

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 17 December 2019, at 6.00pm.

### Membership:

Councillor Davison (Chairman)	
Councillor G Cullinan	Councillor N Murphy
Councillor A Dearing	Councillor M Noone
Councillor P Kohler	Councillor P Redford
Councillor R Margrave	Councillor D Russell
Councillor A Milton	Vacancy

### Emergency Procedure

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

### Agenda

#### 1. **Apologies & Substitutes**

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

#### 2. **Declarations of Interest**

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

Declarations should be 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. **Minutes**

To confirm the minutes of the meeting held on 12 November 2019.

**(Pages 1 - 5)**

4. **Green Space Quality Audit**

To consider a report from Neighbourhood Services.

**(Pages 1 – 4 and Appendix 1)**

5. **Environment and Business Portfolio – Service Review**

To consider a report from Development Services and Health & Community Protection.

**(Pages 1 – 5 and Appendices A & B)**

6. **Review of Health Scrutiny Sub-Committee 2018/19**

To consider a report from Health & Community Protection.

**(Pages 1 – 5)**

7. **Update on Council's Brexit Preparations**

To consider a briefing note from the Deputy Chief Executive & Monitoring Officer and Health & Community Protection.

**(Pages 1 – 17)**

8. **Review of the Work Programme, Forward Plan and Comments from the Executive**

To consider a report from Democratic Services.

**(Pages 1 - 12)**

9. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 18 December 2019**

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 18 December 2019**

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.

**You are requested to bring your copy of that agenda to this meeting.**

**(Circulated separately)**

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

For enquiries about specific reports, please contact the officers named in the reports.

You can e-mail the members of the Committee at [oscommittee@warwickdc.gov.uk](mailto:oscommittee@warwickdc.gov.uk)

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)

Please note that the majority of the meetings are held on the first floor of the Town Hall. If you feel that this may restrict you attending this meeting, please telephone (01926) 456114 prior to the meeting, so that we can assist you and make any necessary arrangements to help you to attend the meeting.

The agenda is available in large print on request,  
prior to the meeting, by telephoning (01926)  
456114

# Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 12 November 2019 at the Town Hall, Royal Leamington Spa at 6.00pm.

**Present:** Councillor Davison (Chair); Councillors; Ashford, Boad, Cullinan, A Dearing, Kohler, Margrave, Milton, Murphy, and Redford.

**Also Present:** Councillor Day, Leader of the Council, Councillor Falp, Portfolio Holder – Health & Community Protection, Councillor Matecki – Portfolio Holder for Housing Services and Councillor Cooke – Portfolio Holder for Development.

## 48. **Apologies and Substitutes**

Councillor Ashford substituted for Councillor Noone.

## 49. **Declarations of Interest**

Minute 52 - Executive Agenda (Non-Confidential items and reports) – Wednesday 13 November 2019 - Item 11. Creative Quarter – Conclusion of Phase 1 and next steps

During the item Councillor Boad declared a disclosable pecuniary interest in Creative Quarter because he was a Royal Leamington Spa Town Council and received an allowance from it.

## 50. **Minutes**

The minutes of the meeting held on 26 September 2019 were taken as read and signed by the Chair as a correct record.

## 51. **Development Portfolio – Service Review**

The Committee received a briefing from the Development Services Portfolio Holder outlining the current performance and challenges for the Service Area.

Councillor Cooke provided a short overview of the Service Area outlining the key challenges that had been presented with staff shortages within Development Control due to a competitive market with limited resources available. He also explained that there was a planned increase in the staffing within the Enforcement Team due to the significant increase in the number of cases.

In response to questions from the Committee, the Portfolio Holder explained that:

- the average response time for determination of applications was between 56 and 61 days;
- it was important to recognise there were separate legislative considerations for the licensing and planning regimes and this could result in different restrictions on a building;
- the extra resources being brought into the team would focus on reviewing all HMO premises;

- there was a significant volume of cases within the Enforcement Team and each case was being assessed in line with the Council's Enforcement Policy before appropriate action was taken;
- pre-application advice was always provided on the understanding that it was advice on what needed to be included when an application was submitted and not a formal decision;
- pre-application advice also enabled the applicant to test the water if they were wasting their time by submitting the application;
- Community Safety was being designed into the built environment by virtue of making areas open and providing overlooking of public open spaces; and
- trees subject to Tree Protection Orders would be considered for works or removal where there were clear health issues with the tree.

52. **Executive Agenda (Non-Confidential items and reports) – Wednesday 13 November 2019**

The Committee considered the following items which would be discussed at the meeting of the Executive on Wednesday 13 November 2019.

Item 9 - Further technical work relating to Land East of Kenilworth Development

The Committee supported the recommendations. With the support of the Portfolio Holder, the Committee asked that when the additional highway study was completed if the view of the Head of Development Service was that further public consultation was not required, this should be a matter that the Executive took to enable public scrutiny of the decision.

