

# Overview and Scrutiny Committee

Tuesday 6 March 2018

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A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 6 March 2018 at 6.00pm.

## Membership:

|                          |                                |                        |
|--------------------------|--------------------------------|------------------------|
|                          | Councillor Mrs Falp (Chairman) |                        |
| Councillor Bromley       |                                | Councillor Naimo       |
| Councillor Mrs Cain      |                                | Councillor Parkins     |
| Councillor Davison       |                                | Councillor Mrs Redford |
| Councillor Miss Grainger |                                | Councillor Shilton     |
| Councillor Mrs Knight    |                                | Vacancy (Lib Dem)      |

## Emergency Procedure

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

## Agenda

### 1. Apologies and Substitutes

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

### 2. Declarations of Interest

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

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

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

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

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

To consider a report from Councillor Grainger – Portfolio Holder for Neighbourhood Services. **(Pages 1 - 4)**

4. **Business – Portfolio Holder Update**

To consider a report from Councillor Butler – Portfolio Holder for Business. **(Pages 1 - 13)**

5. **Shakespeare’s England**

To consider a report from Shakespeare’s England. **(Pages 1 – 9)**

6. **Minutes**

To confirm the minutes of the meeting held on 6 February 2018. **(Pages 1 - 3)**

7. **Comments from the Executive**

To consider a report from Democratic Services. **(Pages 1 - 5)**

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

To consider a report from Democratic Services. **(Pages 1 - 18)**

9. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 7 March 2018**

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

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

10. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

11. **Executive Agenda (Confidential Items and Reports) – Wednesday 7 March 2018**

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

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(Circulated separately)**

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**The agenda is also available in large print, on request, prior to the meeting by calling  
01926 456114.**

**Neighbourhood Services**  
**Portfolio Holder Statement**  
**2017/18**

**Service Plan Performance**

Neighbourhood Services provides a range of key front line services including waste collection/recycling, street cleansing, parks and open spaces, off street car parking, a Ranger Service, bereavement services, and oversees the operation of the one stop shops which are provided jointly with Warwickshire County Council.

Waste Collection

There are over 4 million waste collections carried out each year, with over 99% of them completed on the scheduled day. In addition to the kerbside collection service, recycling is supported through the provision of bring sites, recycling from flats and schools and individual waste advice visits. The Council's recycling rate is approximately 56%, which is well ahead of the national target of 50% by 2020. Unfortunately collections over the Christmas Period were disrupted this year due to the bad weather, with some green waste and recycling collections cancelled to enable all residual waste collections to be completed. All services were quickly returned to normal in early January.

Street Cleansing

The standard of street cleansing remains high across the District due to a variety of programmed cleansing regimes, and the work of the Rapid Response Teams removing graffiti, fly tipping etc. The Council is working with an organisation called Clean Up Britain to deliver a high profile campaign to try to reduce littering over the next 12 months, and also working with Rugby Borough Council to use enforcement powers more effectively.

Green Spaces

Green Flag and Green Heritage Awards have been retained for Jephson Gardens, with an additional Green Flag being awarded for Oakley Woods in 2017. The Council also supported Warwick Town Council and Leamington Town Council in achieving the Britain in Bloom Gold Award. The Service Area also plays a key role in providing the high quality bowling greens at Victoria Park where the men's and women's National Bowls competitions are held each year.

Bereavement Services

The Bereavement Services Team has continued to provide a high quality service, and has now moved to operating the Oakley Wood Crematorium six days a week. This gives customers greater flexibility when arranging a funeral, and provides additional income to support the delivery of the service.

## One Stop Shops

The One Stop Shops are operated in conjunction with Warwickshire County Council, and have been subject to review over the last 12 months. Due to the fall in demand for face to face services, and the implementation of the Council's Digital Transformation Strategy, it is proposed to change the way WDC services are delivered at Whitnash and Lillington Libraries.

## Off-Street Car Parking

The Council operates 3 multi-storey car parks and 24 surface car parks, and also provide a managed service on behalf of the Royal Priors Shopping Centre. The provision of parking enforcement and a range of other site assurance work is undertaken by the Ranger Service.

## **Risks**

The concerns relating to the Council's multi-storey car parks are being addressed with the proposed rebuilding of Covent Garden Car Park in Leamington, and an options appraisal being carried out for Linen Street Car Park in Warwick.

Internal audits of waste collection and street cleansing services were carried out in 2017, both receiving a "substantial" level of assurance.

Funding has been secured to implement a new ICT system for Bereavement Services as the current system is unlikely to be supported effectively in coming years.

## **Workforce Planning**

The redesign of Bereavement Services was completed last year, to provide the necessary resources to operate the crematorium 6 days a week.

The redesign of the remainder of Neighbourhood Service was completed in 2017, with additional posts added to the establishment in order to increase capacity and improve resilience. Unfortunately the last few months have been extremely challenging for the team due to difficulty filling some posts, long term sickness and some staff leaving the Council. Three new Area Officers and a Car Park Manager have now been recruited, and funding secured to appoint an additional Green Space Development Officer.

## **Budget**

### Waste Collection

Income from recycling credits is likely to be in line with budget estimates of approximately £450k.

## Green Spaces

Expenditure on improving the security of parks, open spaces and car parks this year is approximately £182k

Expenditure on improving playgrounds, parks and open spaces this year is approximately £781k, with further expenditure of £545k planned for 2018/19.

The Pump Room Gardens project has an estimated value of £1.4m, funded by Heritage Lottery Fund, the Council and the Friends of the Pump Rooms.

## Car Parking

Car parking income continues to remain strong even with some disruption as a result of bad weather, with anticipated income of just over £3m for this year.

The estimated capital costs to increase car parking capacity in Leamington as part of the displacement strategy are in the region of £674k.

## Bereavement Services

Income from Bereavement Services has continued to increase with an anticipated income this year of approximately £1.5m.

## **Work Streams and Projects**

### Green Spaces

The areas improved as part of the Council's Green Space Strategy for 2017/18 include:-

- Castle Farm (new play equipment)
- Abbey Fields (surfacing)
- Fieldgate Lane (new play area)
- The Holt – (new play equipment)
- Shrublands – (tree work and natural play area)
- Ebourne Rec – (new play equipment)
- Bates memorial – (new play equipment)
- Hawkes Meadow (new play area)
- Mason Avenue (new play equipment and footpath)
- Saltisford Common – (new play equipment and footpath)
- Kennedy Square – (new play equipment)
- Clarendon Square – (footpath and landscape improvements)

### Green Space Projects Planned for 2018/19

- Saltisford Common
- Victoria Park
- Newbold Arms
- Midland Oak
- Othello Avenue

Ophelia Drive  
Rushmore Street  
Mander Grove  
Glendale Avenue  
Sabin Drive  
Twycross Walk

Work to procure the specialist contractors required to deliver the £1.4m Pump Room Gardens project has been completed, with work due to start in May this year.

Work to improve the security of a number of parks, open spaces and car parks will be completed by the end of March this year.

The project to deliver a new country park is in the early stages, with a specialist consultant being procured to assist with stakeholder engagement, design proposals and phasing of works.

A tender has been awarded to measure and digitise all of the Council's parks and open spaces.

#### Car Parking

Plans are being progressed to help mitigate any disruption caused by the planned closure of Covent Garden car parks in early 2019. Proposals include increasing parking capacity at Court Street, Princes Drive and Victoria Park, in addition to public parking at Riverside House, and dedicated short stay parking at St. Peter's multi storey car park. In addition a comprehensive communications plan is being developed and ongoing dialogue with a number of key stakeholders.

Work will commence shortly to procure new parking machines to improve the range of payment methods available to customers.

There are proposals being developed to increase car parking capacity at St. Mary's Lands, plans to improve the pedestrian infrastructure and links to the town centre.

Consultation on the draft Car Parking Strategy has now been evaluated, which will allow the final strategy document to be considered later this year.

#### **Any Changes Required to Service Area Plan**

At the end of March 2018 the responsibility for One Stop Shops will move to the Finance Service Area.

# **Overview & Scrutiny Committee**

**March 2018**

## **Business Portfolio Holder Update**

### **1 Introduction**

The Business Portfolio covers a range of services which aim to support and grow the local economy by supporting local businesses, developing policies for economic development, delivering projects and working in partnership with business and other agencies. The work of the Portfolio is supported by staff predominantly based within Development Services. It is one of two portfolios (the other being the Development portfolio) that link directly with Development Services. Specifically, the Portfolio covers the following services:

- Provision of enterprise centres such as Althorpe Street Enterprise Hub and 26 Hamilton Terrace
- Economic development and business growth including inward investment, tourism and sector support (e.g. digital games sector)
- Business support including liaising with chambers of trade, the BID, town centre businesses and developing approaches to improve town centres as places to do business
- Events management, ensuring a rich range of events is staged across the district and the economic benefits of these are maximised.

### **2 Service Plan Performance**

#### **A Business Growth and Inward Investment:**

The Fit for the Future plan identifies 'Infrastructure, Enterprise and Employment' as a priority. While this covers a number of aspects and aims, the overarching ambition is ensuring the District has an economically vibrant and creative business community. Furthering this ambition is the cornerstone of the work undertaken by Economic Development which, as mentioned above, covers the business growth and inward investment functions.

These functions are used to support a range of different sectors: our vibrant town centres, tourism, manufacturing and technology to name but a few. Support is offered in a multitude of ways dependent upon what the specific needs are of the individual organisation/sector. These include supporting job creation and giving business support, ensuring that land is available to encourage inward investment, leading on regeneration projects, providing events and supporting our commercial sector, in particular the town centres. We have teams that work across all these elements, delivering major projects, inward investment and economic growth. Examples of the work are explained later in this document.



Looking first at the business growth function, considerable work has been undertaken in this area to drive sustainable growth in the District. The Economic Development (ED) team provide individual business growth support to organisations as and when requested. This type of intervention may also be provided in conjunction with the Business Support and Events team so that they are able to provide the right support for the organisation. ED also works proactively with a range of local businesses to provide the space and impetus for growth. For example, Tech Central\* (which focusses on our creative digital industries) hosts a series of events throughout the year. With these, we bring together local businesses with an aim of:

- showcasing innovation (to inspire others)
- introducing those who wouldn't ordinarily be in the same space together (to drive new conversations and collaborations)
- establishing the local area as a notable cluster (on both a regional and national level)

In order to support local industry more generally, the ED team took a key role in driving participation in the Coventry & Warwickshire Business Festival. Through this, the District was able to highlight the level of talent and expertise our companies have and create interesting conversations that are still continuing to help explore new possibilities. As a result of the work of the team in hosting, facilitating and also encouraging third party events, Warwick District had the largest volume of events taking place outside of Coventry.

