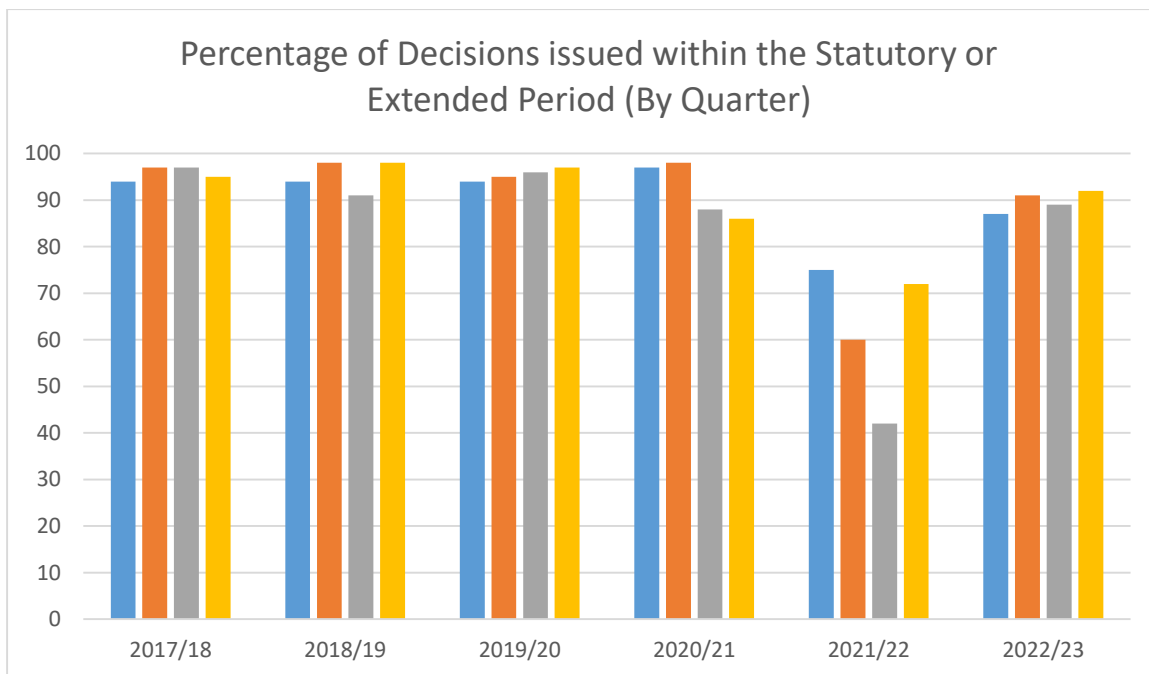
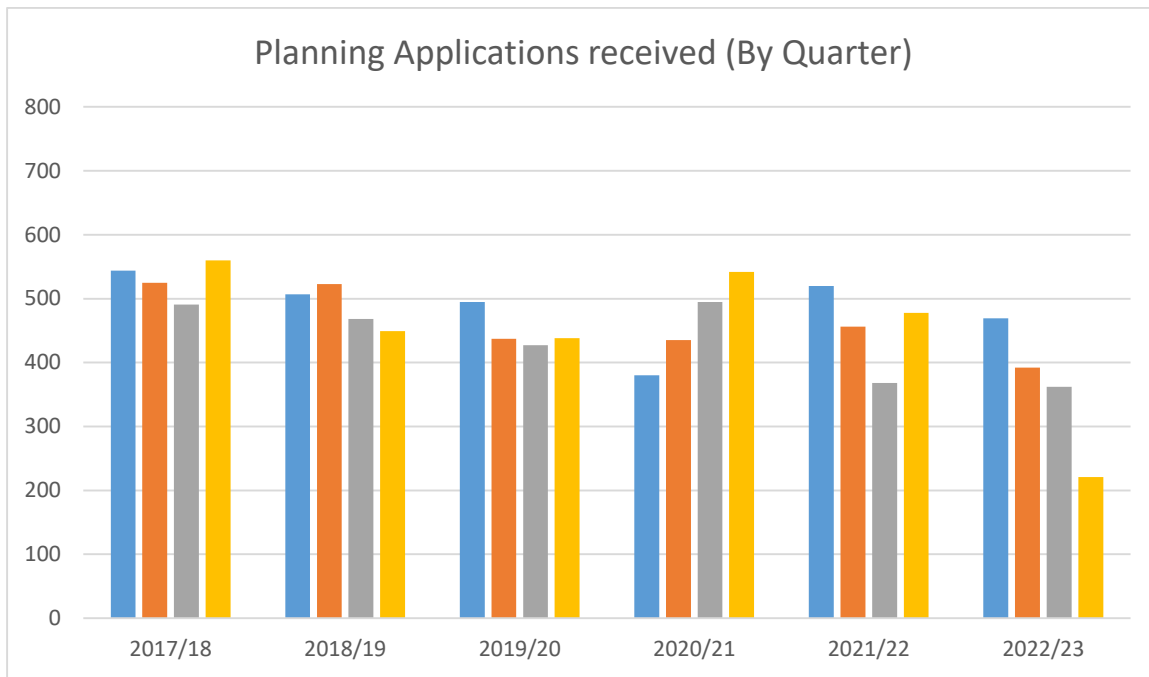
Please provide a list of any papers which you have referred to in compiling this report and are not published documents. This is a legal requirement.