(With the permission of the Chair, Mr E Kirwan had addressed the Committee on this item.)

Item 12 - Supplementary Planning Documents (SPDs) – Request to Consult

The Committee noted the report.

Item 3 - Housing Services Redesign – Additional Budget Requirement

The Committee noted the report and agreed that their monitoring of service benefit would be via the annual Portfolio Holder report to the Scrutiny Committee.

Item 7 - Climate Change Emergency Action Plan Update

The Committee welcomed the report on the initial work, the steps being taken and the proposed action plan. The Committee asked the Executive to arrange a presentation to all Councillors on the work being undertaken and proposed when the action plan came forward.

Item 11 - Creative Quarter – Conclusion of Phase 1 and next steps

The Committee unanimously supported the recommendations in the report.

(With the permission of the Chair, Mr A Heap had addressed the Committee on this item.)

53. **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 paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

54. **Summary of the role, responsibilities and performance of the South Warwickshire Community Safety Partnership (SWCSP)**

The Committee considered a report from Health & Community Protection that set out the role, responsibilities and performance of the South Warwickshire Community Safety Partnership (SWCSP). This was the statutory body for reducing crime, disorder, substance misuse and reoffending in South Warwickshire.

The report set out the Annual Performance figures particularly in relation to violence and anti-social behaviour.

The national recording standard changed fundamentally in 2015/16. The impact of this and changes to violent crime categories had led to an increase in recorded violent crime. Violence with injury was up but the greatest impact was on Violence without Injury.

In April 2018 the Violence Without Injury category was amended so that certain offences could be recorded in addition to the most serious offence. The recording rules allowed the recording of either a harassment, stalking, coercive behaviour or modern slavery offence in addition to the most serious offence. This was a significant change to recording practices because normally only the most serious offence disclosed would be recorded. Particularly during risk assessments for domestic violence victims, these additional offences tended to be disclosed on top of more serious physical assaults. They were now being recorded separately.

The number of anti-social behaviour incidents was at its lowest level since the Council started recording in 1998. The figure for 2018/19 for this District was 3,522 incidents and for the first six months there was a further reduction of 20%. Appendix 5 to the report showed the figures and trend line for a ten-year period.

The number of incidents was an important indicator but the figures for qualitative response was more impressive. The figures for the period 1/10/18 – 30/09/19 showed an 89% success for moderating behaviour at first intervention (no further incidents in six months).

During this period there were 80 new high risk or repeat caller cases. It had not been possible to reduce three cases, one was carried over from

the previous year, two of the three moved. One was ongoing. Allowing for these three our success rate was 96%.

In response to questions from the Committee the Portfolio Holder and Safer Communities Manager explained that:

- the report was confidential because the Q2 performance for 2019/20 had been shared with partners;
- rural crime was proportionate to the size of rural area within the District;
- the importance was to recognise that it was crime in a rural area and not rural crime;
- the crime in a rural area was greater in number in Stratford District because it had a larger rural area;
- the information was available Ward by Ward and was used to feed into overall strategy and look at cross cutting issues;
- the Council's ASB Officer worked with Warwickshire Police to identify the individuals involved and challenge their behaviour;
- there was a trend in increasing violent crime, both with and without sustaining injury and this would be a priority area to be tackled;
- the information was not mapped on the current Wards, as they had only changed in May 2019 but the data would be updated to reflect the new Wards going forward;
- the fear of crime had gone down and this had led to the public taking their eye off the ball in terms of leaving valuable items in cars on display, which had resulted in thefts from cars increasing;
- there were new standards for reporting crimes and Warwickshire was excelling at the accuracy and standard of recoding where as other authorities were not. Therefore, at this time it was hard to compare performance with other authorities;
- the CCTV scheme operated by the Council was a vital tool for the prevention of crime and catching criminals within the District;
- the new CCTV system was being delivered on time and would provide an annual saving of £50,000 per annum; and
- the new cameras within the system were more agile and therefore could be deployed at hotspots, based on evidence, to target specific local problems.

**55. Confidential appendix to Item 6 above - Comments from the Executive**

The Committee considered the responses from the Executive in October to the comments they had made on the reports considered by the Executive.

**Resolved** that the report be noted.

**56. Review of the Work Programme, Forward Plan and Comments from the Executive**

The Committee considered its work programme for 2019-2020, the Forward Plan and the response from the Executive to its comments in September.


**Resolved** that

- (1) the Brexit report should be brought to the Committee in December as per the Work Programme;
- (2) the Committee will specifically look at the impact of the Housing Services redesign, a part of the Portfolio Holder Service Review Report; and
- (3) the report be noted.

