Overview and Scrutiny Committee

Minutes of the meeting held on Wednesday 13 November 2024 at Shire Hall, Warwick at 6.01pm.

Present: Councillor Milton (Chair); Councillors Armstrong, Barton, Collins, Day, D Harrison, Luckhurst, Payne, Russell, and P Wightman.

Also Present: Councillor Davison – Portfolio Holder for Strategic Leadership, Councillor Roberts – Portfolio Holder for Neighbourhood, Councillor Williams – Portfolio Holder for Climate Change, and Councillor Melrose – Portfolio Holder for Transformation.

55. **Apologies and Substitutes**

(a) Apologies for absence were received from Councillor Redford.

(b) Councillor Day substituted for Councillor Redford.

56. **Declarations of Interest**

Minute Number 64 – Tachbrook Country Park

Councillor Day declared he sat on the Tachbrook Country Park project board.

57. **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 15 October 2024 were taken as read and signed by the Chair as a correct record.

The Chair proposed the minutes of the Overview and Scrutiny meeting on 24 September 2024 be amended to be sequentially numbered.

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

The Committee considered its Work Programme for 2024/25 as detailed at Appendix 1 to the report.

The five main roles of Overview and Scrutiny in local government were: holding to account; performance management; policy review; policy development; and external scrutiny.

Two of the five main roles of Overview and Scrutiny in local government were to undertake pre-decision scrutiny of Cabinet decisions and to feed into policy development.

The pre-decision scrutiny of Cabinet decisions fell within the role of 'holding to account'. To feed into the pre-decision scrutiny of Cabinet decisions, the Committee needed to examine the Council's Forward Plan and identify items which it would like to have impacted upon.

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

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

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

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

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

(2) The decision was likely to be significant in terms of its effects on communities that lived or worked in any two or more wards.
In considering whether a decision was likely to be significant, a decision-maker would have needed to consider the strategic nature of the decision and whether the outcome would have had an impact, for better or worse on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected.

The Forward Plan was considered at each meeting and allowed the Committee to look at future items and become involved in those Cabinet decisions to be taken if members so wished.

The Forward Plan also identified non-key decisions to be taken by Cabinet in the twelve months that followed, and the Committee, if they wished, could also pre-scrutinise those decisions.

There were also policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could have pre-scrutinised and had an impact upon how these were formulated.

The Committee was mindful that any work it wished to undertake would have needed to have been undertaken without the need to change the timescales as set out within the Forward Plan.

At each meeting, the Committee considered its work programme and made amendments where necessary, and commented on specific Cabinet items, where notice had been given by 9am on the morning after Group meetings. The Committee received a report detailing the response from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.

The Committee considered issues that had due significance with reference to the following criteria:

- the number of residents impacted and the significance of that impact;
- the amount of spend involved; and
- if it concerned a strategic priority of the Council or key project.

On the day of publication of the Cabinet agenda, all Councillors were sent an e-mail asking them to contact Committee Services, by 9.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.

Resolved that

(1) a report from Milverton Homes be moved to the Overview & Scrutiny Committee on 21 January 2025. Non-executives to attend; and

(2) the Overview & Scrutiny Committee consider the Local Plan report from Joint Cabinet at the meeting on 3 December 2024.

59. **Climate Change and Low Cost, Low Carbon Energy Reporting**

At its meeting in July 2024, the Overview and Scrutiny Committee agreed, as part of its work programme, to receive a report on Climate Change data tracking (including carbon emissions) and how this could be provided and managed in the most efficient way.

To reflect the Corporate Strategy and the subsequent Cabinet decisions related to the Low Cost, Carbon Energy Strategy, the report had two parts to it.

Part 1 provided an update on the Low Cost, Low Carbon (LCLC) Energy data, agreed by Cabinet in July 2024, as part of the Low Cost, Low Carbon Energy Strategy. It provided an update on the latest position with regard to those measures, setting out:

- what data would be reported to align with Corporate Strategic Priority 2 and how frequently;

- the role of the Low Cost, Low Carbon Programme Board and the plans for a LCLC Energy Dashboard; and

- how Members could review the latest data on an ongoing basis.

Part 2 provided an update related to the three ambitions agreed as part of the Climate Change Action Programme, which noted that the biodiversity data would be reported separately to Overview and Scrutiny in April 2025.

Updates on the actions associated with Low Cost, Low Carbon (LCLC) Energy were included in the report on the Corporate Strategy, which was also on the Committee agenda. The report focused on plans for how data could support the progress on the Low Cost, Low Carbon Energy priority.

The Low Cost, Low Carbon Energy Strategy included a series of eight primary indicators to be used to track progress. The Strategy also included a further set of five supporting secondary indicators.

The eight primary indicators that were proposed were:

	'Low Cost'	'Low Carbon'
Public Buildings	Actual cost of energy used in the Council's public buildings.	Actual total CO2 emissions from the Council's public buildings.
Existing Council Housing	Predicted savings on energy bills for residents who had been supported by WDC through retrofit advice/implementation.	Predicted CO2 reductions from Council Housing because of WDC retrofit interventions.
New housing developments led by the Council	Indicator to be developed potentially drawing on data from the newly adopted NZC DPD.	Indicator to be developed potentially drawing on data from the newly adopted NZC DPD.
Helping Others with Retrofit	Predicted savings on energy bills for residents who had been supported by WDC through retrofit advice/implementation.	Predicted total CO2 emission savings for residents who had been supported by WDC through retrofit advice/implementation.

The secondary indicators were:

- percentage of electricity used in the Council's public buildings generated from renewable electricity produced onsite;
- percentage of Council homes reaching EPC C or above;
- for new WDC homes, the average percentage reduction in pre-offset CO2 emissions compared with other houses built in the District (as measured through the calculations of residual carbon emissions required to comply with the Net Zero Carbon DPD);
- number of retrofit measures implemented by WDC residents or businesses as a result of the Council's retrofit support scheme; and
- estimated overall District-wide carbon emissions from buildings as assessed through "Scatter" or similar data.

As the indicators were fully defined, it would be collated and presented through a dashboard, which would enable managers, the relevant Portfolio Holder, the Programme Board, and all WDC Members to see the latest data. A draft dashboard was presented to and discussed at the Low Cost, Low Carbon Energy Programme Board on 23 October 2024. Further work would be undertaken to refine and populate the dashboard. In time, this would be made available to all WDC Members and would form the basis of ongoing reporting to Overview and Scrutiny Committee in relation to Strategic Priority 2.