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.

Performance Timeline



Agenda Item No 9
Overview and Scrutiny Committee
7th March 2023

Title: Annual update of the Destination Management Organisation – Shakespeare’s England

Lead Officers: Martin O’Neill

Portfolio Holder: Councillor Liam Bartlett

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	20/2/2023	Liam Bartlett
Finance	20/2/2023	Andrew Rollins
Legal Services	20/2/2023	Ross Chambers
Chief Executive	20/2/2023	Chris Elliott
Head of Service(s)	20/2/2023	Philip Clarke
Section 151 Officer	20/2/2023	Andrew Rollins
Monitoring Officer	14/2/2023	Andrew Jones
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
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

This report provides the Overview and Scrutiny Committee with an update on the activities of the District's Destination Management Organisation (DMO), Shakespeare's England, over the last 12 months in relation to the tourism sector.

Recommendation

- (1) That the Overview and Scrutiny Committee notes the contents of the update report.
-

1 Reasons for the Recommendations

- 1.1 There are no specific recommendations as part of this report. The details in relation to the activities of the DMO are contained in sections 10 and 11 below.

2 Alternative Options

- 2.1 This is an update to Overview and Scrutiny committee, there are no alternative options to be considered.

3 Legal Implications

- 3.1 There are no legal implications of this report.

4 Financial

- 4.1 At its meeting in July 2022, Cabinet approved funding of £100,000 per annum for the period September 2022 to August 2024. This was on the basis that a revised set of grant conditions were agreed and that the long-term future arrangements for Shakespeare's England be made by December 2024. This is in line with the funding being provided by Stratford District Council.

5 Environmental/Climate Change Implications

- 5.1 Shakespeare's England is actively exploring green tourism and the conditions of the grant seek to mandate and expand this approach.

6 Analysis of the effects on Equality

- 6.1 This update report has no impact of itself on equality and diversity matters.

7 Data Protection

- 7.1 There are no data protection implications of this update report.

8 Health and Wellbeing

- 8.1 There are no direct implications for health and well-being as part of this update report.

9 Risk Assessment

- 9.1 There are no risk implications as part of this update report.

10 Overview on DMO and current tourism activities

- 10.1 Shakespeare's England's 2 Year Business Plan was delivered and circulated at the end of November 2022, in accordance with WDC's Grant Funding requirements. The plan has been shared with the Portfolio Holder for Economy and Culture as well as relevant officers at WDC.
- 10.2 The DMO will shortly embark on a significant project alongside the West Midlands Growth Company and Destination Coventry in respect of the Global Destination Sustainability Movement Index (GDMI), from which the DMO hopes to attain Green Tourism accreditation.
- 10.3 The DMO continues to work in partnership with Coventry and Warwickshire Chamber of Commerce to deliver the Warwickshire County Council's Tourism & Leisure Business Support programme entitled Project Warwickshire. Take up has been strong in South Warwickshire.
- 10.4 The Research Solution has been commissioned to carry out the latest How's Business Survey. This will be circulated w/c 6 February. The findings will be discussed as an Agenda item at the next SE Board Meeting, 25 April. The specific area we are looking for feedback on are, though not limited to,
 - Business over spring/summer 2022
 - Business during the 2022 Festive period
 - Overall business confidence for 2023
 - 2023 challenges & mitigations
 - Impact of industrial action especially rail strikes
 - The Commonwealth Games effect
 - The Coronation effect.
- 10.5 In July 2022, the Government published its formal response to the Independent Review of DMOs which was undertaken by Nick De Bois and published in September 2021. The government plans to introduce a new structured system for England, whereby DMOs that meet specified requirements will become part of a 'national portfolio' of accredited DMOs.
- 10.6 The Department for Culture, Media and Sport, VisitEngland and other government departments and agencies will only then engage with these accredited DMOs - they are to be renamed Local Visitor Economic Partnerships (LVEPs).
- 10.7 Decisions on DMOs qualifying for LVEP accreditation and being added or removed from the national portfolio list will be made by the tourism minister, on the advice of the VisitEngland Advisory Board. As a result of the above, there will be significant changes to regional tourism delivery, with the current 180+ DMOs being replaced by approximately 40 LVEPs.
- 10.8 Subject to a successful pilot currently taking place in the North East, the ambition is for a national roll, however this is dependent on future funding.
- 10.9 In response to this national review of DMOs, Shakespeare's England will be working with its public and private sector stakeholders to decide:
 - Whether to apply for independent LVEP status
 - Whether to partner with other DMOs – Destination Coventry/North Warwickshire Tourism/Cotswold Tourism
 - Where would the governance of the LVEP sit if this is an entirely new body
 - What geographic area will 'our' LVEP might cover