(The meeting ended at 8.53 pm)

CHAIR  
17 December 2019



 <b>Overview and Scrutiny Committee</b> <b>17<sup>th</sup> December 2019</b>		<b>Agenda Item No. 4</b>
<b>Title</b>	Green Space Quality Audit	
<b>For further information about this report please contact</b>	Dave Anderson 01926 456214 David.anderson@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	All	
<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>	Overview and Scrutiny Committee September 26 <sup>th</sup> 2019	
<b>Background Papers</b>	No	

<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
N/A	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	03/12/2019	Chris Elliott
Head of Service	03/12/2019	Rob Hoof
CMT	03/12/2019	Bill Hall
Section 151 Officer	03/12/2019	Mike Snow
Monitoring Officer	03/12/2019	Andrew Jones
Finance	03/12/2019	Mike Snow
Portfolio Holder(s)	03/12/2019	David Norris
<b>Consultation &amp; Community Engagement</b>		
N/A		
<b>Final Decision?</b>		No
Pending feedback form the Overview and Scrutiny Committee		

## 1. **Summary**

- 1.1 Following the review of the 2018/19 Neighbourhood Services Service Review Report, the Overview and Scrutiny Committee requested officers to provide more detail on the green space quality assessment.

## 2. **Recommendation**

- 2.1 That Overview and Scrutiny review the information included within Appendix 1 and make observations on it as appropriate.

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

- 3.1 Although the information in the 2018/19 Neighbourhood Services showed a continuing improvement in the quality of the Council's green spaces, the Overview and Scrutiny Committee requested a more detailed breakdown of the green space quality audit information.

## 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> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Provision of high quality parks and open spaces support a range of activities that support the health and wellbeing agenda including sports pitches, children's play equipment, walking,	The services provided by Neighbourhood Services make a considerable contribution to making the district clean green and safe, as it maintains and develops green spaces.	The provision of a high quality public realm makes the district a great place to live work and visit.

running etc. Servicing and maintenance of Housing areas are included with the maintenance contracts managed by Neighbourhood Services.		
<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> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Staff are continually developed using a range of methods including formal courses, in-house training and attendance at seminars, conferences or regional bodies.	The Service Area is continually looking at ways of improving the way services are delivered to customers, through improved working practices and use of ICT.	Neighbourhood Services ensures that any expenditure achieves the best value for money.

## 4.2 Supporting Strategies

The intention of the Green Space Strategy is to help inform a series of recommendations and provide a strategic direction for the current and future provision of green space within Warwick district. The strategy is based on a comprehensive evidence base and considers not only the physical provision of the integrated elements of parks, natural areas, play spaces, green corridors and amenity areas but also a set of principles to meet future challenges and make things happen. The strategy focuses on the role of the principal provider and policy maker for green space within Warwick district – Warwick District Council. The strategy established an overall, vision and framework for achieving key recommendations between 2012 and 2026.

## 4.3 Changes to Existing Policies

4.3.1 There are no changes to existing policies as a result of this report.

## 5. Budgetary Framework

5.1 This report does not raise any specific budgetary implications.

## **6. Risks**

- 6.1 Risks are managed using the Service Area's Risk Register which is regularly reviewed.

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

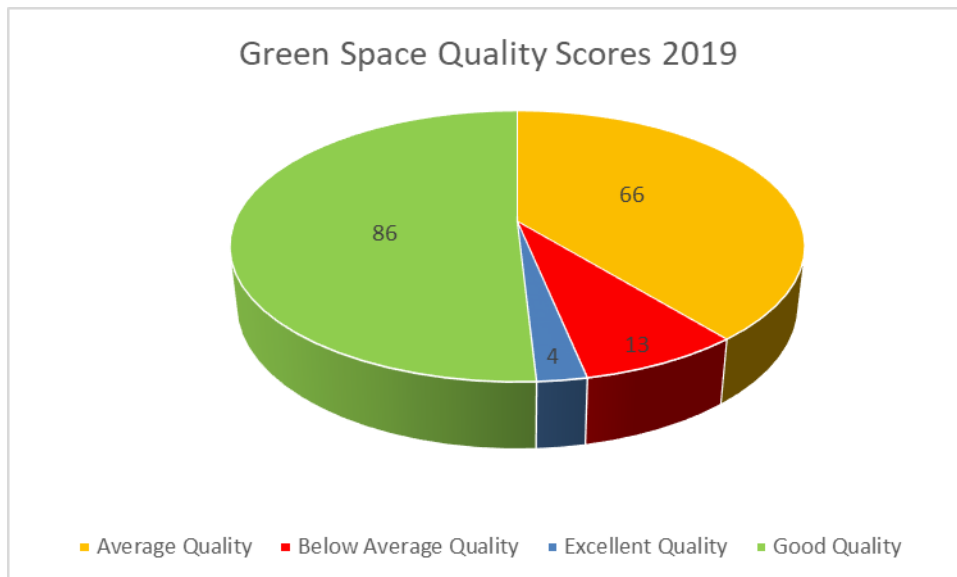
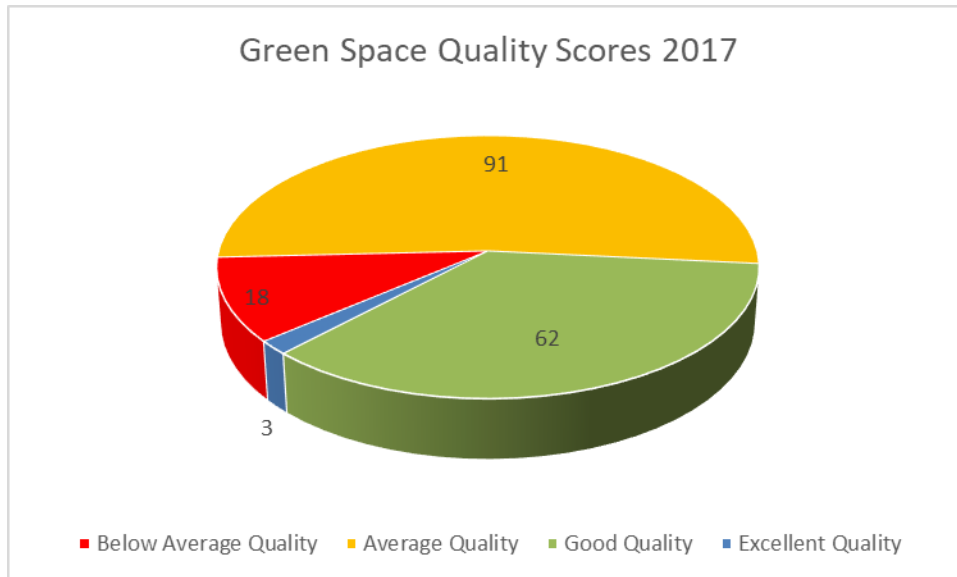
- 7.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.