Equally, through Silicon Spa\*, the team collaborate with the local development studios to understand what is holding them back from growing as they have planned to and then working with them to identify the solutions. The strength of the strong partnership that has been established shows through to the depth of understanding both sides have on what is needed to grow the sector and how it can best be achieved.

An example of the success of this approach can be seen in the rapid and significant growth shown by Playground Games, a local games development company. Their success in securing a new project with Microsoft for a game called 'Fable' sees them taking a second, significant premises within Royal Leamington Spa town centre and a doubling of their workforce.

Alongside the growth shown by Playground Games, the team have been delighted to support and welcome the rapid expansion plans of local Electric Vehicle manufacturer, Detroit Electric, in increasing their workforce.

Another key focus within the District is driving the continued success of the retail sector. The team strives to promote this growth through monitoring the health of our High Streets whether that be the vacant units (and working to fill them or keep them in good condition) or the composition of the premises to ensure that vibrant and vital High Streets are maintained. The close working relationship with BID Leamington helps to contribute to this success which culminated in

Royal Leamington Spa being named as the second most vital town in the West Midlands and being ranked as 28<sup>th</sup> in the Digital Influence Index\*.

As a consequence of this work with businesses, the Council has received recognition from the FSB in their Small Business Friendly Awards. Through the Better Business for All initiatives which was led by other colleagues within WDC, the Council won awards for "Best Small Business Friendly Procurement Policy" and "Best Small Business Friendly Regulation Policy".

The last year has also seen further development of our employment land to support this growth with some notable new developments, such as the speculative space for distribution uses, (Carbon 207 and Carbon 103), at Middlemarch Business Park. There is also further development taking place at Tournament Fields in Warwick which is coming through now.

Turning now to Inward Investment, collaborative work between our Strategic Economic Development Officer (SEDO) and colleagues at the Growth Hub\* and Warwickshire County Council has been ongoing. There have been a number of successes in encouraging organisations to relocate or expand their operation into the District. Notable examples of this include Vitsoe, Oliver Bonas, the Tata European Headquarters and new satellite games development studios from Lockwood and Rebellion.

The SEDO also works to develop the District as a key tourist location with the UK. Working alongside Shakespeare's England (the South Warwickshire Destination Management Organisation), they collectively seek to drive up visitor numbers and, in particular, visitor numbers for overnight trips. Activity within this area over the past year has seen new product development through The "Explorer Pass"\* and the "Stay, Play, Explore"\* initiatives.

Alongside this, a new website was launched to improve the member experience and improve take-up from new members. In addition to the work with the Destination Management Organisation, the SEDO also takes a lead role in furthering the priorities identified within the Destination Management Plan. This plan is a shared statement of intent on how to improve the offer to our visitors and therefore increase the profile for the local area.

The Coventry and Warwickshire Chamber of Commerce have been contracted to provide a business support service to deliver the European Regional Development Fund (ERDF) Programme. This is a three year programme that started in September 2016 to provide direct and practical support to businesses, focusing on Start-Ups. In addition the Council links with other business support provision such as Creative Warwickshire\* and the Business Ready Programme\* which are aimed at established businesses that are ready to grow).

During the year, a monthly economic update bulletin has been produced for Council staff and members and has been well received. This provides the latest news from across the district relating to business and economic development.

The bulletin seeks to ensure staff and members are kept well informed about what is happening within the District.

## **B Enterprise:**

The Enterprise section (Enterprise) continues to provide a valuable service supporting Warwick District businesses both those in their early stages of development and those with plans for growth. The various Enterprise projects in Leamington (Althorpe Enterprise Hub, Court Street Arches, 26 Hamilton Terrace and Spencer Yard) offer a range of commercial space, either generic or sector specific and are very rarely vacant. This is considered a vital service to assist in business growth in our towns. Whilst this is successful, there is substantial opportunity and desire to look at expanding this portfolio into Warwick and Kenilworth.

The service is currently self-sustaining and is able to produce a small surplus to reinvest back into business support projects.

In 2017/18 to date, Enterprise has supported 102 businesses, whether directly linked to services or through other engagement or initiatives, such as the Business Support Programme, which provides mentoring and workshops for those with aspirations to start a business.

It is recognised that the team have skills that can be used to widen the opportunities to support businesses and increase income for the Council. With this in mind preparations have been made to trial and promote an alternative delivery model for the service with new services being introduced during 2018/19. The potential market for providing additional support for firms as they continue to grow from incubation into successful businesses, has been looked at very closely with the objective that we retain them in the District.

Enterprise is also looking at opportunities for increasing the number of business units it manages, not only using our own buildings but also managing space for other businesses that may have part of their premises vacant and are looking at renting out that space. In August 2017 a recommendation to Executive was successful, enabling all Enterprise project budgets to be ring fenced which will enable Enterprise to commence trialling the concept. It is anticipated that once there are two years figures available Enterprise can explore developing a Trading Arm of the Council which will enable it to be more commercial.

## **C Events:**

Once again, the past year a rich variety of events have taken place across the District. Not only have we been host to some incredible annual events (Warwick Folk Festival, Bowls National Championships and Kenilworth Carnival, to name but a few), but we also had the privilege of being the finish for Stage 3 of 2017 OVO Energy Women's Tour.

On that day we welcomed over 20,000 people to Leamington Spa (the organisers say it was the busiest finish line outside of London in their history). Following similar patterns of other hosts, the economic benefits of hosting a finish line aren't just seen on the day of the event, but also in the months and years following it. An independent economic impact assessment of the event showed that in Leamington Spa, the net visitor expenditure for that day alone, was over £300,000. Building on this success, we have bid to host stage finishes for both the ladies and men's tours in 2018.

Once again we had successful Christmas events in Warwick, Leamington Spa and Kenilworth. Touch FM once again provided stellar line ups to attract and engage large crowds to all three of the events. We also altered the layout of the Kenilworth, Warwick Road event to highlight and showcase the new lights that had been purchased. Whitnash Town Council organised their switch-on event with "...more attendees than ever before." This goes to show how well supported and valuable these community events are in Warwick District.

Across the whole year, the variety of events has been amazing and has included sporting events (such as 10k runs), community events (fun days and carnivals); arts and cultural events (Warwick Folk Festival and Art in the Park); events to celebrate and support local business (food festivals and the Smith Street Party), and as mentioned above the ever popular and vibrant Christmas Lights switch-on events in the four towns.

A major review of events has taken place during the past year. This has identified a number of key issues in the way we currently support events including costs, consistency and risk management. An action plan from this review was agreed by Executive in February 2018. This sets out proposals for a number of significant improvements to events including:

- a) Ending charges for use of WDC parks for events
- b) Developing an events manual that the team and events organisers can use to improve consistency and to assist with the smooth running of events
- c) Improvement in measuring the impact of events
- d) Developing a strategy for events to provide more clarity about which events the Council will directly support.

Last year it was highlighted that all the members of the Events team were new to the role so it was pleasing that a key finding of the events review was that the new team have established a reputation of providing helpful and efficient support and advice for events organisers. This has ensured that range and popularity of events is as strong as ever at the same time as ensuring the safety of our visitors is at the forefront of our event preparation.

## **D Projects:**

- **Europa Way:**

Following completion of an initial feasibility study, Council agreed in April 2017 to proceed with the purchase of land at Europa Way to include the development of a new community stadium. Detailed negotiations on this purchase are still underway and an update report was brought before the Executive in November. It is hoped to conclude the purchase of the land in March 2018.

- **Regeneration at Leamington Railway Station:**

Following many years of work on the part of the Council and our partners, development of this site for 212 new homes, 75% of which will be affordable, commenced in September 2016. Phase one, which will include the land around the station underpass, is scheduled for completion in May 2018. In 2017, a new Stagecoach Bus Depot on land off the Tachbrook Road was opened, allowing the demolition of the current depot at Station Approach and the commencement of the next phase of this development.

Also within the scope of this project is the employment site on the corner of Princes Drive and Old Warwick Road (next to Morrison's). This was purchased by the furniture company Vitsoe for its world headquarters and the building was formally opened in September 2017.

- **Lillington regeneration:**

Following the decision of the Planning Inspector at the Local Plan Examination not to allocate land at Red House Farm, Lillington for housing, and the continuing uncertainty around Government changes in the financing of local authority housing following the enactment of the Housing & Planning Act in early 2016, there has been little progress on this project in the past year. The Council is still, however, maintaining an active dialogue with the local Clinical Commissioning Group about how to support improvements to the delivery of NHS primary care services in Lillington and this will include consideration of how to provide new surgery premises.

- **St Mary's Lands Masterplan:**

During the year the Executive approved the Masterplan for St Mary's Lands and work has already started to implement a number of the items in the Action Plan. More will be actioned in the coming year

- **Kenilworth Public Services centre:**

This project has been on hold pending completion of Neighbourhood Plan by Kenilworth Town Council. This is expected to be completed by autumn 2018.

- **Upper Avon Navigation:**

At this stage the tendering process has just been completed to undertake the social/economic assessment and a high level of environmental impact

assessment of the possible scheme. Peter Brett Associates have been appointed to undertake that work.

Once the assessment has been undertaken the report will be presented back to the Executive to enable this Council, Stratford District Council and the Avon Navigation Trust to consider whether there is a case for proceeding further or not. This Council's position at present is a neutral one.

- **2<sup>nd</sup> Warwick Sea Scouts Headquarters (2WSS):**

In 2014, the Council granted landlord's permission to undertake works to redevelop the headquarters and other facilities of the 2WSS and to make a grant available to support this. Since that time, 2WSS have revised their development proposals and in July 2017 obtained landlord's consent from the Council for this revised approach. This is likely to see development taking place on their existing boatyard site at St Nicholas's Park in 2018 and subsequent development of a new HQ building adjacent to the St Nicholas's Park Leisure Centre. The Council will continue to maintain a watching brief and provide advice and support as appropriate to 2WSS on this project.

- **Creative Quarter:**

Following the decision of Executive to find a development partner to work with the Council to deliver a Creative Quarter in the Old Town area of Leamington, an OJEU (Official Journal of the European Union) procurement process to select a development partner has now been concluded. The Council has appointed Complex Development Projects Ltd (CDP) to work in a 10-year partnership to bring forward and deliver proposals to support a Creative Quarter. CDP is now commencing an intensive period of working with stakeholders to develop a masterplan and identify and bring forward projects within this area to support the established cluster of creative industries.

- **Stratford Road Employment Land**

Following the adoption of the Local Plan, land at Stratford Road in Warwick is part of a wider area now allocated for employment uses. The Council has begun discussions with the other land owners (including Severn Trent Water) about how best to bring the site forward. Discussions are also being held with our LLP partner to explore if the LLP may have a role in delivering this site. It is anticipated that a report will be brought to Executive in due course during 2018/19.