The latest position in relation to the 13 indicators in Strategy were set out:

Ref	Indicator description	Data source	Is data available? If not, date expected.	Is historical data available?	Frequency of reporting
1a	Public Buildings: Actual cost of energy used in the Council's public buildings	WDC energy consumption and energy bills	Yes for 2023/24	Yes, since 2018/19	Annual
1b	Public Buildings: Actual total CO2 emissions from the Council's public buildings		Yes for 2023/24	Yes, since 2018/19	Annual
2a	Existing Council Housing: Predicted savings on energy bills for residents who have been supported by WDC through retrofit advice/implementation.	Proposed energy intervention reports from WDC contractors involved with delivering retrofit grant schemes and/or WDC funded retrofit	No. From April 2025	No	Quarterly
2b	Existing Council Housing: Predicted CO2 reductions from Council Housing as a result of WDC retrofit interventions		No. From April 2025	No	Quarterly
3a	New WDC Housing Developments: Cost indicator to be developed potentially drawing on data from the newly adopted NZC DPD	NB: There had been no planning permissions granted for WDC developments since July 2024, so the current indicator result was zero. Data definition and sources were still to be developed. It was intended that the data would be drawn from energy statements required to support planning applications, along with post construction building	No. From April 2025	No	Annual
3b	New WDC Housing Developments: Carbon indicator to be developed potentially drawing on data from the newly adopted NZC DPD		No. From April 2025	No	Annual

		evaluation. This data would be compared with the estimated minimum energy/cost required to comply with the Net Zero Carbon DPD. For carbon data it was suggested that this should look at comparative operational carbon per year over at least 10 years. For cost data, this would look at estimated comparative annual fuel costs for residents.			
4a	Helping others with retrofit: Predicted savings on energy bills for residents who had been supported by WDC through retrofit advice/implementation.	Advice on how to measure this would be sought from the soft market testing being undertaken in November / December with potential lenders. Until the scheme had been designed, it was not known what data would be available. Subject to advice, it was intended that data would be drawn from the energy intervention reports involved with delivering retrofit grant schemes or	Yes, for green homes grants (collated by Jan 2025), but no for retrofit loan scheme as this had not yet been established.	Yes, for green homes grants (collated by Jan 2025), but no for retrofit loan scheme as this had not yet been established.	Annual
4b	Helping Others with Retrofit: Predicted total CO2 emission savings for residents who had been supported by WDC through retrofit advice/implementation.		No. From start of retrofit loan scheme.	No	Annual

		future loan schemes.			
5	Percentage of electricity used in the Council's public buildings generated from renewable electricity produced onsite.	Energy meters in locations where solar was provided.	Yes	Yes (albeit no renewable energy prior to opening of Castle Farm).	Annual
6	Percentage of Council homes reaching EPC C or above.	Parity Portfolio Software	Yes (albeit accuracy of data needed to be refined through updated EPCs).	No	Annual
7	For new WDC homes, the average percentage reduction in pre-offset CO2 emissions compared with other houses built in the district (as measured through the calculations of residual carbon emissions required to comply with the Net Zero Carbon DPD).	Post construction building evaluation reports as measured against performance of other houses built in the District within the previous 12 months.	No	No	Annual
8	Number of retrofit measures implemented by WDC residents or businesses as a result of the Council's retrofit support scheme.	Data relating to residential properties collated through scheme designs to support retrofit grants. In future, surveys of those taking part of the retrofit scheme may be required. There were no business-related schemes operating. This would need to be defined separately should a	Whilst the data was available for residential, it required detailed analysis and collation. Will commence Jan 2025.	Whilst historical data was available for residential, it required detailed analysis and collation. Will commence Jan 2025.	Annual

		scheme be developed.			
9	Estimated overall District-wide carbon emissions from buildings as assessed through "Scatter" or similar data.	Annual Scatter data collated nationally.	Yes	Yes	Annual

Ref	Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1a	Public Buildings (including leisure centres and contractor buildings: Actual cost of energy used in the Council's public buildings.	£1,171,415	£1,240,725	£1,060,792	£1.097,544	£1,544,069	£2,523,921
1b	Public Buildings (including leisure centres and contractor buildings): Actual total CO2 emissions from the Council's public buildings	3736 tonnes CO2e	3737 tonnes CO2e	3045 tonnes CO2e	3021 tonnes CO2e	2814 tonnes CO2e	2889 tonnes CO2e
5	Percentage of electricity used in the Council's public buildings generated from renewable electricity produced onsite.	0%	0%	0%	0%	0%	N/A*
6	Percentage of Council homes reaching EPC C or above (Parity	N/A	N/A	N/A	N/A	N/A	36.5% (2033 out of 5547)

	Portfolio data)						
9	Estimated overall District-wide carbon emissions from buildings as assessed through "Scatter" or similar data.	517,791 tonnes CO2e	447,388 tonnes CO2e	421,726 tonnes CO2e	Data is retrospective and not yet available for these years		

*Castle Farm opened Dec 2023 with a rooftop solar. However, faulty data recording technology meant the data for 23/24 was not recorded.

The large increase in energy costs in 2022/23 and 2023/24 was a result of a significant price increase which saw electricity prices more than double and gas prices increase by over 70%, in addition to increased standing charges. A significant part of the reductions in CO2 emissions from buildings was a result of cleaner fuel within the national grid. For instance, 100kwh of electricity in 2018/19 would have been responsible for 28 kilograms of CO2 emissions. In 2023/24, 100kwh of electricity would be responsible for less than 21 kilograms of CO2 emissions.

The buildings energy data collated did not easily allow the impact of WDC's interventions to be seen. However, the Low Cost, Low Carbon Energy dashboard would allow the estimated impact of interventions to be seen, and it was expected that it would be possible to follow this through into energy usage and CO2 emissions data.

A dashboard was developed to present the Low Cost Low Carbon Energy data in a way that enabled progress or issues to be quickly identified and explored. Whilst the dashboard was under development, the Programme Board had provided guidance on how the dashboard should look, to enable the data to be managed at the board meetings. For example, if the aim of reporting the cost of energy from WDC buildings was to aspire to a trend of cost reductions then the graph below would show that the trend for 2022/23 and 2023/24 was an adverse one. This would be flagged as an indicator of concern which in turn would enable the board to drill down into the reasons for this. In this case, the reason was to do with national energy costs rather than WDC energy consumption, which had continued to decline.

Once developed, the LCLC Energy dashboard would be made available to all Councillors through Sharepoint (or similar).

It should have been noted that collating data and reporting through a dashboard required staff resource and skills. Capacity would be put in place within existing budgets.

Ambition 1: WDC to be net zero carbon by 2025/26 and that services provided through contractors included carbon reduction targets to deliver net zero by 2030.