## APPENDIX 1

### Introduction

The following information gives an overview for the district, comparing how the quality of parks and open spaces has improved since 2017, and also the current quality scores for each Ward.

### District Overview



One of the aims of the Green Space Strategy is for all green space within the district to be of “good quality”, and although the average score across the district is fractionally below this level there are a number of green spaces that still fall within the “average quality” bracket, and a few that are “below average.”

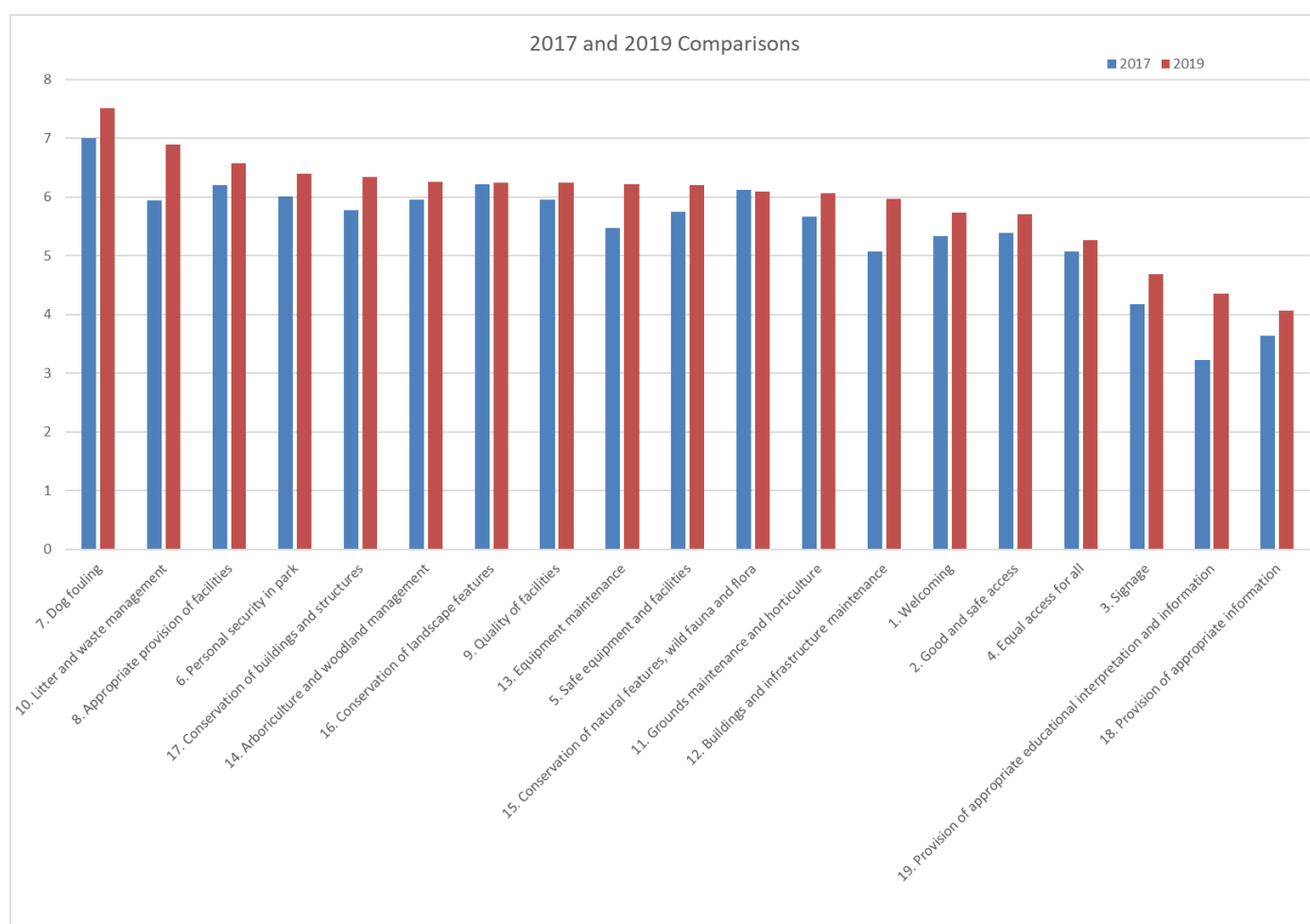
Quality audits are carried out every two to three years using an external assessor, and since 2010 the overall quality of the district’s green spaces has improved each time. There has been a significant