- **Leamington Town Centre Vision & Strategy**

The "Leamington Town Centre Forum" was established at the Council's instigation in 2016 as a task and finish group to develop a vision &

strategy for Leamington town centre. Working with a range of stakeholders across the town centre, during 2017/18 the Council developed the strategy, consulted both with stakeholders and the public, and produced a "final" vision & strategy document. This is to be considered by Executive on 7<sup>th</sup> March.

- **Whitley South and Gateway South**

With the adoption of the Local Plan, land at Whitley and Gateway South have now been removed from the Green Belt. At Whitley South, there is outline approval for development and reserved matters approval has now been granted on phase 1 of this site. On Gateway South the applicants have undertaken pre-application meetings with the Council and held a public consultation before Christmas. A planning application on this land is anticipated imminently.

### **3 Risks**

Key risks outlined in the Service Area Plan are as follows:

- **Failure to progress key corporate projects on time or budget, with impacts on budget savings, additional costs and failure to deliver against corporate priorities.**

This is mitigated by the Projects team closely monitoring and managing projects to ensure that they meet the timelines set, and if there are changes or impacts in terms of delay or budgetary issues, there is a robust reporting mechanism and a governance structure in place to respond to these changes.

- **Difficulty in recruiting professional experienced staff generally**

During the past year there has been successful recruitments to a number of key posts including the Business Manager for Policy and Development (Dave Butler), the Strategic Economic Development Officer (Suzee Laxton), Team Leader for Business Support (James de Ville) and a Business Support and Events Officer (Abi McCartney) and a Projects Officer (Guy Collier). However, inevitably there remain risks that key staff will leave and that we will not have all the specialist skills to deliver projects from concept to delivery. However, the Projects team works very closely with Project Sponsors to ensure that the feasibility of projects captures any additional specialist support needed, particularly if this results in buying external advice. This is also the case with Inward Investment, where we work very closely with our partners such as the County Council, LEP, etc.

- **Managing risks associated with events:**

An Event Plan including a risk assessment is carried out for all events and for the more significant events these are considered by the Safety

Advisory Group\*. Further mitigation in the form of an events manual will be introduced during 2018 as part of the Events Review Action Plan mentioned earlier in this document.



## 4 Workforce Planning

- **Succession Planning:** Historically, Development Services have had some difficult experiences with the lack of succession planning severely impacting on the service and therefore we are trying to ensure that we have plans in place to train and develop staff to assist in their career development. It is hoped that we will have staff able to step into more senior roles when they become available. Linked to this, the service has established a Planning Assistant role which overlaps with the work of the Business Portfolio. This role is part of the approach being applied across the whole of Development Services whereby staff are developed and trained within the team
- **Skills, Training and Competency Needs:** Officers are developing a service area training plan following on from staff appraisals, which will provide generic as well as specialist training.

## 5 Finance

**A: Budget:** As Development Services supports two portfolios, it is not possible to separate out all the financial implications that are specific to the business portfolio as budgets are managed on a service basis rather than a portfolio basis. Development Services continues to meet its required savings year on year in relation to discretionary budgets, and whilst this is a small amount, it is challenging as these budgets have been reduced so much other costs are being reviewed, such as Christmas lights. This affected Whitnash Town Council in 2017. However, the team will be working with those areas affected to look at opportunities within the town to gain more support from partners and businesses to contribute to this important event.

The Events Review has been completed and this was considered by Executive on 7<sup>th</sup> February. The financial implications of this are expected to be a reduction in income of around £3,000 per annum. The impact of this will be adjusted in the quarter 1 update to the Medium Term Financial Strategy.

There were two break-ins at the Althorpe Hub recently, following which there has been a review of security measures and this will have financial implications to the service. A number of improved measures are currently being put in place and/or considered. This is being done in conjunction with the tenants to give them the confidence they need to ensure they do not vacate their units and result in loss of rent to the Council. This is being done within existing budgets, although support is also being sought from the corporate "self-insurance" budget.

**B Training:** Officers have been involved in additional finance training throughout the year.

**C Procurement:** As part of the training stated above, officers are working closely with the Procurement team to ensure that procedures are improved. The surgery sessions that took place last year with Procurement have embedded into the service improved practices and a better understanding of engaging the procurement team at an early stage in the process.

**D Contract management:** Through a significant amount of work and scrutiny of the Contracts Register for the service area by Finance and Audit, the data held is now much clearer. The Portfolio Holder and the management team within the service area review the contracts register on a quarterly basis. This has helped in focussing on reviewing contracts in a timelier manner.

#### **E Audits:**

Two Audits have taken place within the Business Portfolio during the past year

- **The Economic Development Audit** was given substantial assurance rating, reflecting the strong management of facilities in the enterprise team and the effective way economic development activities are carried in partnership. This included the improved management of the relationship with Shakespeare's England.
- **The Events Audit** was given a moderate assurance rating. This audit identified good practice in relation to the management of most events, such as the use of events plan and risk management. However, it did identify issues relating to the management of the Warwick Mop license and markets contracts. These issues reflect the high turnover of staff in the Business Support and Events Team during 2016/17 and now the issues have been identified, staff have put in place tighter processes to ensure lessons are learnt and practice is improved.

**F Risk Register:** This is regularly reviewed for the service area. This is also a standing item on our team meetings. There are no "red risks" within this portfolio.

## **6 Work Streams and Projects**

Looking ahead to 2018/19, it is anticipated that the service will progress a number of key work areas:

- **2022 Commonwealth Games:** Staff will play a key role in planning the Commonwealth Games with the Portfolio Holder providing the member-lead for the Council. In particular, there will be a focus on planning for the games in a way that ensures the potential economic benefits are exploited and maximised. This will aim to provide a great experience for visitors to Leamington for the Bowls tournament. This will include signposting visitors to the fantastic services and opportunities provided in our towns and working to draw visitors for events in Birmingham to the attractions of Warwick District through effective promotional activities. Staff will play an active role within the project groups that have been established to support the Games.

- **Implementation of the Events Review Action Plan:** As mentioned earlier the Events Review Action Plan was agreed by Executive in February 2018. It includes a number of important initiatives which will be introduced during the year. Other initiatives require detailed analysis and research and this work will be carried out during 2018 with a view to introducing the outcomes for events taking place in 2019.
- **Strengthening approach to business engagement:** The Business Support Review was carried out during 2016. The outcomes of this review will continue to be established during the 2018 with a stronger emphasis on supporting businesses in key geographical areas such as town centres. It will also include the development of town centre action plans to ensure these continue to provide a great environment to support business activity.
- **Explore opportunities to expand the reach of the Enterprise service:** As part of the work to establish alternative models for the delivery of the Enterprise service, work will continue to identify opportunities to expand its geographical reach with a specific focus on opportunities in Kenilworth and Warwick.
- **Trial of alternative delivery models for the Enterprise Service:** In addition to the expansion mentioned in the previous paragraph, during 2018/19 new initiatives will be introduced to expand the range of services and facilities provided through the Enterprise Service with a view to trialling these to fully understand their impact and the opportunities they offer.
- **Deliver progress on a range of major projects:** The major projects listed above will continue to be delivered. In particular 2018 promises to be a year of substantial progress for the Creative Quarter with significant public engagement taking place and practical options taking shape.

### **Any Changes Required to Service Area Plan**

None.

### **Managing Planned Changes, Major Work-streams and Projects**

There are no planned changes to the Service Area Plan for the current year. The 2018/19 Service Area Plan is being prepared in parallel with this update.

#### ***Authors:***

***Cllr Noel Butler - Business Portfolio Holder***

***Dave Barber - Head of Development Services.***

***March 2018***

## **Glossary**

Business Ready Programme – The Business Ready Programme, hosted at the University of Warwick Science Park, is designed to assist those businesses with the potential for growth, or are now reaching their growth potential.

Creative Warwickshire – Creative Warwickshire is a dedicated business support programme for Warwickshire-based creative and digital businesses, focussing on peer-to-peer mentoring

Digital Influence Index – a measurement of the digital reach each retailer, town or city has.

Growth Hub – The growth and inward investment arm of the LEP

Safety Advisory Group (SAG) – A group of key consultees (e.g. Fire service, police) that meet to review event plans in order to make them safer

Silicon Spa – the name of the games cluster in and around Leamington Spa

Stay, Play, Explore - A tourism initiative offering a pre-packaged short-term break incorporating both accommodation and attractions within South Warwickshire.

Tech Central – Tech Central is a partnership between the District and County Councils and a range of businesses within the tech cluster. The group put on a range of workshops and networking opportunities, as well as promoting the cluster as a great place for tech businesses.

The Explorer Pass – a tourism initiative offering visitors one pass to access multiple attractions.

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## **Warwick District Council Overview & Scrutiny Committee Report 6<sup>th</sup> March 2018**

The following is a review of activity that Shakespeare's England has undertaken on behalf of all its stake holders both Public and non- public sector, since we last met with the Overview and Scrutiny committee in November 2016 and incorporating the quarterly Shakespeare's England Board Reports

### **Explorer Pass**

- The Explorer Pass by Shakespeare's England was launched at Kenilworth Castle in September 2017.
- The Rural Payments Agency have now settled Claim 1 of the Grant (£8349). The 2<sup>nd</sup> claim is due to be submitted in June 2018.
- We are currently running online and offline campaigns to promote the card including via the VisitBritain Shop.
- Our aim is to contract 3 distribution partners in time for the main Visitor season. We are currently in discussions with Tiquets, House of Britain and Encore
- Kate Varvedo, SE Marketing & Communications Manager will meet potential partners at Excursions (27 January), BIM (Britain & Ireland Market Place) 30 January and UKinbound Convention 7-9 February. Helen Peters will be meeting potential overseas distributors at ExploreGB 1-2 March

### **Stay, Play, Explore- Warwickshire**

- The short breaks programme entitled **Stay, Play Explore – Warwickshire** launched in July with a photo shoot at Warwick Racecourse and to date we have received over 120 bookings. Warwick Castle is the most popular attraction, receiving 110 redemptions. We have a budget target of £3250 for the year and to date have reached £1,000.
- As at 12/12/17  
Bookings = 123  
Redemptions = 311  
Value = £13,867  
Web hits = 11,886
- Top 5 Redemptions  
Warwick Castle x 110  
Shakespeare Birthplace Trust x 53  
MAD Museum x 52  
British Motor Museum x 26  
Butterfly Farm x 20
- SE Income target 2017/18 = £3,250 at 31/12/17 = £455
- Being restricted by accommodation challenges, so looking at trialling a new pricing model. It would make all the difference if we could persuade

Holiday Inn Warwick & Kenilworth and Hilton Warwick to join the programme. Currently most guests are being accommodated in Coventry

### **Discover England Funds**

- We continue to be part of 3 successful DEF Funds (Discover England Funds):
  1. The Collection from England's Historic Cities - New Place (£1m)
  2. Great British Boating -Waterways Test & Learn Project (£200k+)
  3. England's Literary Greats – test & learn project (£200k+)

We are also working with VisitBritain's Gateway initiative to promote Birmingham Airport as a point of entry (£450k -£750k) and the WCC Skills for Employment Grant - Hospitality Means Business (£35,000 fund).