Organisational Carbon Emissions

Scope / Activity	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**
	(base year)					
	Tonnes CO2e	Tonnes CO2e	Tonnes CO2e	Tonnes CO2e	Tonnes CO2e	Tonnes CO2e
Scope 1 (emissions occurring in the District as a result of using fossil fuels "on site" e.g. gas, LPG)						
Total (Scope 1)	1,309	1,297	1,249	1,186	1,101	1,228*
Scope 2 (emissions occurring elsewhere as a result of WDC energy use – e.g electricity consumption)						
Total (Scope 2)	1,261	1,280	874	910	874	862
Scope 3 (emissions occurring as a result of contractor activities in providing WDC services)						
Total (Scope 3)	2,724	3,616	2,410	2,627,	2,315	2,354**
Total Gross Emissions (t)	**5,294**	**6,193**	**4,533**	**4,275**	**4,291**	**4,444**

The significant increase in Scope 1 emissions was predominantly due to an error in the calculations related to LPG usage and carbon emissions in previous years. If LPG was excluded from Scope 1 emissions, the data showed consumption of gas had fallen by 8% between 2022/23 and 2023/24, with the resulting Scope 1 carbon emissions also falling by 8%.

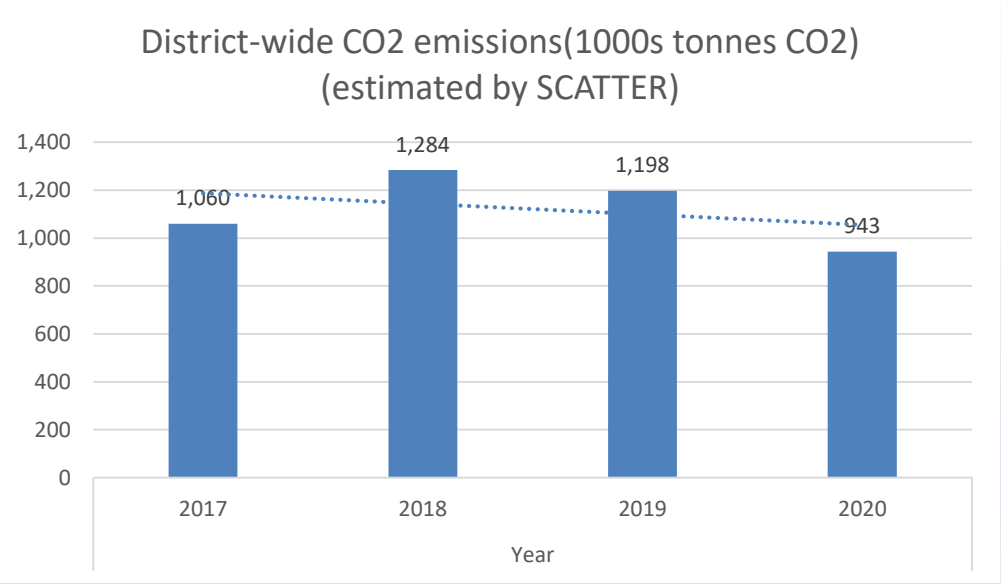
Transmission and Distribution losses (beyond WDC's control) were responsible for the increase. If these were excluded, Scope 3 emissions had fallen by around 1%.

Key points to note were:

- emissions from WDC overall had decreased by 16% since the 2018/19 baseline;
- 2023/24 had seen a small increase in emissions since 2022/23. This was as a result of errors in previous LPG calculations and changes to estimates in transmission and distribution losses (see footnotes above);
- unless there was a dramatic acceleration in the annual level of carbon reduction achieved over the next two years, the ambition to be net zero would be missed without carbon offsetting;
- an approach to carbon offsetting was being developed and would be adopted in 2025; and
- scope 3 emissions (contractors) accounted for more than half of all emissions and the emissions from Scope 3 transport (predominantly refuse collection vehicles) accounted for approximately a third of total emissions. Leisure centre emissions (645 tonnes per year) were also significant in Scope 3 emissions.

Ambition 2: reduce net carbon emissions across the District by a minimum of 55% by 2030 (baseline 2018) and plan how to further reduce carbon emissions to net zero by 2050.

District-wide carbon emissions as estimated through Scatter data:



Whilst the data above showed significant progress (26.5% reduction against the 2018 baseline) towards the ambition of a 55% reduction, it should have been noted that:

a) 2020 was impacted by Covid and therefore unlikely to be consistent with previous or subsequent years. It was likely the same would be true of 2021 once the data had been published;
b) the 2020-based data was unlikely to be significantly impacted by the declaration of WDC's climate emergency. The Council's actions could therefore not be correlated in any way to the 2020 reduction; and
c) when the 55% reduction ambition was established, this took account of changing national trends around factors such as cleaner electricity production.

Ambition 3: To enable our environment and communities to have adapted to the potential of at least three degrees rise in global temperatures by 2100.

No data was being collated specifically in relation to this ambition. The ambition was being managed through a risk-based approach. However, much of the data being collated for the Biodiversity Action Programme was also relevant to adaptation. This would be reported to Overview and Scrutiny in April 2025.

Risks were managed through the Low Cost, Low Carbon Risk Register which was under review by the Programme Board. The highest scoring risks within the Draft Low Cost, Low Carbon Energy Risk Register were:

RISK TITLE	RISK DESCRIPTION	RISK EXPOSURE	RAW RISK RATING			RISK CONTROL MEASURES	EFFECTIVENESS OF CONTROL MEASURES	RISK CONTROL ACTIONEE(S)	CURRENT RISK RATING		
			LIKELIHOOD	IMPACT	OVERALL RISK RATING				LIKELIHOOD	IMPACT	OVERALL RISK RATING
Costs exceeding available funds.	Cost of delivering low cost, low carbon energy and the potential that insufficient funding available to deliver the priorities	Financial, business disruption	4	4	16	The funding strategy will be utilised to establish applicable funding opportunities. The funding strategy needs to be developed. For the time being, the PB and officers understand broadly which pots of funding are being used	Fully Effective	The Programme Board and officers supporting the Programme Board	3	4	12

						on which projects.					
Changing national priorities	Changing national priorities and funding	Unrealised opportunity	4	3	**12**	Include horizon scanning on Programme Board agendas to ensure we are aware as early as possible of any changes or opportunities.	Partially Effective	Officers supporting the Programme Board.	2	3	**6**
Grant requirements	Constraints associated with grant funds	Missed opportunity	3	4	**12**	Apply for grants that align with our aims; establish a pipeline of projects where regular grant schemes are in place	Full Effective	Officers supporting the Programme Board.	1	4	**4**
Technology advances	Changing technology and lack of examples and benchmarks from elsewhere to learn from	Missed opportunity/ineffective use of resources	4	3	**12**	As far as possible, learn from examples elsewhere and be prepared to experiment and learn from our own experiences.	Partially Effective	Programme Board and officers supporting the Programme Board	2	4	**8**