amount of investment in recent year with improvement projects funded the Public Amenity Reserve, 106 contributions, community bids, and grants such as the Heritage Lottery Fund. There has also been a focus on improving maintenance standards through Grounds Maintenance Contract, the Rapid Response Teams included within the Street Cleansing Contract, and the work of the Ranger Service who are employed directly by the Council.

### Classification Assessment

The scoring for each green space comprises of up to 19 sub criteria which can be assessed to give an indication of functional areas of comparative strength and areas where improvements can be made.

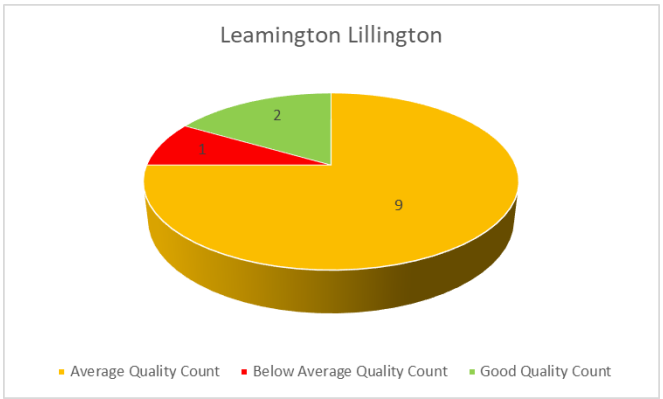
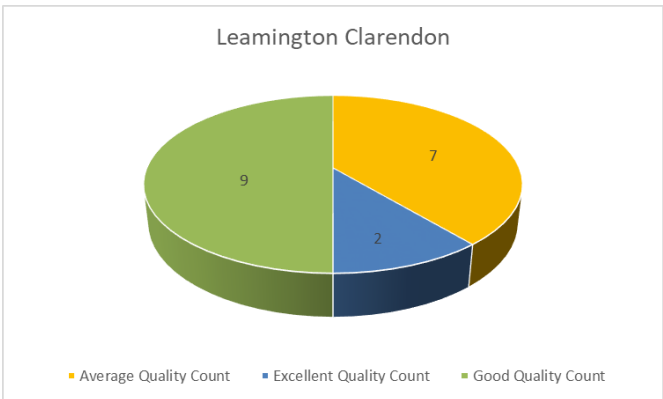
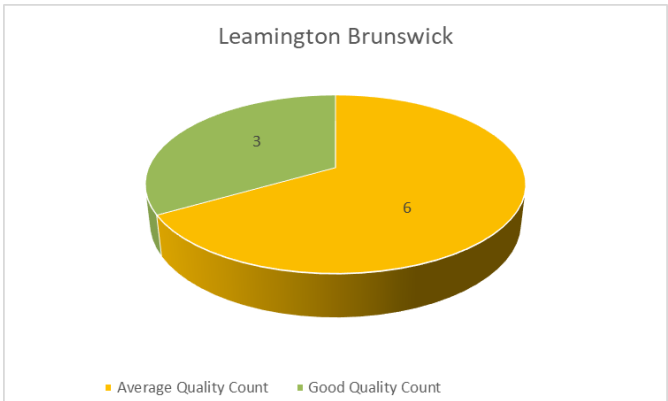
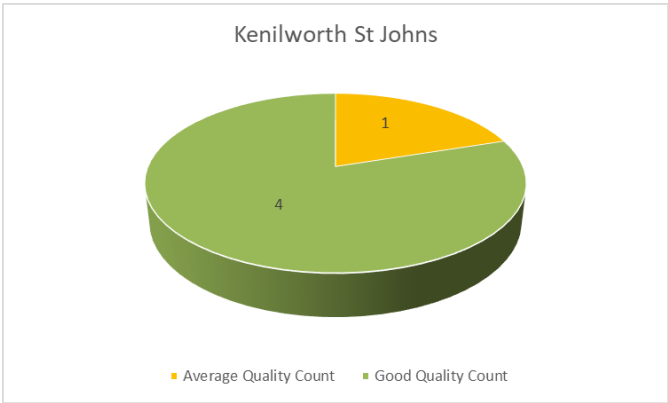
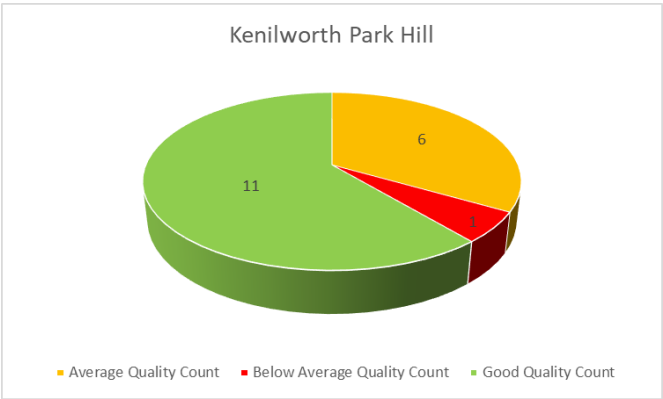