In total, through these initiatives Shakespeare's England Members will benefit from additional funding of **£2,185,000**

### **The Collection**

- The Collection was promoted at World Travel Market in November 2017 and meetings were held with potential partners including Golden Tours, Evan Evans, AC Tours.
- The key deliverables of the project is for the new itineraries to be incorporated in a minimum of 5 operators programmes
- Deliver 220,000 additional guests to UK Historic Cities
- The Collection will take a prominent positions on the UKinbound stand at WTM 2018 (World Travel Market) and also be promoted at the Gala dinner. Shakespeare's England is leading on this part of the programme delivery

### **Waterways Project**

- Test and learn exercise undertaken at UKinbound German Sales Mission in Frankfurt December 2017, which will be followed up by representation at ITB (the World's Leading Travel Trade Show) in Berlin (March 7-9<sup>th</sup>)
- Good appetite for the programme which focuses on the 'Warwickshire Ring' so great opportunities for the WDC region.
- Full itineraries now being worked up a long with a sales deck prior to contracting distribution partners.

### **Great Literary Heroes**

- Following the test and learn exercise at DEBNA (Destination Britain North America) Day Trip and 1 night 2 day itineraries are being developed for each of the key destinations – Shakespeare's England / Nottinghamshire / Hampshire. These can be booked individually or packaged together
- Destination Management Companies (DMCs) are being approached to work with as distribution partners
- Stoneleigh Abbey is an integral part of this project with its links to both Jane Austen and Lord Byron and which means that Shakespeare's England has links with 3 of the 4 literary heroes the project is being based around

### **Gateways Project – England's Heartland**

- Photo launch of the project photo took place at World Travel Market (WTM) in November, the UK launch at Birmingham Airport (BHX) is scheduled for May. SE Board Members as well as key dignitaries and interested parties – Warwick & Stratford Mayors, Local MPs, Coventry City of Culture representatives, Andy Street as Combined Authority Mayor.

- A US Press influencer was hosted in December 2017, and a US Roadshow is scheduled to take place in conjunction Destination Britain America in Autumn 2018
- Matador has been commissioned to carry out filming in all venues to produce video content for websites and as a sales tool.

### **Meet Shakespeare's England**

- Following on from the test and learn period SE launched a Business Tourism add on to its Membership programme ring fencing £10,000 of its overall budget to support this and targeting 20 Business Members at £500 annual membership so as to match fund this investment through private partnerships. To date, we have 15, the following Warwick Businesses have joined this initiative, Warwick Castle, Warwick Racecourse, Kenilworth Castle, Chesford Grange, Hill Close Gardens and Wroxall Abbey. The website now features separate Business Tourism pages and a separate urls and the Shakespeare's England conference desk has now been launched.
- We were also delighted to be awarded the **Business Tourism Award 2017** at the Coventry & Warwickshire Tourism & Culture Awards in September
- We also ran a **Business Tourism Familiarisation Visit** in May, hosting 30 PA's, In-house Event Managers and Event Agencies. Warwick Conferences hosted the breakfast and similarly the visit concluded with a reception at Warwick Castle, in between 50% of the group visited Stratford venues and the other 50% Warwick venues including lunch at Mallory Court Hotel. The cost to us for hosting was less than £2k and Warwick Conferences alone obtained a £60k booking as a result of the visit. We will be repeating this in September 2018
- 1<sup>st</sup> meeting of Business Stakeholders in 2018 scheduled, 14 February at Warwick Conferences
- New *Meet SE* stand designed and produced for Confex (Conference & Exhibitions Trade Show) 28 Feb – 1 March, which is reusable and will also be taken to The meetings Show in June

### **Warwick's King James Festival**

- Shakespeare's England's Chief Executive Chaired the Warwick's King James Festival Stakeholders Committee, which delivered a highly successful year one Festival Weekend for Warwick in 3-5 November 2017.
- The Warwick Attractions Group have already reconvened to discuss 2018 and it has been agreed to continue with the Warwick Festival as a programme.
- Guy of Warwick will be the theme for 2018 with the festival taking place over the last weekend in May culminating in a pageant on Monday 28th
- Shakespeare's England will continue to Chair this group

### **Golden Keys**

- Shakespeare's England is now an Associate Member of The London Chapter of the Golden Keys or Les Clef D'or. This is the Membership organisation for Concierges from the top 5\* hotels. They are incredibly influential when it comes to what Visitors do during their stay
- 90% of our 9.3m visitors are Day Trippers and of the international visitors the majority are travelling from London
- We will be working with the GK as distribution partners for the Explorer Pass
- With the direct links between Marylebone and Warwick & Leamington Spa, this is an excellent partnership to capitalise on and one I made full use of when I was at Bicester Village

### **New Board Members**

- Dallas Burston Polo Club and Solihull College & University Centre / Stratford-upon-Avon College have both joined the SE Board.
- Thus a total of 15 Members enabling Warwickshire County Council to become a voting member not just an observer as with 16 in total 3 of whom would be public sector there is less than the 19.999% Public Sector interest as per the Terms of Agreement.

### **Shakespeare's England Website**

- There remain ongoing issues with the website resulting in the Members upload facility and the E-commerce areas of the website not functioning as required.
- Following a meeting with Smile, the developers, in early January a clear set of actions moving forward and an agreement from Smile to resolve the recurring issues with immediate effect and build the outstanding E Commerce element of the site. A deadline of end of April had been set for these activities.
- Next step is to improve the user experience to encourage longer dwell times and the booking of products, via our own fully functioning E commerce site

### **Staffing**

- Gemma Goddon who had been the Marketing and Communications Manager since 2013 left Shakespeare's England in June 2017 and has been replaced by Kate Varvedo.
- Dan Campbell, the Marketing and Administrative Coordinator, resigned and left the business on 31 December 2017 for personal reasons. A replacement has just been appointed and we hope will start late March

### **Apprenticeship**

- One of my personal goals for 2017/18 is to start a Shakespeare's England apprenticeship scheme
- We are in talks with Stratford College and have interviewed 3 potential candidates.
- There are government grants available for the academic element of the apprenticeship, but we would need to find around £10 - £12k in salary
- I am looking for 2 or 3 SE Members to partner with us in the scheme to share the resource of the apprentice and co fund. This also broadens the experience obtained by the apprentice.
- Offers have been received from Shakespeare Birthplace Trust and Eden Hotel Collection, allowing the apprentice hands on experience working for a Destination Management. Organisation (DMO), Visitor attraction and hotel group.

### **ExploreGB 2019**

- Shakespeare's England was invited to BID again for VisitBritain's annual flagship event for hosted international travel trade buyers and media, known as ExploreGB.
- We had submitted a BID in 2017 to host in 2018 and narrowly lost out to Newcastle
- The Bid writing period was incredibly tight, receiving the invitation on 21<sup>st</sup> December 2017 with a deadline date of 29<sup>th</sup> January 2018
- The venue would be NAEC Stoneleigh and provides an unprecedented opportunity to host over 700 Travel Trade in the area
- BHX have been outstanding and pledged £20k for transport amongst other support.



- The SE Board agreed £1k each towards hosting the delegates and sponsoring the sourcing of local products for goody bags.
- The Councils have all offered in kind support through such things as resources and design work, with the door open for further discussions once the BID is secured.
- We also received letters of support from the WMCA, Coventry City of Culture Trust, Tesla, and RDM
- The decision will be announced at ExploreGB 2018 on Friday 2 March

### **Destination Management Plan**

- Jo Lloyd stepped down as Chair of the DMP in September 2017. Philippa Rawlinson (SBT) was voted in as the new Chair. The 7 key priorities from 2015 have been consolidated to 5
  - i. Evidence base & market intelligence – **RSC/WDC**
  - ii. Destination (infrastructure) development- **SDC**
  - iii. Soft product development – **SE/SBT**
  - iv. Communication and profile – **WC**
  - v. Skills & Careers – **Q Hotels/WCC**

## **Marketing Activity Summary**

### **Website Audience Overview:**

|                       | <b>Q3 - July - Sept<br/>2017</b> | vs. | <b>Q4 - Oct - Dec<br/>2017</b> |
|-----------------------|----------------------------------|-----|--------------------------------|
| Sessions              | 29,415                           |     | 27,020                         |
| Page Views            | 64,040                           |     | 67,111                         |
| Pages / Session       | 2.18                             |     | 2.49                           |
| Avg. Session Duration | 01:27                            |     | 01:41                          |
| Bounce Rate           | 62.44%                           |     | 62.13%                         |
| % New Sessions        | 84.27%                           |     | 83.34%                         |

### **Social media**

#### **Twitter**

117 tweets / Engagements 595 Link referrals 62  
 Followers increased from 6117 to 6213 = 1.5%

#### **Facebook**

Engagement 1.7K / 160 posts / Followers 23K+ / Like referrals 572

#### **Instagram**

Engagements 1.5K / Posts 46  
 Followers increased from 683 to 907 = 33%

#### **LinkedIn -**

Followers increased from 909 - 1018 = 12%

- Referrals to the website from social media and email marketing have increased as a result of the changes made in our social media campaigns, great examples were Enchanted Kenilworth, and The King James Festival Warwick

**Upcoming campaigns:**

- Explorer Pass: social media campaign for Valentine's Day.  
Pay Per Click (PPC) campaign set-up.  
VisitBritain Valentine's Day offer promoted on the VisitBritain Shop.  
DL leaflet distribution campaign to the Midlands / Cotswolds area through Glide Media.

**Upcoming Events:**

- UKInbound Convention 7-9<sup>th</sup> February
- Confex 28<sup>th</sup> Feb – 1<sup>st</sup> March – Business Tourism Event
- Explore GB 1-2<sup>nd</sup> of March
- Explore GB Fam Trips China 3<sup>rd</sup>/4<sup>th</sup> March & USA 4<sup>th</sup>/5<sup>th</sup>/6<sup>th</sup> March
- RAF Lakenheath 3<sup>rd</sup> March
- Meet GB Fam Trip 16-18 April – International Business Tourism buyers
- Meet GB Conference 19-20 April
- Shakespeare's Birthday Celebrations – 20-22 April
- Guy of Warwick Festival & Pageant 27-29 May
- The Meetings Show 27-29 June – Business Tourism Event

**PR Activity**

- In June, 5 National Press came on our 'Garden's' Familiarisation Trip, visiting Hill Close Gardens and Lord Leycester Hospital as part of the itinerary. The cost of this to SE was £1,350 and brought in an ROI of £45k.
- In addition there have been 28 independent Press visits to the region, 11 of which were based in Warwick, resulting in over £399,000 in equivalent advertising value,
- Of the 17 not based in Warwick, 5 also visited Warwick.
- Good coverage was provided for Warwick Castle, and Kenilworth Castle as the venue for the launch of the Explorer Pass aswell as Lord Leycester as the venue for the King James Festival Banquet.