Expertise	Access to technical expertise in a fast-changing world	Financial, missed opportunity	4	4	**16**	Seek to recruit and retain internal expertise where we can, work with partners and use consultancies where other options are not available.	Partially Effective	Programme Board and officers supporting the Programme Board	2	4	**8**

Specifically in relation to collating and reporting data, the main risks concerned were:

a) The accuracy of some of the data, for example:

- EPC data which was reliant on some out-of-date EPCs and would therefore need to be improved over time;
- changing national formulas such as transmission and distribution data;
- data complexities which made it difficult to ensure consistencies between different years;
- staff leaving, again made it difficult to achieve consistency between years; and
- reliance on data from contractors.

b) Impacts that were beyond WDC's control such as the rate of decarbonisation of the electricity grid and energy prices.

c) Difficulties in defining indicators which enabled meaningful and timely data to be made available:

- most of the data was annual, and in the case of Scatter data there was a 3-to-4-year time lag;
- alternatives such as predicted savings from WDC interventions were complex to collate and were based on estimates rather than hard data; and
- the Net Zero Carbon DPD was still relatively new. Although it had potential to be a valuable mine of data, work was still being carried out to understand its full potential and therefore some indicators remained less well defined.

Working well in data collection:

- strong focus on the Corporate Strategy priorities in relation to Low Cost, Carbon Energy, supported by a Programme Board, clear Portfolio Holder responsibilities and a dedicated officer team;
- significant investment in decarbonisation of public buildings had been agreed and plans to roll this out were advanced;
- good data, including historical trends to support this;
- the climate change officer team had good technical skills to back up the political and managerial commitment to decarbonisation of buildings; and

- the Net Zero Carbon DPD was in place and provided further potential for improving data in relation to building performance.

What was not working so well in data collection:

- there needed to be more focus on the post construction impact on energy in relation to new buildings and retrofit measures;
- as set out in the risks above, data collation and reporting required much more development to enable progress to be tracked in a timely manner;
- for some data, the time lag was an issue which required proxy measures to be put in place;
- improvements in defining Low Cost, Low Carbon Energy indicators and putting in place sound, consistent, and effective data collection methods to support the programme; and
- the development of a Low Cost, Low Carbon dashboard to enable effective tracking of progress.

In answer to questions from Members, the Portfolio Holder for Climate Change, Strategic Leadership, and Neighbourhood, the Portfolio Holder for Strategic Leadership, the Portfolio Holder for Neighbourhood, the Programme Director for Climate Change, and the Head of Customer and Digital Services advised that:

- they had been slow to get started and there was still work to do;
- they wanted to make the dashboard as accessible as possible, including to residents;
- they were making good progress;
- the data had been quantified;
- there had been positive cross working within the Council;
- the dashboard would be published soon;
- the trajectory for carbon emissions was driven in different ways. The focus had been on Low Cost Low Carbon energy of buildings;
- a report to the Low Cost Low Carbon Energy Board in June 2024 set out a program of works around LED lighting and solar. The two programmes of work had resulted in a carbon reduction of hundreds of tonnes;
- they had predicted a further 20% reduction in gross carbon emissions;
- the Council had a green electricity tariff (REGO certified), resulting in clean renewable energy;
- there were some political choices to be made around how the Council described carbon emissions;
- moving out of Riverside House had a significant impact on the reduction in carbon emissions;
- Abbey Fields pool would open soon, which would result in an increase in carbon emissions;
- as a Council, a formal decision had not been made around offsetting;
- the target for 2026/2027 was an estimate that would constantly be refined, it would be iterative;
- there was an initiative to make finance available to homeowners and businesses to decarbonise their properties;
- they were using scatter data to record the decarbonisation of non Council buildings;
- they were hopeful that by the end of January 2025 they would have a proposal for the way forward for the two sites in Kenilworth;

- the data for the Council's buildings was drawn from a range of very complicated and diverse spreadsheets. There was not a single database. This took a lot of manual handing to pull the data together;
- they would like to pull the data into a consistent format. They were working with the Assets team to consider whether there was a business case for a new system to support the data, in a similar way to the housing data, to present it in a dashboard;
- with regards to the data, they would like to share learning across the Council to look at maximising skills and capacity;
- the Customer and Digital Services department had the capacity within the application support team to look at the structures associated with data, to pull information out of the existing systems and platforms in an automated way. However, some of the data that was related with the carbon emissions and calculations was from such a diverse set of sources it was difficult. It was part of the service plan to look at in 2025;
- the existing dashboards were predominantly spreadsheet based. However, the Customer and Digital Services department were trying to move away from using spreadsheets to automate the process as much as possible;
- regarding the refuse collection vehicles, the Council had put solar matting on top of the vehicles, which helped to reduce their carbon emissions;
- a decision had been made not to replace the existing refuse collection vehicles with electric vehicles mid-way through the contract because it was deemed incredibly difficult and expensive. This would be reconsidered during the procurement cycle for the new contract in 2029; and
- the service area plan, due to be listed at Overview and Scrutiny Committee and Cabinet in February 2025, set out the definition of each of the indicators.

Resolved that the report be noted.

60. **Annual Update on the Corporate Strategy**

The Committee considered a report from the Chief Executive which set out the progress after a year of the agreed Corporate Strategy for Warwick District Council and offered an opportunity to reflect on the experience of its first year and make any adjustments accordingly. The report was read in conjunction with the report on the Low Cost, Low Carbon Strategic Priority area and the report on Quarter 1 Performance of Service Area Plans, specifically related to the Performance Management Framework being developed for the Council and Service Area Planning Process for the 2025/2026 Service Area Plan.

The Corporate Strategy was adopted by Full Council in December 2023, so it had been formal Council Policy for almost a year. The Strategy set out the administration's vision for the future of Warwick District, the values which were a key part of the Council's culture and guided the actions and behaviours expected or its representatives, and the three strategic priorities the Council sought to achieve by 2030.

The strategic priorities should be translated into the provisions within the Service Area Plans, the Council's Budget and therefore its projects and allocations of resources whether that be people, money or assets. The

performance report was a key tool to help the Council demonstrate the services it was providing were performing well (or not) and that it was delivering its strategic objectives. It was not proposed to replicate the contents of the other report on this same agenda which covered Service Area Plan performance. Instead, the approach deployed was to look at the key elements of the strategy and assess progress.

The Vision adopted for the Warwick 2030 strategy was to:

"Make Warwick District a great place to live work and visit by improving lives and the environment."

Whilst the aspirational content was largely unchanged from the original 2009 iteration, the revised vision importantly also set direction - to improve the environment and to improve lives. This was an important addition as it provided a broad framework for the Council's objectives. The vision also continued to align with WDC's values and clearly articulated where the Council sought to go.