11 Performance against the Conditions of the Grant agreed in July 2022

- 11.1 As stated above, at a meeting of Cabinet in July 2022, a set of grant conditions were agreed by both Stratford and Warwick District Councils to be measured over the period of the current funding (September 2022 to August 2024).
- 11.2 There are 13 conditions in total and an update has been provided by Shakespeare's England as to current progress against these which is included in Appendix 1 to this update report.
- 11.3 In summary, of the 13 conditions, there are 6 which are on target or target has been met (signified as Green in the appendix), 6 are not yet on target but are expected to be on target by the end of the funding period as stipulated in the conditions of grant (signified as Amber in the appendix.)
- 11.4 One of the conditions is currently significantly off target and signified as Red in the appendix. The tourism sector and particularly the overseas tourist market is still in recovery from Covid. That, together with the fact that the figures being quoted are 12 months in arrears, means that at this point in time it is difficult to project how these visitor numbers and spend will improve over the next 12 months, not only for the DMO but also the national figures produced by VisitBritain. That said, as the figures quoted in this report in respect of this condition relate to 2021 (the first year after the Covid outbreak and subsequent lockdowns and travel restrictions), it is anticipated that the 2022 figures and in turn the 2023 figures will show year on year improvements.

Background papers:

N/A

Supporting documents:

N/A

Appendix 1. Shakespeare's England Conditions of Grant update as at March 2023

Condition	Progress	Rag Rating
1. Retain the 3 existing Membership categories and add a Free-listing, which will literally be a listing not a membership and will not include an image.	The Free listing facility is now available on the current website and is a key element of the brief given to our new website providers. We are currently in discussions with SDC and WDC around the logistics of sending a communication to relevant businesses.	AMBER
2. By 31 August 2024 to show an increase in total memberships, targeting Bronze x 80, Silver x 50, Gold x 14, free listings x 100 across Shakespeare's England. (SDC & WDC to introduce SE to the hospitality & leisure business rates payers to achieve this).	As at 25 Jan 2023 the position is Bronze 45/80 = 56%. Silver 34/50 = 68%. Gold 9/14 = 64%. We also have 6 stand-alone Meet Members, who do not receive this status as part of their Gold membership but have elected to take a Business Membership.	AMBER
3. Full review of the Shakespeare's England website, by an independent body within 12 months, and an automated registration system for free listings within 6 months of the start of the 2-year period i.e. by 28 February 2023.	Independent review will be carried out in August 2023. The new website, including the process for adding free listings, and allowing members to update existing listings, has a target go-live date w/c 3 April 2023.	AMBER
4. New metrics dashboard including website engagement to form part of quarterly report (CEO Board Report) and annual O&S Committee Reports for both SDC and WDC.	In place and already being used.	GREEN
5. Publication within 3 months from 1st September 2022, of a two-year business plan setting out: · the main activities and campaigns Shakespeare's England will undertake over the 2-year funding period and how these will fulfil the aims and objectives of the DMO	The 2 Year Business Plan was circulated to the SE Board 29th November. It is also an agenda item for Board Discussion 25 Jan 2023. The business Plan has been circulated to the current Portfolio Holder for Economy and Culture as well as relevant Officers at WDC	GREEN