**PR Targets 2017/18**

- 35 Press releases. 6 to 31/12/17 = 17%
- Equivalent Advert Value £1,000,000. £399,499 to 31/12/17 = 39.9%
- 100 Press Visits. 17 to 31/12/17 = 17%
- + 15% Press Pass scheme (39 to 45). 6 signings at 31/12/17 = 100%
- 2 x Interest specific Fam Trips ongoing
- 10 x Readers competitions ongoing

| <b>Dates</b>               | <b>EAV</b>        | <b>Monthly Average</b> |
|----------------------------|-------------------|------------------------|
| Total Nov 2013 - Aug 2014  | <b>£1,496,125</b> | <b>£149,612</b>        |
| Total Sept 2014 - Aug 2015 | <b>£246,326</b>   | <b>£20,527</b>         |
| Total Sept 2015 – Aug 2016 | <b>£4,484,969</b> | <b>£373,747</b>        |

|  |                    |                      |
|--|--------------------|----------------------|
| Total Sept 2016 – Aug 2017                         | <b>£958,925</b>    | <b>£79,910</b>       |
| <b>Sept 2017 – Dec 2017</b>                        | <b>£399,469</b>    | <b>£99,867</b>       |
| <b>CUMMULATIVE TOTAL<br/>(Nov 2013 – Dec 2017)</b> | <b>£7,585,814</b>  | <b>£156,224</b>      |
|  | <b>Circulation</b> | <b>Readership</b>    |
| <b>CUMMULATIVE TOTAL<br/>(Nov 2013 – Dec 2017)</b> | <b>606,896,860</b> | <b>1,517,224,953</b> |

## **Business Development Update**

### **SE Membership Target 2017 / 18 = 53**

26 x Bronze, 24 x Silver, 1 x Gold, 1 x Strategic

### **Results 1 Sept 17 – 31 Jan = 14    26% of target**

4 Bronze, 7 Silver, 0 Gold, 0 Strategic + 3 *Meet Shakespeare's England*

### **Area split**

SDC x 6 = 43%,                      WDC x 2 = 14%                      Other x 6 = 43%

- Prospective members are requesting specific, tangible, benefits of SE membership, so we are producing a Sales Pack to include a Presentation Deck, 2017/18 Membership Leaflet, Explorer Pass Guide & DL, USB stick and full contact details.
- Our geographical demographic has grown in the last 12 months, with members being recruited in Coventry, Rugby and the Cotswolds. There is definitely a market in these areas and there are people keen to work with the SE brand, so a targeted face to face leaflet drop and 1-2-1 engagement initiative will be carried out in all local towns.
- Culture Coventry 2021 and Commonwealth Games 2022 provides fantastic opportunities

## **Shakespeare's England's 2017/18 Update Objectives and KPI's**

1. Increase overall membership by 20%, WDC Membership by 10% and non-public sector income by 20% reducing the % of public : non-public sector income

Year End August 2017 there were 128 Shakespeare's England Members, the target is to increase this by 20% allowing for churn, this equates to an additional 25 and a year-end total of 153 Members. As at 18 January Membership stands at 133 (87% of target) with 9 awaiting paperwork completion (142). 11 chose not to renew on 1 Sept 2018. 6 of these 16 are from WDC including Honiley Court Hotel, Hill Top Farm, Woodside and Binswood Hall, others include Cotswold Distillery and Ramada Coventry

A target of 20 *Meet Shakespeare's England* Members is also in place. We currently have 15, 8 of whom are within WDC if you include the Polo Club

Non public sector income is targeted at +20% against 2016/17. We achieved

£111,165 in 2016/17 so the non- public sector income target is target is £133,398. Month end December 2017 this stood at £69,015 = 52% of target

## 2. Delivery of E commerce income above budget

There are 3 E commerce revenue streams set for 2017/18

|                     |                  |
|---------------------|------------------|
| Stay Play Explore   | = £ 3,250        |
| Explorer Pass       | = £37,675        |
| Website advertising | = £10,000        |
| <b>Total</b>        | <b>= £50,925</b> |

Current position

|                   |                                |
|-------------------|--------------------------------|
| Stay Play Explore | = £ 455                        |
| Explorer Pass     | = £9,349                       |
| Advertising       | = £.00.00                      |
| <b>Total</b>      | <b>= £10,259 20% of target</b> |

## 3. Delivery of confirmed KPI's in an agreed Board Report format to provide insight into Tourism trends and benchmark analysis

A Draft Volume & Value Dashboard and How's Business Questionnaire is being developed. The 1<sup>st</sup> questionnaire will be going out to members soon and this will be repeated quarterly. Value & Volume data will also be collected quarterly and build towards a formal Annual Business Report for Shakespeare's England

## 4. Achievement of Member Satisfaction Targets agreed by the Board

To date there have been 2 Shakespeare's England Members Satisfaction studies run. The first in January 2017 and a second in Sept/Oct 2017. Due to the small sample numbers small changes result in large swings. The Board has now determined to run this annually to provide a more accurate picture

## 5. Increase in non- public sector Board Members to 13

Current Non- public sector SE Board Members :-

|                           |                   |                        |
|---------------------------|-------------------|------------------------|
| Birmingham Airport        | Bicester Village  | Eden Hotel Collection  |
| Royal Shakespeare Company | Avon Boating      | Shakespeare Birthplace |
| Trust                     | Warwick Castle    | English Heritage       |
| Hallmark Welcombe         | Chiltern Railways | Strat>forward          |

- Dallas Burston Polo Club/ixl Events
- Solihull College & University Centre / Stratford-upon-Avon College joined the Board of Shakespeare's England December 2017

In addition

- Increases are also being sort in website traffic and social media engagement
- Where possible the EAV for WDC Members will be reported separately.

### **Benchmarking Review of Murphy Salisbury Accountancy**

A scheduled review of the service & fees charged by Murphy Salisbury the Shakespeare's England auditors was carried out and comparisons made with alternative supplier. The results were

Murphy Salisbury = £3,008

Alternative = £1,780

Indicating a potential saving of £1,228

On request Murphy Salisbury reviewed their fees and reduced them as follows;-

**£1,750 net of VAT, or £2,100 VAT inclusive**

SE will retaining their service, with the next review scheduled for August 2020.

### **Finance & Reserve Structure**

SE now has an agreed Reserve to cover

|                     |                                |
|---------------------|--------------------------------|
| Salaries/Pensions   | £26k                           |
| Office fees         | N/A                            |
| DD/SO               | N/A                            |
| Product Liabilities | Explorer Pass monthly variance |

This is £37,000 + an allowance to cover potential Explorer Passes liabilities based on the monthly EP liability report. Most DMOs work with a Reserve equating to approximately 10% of turnover. The budgeted SE turnover for 2017/18 Financial Year is £373,981. The SE Book Keeper will be instructed to maintain and manage this reserve.

**Direct Debit Payments** – Suzee Laxton has provided details of the GoCardless scheme that she has previous experience of. It seems very cost effective at £223.60, based on current membership, is Compatible with our accounting system, Xero, and our e-commerce site, this will be rolled out with immediate effect for new members and for all renewals 1 September 2018.

**Shakespeare's England Brand & Region 'Hard & Fuzzy Boundaries'**. There are continuing discussions around the area that Shakespeare's England covers. On review of a google map with all members pinned, shows that the majority of members cluster within Stratford & Warwick Districts. With Coventry being awarded City of Culture 2021 we are currently looking at what this could mean for SE and whether there may be opportunities to expand our DMO to incorporate Coventry in some way.

# Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 6 February 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillor Mrs Falp (Chairman); Councillors Mrs Cain, Davison, Gill, Miss Grainger, Naimo, Parkins, Shilton, Mrs Redford and Weed.

**Also Present:** Councillors Phillips and Coker.

## 71. **Apologies and Substitutes**

- (a) None; and
- (b) Councillor Mrs Stevens substituted for Councillor Shilton; Councillor Gill substituted for Councillor Bromley; and Councillor Weed substituted for Councillor Mrs Knight.

## 72. **Declarations of Interest**

There were no Declarations of Interest made.

## 73. **Minutes**

- (a) The minutes of the meeting held on 3 January 2018 were taken as read and signed by the Chairman as a correct record.
- (b) The minutes of the meeting of the Health Scrutiny Sub-Committee held on 16 January 2018 were noted.

## 74. **Comments from the Executive**

The Committee considered a report from Democratic Services which detailed the responses the Executive gave to the comments the Overview and Scrutiny Committee made regarding the reports submitted to the Executive on the 4 January 2018.

**Resolved** that the report be noted.

## 75. **HEART Project Progress Report**

The Committee received a report from Housing that informed the Committee of current operational and financial performance with the countywide Home Environment Assessment and Response Team (HEART) shared service.

In response to questions from the Committee it was explained that:

- it was confirmed that the South Housing Assessment Team would be fully staffed by the end of March 2018; and
- Under End to End Time Trend it was noted that there was a rise in the North, and this was due to extensions carried out that took a longer time period to complete.

The Chairman extended thanks on behalf of the Committee to the officers for their work and time in responding to questions.

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

**Resolved** that a further report be made to the Committee in twelve months.

### **76. Welfare Reforms**

The Committee considered a report from Finance which provided the Committee with an update on welfare reform.

The Benefits and Fraud Manager attended the meeting and responded to questions from the Committee.

The Benefits and Fraud Manager reported that due to the further delay in the roll out of Universal Credit until October 2018, housing benefits were to remain 'in-house', following which, it would move to the 'full' service introduction.

The Benefits and Fraud Manager also confirmed that there had been no delay in residents receiving benefits as officers had been briefed and were available to offer support when required, including any issues with landlords. Extra staffing was in place to deal with additional Discretionary Housing Payments.

The Committee noted that officers would report back to the Financial Inclusion Group in twelve months, and those Minutes to be circulated to the Overview and Scrutiny Committee.

The Chairman extended thanks on behalf of the Committee to the officers for their work and time in responding to questions.

### **77. Executive Agenda (Non-confidential items and reports) – Wednesday 7 February 2018**

The Committee considered the following items which would be discussed at the meeting of the Executive on Wednesday 7 February 2018.

#### Item 11 - Leisure Development Programme – Phase II (Kenilworth)

The Committee noted the recommendations in the report.