The challenge had always been to find an effective way to measure achievement of this vision, especially as it was outcome focused, rather than being focused on transactional service efficiency or effectiveness. An additional challenge was also whether it related to the whole experience for citizens and businesses or just those things that this Council had direct control over.

The organisational values were updated and revised. Translating these values into actions and behaviours was a complex task. To introduce the new values, in February 2024, the Human Resources team facilitated a series of Conversation Café sessions, inviting staff from across the entire Council to engage with the new values and make them real. However, it was critical to recognise that the values were also for Councillors, as well as for staff. The task faced was to ensure all leaders, at all levels of the Council, Councillors, and staff, demonstrated the behaviours aspired to in the values and for everyone to challenge behaviour which did not accord with them.

Since the Conversation Cafés were completed, a staff pulse survey had been undertaken. There would be a further series of these surveys in the future, to help test the experience of the adopted values in real life.

The Corporate Strategy focused on three Strategic Priorities, each with a few objectives. Appendix 1 to the report illustrated high level progress against each objective and gave a RAG rating. This demonstrated good progress was being made on almost all fronts in a short period of time.

Two Member/Officer Programme Boards oversaw the first two Strategic Priorities while a Member/Officer informal meeting oversaw progress on the third priority.

Another report on the agenda for the meeting set out proposed performance measures for the Low-Cost Low Carbon Strategic Priority. There was not a full set of measures across three priority areas, which remained a matter to be addressed but needed to be considered in conjunction with the targets or measures for the Service Area Plans. These did not need to duplicate efforts.

The primary risks for the Strategy would be reflected in the Strategic Risk Register which was reported upon separately.

A reflection, a year on, indicated a drafting oversight as there had been two objectives with near similar wording (these being x and y).

There was the challenge of ensuring the strategic priorities and each of their objectives were translated effectively into the Service Area Plans, as well as decisions around projects and the allocation of resources. 2023 was the first year for this Corporate Strategy and, given the issues in Housing and Assets, it was not as effective across the board as it could have been.

The following year offered an opportunity to correct that position and to ensure measures and targets in the Service Area Plans reflected priorities set by the Corporate Strategy, as well as being an appropriate set of performance measures for each Strategic Priority. As set out in the Performance Report, to record progress, a Performance Management Framework was also being developed to come to Cabinet in February 2025.

In answer to questions from Members, the Portfolio Holder for Strategic Leadership, the Chief Executive, and the Deputy Chief Executive advised that:

- there had been challenges in housing for the past few years and there had been separate reports on this;
- strategic priority 3 was less developed, as a result of this;
- on reflection, it had been a challenging year, in many ways;
- the Council was making progress in most of the strategic priorities and that the strategic priorities that had not started, would be starting very soon;
- milestone dates needed to be added to the report;
- the change programme was a substantive part of strategic priority one;
- strategic priority three was difficult because it was more diverse. There was not a programme board in place as there were other priorities, particularly focussed on the housing interventions;
- progress had been made but there was still work to be done on the performance framework, including milestone achievements;
- paragraph 3.1.3 of the report should have been highlighted green as the investment zone had been agreed;
- the Council were at 'the starting line' for green industries and expected to see two reserve matters planning applications during the first quarter of next year, which will generate income;
- with regards to the creative games listed in the report, this should also be highlighted green. The gaming industry in Royal Leamington Spa was well established, with the third largest games company cluster in the country, after London and Dundee;
- the challenge around the local plan is that there were statutory processes that could be an opportunity but also a constraint;
- the South Warwickshire Local Plan would be on the agenda at the Joint Cabinet meeting on 12 December 2024, for the preferred options. If the preferred options were agreed, the public consultation would commence in January 2025;
- there was a statutory minimum of six weeks for the public consultation. If the preferred options were agreed at Joint Cabinet on 12 December 2024, the public consultation would be for eight weeks;

- there would be an opportunity at the next Overview & Scrutiny meeting, on 3 December 2024, to combine the Cabinet papers and Joint Cabinet papers, to scrutinise the items on both the agendas;
- it would be possible, going forward, to provide SWLP Member briefings prior to Overview & Scrutiny Committee meetings;
- the Council need to ensure the Council's stock and its tenants were as safe and secure as they could be;
- the Council recognised that it needed to bring together risk, project performance, and strategy to one place, to be able to show where, as an organisation, they were performing, and how they interacted. As a result, the performance needed to be reported in more granular detail, per task, milestone, and percentage completion, which would be much easier to understand;
- within the housing compliance work, they had been trialling the use of Monday.com. This enabled access to see every task by percentage, task, milestone, and document. This gave the Committee and the Compliance Board the confidence that there was control, visibility, and a level of detail. The Council were considering whether this tool could be used corporately to meet business need, and how this could be funded;
- the priority, however, for the IT department, was the customer and relationship management system because the Council wanted to go live for the new waste management calls; and
- the Corporate Strategy dictates to the Service Area Plans the projects the Council wanted to support.

61. **The Royal Pump Rooms Customer Service Centre – Six Months On**

The Committee considered a report from Customer & Digital Services. In February 2023, Warwick District Council's (WDC) Cabinet considered a report which discussed the relocation of services away from the (then) Council's headquarters, Riverside House. The report put forward several recommendations which included migrating back-office functions to Saltisford One in Warwick and relocating front facing Customer Service operations to the Royal Pump Rooms. Cabinet agreed to these proposals and work towards the relocation commenced.

The Customer and Digital Services team, supported by the Assets team engaged with an architectural contractor, Atkins, to design a new customer service centre, to be located at the site occupied by the Royal Pump Rooms shop. Atkins architects worked through several design iterations to ensure that any development would protect the character of the Royal Pump Rooms whilst providing a modern and efficient customer service space. Officers from Customer Services, the Assets team, and the Royal Pump Rooms informed these discussions at every stage.

Following several months of planning a final design was produced which was significantly more expensive than originally anticipated. February's Cabinet report stated that the costs of relocating Customer Services to the Royal Pump Rooms was provisionally expected to be around £200,000. However, due to massive inflationary costs for building materials and other complications discovered during the design phase, the estimated costs had grown to between £380,000 and £410,000.

Considering the significant cost increases, a report was taken to Cabinet again in July 2023 that requested a final decision on the route to be taken. The

report revisited previous relocation options, which included renting a shop or relocating to the Town Hall, but ultimately continued to recommend the Royal Pump Rooms as the best choice. These recommendations were accepted by Cabinet and budget was assigned.