Appendix 1. Shakespeare's England Conditions of Grant update as at March 2023

6. Promotion of South Warwickshire as a Green Tourism destination to align with the declarations of climate change.	An initial Sustainability and de-carbonisation survey sent to SE Members w/c 16 Jan 2023, to start the process of tracking where SE Members sit on the Global Destination Sustainability Index (GDS). Running in parallel to this a post grad student has been commissioned to carry out a de-carbonisation mapping exercise for our key sectors, which will help inform the GDS Index work.	AMBER
7. Engagement across social media channels to be monitored and reported upon quarterly via the new metrics report (dashboard), targeting an increase of 60% in click throughs to the Shakespeare's England website by the end of the funding period (31 Aug 2024).	Metrics are being monitored and reported on to the SE Board within the new dashboard. We have not yet seen a significant increase in click throughs to the website, but have plans in place to address this, which will be assisted with the launch of the new website.	AMBER
8. Success to be benchmarked against published VisitBritain (VB) figures showing % growth /decline, in visitor numbers, visitor spend and tourism related employment. (NB there is a 12month+ lag in all data. SE will report on 2021 results by 31 December 2022, 2022 results by 31 December 2023. 2023 results will not be available until after end of the grant period).	Tourism Economic Impact Assessment Report for 2021 now received. A comparison of this against VB results was shared with the Board in early September. SE and VB were both at -78% in 2020 v 2019. SE was at -82% against 2019 in 2021, VB were at -80%. Recovery of International markets is way behind that of domestic. Shakespeare's England's International visitor spend in 2019 was £107,826m, we would need this to reach £112,139m, an increase of £4,313m in 2023 to be in line with the VB forecast.	RED
9. SE to exceed VB/VE published Return on Investment (ROI) which is currently for every £1 of central government funding they return £25 in economic benefit to the UK from tourism spend, to be measured the same way, comparing SDC/WDC grant funding versus value of tourism	SE ROI in 2021, economic value of Tourism versus investment from local authority funding is £1:£2,948. VB/VE ROI yet to be released	GREEN

Appendix 1. Shakespeare's England Conditions of Grant update as at March 2023

across Shakespeare's England as reported in the Economic Impact Assessment Report		
10. Target to reach/surpass pre pandemic (2019) visitor numbers and spend by end of funding period ie 10.6+million visitors £805m spend.	At year end 2021 Volume = 7.8m -26% versus 2019 but + 39% v 2020 Value = £516m – 35% v 2019 but + 53% v 2020	AMBER
11. Host quarterly Tourism Forums (face-to-face or virtual) at locations spread across the geography of South Warwickshire and a minimum of 2 subject specific webinars eg Customer service, Accessibility, maximising impact of social media, use of google analytics.	January 2023 forum took place at the Charlecote Pheasant Hotel (Stratford District) and April 2023 at Mallory Court (Warwick District). We are targeting Billesley Manor (Stratford District) for July 2023.	GREEN
12. Evidence of targeted marketing and promotion re business tourism e.g, sports tourism, Commonwealth Games legacy, conferences, trade shows.	Working closely with WMGC we co-hosted four familiarisation trips to SE for India, Canada, and Australian travel trade media and agents. Engaging with a variety of members and resulting in articles in international publications. The SE team provided staffing support and collateral during the CWG at Leamington and Warwick Festival Sites, working closely with WDC and Bowls England. We also delivered digital support regarding local events and the month-long WDC CultureFest via blog content, event listings, email and social media. SE embraced the Football World Cup using Alfie the alpaca from Fairy Tale Farm as our 'mystic Meg', this received far reaching publicity across local and National media as well as TV coverage. Since October's Board Meeting, SE has had a stand at the CHS Show in Birmingham with Vintage Trains and Charlecote Pheasant, taken a pod on the UKinbound stand at World Travel Market (WTM) with No Ordinary Hospitality Management (NOHM)	GREEN

Appendix 1. Shakespeare's England Conditions of Grant update as at March 2023

	and Shakespeare Birthplace Trust (SBT), and been part of VisitBritain's Meet the Media event in Paris.	
13. Evidence as to how Shakespeare's England will encourage visitors to travel using climate friendly modes and encourage businesses to reduce their carbon footprint.	Please see 6 above. In addition SE participated in WDC's Tourism Transport De-carbonisation roundtable and is working with Emma Gibbens (Place Making Projects Manager-RSC) who has been employed to look at the 'Next Steps for Transport', with one of the programmes they are keen to introduce to the area being YouSmartThing. SE were able to sign post Emma to the UKSPF Fund and she managed to submit a claim within the SDC BID.	GREEN