#### Item 8 - Recommendations for the Commissioning of Voluntary and Community Sector services for 2018-2021

The Committee noted the report but raised concerns regarding the reduction in allocation for the community forums.

#### Item 13 - 2018/19 ICT Services Digital Work Programme

The Committee noted the recommendations in the report.

#### Item 12 - Events Review Update

The Committee agreed to include the proposed report within its work plan.

## **OVERVIEW AND SCRUTINY COMMITTEE MINUTES (Continued)**

### **78. Review of the Work Programme & Forward Plan**

The Committee considered its work programme for 2018 and the current Forward Plan.

**Resolved** that

- (1) the Work Programme be amended so that;
  - (a) a further report on the HEART project be brought in 12 months; and
  - (b) a report be brought to the Committee on the Events Review Action plan in the second and fourth quarters of 2018/19.
- (2) the forward plan be noted;
- (3) the contents of Appendix 3 – Update Enforcement Project Group, be noted; and
- (4) the contents of Appendix 4, progress on the Action Plan for recommendations made on HMOs, be noted.

### **79. Public and Press**

On the motion of the Chairman, it was

**Resolved** that, pursuant to Section 100A (4) of the Local Government Act 1972 (as amended), the public be excluded from the remaining business of the meeting in view of the fact that the nature of the proceedings will be such that, if the public were present, there would likely be disclosure to them of exempt information under Paragraph 3 of Part 1 of Schedule 12A to the said Act (as amended).

### **80. Executive Agenda (Confidential Items and Reports) – Wednesday 7 February 2018**


Urgent item - Beauchamp House – 77-79 Coten End

The Overview & Scrutiny Committee noted the report including a revised wording to recommendation 2.1 so it read “in the region of” and not “exceeding”.

(The meeting finished at 9.00 pm)

CHAIR  
6 March 2018



|   |   |                          |
|---|---|--------------------------|
|    | <b>Overview and Scrutiny Committee –<br/>6 March 2018</b>   | <b>Agenda Item No. 7</b> |
| <b>Title</b>  | Comments from the Executive   |                          |
| <b>For further information about this report please contact</b>   | Lesley Dury, Committee Services Officer,<br>01926 456114 or<br><a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a> |                          |
| <b>Wards of the District directly affected</b>  | N/A   |                          |
| <b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b> | No  |                          |
| <b>Date and meeting when issue was last considered and relevant minute number</b>   | 6 February 2018   |                          |
| <b>Background Papers</b>  | Executive Minutes – 7 February 2018   |                          |

|  |    |
|--|----|
| <b>Contrary to the policy framework:</b>                                   | No |
| <b>Contrary to the budgetary framework:</b>                                | No |
| <b>Key Decision?</b>   | No |
| <b>Included within the Forward Plan? (If yes include reference number)</b> | No |
| <b>Equality Impact Assessment Undertaken</b>                               | No |
| Not Applicable.  |    |

|  |             |              |
|--|-------------|--------------|
| <b>Officer/Councillor Approval</b>                                       |             |              |
| <b>Officer Approval</b>  | <b>Date</b> | <b>Name</b>  |
| Chief Executive/Deputy Chief Executive                                   |             | Andrew Jones |
| Head of Service  |             |              |
| CMT  |             | Andrew Jones |
| Section 151 Officer  |             |              |
| Monitoring Officer   |             | Andrew Jones |
| Finance  |             |              |
| Portfolio Holder(s)  |             |              |
| <b>Consultation &amp; Community Engagement</b>                           |             |              |
| Not Applicable.  |             |              |
| <b>Final Decision?</b>   | Yes         |              |
| <b>Suggested next steps (if not final decision please set out below)</b> |             |              |

## 1. Summary

- 1.1 This report informs the Overview & Scrutiny Committee of the response the Executive gave to their comments regarding the reports submitted to the Executive 7 February 2018.

## 2. Recommendation

- 2.1 The responses made by the Executive are noted.

## 3. Reasons for the Recommendation

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

## 4. Policy Framework

### 4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

| <b>FFF Strands</b>  |  |  |
|---|--|--|
| <b>People</b>   | <b>Services</b>  | <b>Money</b>   |
| <b>External</b>   |  |  |
| <b>Health, Homes, Communities</b>   | <b>Green, Clean, Safe</b>  | <b>Infrastructure, Enterprise, Employment</b>  |
| <u>Intended outcomes:</u><br>Improved health for all<br>Housing needs for all met<br>Impressive cultural and sports activities<br>Cohesive and active communities | <u>Intended outcomes:</u><br>Area has well looked after public spaces<br>All communities have access to decent open space<br>Improved air quality<br>Low levels of crime and ASB | <u>Intended outcomes:</u><br>Dynamic and diverse local economy<br>Vibrant town centres<br>Improved performance/productivity of local economy<br>Increased employment and income levels |
| <b>Impacts of Proposal</b>  |  |  |
| Nil   | Nil  | Nil  |
| <b>Internal</b>   |  |  |
| <b>Effective Staff</b>  | <b>Maintain or Improve Services</b>  | <b>Firm Financial Footing over the Longer Term</b>   |

|   |   |   |
|---|---|---|
| <u>Intended outcomes:</u><br>All staff are properly trained<br>All staff have the appropriate tools<br>All staff are engaged, empowered and supported<br>The right people are in the right job with the right skills and right behaviours | <u>Intended outcomes:</u><br>Focusing on our customers' needs<br>Continuously improve our processes<br>Increase the digital provision of services                       | <u>Intended outcomes:</u><br>Better return/use of our assets<br>Full Cost accounting<br>Continued cost management<br>Maximise income earning opportunities<br>Seek best value for money |
| <b>Impacts of Proposal</b>  |   |   |
| Nil   | Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal in respect of service provision are taken into account. | Nil   |

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes. It is important that when the Executive has not accepted a recommendation made by the Scrutiny Committee, an explanation has been provided.

#### 4.3 **Changes to Existing Policies**

There are no changes to existing policies.

#### 4.4 **Impact Assessments**

There are no new policy changes in respect of Equalities.

#### 5. **Budgetary Framework**

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

#### 6. **Risks**

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

#### 7. **Alternative Option(s) considered**

7.1 This report is not produced and presented to the Committee, and Members refer to the minutes from the relevant meeting of the Executive.

## 8. **Background**


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

**Response from the meeting of the Executive on O&S Committee's Comments  
– 6 February 2018**

|                           |  |              |  |                     |              |
|---------------------------|--|--------------|--|---------------------|--------------|
| <b>Items no.</b>          | 8  | <b>Title</b> | Recommendations for the Commissioning of Voluntary and Community Sector services for 2018-2021 | <b>Requested by</b> | Labour Group |
| <b>Reason considered</b>  | To understand the rationale for the priorities   |              |  |                     |              |
| <b>Scrutiny Comment</b>   | The Overview & Scrutiny Committee noted the report but raised concerns regarding the reduction in allocation for the community forums. |              |  |                     |              |
| <b>Executive Response</b> | The recommendations in the report were agreed.   |              |  |                     |              |

|                           |  |              |                               |                     |              |
|---------------------------|--|--------------|-------------------------------|---------------------|--------------|
| <b>Items no.</b>          | 11   | <b>Title</b> | Leisure Development Programme | <b>Requested by</b> | Labour Party |
| <b>Reason considered</b>  | To understand more about consultation and value for money with Phase 2     |              |                               |                     |              |
| <b>Scrutiny Comment</b>   | The Overview & Scrutiny Committee noted the recommendations in the report. |              |                               |                     |              |
| <b>Executive Response</b> | The recommendations in the report were agreed.                             |              |                               |                     |              |

|                           |  |              |   |                     |              |
|---------------------------|--|--------------|---|---------------------|--------------|
| <b>Items no.</b>          | 13   | <b>Title</b> | 2018/19 ICT Services Digital Work Programme | <b>Requested by</b> | Labour Group |
| <b>Reason considered</b>  | To discuss further details about the Work Programme.                       |              |   |                     |              |
| <b>Scrutiny Comment</b>   | The Overview & Scrutiny Committee noted the recommendations in the report. |              |   |                     |              |
| <b>Executive Response</b> | The recommendations in the report were agreed.                             |              |   |                     |              |

|   |   |                          |
|---|---|--------------------------|
|    | <b>Overview and Scrutiny Committee –<br/>6 March 2018</b>   | <b>Agenda Item No. 8</b> |
| <b>Title</b>  | Review of the Work Programme & Forward Plan   |                          |
| <b>For further information about this report please contact</b>   | Lesley Dury, Committee Services Officer,<br>01926 456114 or<br><a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a> |                          |
| <b>Wards of the District directly affected</b>  | N/A   |                          |
| <b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b> | No  |                          |
| <b>Date and meeting when issue was last considered and relevant minute number</b>   | 6 February 2018   |                          |
| <b>Background Papers</b>  |   |                          |

|  |    |
|--|----|
| <b>Contrary to the policy framework:</b>                                   | No |
| <b>Contrary to the budgetary framework:</b>                                | No |
| <b>Key Decision?</b>   | No |
| <b>Included within the Forward Plan? (If yes include reference number)</b> | No |
| <b>Equality Impact Assessment Undertaken</b>                               | No |
| Not applicable.  |    |

|  |             |             |
|--|-------------|-------------|
| <b>Officer/Councillor Approval</b>                                       |             |             |
| <b>Officer Approval</b>  | <b>Date</b> | <b>Name</b> |
| Chief Executive/Deputy Chief Executive                                   |             |             |
| Head of Service  |             |             |
| CMT  |             |             |
| Section 151 Officer  |             |             |
| Monitoring Officer   |             |             |
| Finance  |             |             |
| Portfolio Holder(s)  |             |             |
| <b>Consultation &amp; Community Engagement</b>                           |             |             |
| Not applicable.  |             |             |
| <b>Final Decision?</b>   |             | Yes         |
| <b>Suggested next steps (if not final decision please set out below)</b> |             |             |

## 1. **Summary**

- 1.1 This report informs the Committee of its work programme for 2018 (Appendix 1) and of the current Forward Plan (Appendix 2).

## 2. **Recommendations**

- 2.1 Members consider the work programme and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.