The significant increase in costs created apprehension amongst Councillors, as did a negative reception to the project from members of the public. This was expressed most significantly in an online petition entitled "Hands Off Our Pump Rooms" which was concerned about the closure of the shop and the perceived impact introducing Customer Services would have on the Royal Pump Rooms environment. The Cabinet decision was called into Overview and Scrutiny for further consideration and after discussing the matter, the Committee resolved to refer their concerns to Council for wider dialogue.

The Chairman of the Council agreed to take the Overview and Scrutiny Committees referral as an urgent item at the 26 July 2023 meeting, where the Cabinet report and supporting information regarding customer numbers and alternative options were considered. After debate, a decision was reached to take no further action and therefore, the project could commence.

Some of the modifications to the Royal Pump Rooms required listed building consent and these were considered by the Planning Committee in November 2023. No work started towards building the Customer Service Centre until the consent had been gained and following this approval, the Royal Pump Rooms shop closed on Sunday 19 November 2023. Work on converting the space started a week later and took approximately four months to complete. During this time, most of the Council's other services relocated to Saltisford One and Customer Services were the last team to move out of Riverside House.
The new Customer Service Centre officially opened to the public on Tuesday 9 April 2024.

The proposal to Cabinet in July 2023 outlined costs of between £380,000 and £410,000. This was comprised of £315,000 for building and contractor works, £65,000 for professional fees and £30,000 contingency budget.
When the Customer Service Centre opened, the delivery cost of the project stood at £306,851. This consisted of:

- £66,767 Professional Fees.
- £240,084 Building, Contract and Equipment.
- Carpentry – £79,428.
- Electrical - £30,298.
- Mechanical - £46,477.
- Furniture - £79,994.
- ICT Equipment – 3,126.
- Decommissioning of shop - £760.

During the project, several value engineering decisions were taken to reduce costs without significant detrimental impact on the project's overall outcome. For example, approximately £10,000 was saved by reusing desks and seats from Riverside House. Around £5,000 was saved by changing the specification of the light fittings proposed for use in the main Customer Service area and a further £6,000 was saved by increasing the gap between the oak slats used on the dividing wall to more closely match those of the Café. The Council also used its own contractors to facilitate building works and procured the required furniture directly. These actions secured significant savings on the original

quoted costs.

Cabinet agreed that a contingency budget of £30,000 could be carried into the 2024/25 financial year in case further expenditure was incurred following the opening of the Customer Service Centre. To date, £3,323.75 had been spent, predominantly to replace a manual door opening mechanism with a powered alternative.

A further potential expense may be incurred to improve CCTV in the Customer Service Centre, following an internal audit of the wider Royal Pump Rooms system. Customer and Digital Services were in discussion with the Council's CCTV team, but it was not anticipated that costs would require any further budget to be allocated. Improvements to signage at the Royal Pump Rooms were also required and this was being investigated.

It was reported to Council in July 2023, that the Royal Pump Rooms Customer Service Centre was anticipated to be fully operational by 8 January 2024. There were two key assumptions made in the associated report which facilitated the January opening: 1) listed building consent would be granted at the October Planning Committee; and 2) that works which did not require planning permission would be allowed to start straight away – which included closing the shop. Approximately four months were allocated for building work between October and January.

Unfortunately, this deadline was not met. Due to the level of public interest in the Royal Pump Rooms development, the project board did not want to create any impression that work was commencing without the appropriate planning permission. The Listed Building Consent application was scheduled for consideration at the October Planning Committee, but due to timing constraints, was deferred until the November meeting. The shop remained open, and the site was not effectively handed over to Customer and Digital Services until the end of November.

Once the site had been handed over and all required permissions were gained, building work took approximately four months, as expected. Whilst the original January deadline was not met, the decision to work transparently, not undertake any action until Listed Building Consent was gained, and to keep the shop open was in the best interests of the Council and its communities. The delay did not materially impact the move from Riverside House.

The new Customer Service Centre facilities were extensive and significantly better than those previously available to customers at Riverside House.

Customers primarily met with Customer Service agents in two private meeting pods. These pods could comfortably accommodate up to six people, including the Customer Service Agent. They were fully wheelchair accessible with an extra wide opening door, a completely flat floor and significant turnaround space, which made them easily navigable for both manual and powered wheelchair users. The desk within each pod was height adjustable and all equipment could easily be turned around and shared with the customer. Lighting and ventilation levels could fully adjust to account for customers with complex sensory needs, and a portable hearing loop was also available. Privacy screening on the entrance to the pods ensured that whilst the main door panels were glass (to let in natural light), customers could not easily be seen whilst interacting with teams. The meeting pods were very private and

extensive sound insulation ensured that audio travel into the main customer service area was minimal.

A further private meeting pod was also available with video conferencing facilities, should a customer need to speak to an officer located elsewhere, or if they had a planned online meeting and did not have facilities of their own. The pod was enclosed and a PC with a camera was fixed to a motorised height adjustable desk. Lighting and ventilation could be completely controlled by the occupant and the door was powered to ensure wheelchair accessibility.

Open meeting tables were also available, with some customers preferring to meet with the team in the open space. This area benefitted from particularly good views of the Royal Pump Room Gardens. The open meeting tables did not provide the same level of privacy as the meeting pods and were only used if the customer expressed a preference for them. Staff on reception could also deal with simple customer queries, such as returning a form or requesting non-personal information.

The main customer service space also benefitted from high efficiency cooling and heating. Ceiling mounted units were able to fully control the temperature and ventilation in the area, which ensured the site would remain warm during the winter and cool during the summer. The office behind the Customer Service Centre, which had no openable windows itself, also benefitted from this climate control system.

The back-office area could accommodate up to four Customer Service Agents. Facilities available to staff were comparable to those at Saltisford One, as well as being fully accessible, with a similarly wide, powered entrance door and large turning circle to accommodate any type of user. A height adjustable desk was also available.

As a wider improvement for the Royal Pump Rooms, public and staff internet connectivity were significantly improved as part of the Customer Service Centre project. The old public Wi-Fi system was completely replaced by a modern, secure, scalable solution that was significantly faster and attracted lower costs. This new system was also universal and accessible from other sites, such as the Town Hall, Spa Centre and Tennis Pavilions. Staff access was also improved with the installation of a faster separate connection, as well as improved Wi-Fi infrastructure and general networking equipment. Later in the year, ICT would expand the service further into other areas of the Royal Pump Rooms which were not currently served.

As of 1 November 2024, since opening in April some 5277 customers had used the Royal Pump Room facilities. Council Tax, Benefits and Housing related enquiries continued to be the most popular services, as was the case at Riverside House. It was reported to Council in July 2023 that on average 266 customers per week accessed the facilities at Riverside House, which had decreased slightly to 202 customers per week, on average, at the Royal Pump Rooms. This decrease was not unexpected.