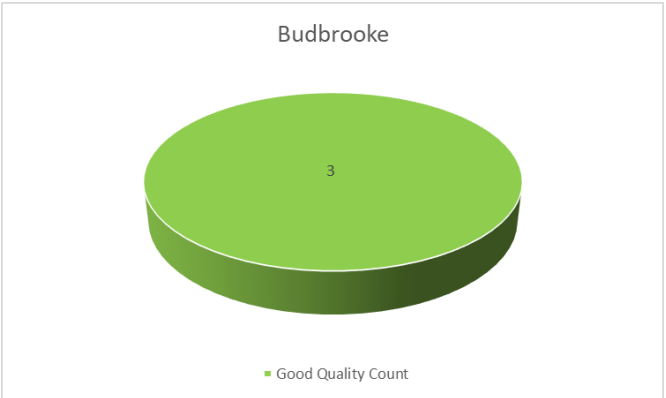
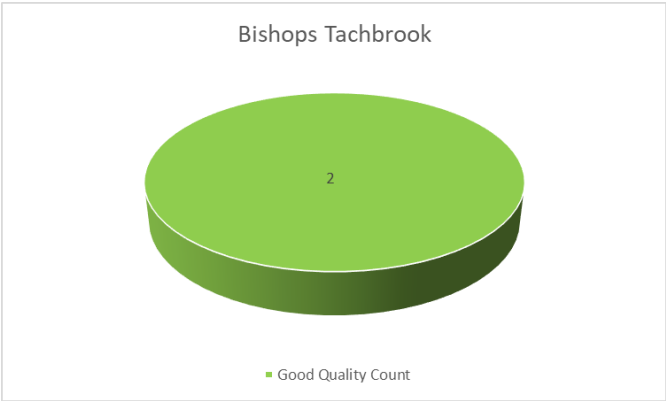
It can be seen from the chart below that in almost all aspects improvements have been made, especially in relation to the cleansing of parks and open spaced, but there are some weaknesses in signage, provision of information and interpretation.



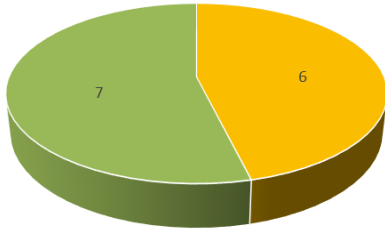
### Green Space Strategy Quality Scoring Key

Very Poor	0% to 15%
Poor	16% to 30%
Below Average	31% to 45%
Average	46% to 60%
Good	61% to 75%
Excellent	76%+

Green Space Quality by Ward 2019

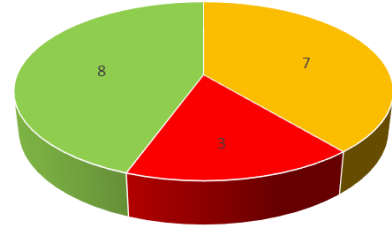


Leamington Milverton



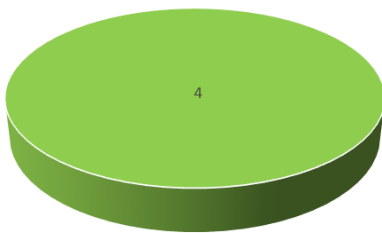
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Leamington Willes



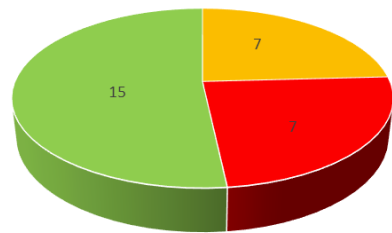
■ Average Quality Count ■ Below Average Quality Count ■ Good Quality Count