## 3. **Reasons for the Recommendation**

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

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

| <b>FFF Strands</b>  |   |  |
|---|---|--|
| <b>People</b>   | <b>Services</b>   | <b>Money</b>   |
| <b>External</b>   |   |  |
| <b>Health, Homes, Communities</b>   | <b>Green, Clean, Safe</b>   | <b>Infrastructure, Enterprise, Employment</b>                  |
| <u>Intended outcomes:</u><br>Improved health for all<br>Housing needs for all | <u>Intended outcomes:</u><br>Area has well looked after public spaces | <u>Intended outcomes:</u><br>Dynamic and diverse local economy |

|   |   |   |
|---|---|---|
| met<br>Impressive cultural and sports activities<br>Cohesive and active communities   | All communities have access to decent open space<br>Improved air quality<br>Low levels of crime and ASB   | Vibrant town centres<br>Improved performance/productivity of local economy<br>Increased employment and income levels  |
| <b>Impacts of Proposal</b>  |   |   |
| Nil   | Nil   | Nil   |
| <b>Internal</b>   |   |   |
| <b>Effective Staff</b>  | <b>Maintain or Improve Services</b>   | <b>Firm Financial Footing over the Longer Term</b>  |
| <u>Intended outcomes:</u><br>All staff are properly trained<br>All staff have the appropriate tools<br>All staff are engaged, empowered and supported<br>The right people are in the right job with the right skills and right behaviours | <u>Intended outcomes:</u><br>Focusing on our customers' needs<br>Continuously improve our processes<br>Increase the digital provision of services                       | <u>Intended outcomes:</u><br>Better return/use of our assets<br>Full Cost accounting<br>Continued cost management<br>Maximise income earning opportunities<br>Seek best value for money |
| <b>Impacts of Proposal</b>  |   |   |
| Nil   | Dialogue between Scrutiny and Executive enables robust decision making and ensures all elements of the proposal in respect of service provision are taken into account. | Nil   |

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies; however, this report is for governance purposes. However, Members need to be mindful of the objectives above, when deciding what topics to add to the Work Programme.

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

#### 4.3 **Changes to Existing Policies** - There are no changes to existing policies.

#### 4.4 **Impact Assessments** - There are no new policy changes in respect of Equalities.

### 5. **Budgetary Framework**

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



## 6. **Risks**

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

## 7. **Alternative Option(s) considered**

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

## 8. **Background**

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

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

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

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

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

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

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

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

8.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report

detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.

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

**Overview and Scrutiny Committee  
Work Programme 2018**

**6 March 2018**

| <b>Title</b>  | <b>Where did item originate from</b> | <b>Format</b>                               | <b>Lead Officer/<br/>Councillor</b> | <b>Membership of Task &amp; Finish</b> | <b>Next report date if applicable</b> | <b>Completion date</b> |
|---|--------------------------------------|---|-------------------------------------|--|---------------------------------------|------------------------|
| Task & Finish Group – Role of Warwick District Council Chairman | O&S Task & Finish Group              | Part of the Work Prog., or a written report | TBA                                 | Cllrs Ashford, Mrs Knight and Margrave | Every meeting until completed         |                        |

**4 April 2018**

| <b>Title</b>   | <b>Where did item originate from</b> | <b>Format</b>            | <b>Lead Officer/<br/>Councillor</b> | <b>Membership of Task &amp; Finish</b> | <b>Next report date if applicable</b> | <b>Completion date</b> |
|--|--------------------------------------|--------------------------|-------------------------------------|--|---------------------------------------|------------------------|
| Annual review of membership / participation of Outside Bodies  | Standing Annual Item                 | Written Report           | Andrew Jones                        |  | April 2019                            | Annually               |
| Verbal update on the Shared Environmental Enforcement with Rugby Borough Council                     | 26 September 2017                    | Verbal report            | Gary Charlton                       |  |                                       | 4 April 2018           |
| 12 month report from DCX (AJ) outlining the progress made to date on the recommendations on the HMOs | Executive April 2017                 | Written report           | Andy Jones                          |  |                                       | 4 April 2018           |
| Overview and Scrutiny Committee End of Term Report   | Standing Annual Item                 | O&S Report for Executive | Committee Services Officer          |  | April 2019                            | Annually               |

|   |                      |   |                  |  |            |          |
|---|----------------------|---|------------------|--|------------|----------|
| Update from the Leader of the Council on his corporate and strategic leadership | Standing Annual Item | Verbal report followed by Q&A at meeting  | Councillor Mobbs |  | April 2019 | Annually |
| Member Children's Champions: End of Year Report                                 | Standing Annual Item | Written report followed by Q&A at meeting | Andrew Jones     |  | April 2019 | Annually |

**Reports with no meeting date assigned:**

| <b>Report Topic</b>   | <b>Officer/Councillor</b> | <b>Notes</b>  |
|---|---------------------------|---|
| Policy on Regulating the Private Rented Sector - Update(Ref 880)  | Ken Bruno                 |   |
| "Mystery Shopper" – testing customer service at the Council   | TBA                       |   |
| Housing & Homelessness Strategy   | Charlotte Lancaster       |   |
| Phase 2 Leisure Development in Kenilworth – verbal update   | Rose Winship              | Cultural Servs to advise when the report can be delivered.          |
| CWLEP   | Councillor Mobbs          |   |
| Council Development Company (Forward Plan ref 727)  | Lisa Barker               | Awaiting completion of Housing futures and Housing & Planning Act.  |
| Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> <li>• What this Council has done,</li> <li>• Capacity</li> <li>• Staff Learning)</li> </ul> | Marianne Rolfe            | Awaiting results from the Government Grenfell Tower Enquiry.        |
| Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641)   | Councillor Phillips       | O&S Committee to determine if this should be a Work Programme item. |

**Meeting Dates & Reports Scheduled to-date 2018/19:**

**30 May 2018**

- Local Infrastructure Delivery Plan

**26 June 2018**

- Review of Council's Sustainability and Climate Change Approach

**24 July 2018**

**29 August 2018**

- Events Review Update
- Holding Portfolio Holders to account – Cultural Services
- Local Infrastructure Delivery Plan

**25 September 2018**

- Holding Portfolio Holders to account – Development Services

**30 October 2018**

- Holding Portfolio Holders to account – Finance
- Annual Feedback on Outside Appointments

**27 November 2018**

- Holding Portfolio Holders to account – Housing & Property Services
- Current Arrangements for South Warwickshire Community Safety Partnership
- Local Infrastructure Delivery Plan

**8 January 2019**

- Holding Portfolio Holders to account – Health & Community Protection

**5 February 2019**

- Holding Portfolio Holders to account – Neighbourhood Services
- Progress report on the HEART service

**5 March 2019**

- Events Review Update
- Holding Portfolio Holders to account – Business
- Local Infrastructure Delivery Plan

**2 April 2019**

- Update from the Leader of the Council on his corporate and strategic leadership
- Overview and Scrutiny Committee End of Term Report
- Annual review of membership / participation of Outside Bodies
- Member Children's Champions: End of Year Report



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

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

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

If you would like to make representations or comments on any of the topics listed below, including the confidentiality of any document, you can write to the contact officer, as shown below, at Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ. Alternatively you can phone the contact officer on (01926) 456114. If your comments are to be referred to in the report to the Executive or Committee they will need to be with the officer 7 working days before the publication of the agenda. You can, however, make comments or representations up to the date of the meeting, which will be reported orally at the meeting. The Forward Plan will be updated monthly and you should check to see the progress of the report you are interested in.

**(922)**

**Section 1 – The Forward Plan March to June 2018**

| <b>Topic and Reference</b> | <b>Purpose of report</b> | <b>If requested by Executive – date, decision &amp; minute no.</b> | <b>Date of Executive, Committee or Council meeting</b> | <b>Publication Date of Agendas</b> | <b>Contact Officer &amp; Portfolio Holder</b> | <b>External Consultees/ Consultation Method/ Background Papers</b> |
|----------------------------|--------------------------|--|--|------------------------------------|---|--|
|----------------------------|--------------------------|--|--|------------------------------------|---|--|

**7 March 2018**

|  |   |  |                    |           |   |  |
|--|---|--|--------------------|-----------|---|--|
| One Stop Shop Business Case (Ref 894)                    | Provide a Business Case to ensure that the shared One Stop Shop Service is in line with Warwick District Council's ICT & Digital Strategy 2015-19   |  | Executive 7/3/2018 | 27/2/2018 | Graham Folkes-Skinner<br>Cllr Grainger        |  |
| A Vision & strategy for Leamington town centre (Ref 913) | To note the document "a vision & strategy for Leamington town centre" prepared by the Leamington Town Centre Forum and agree any actions and implications arising from this that affect Warwick District Council. |  | Executive 7/3/2018 | 27/2/2018 | Bill Hunt/<br>Philip Clarke<br><br>Cllr Mobbs | Leamington Town Centre Forum: "A vision and strategy for Leamington town centre"<br><br>Report to Overview & Scrutiny Committee:<br>08/03/16 |
| Green Space Strategy (Ref 914)                           | To review progress of the Green Space Strategy and to seek approval of a revised Green Space Action Plan  |  | Executive 7/3/2018 | 27/2/2018 | David Anderson<br>Cllr Grainger               | Executive Report 12 <sup>th</sup> December 2012.   |
| Early Retirement (Ref 915)                               | To request Monies from the Early Retirement Reserve in respect of the outcome of recent Restructures.<br><br>It is anticipated that the report relating to this matter will be confidential under Section 100A    |  | Executive 7/3/2018 | 27/2/2018 | Andrea Wyatt<br>Cllr Whiting                  |  |

|   |  |  |                       |           |  |   |
|---|--|--|-----------------------|-----------|--|---|
|   | of the Local Government Act 1972 by reason of the likely disclosure of exempt information within the paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.   |  |                       |           |  |   |
| Residential Design Guide and Parking Standards Supplementary Planning Documents (SPDs)<br>(Ref 916) | Request to go out to public consultation on the above two SPDs   |  | Executive<br>7/3/2018 | 27/2/2018 | Hayley Smith/Lorna Coldicott,<br>Cllr Alan Rhead | Warwick District Local Plan                         |
| Local Development Scheme (LDS)<br>(Ref 917)   | To approve the LDS which sets out the Planning Policy documents being produced over the next 3 years   |  | Executive<br>7/3/2018 | 27/2/2018 | David Butler<br>Cllr Rhead                       | Warwick District Local Plan                         |
| Newbold Comyn Golf Course<br>(Ref 919)  | To report the outcome of the negotiations with Mack Trading (Heaton Park) Limited<br><br>It is anticipated that the report relating to this matter will be confidential under Section 100A of the Local Government Act 1972 by reason of the likely disclosure of exempt information within the paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006. |  | Executive<br>7/3/2018 | 27/2/2018 | Andrew Jones<br>Cllr Coker                       | Executive agenda report & Minutes of 4 January 2018 |



|                                 |   |  |                       |           |  |  |
|---------------------------------|---|--|-----------------------|-----------|--|--|
| Commonwealth Games<br>(Ref 920) | To seek approval from Executive for project PID and initial resources for the local plans for the 2022 Commonwealth Games |  | Executive<br>7/3/2018 | 27/2/2018 | Rose Winship,<br>Padraig Herlihy &<br>Cllr Noel Butler |  |
|---------------------------------|---|--|-----------------------|-----------|--|--|