Customer and Digital Services anticipated that around 30 enquiries per week, which related to services located at Riverside House, would no-longer be received and that around 26 people per week would require video-conference facilities. Changed working practices had helped reduce this number significantly, as at Riverside House customers would often be asked to

reattend for a video conference appointment at a later time or date. Such issues were now typically dealt with immediately, reducing the overall customer count.

Customer Satisfaction with the facility was also high and since opening, no complaints had been received. Customer Services operated a feedback system where, most customers rated the quality of the facilities as good, or very good. During conversations with staff, the quality of the site and it's calming location had also been complimented, with the clear views of the Royal Pump Room Gardens being a particular high point.

The impact that Customer Services may have had on the Royal Pump Room's other facilities and privacy issues were also cited as significant concerns when the proposals were considered. Since opening, there had been no negative incidents related to customers visiting the Customer Service Centre, their interactions with the wider Royal Pump Rooms environment, or issues related to loud or disruptive behaviour. The privacy of customers had been maintained throughout, with all customer interactions contained to the customer service area.

As part of the July Cabinet report, it was agreed that options for a future shop location would be investigated. Unfortunately, this work did not yield a successful outcome, with the most significant issue related to staffing. The Royal Pump Rooms original shop benefitted from "passive" staffing whereby personnel within the Royal Pump Rooms were always available, but it was not their primary role. This would not have been possible at another site, which would have needed a permanent, dedicated staff presence.

Following the closure of the main shop, the Royal Pump Rooms Team relocated some display stands into the main Pump Rooms foyer to continue selling some items. Further modifications to the reception desk in the main foyer had increased the available space, and a pop-up shop was created, which worked with some of the artists who used to sell their works in the original shop, as part of the Royal Pump Rooms 25 anniversary celebrations.

No plans were being actively worked on to specifically create a new, dedicated shop space within the Royal Pump Rooms. However, there were ongoing refinements being made to the foyer reception area which was facilitating more retail activity. Other projects that were being undertaken, such as the Stoneleigh Arms and Town Hall refurbishments, may provide opportunities in future to reconsider a dedicated shop facility.

During the project, concerns were raised that the Royal Pump Rooms Customer Service Centre was temporary, and that significant investment was being made in a facility that would not continue to be used in the long term. To offer clarity on this situation, temporary was not intended to describe the overall facility, but some of the construction techniques used to create the centre overall.

Almost all the furnishings and equipment installed at the Royal Pump Rooms were freestanding and could easily be removed if Customer Services were to be relocated elsewhere. The only change that could not be easily reversed without undertaking corrective building work would be the removal of the oak dividing wall – which had been installed in such a way that it could be removed, with minimal damage to the surrounding building.

Customer Services could remain at the Royal Pump Rooms for as long as the Council required them to. The independence of the site created several significant benefits for WDC when it considered its wider future office location. A town centre presence for Customer Services could continue to be maintained regardless of where any back-office function was located. The site also meant that any future moves for back-office staff would not disrupt customer access in any way, unlike the move from Riverside House.

The centre had also opened opportunities for customers to access other partner services and in early October, as part of the Council's drive to increase the take up of Pension Credits, the Citizens Advice Bureau (CAB) offered sessions at the Pump Rooms every Thursday afternoon. Although take up of the sessions for Pension Credit assistance had been limited, there had been other more positive, sustainable outcomes.

The slots allowed the CAB to undertake additional sessions with their own customers in a better environment. This was particularly important for customers with accessibility needs, as their current offices were not entirely suitable. The partnership had also created a mechanism whereby the Customer Services team could easily book appointments and refer customers to the CAB if required. This was reciprocated if a CAB customer required help from the Council.

This development added significant value to the customer's journey by simplifying the interaction between two important public services. For example, if a customer were to visit the CAB to request financial advice, the CAB may have recommended they speak to the Council's benefits team, which historically would have required another visit. After the change, they could ask a member of the customer service team to pick up the case and immediately undertake the required assessments. Ultimately this didn't change the outcome for the customer, but the journey to achieving it was significantly easier.

Overall, the opening of the Royal Pump Rooms Customer Service Centre had been hugely successful. The project was delivered within budget and whilst slightly later than planned, within the original anticipated build time. The site was favourable to customers, had excellent facilities, extended future flexibility for Council's back-office operations and provided services that were not available at Riverside House.

The Committee acknowledged that the project had been delivered well and congratulated the Portfolio Holders and officers for their work.

In answer to questions from Members, the Portfolio Holder for Transformation, and the Head of Customer and Digital Services advised that:

- the customer service centre was open between Monday to Friday, 9:30 to 16:30;
- there was a constant flow of customers coming through the centre, predominantly housing and revenues enquiries. These made-up half of all queries;
- in the majority of incidences staff were able to address the customer's need on the first point of contact;
- the customer feedback analysis to date has been informal. There were

plans to introduce a formal method of recording customer feedback, to include a questionnaire;
- the feedback they had received from the public had been positive;
- they had introduced services from the Citizen Advice Bureau (CAB);
- there was room for four members of staff in the back office;
- they had a rota system in place for staff;
- they would be completing a staff satisfaction survey, similar to the one completed at Saltisford, for staff working at the Pump Rooms;
- the CRM system would allow the Council to create a consistent experience to customers, regardless of how they contacted the Council, whether that be via the website, over the telephone, or if they came into the centre face-to-face;
- this would enable improved analysis of how customers interact will the Council and their 'journey', and how long it had taken the Council to respond to the enquiry. This would give a greater insight into the services the Council provided;
- they would be able to anonymise the information;
- there were no plans to relocate the customer service location;
- if the Council chose to relocate customers services somewhere else in the future, 90% of what was at the Royal Pump Rooms could be moved to somewhere else (the pods, the infrastructure, the furniture);
- they would predominantly be using Microsoft forms to collect the information regarding customer feedback. This would be fed into a Sharepoint database which would be able to provide live information on customer satisfaction;
- they were trying to make the process as automated and as live as possible; and
- they did not have information on how the opening of the Customer Service Centre at the Pump Rooms had impacted the other tenants at the Pump Rooms, for example, the café.

Resolved that an update, with data, and feedback from users of the Pump Rooms, be added to the work programme in six months, to enable the Committee to scrutinise the evidence.

62. **2024/25 Quarter 1 Performance Report**

The Committee considered a report from Governance which set out the 2024/2025 Quarter 1 Performance Report for Warwick District Council against the measures/targets included within the adopted Service area plans. It also set out the timetable for reporting on performance for the remainder of the Financial Year.

The report provided an update on the Performance Management Framework being developed for the Council and Service Area Planning Process for the 2025/2026 Service Area Plans.