Radford Semele



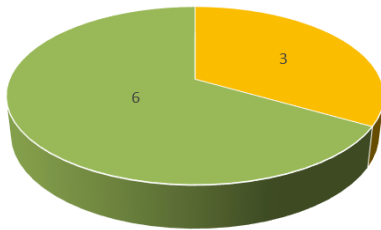
■ Good Quality Count

Warwick All Saints and Woodloes



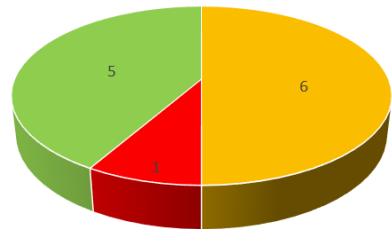
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Warwick Aylesford



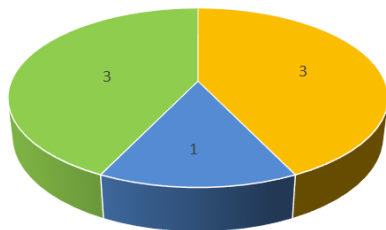
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Warwick Myton and Heathcote



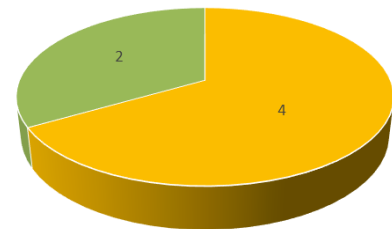
■ Average Quality Count ■ Below Average Quality Count ■ Good Quality Count

Warwick Saltisford



■ Average Quality Count ■ Excellent Quality Count ■ Good Quality Count

Whitnash



■ Average Quality Count ■ Good Quality Count



#### Green Spaces Below Average Quality 2019

<b>Location</b>	<b>Ward</b>	<b>Score</b>
<u>Riverside Walk rear of Tesco</u>	<u>Warwick All Saints and Woodloes</u>	<u>32</u>
<u>Riverside Walk - Brindley's field</u>	<u>Warwick Myton &amp; Heathcote</u>	<u>36</u>
<u>Chesterton Drive spinney</u>	<u>Leamington Willes</u>	<u>38</u>
<u>Coventry Road spinney</u>	<u>Warwick All Saints and Woodloes</u>	<u>38</u>
<u>Clapham Street canalside</u>	<u>Leamington Willes</u>	<u>38</u>
<u>Inchford Avenue footpath</u>	<u>Warwick All Saints and Woodloes</u>	<u>39</u>
<u>Northern Enclosure</u>	<u>Warwick All Saints and Woodloes</u>	<u>39</u>
<u>The Wardens</u>	<u>Kenilworth Park Hill</u>	<u>40</u>
<u>Buckley Road corner</u>	<u>Leamington Lillington</u>	<u>40</u>
<u>Riverside Walk - Grange Close</u>	<u>Warwick All Saints and Woodloes</u>	<u>41</u>
<u>Gulliman's Way</u>	<u>Leamington Willes</u>	<u>43</u>
<u>Woodloes Avenue North o.s.</u>	<u>Warwick All Saints and Woodloes</u>	<u>44</u>
<u>Canalside (Central Section)</u>	<u>Warwick All Saints and Woodloes</u>	<u>44</u>

#### Green Spaces Excellent Quality 2019


<b>Location</b>	<b>Ward</b>	<b>Score</b>
<u>Crackley Woods</u>	<u>Kenilworth Abbey and Arden</u>	<u>76</u>
<u>St Nicholas Park</u>	<u>Warwick Saltisford</u>	<u>76</u>
<u>Pump Room Gardens</u>	<u>Leamington Clarendon</u>	<u>80</u>
<u>Jephson Gardens</u>	<u>Leamington Clarendon</u>	<u>82</u>

#### Projects Completed Since the 2019 Green Space Quality Audit

<b>Location</b>	<b>Ward</b>	<b>Pre Work Score</b>
Othello Avenue	Warwick Myton & Heathcote	69
Ophelia Drive (Cordelia Green)	Warwick Myton & Heathcote	59
Midland Oak	Leamington Lillington	54
Twycross Walk	Warwick All Saints and Woodloes	62
Mander Grove	Warwick Aylesford	56
Rushmore Street	Leamington Willes	52

#### Projects Planned in the Next 12 Months

<b>Location</b>	<b>Ward</b>	<b>Score</b>
Sabin Drive	Radford Semele	69
Glendale Avenue	Kenilworth Park Hill	59
Hatton Park	Budbrooke	64
Mill Gardens	Leamington Willes	66
Victoria Park	Leamington Clarendon	70