|                     |  |  |  |  |  |  |
|---------------------|--|--|--|--|--|--|
| <b>5 April 2018</b> |  |  |  |  |  |  |
|---------------------|--|--|--|--|--|--|

|  |   |  |   |           |                                   |  |
|--|---|--|---|-----------|-----------------------------------|--|
| Car Park Strategy<br>(Ref 895)   | To seek approval for the proposed car parking strategy 2018-2028  |  | Executive<br><del>7/3/2018</del><br>Reason 5<br>5/4/2018                                      | 26/3/2018 | Paul Garrison<br>Cllr<br>Grainger |  |
| Consideration of a Hackney Carriage Vehicle Limitation Policy<br>(Ref 851) | To update members on the results of the WDC Hackney Carriage Unmet Demand Survey and:<br>Meeting1 – Introduce highlights of survey and propose a 6 week consultation on recommended options outlined in the survey.<br>Meeting 2 – Update on the consultation & determine any change to policy, following the consultation. |  | Executive<br>Reason 1<br><del>29/11/2017</del><br><del>7/2/2018</del><br>7/3/2018<br>5/4/2018 | 26/3/2018 | Lorna Hudson<br>Cllr<br>Thompson  | Taxi trade, local business, safer communities, disability, equality and other local group representatives, Town Councils, Police.<br>Questionnaire on website/email.<br>CTS Traffic & Transportation Final Report - July 2016<br>Licensing & regulatory Committee<br>25/9/2017 |

|   |  |  |          |           |   |  |
|---|--|--|----------|-----------|---|--|
| Community Infrastructure Levy (CIL) Revised Regulation 123 List (Ref 921) | To agree CIL spending priorities for 2018/19   |  | 5/4/2018 | 26/3/2018 | Dave Barber<br>Cllr Rhead   | External consultees, via email and informal meetings<br>Warwickshire County Council;<br>Clinical Commissioning Group; South Warwickshire NHS Foundation Trust; Police. Background report CIL adoption report and minutes |
| Service Area Plans 2018/ 19 (Ref 922)                                     | To consider the Service Area Plans for 2018/19 and Annual Performance Reports for 2017/18 the Council. |  | 5/4/2018 | 26/3/2018 | Andrew Jones<br>Cllrs Mobbs, Butler, Coker, Grainger, Phillips, Rhead, Thompson and Whiting |  |

**31 May 2018** – No key decisions listed for this meeting at the time of publication

**27 June 2018** - No key decisions listed for this meeting at the time of publication

**Section 2 Key decisions which are anticipated to be considered by the Council between July and September 2018**

| <b>Topic and Reference</b>       | <b>Purpose of report</b>   | <b>If requested by Executive – date, decision &amp; minute no.</b> | <b>Date of Executive, Committee or Council meeting</b> | <b>Publication Date of Agendas</b> | <b>Contact Officer &amp; Portfolio Holder</b> | <b>External Consultees/ Consultation Method/ Background Papers</b> |
|----------------------------------|--|--|--|------------------------------------|---|--|
| Final Accounts 2017/18 (Ref 918) | To report on the Council's outturn position for both revenue and capital |  | 25/7/2018  | 17/7/2018                          | Mike Snow<br>Cllr Whiting                     |  |

**Section 3 Key decisions which are anticipated to be considered by the Council but the date for which is to be confirmed**

| <b>Topic and Reference</b>                            | <b>Purpose of report</b>  | <b>History of Committee Dates &amp; Reason code for deferment</b> | <b>Contact Officer &amp; Portfolio Holder</b> | <b>Expansion on Reasons for Deferment</b>                                       | <b>External Consultees/ Consultation Method/ Background Papers</b> | <b>Request for attendance by Committee</b> |
|---|---|---|---|---|--|--|
| Council Development Company (Ref 727)                 | To consider a report on establishing a Council Development Company. | Executive<br>9/3/2016<br>2/6/2016<br>29/6/2016<br>Reasons 1 & 2   | Bill Hunt<br>Cllr Phillips                    | Awaiting further information on the implications of the Housing & Planning Act. |  |  |
| HRA Asset Management and Development Policy (Ref 829) |   |   | Bill Hunt<br>Cllr Phillips                    |   |  |  |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| Council Chamber PA system and the Recording & Broadcasting of Public Meetings (Ref 840) | To inform members of the investigations into upgrading the PA system in the Council Chamber, the potential to record and broadcast all Council meetings as per the Notice of Motion to Council and the associated costs/risks of these | Council<br>29/6/2016<br>Executive<br>5/1/2017<br>8/2/2017<br>Reason 3            | David<br>Guilding<br>Cllr Coker  | Officers are currently exploring options for a new PA system within the chamber and the potential benefits this could bring to the venue overall. This is led by Arts Manager in liaison with ICT Manager and Democratic Services in developing this proposal. |  |  |
| Councillors IT (Ref 841)  | To report back on the work of the Councillor IT Working Party.   | Executive<br>5/1/2017<br>8/2/2017<br>Reason 3                                    | Graham<br>Leach<br>Cllr Mobbs  | Awaiting the outcome of Members' Allowances Review.  |  |  |
| WDC Enterprise – New Trading Arm (Ref 817)  | To seek approval to establish a Local Authority Trading Company, to expand support provision whilst capitalising on existing skills to maximise income.  | Executive<br>2/11/2016<br>Reason5<br>5/1/2017<br>Reason5<br>8/2/2017<br>Reason 5 | Gayle<br>Spencer<br>Cllr Butler  |  |  |  |
| HQ Relocation Project – outcome of phase 1 work (Ref 801)                               | To consider the outcomes of the phase 1 work and, if appropriate, seek approval for commencement of the phase 2 delivery works.  | Executive<br>26/07/2017<br>Reason 3  | Bill Hunt<br>Cllrs Mobbs,<br>Whiting,<br>Rhead,<br>Butler,<br>Grainger | Timing is dependent on the completion of the planning, marketing and procurement processes.  |  |  |
| Proposed Relocation of Kenilworth School (Ref 869)                                      | To agree the Council's level of support in enabling the school to take its proposals forward.  | Executive<br>28/06/2017<br>Reason 3  | Andrew<br>Jones<br>Cllr Mobbs  |  |  |  |

|  |   |   |   |  |  |                  |
|--|---|---|---|--|--|------------------|
| Policy on Regulating the Private Rented Sector (Ref 880) | To adopt a revised policy on private rented sector regulation in light of new legislation and guidance. |   | Ken Bruno<br>Cllr Phillips  | Awaiting the publication of government guidance. |  |                  |
| Linen Street Car Park (Ref 861)                          | To consider recommendations for redevelopment for the Linen Street Car Park facility                    | Executive<br>28/06/2017<br>Reason 3   | Paul Garrison<br>Cllr Grainger  |  |  | Ward Councillors |
| Leamington Cemetery North Lodge (Ref 828)                | To review the future use of Leamington Cemetery North Lodge.  | Executive<br>4/4/2017<br>28/06/2017<br>31/08/2017<br>Reason 3   | Rob Hoof<br>Cllr Grainger   |  |  |                  |
| Corporate Asset Management Strategy (Ref 641)            | To propose an Asset Management Strategy for all the Council's buildings and land holdings.              | Executive<br>29/6/2016<br>Reason 5<br>1/9/16<br>Reasons 3 & 5<br>5/1/2017<br>Reasons 3 & 5<br>8/2/2017<br>Reasons 3 & 5<br>26/07/2017<br>Reasons 3 & 5<br>31/8/2017<br>Reason 3 | Bill Hunt<br>Cllrs Mobbs,<br>Butler,<br>Grainger,<br>Coker &<br>Whiting |  |  |                  |

**Section 4 – Items which are anticipated to be considered by the Executive but are NOT key decisions**

| <b>Topic and Reference</b>                             | <b>Purpose of report</b>  | <b>If requested by Executive – date, decision &amp; minute no.</b> | <b>Date of Executive, Committee or Council meeting</b> | <b>Publication Date of Agendas</b> | <b>Contact Officer &amp; Portfolio Holder</b> | <b>External Consultees/ Consultation Method/ Background Papers</b> |
|--|---|--|--|------------------------------------|---|--|
| Rural Urban Community Initiative Scheme Applications   | To consider applications for Rural and Urban Initiative Grant applications for Kenilworth Tennis Club (£23,475), London & North Western Railway Society (£7,885) and Kenilworth RFC (£6,164) a total of £37,524 |  | 7/3/2018   | 27/2/2018                          | Jon Dawson<br>Cllr Whiting                    |  |
| Selection of Chairman and Vice-Chairman of the Council | The Executive will recommend, in principle, to the Annual Meeting of the Council a person or persons for consideration for election as the next Chairman and Vice-Chairman of the Council.                      |  | 7/3/2018   | 27/2/2018                          | Graham Leach<br>Cllr Mobbs                    |  |
| Revisions to the scheme of delegation                  | This is to amend the scheme of delegation for Health and Community Protection to include powers under the Policing and Crime Act 2017   |  | 7/3/2018   | 27/2/2018                          | Emma Dudgeon<br>Cllr Thompson                 |  |
| Local Code of Corporate Governance                     | To consider the revised Local Code of Corporate Governance for Warwick District Council   |  | 7/3/2018   | 27/2/2018                          | Richard Barr<br>Cllrs Mobbs & Whiting         |  |
| Review of Significant Business Risk Register           | To inform Members of the Significant Risks to the Council   |  | 5/4/2018   | 26/3/2018                          | Richard Barr<br>Cllr Mobbs                    |  |
| Rural Urban Community Initiative Scheme Applications   | To consider applications for Rural and Urban Initiative Grants.   |  | 5/4/2018   | 26/3/2018                          | Jon Dawson<br>Cllr Whiting                    |  |

|  |   |  |           |           |                            |  |
|--|---|--|-----------|-----------|----------------------------|--|
| Rural Urban Community Initiative Scheme Applications | To consider applications for Rural and Urban Initiative Grants. |  | 27/6/2018 | 19/6/2018 | Jon Dawson<br>Cllr Whiting |  |
| Review of Significant Business Risk Register         | To inform Members of the Significant Risks to the Council       |  | 25/7/2018 | 17/7/2018 | Richard Barr<br>Cllr Mobbs |  |
| Rural Urban Community Initiative Scheme Applications | To consider applications for Rural and Urban Initiative Grants. |  | 30/8/2018 | 21/8/2018 | Jon Dawson<br>Cllr Whiting |  |
| Rural Urban Community Initiative Scheme Applications | To consider applications for Rural and Urban Initiative Grants. |  | 26/9/2018 | 18/9/2018 | Jon Dawson<br>Cllr Whiting |  |

Delayed reports:

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

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

**Details of all the Council's committees, Councillors and agenda papers are available via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)**

**The forward plan is also available, on request, in large print on request, by telephoning (01926) 456114**