The Performance report was a key tool in helping the Council demonstrate the services it was providing were performing. The performance report focused on measures within the Service Plans and if they were achieving the expected level of performance. The commentary provided by officers against those

measures, which were below the expected level, enabled an understanding of the reasons for this and if there was a need for further investigation.

The Quarter 1 report was set out at Appendix A to the report. Quarter 1 for 2024/2025 ran from 1 April 2024 to 30 June 2024. This data had not been previously reported as time was taken to reflect on the best approach and format.

The performance report at the time provided an overview of the measures within the approved service area plans for 2024/25, with a focus on those that were either in red or amber status. The status was defined within the specific measure on expected performance. The report also provided details of measures where the "Measure/Target trending down for at least two consecutive quarters".

Not all measures were reported on within the report, but all could be found, along with full service area plans on the WDC Business Intelligence Portal, the link to which had been circulated separately to all Councillors.

Table 1 below, set out the reporting timeline for the performance report for the remainder of the 2024/25 Service Area Plans.

Table 1

Stage	Q2 report	Q3 report	Q4 report
Deadline for Service Areas to provide the data	4 November 2024	3 February 2025	5 May 2025
Date for the draft SAP to SLT	11 November 2024	10 February 2025	12 May 2025
Date SLT to provide commentary	18 November 2024	17 February 2025	19 May 2025
Date to be considered at SLT	28 November 2024	20 February 2025	29 May 2025
Date to be considered at Cabinet Catch Up	2 December 2024	24 February 2025	2 June 2025
Date SAP will be shared with all Councillors	4 December 2024	26 February 2025	4 June 2025
Date to be considered by O&S Cttee	21 January 2025	18 March 2025	TBC

Also available, via the Business Intelligence Portal, were the corporate projects list, the significant risk register and procurement activity, that set out the current and upcoming procurement activity planned to become available in the future. The link to which had been circulated separately to all Councillors.

The Service Area Plans for 2025/26 were being developed by Service Areas in partnership with their relevant Portfolio Holder(s). This was with a view to them being approved by Cabinet in February 2025, alongside the budget. The timetable for their approval ran alongside the budget setting process, which allowed for cross checking that funds were aligned to the relevant areas where appropriate. This also allowed for consideration of overall capacity and risks at an early stage of planning.

To compliment this planning process, the Senior Leadership Team (SLT) and Cabinet discussed broad themes for the Service Area plans on 28 October 2024. The next phase would see SLT review all Service Area Plans, with a focus on checking and challenging performance measures/targets as part of an awayday on 28 November 2024. This would be followed by a further review with SLT and Cabinet on 9 December 2024 before final sign off of the drafts on 13 January 2025 and the agenda being published on 27 January 2025.

The primary risks around performance monitoring reports included ensuring that the data provided in the service area plans report was accurate and provided commentary on the rationale for the level of performance. This helped the Council identify at an early stage where performance was below the expected standard and investigate and challenge as appropriate.

Performance reporting allowed the Council to see a broad view of performance and highlighted areas of underperformance. However, it did not allow for recognising success where services were performing at or above the expected level.

At the time of writing, further development was required to improve highlighting the performance of the Council in respect of its regulatory/statutory requirements and drawing these out as a performance indicator. This was important so Officers, Councillors, and the public could see that the legal duty was being met as required. This was being developed for the 2025/2026 Service Area Plans to clearly show this information, by providing the definition of target (those where there is a duty to meet a specific performance rate (for example ensuring gas safety certificates are in place and up to date) and a measure (for example footfall in the Town Hall) which would look more at the trend over time. At the time, this data was not differentiated within the Service Area Plans but would be for next year, with a view to back dating it over the current Service Area Plans.

There was also development underway of a Performance Management Framework for the Council. This was being developed alongside the Service Area Plans for 2025/26 and was due to be considered by Cabinet in February 2025.

To support the Framework some minor changes to the Service Area Plan format were being designed for 2025/26. As an example, there would be a definition of a target and measure when they were expected to be used, as set out above. This would also see reflection on the current status of nearly all

measures being Key Performance Indicators where some were simply Performance Indicators.

There would also be further work on the alignment to the Corporate Strategy of Service Area Plans and the project list. The current service area plans were approved around the same time as the new Corporate Strategy. This time officers were planning to show clearer links between the plans and the performance, and the Strategy. The key area to develop more detailed modelling was on Corporate Priority 3, where The Head of Governance, Head of Digital and Customer Services, Head of Safer Communities, Leisure and Environment and the Policy, Performance and Complaints Manager were looking at the most appropriate model for this.

In answer to questions from Members, the Portfolio Holder for Strategic Leadership, Head of Governance, and the Policy, Performance and Complaints Manager advised that:

- the Policy, Performance and Complaints Manager position had been an investment by Cabinet as part of the response to the peer review and the Pennington report, to introduce corporate resource in the core of the Council;
- Members would soon be able to access a list of all the procurement activities which are ongoing and the values that were associated with each of them;
- the dashboard highlighted the areas of concern, to challenge and see how they were progressing to resolve them;
- the quarter one performance report had been delayed for various reasons, including two elections;
- the new Service Area Plans (SAPs) were underway and would be on the Cabinet agenda for February 2025. Prior to this, the Senior Leadership Team would check and challenge them, particularly with a focus on the performance measures and targets within them;
- there was a performance management framework being developed which linked the corporate strategy with performance and explained how that came together;
- the list of projects that the O&S Committee raised concerns about previously, had been worked on by two project officers, creating a scoring matrix, to evaluate which project were considered high priority. This would be going to SLT on Thursday 14 November 2024 for their consideration. It would then be informally given to Cabinet to check and challenge, and passed back to the project officers to implement;
- the project list would also indicate which corporate strategy the project was linked to;
- this had been a recommendation from the peer challenge review around strengthening the corporate core; and
- officers would feed back to SLT that Members would like to include the net zero carbon targets for each of the service areas in the Service Area Plans.

Resolved that the Overview & Scrutiny Committee will focus on:

(a) anything that is a regulatory requirement, highlighted red;

(b) anything that is highlighted red, that is trending negatively; and
(c) thematic reviews where there is consistent underperformance.

These will be added, as an appendix, to the report to explain the anticipated action by the service to move them away from red.

63. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below:

Minute Number	Paragraph Number	Reason
64, 65	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

64. **Tachbrook Country Park**

This was detailed in the confidential minutes of the meeting.

(The meeting resumed in public session.).

Resolved that the report be noted.

65. **Confidential minutes**

The confidential minutes of the meetings held on 24 September and 15 October 2024 were taken as read and signed by the Chair of the Committee as a correct record.

(The meeting ended at 8.21pm)

CHAIR
21 January 2025