 <b>Overview and Scrutiny Committee</b> <b>17<sup>th</sup> December 2019</b>		<b>Agenda Item No. 5</b>
<b>Title</b>	Environment and Business Portfolio – Service Review	
<b>For further information about this report please contact</b>	<p>Dave Barber Head of Development Services <a href="mailto:dave.barber@warwickdc.gov.uk">dave.barber@warwickdc.gov.uk</a></p> <p>Marianne Rolfe Head of Health &amp; Community Protection <a href="mailto:Marianne.rolfe@warwickdc.gov.uk">Marianne.rolfe@warwickdc.gov.uk</a></p> <p>Phillip Clarke Policy and Projects Manager <a href="mailto:Phillip.clarke@warwickdc.gov.uk">Phillip.clarke@warwickdc.gov.uk</a></p> <p>Cllr Alan Rhead Environment and Business Portfolio Holder</p>	
<b>Wards of the District directly affected</b>	All	
<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>	NA	
<b>Background Papers</b>	NA	

<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
NA	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	29/11/19	Chris Elliott
Head of Service		Dave Barber
CMT	29/11/19	Bill Hunt
Section 151 Officer	29/11/19	Mike Snow
Monitoring Officer	29/11/19	Andrew Jones

Finance	29/11/19	Mike Snow
Portfolio Holder(s)	29/11/19	Cllr Alan Rhead
<b>Consultation &amp; Community Engagement</b>		
NA		
<b>Final Decision?</b>		NA
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 This report brings together details of performance relating to the Environment and Business Portfolio. It should be noted that as the Business part of this portfolio is predominantly focused on services within the Development Services. The Development Services Service Area Plan (and associated documents) has therefore been used as the basis for reporting on this. However, the Environment part of this portfolio cuts across all services and is also a new dimension to the portfolio. This part of the portfolio was subject of the recent Executive report (November 2018). Therefore, this update concentrates mainly upon the Business element of the portfolio. The reporting and governance arrangements for the Environment element of the portfolio are still being established following the approval of the update on the Climate Change Emergency Action Plan at Executive.

## 2. **Recommendation**

- 2.1 That Overview and Scrutiny Committee should review Environment and Business Portfolio Performance Report and make observations on it as appropriate.

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

- 3.1 It has been requested by members that performance details of each service/portfolio are reviewed.
- 3.2 The Portfolio-holder for Environment and Business (along with Heads of Development Services and Health and Community Protection) is presenting this report on performance to the Overview and Scrutiny Committee. It should be noted, that the report does not cover performance associated with the Development Portfolio, even though much of the work relating to that Portfolio is also the responsibility of Development Services. That portfolio was the subject of an update report in November 2019. On the other hand it should be noted that the report does cover cross cutting aspects of the portfolio and particularly those aspects associated with the Climate Change Emergency for which an update was considered and agreed at Executive in November. However, that element of the portfolio was the subject of the recent Executive report (November 2018). Therefore this update concentrates mainly upon the Business element of the portfolio.
- 3.3 The annual performance report at Appendix B relates only to the Business aspects of this portfolio and is based on the Development Services Service Area Plan. The 2019/20 Service Area Plan for Development Services is available as Appendix A.

- 3.4 Increasingly work is taking place to ensure the two elements (business and environment) of the portfolio fully dovetail. Examples of this are a review of events to ensure improved environmental standards and ensuring any proposals for the Future of the High Street Fund are shaped by the Council's Climate Change priorities.

#### 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> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The Portfolio plays a key role in supporting the delivery of key projects many of which have important implications for homes, health and communities.	The Portfolio plays a key role in supporting the delivery of key projects many of which have important implications for the quality and appreciation of the public realm. The portfolio coordinates the Council's environmental activities, including the response to the declaration of the Climate Emergency	The Portfolio is directly concerned with promoting and supporting a dynamic and diverse economy. All elements of the Portfolio's work are undertaken with this aim in mind including Economic Development, Business Support and Events, Projects and Enterprise.
<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> All staff are properly	<u>Intended outcomes:</u> Focusing on our	<u>Intended outcomes:</u> Better return/use of our

<p>trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours</p>	<p>customers' needs Continuously improve our processes Increase the digital provision of services</p>	<p>assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money</p>
<b>Impacts of Proposal</b>		
<p>Staff are continually developed using a range of methods including formal courses, in-house training and attendance at seminars, conferences or regional bodies.</p>	<p>The portfolio is continually looking at ways of improving the way services are delivered to customers, through improved working practices and use of ICT. The service, is encouraging improved environmental consideration in the way services are run, including staff travel and paper usage</p>	<p>Development Services ensures that any expenditure achieves the best value for money. It is also responsible for income streams (including the Enterprise Service rental income) which are continually reviewed to ensure income targets are met, and exceeded where possible.</p>

## 4.2 Supporting Strategies

- 4.2.1 The declaration of the Climate Change Emergency and the associated documentation approved at Executive in November 2019, provides a major focus for the Portfolio. In addition, the Prosperity theme of Fit for the Future provides an important framework to shape the work of the Business aspects of the Portfolio. Increasingly work is taking place to ensure the two elements of the portfolio fully dovetail. The Local Plan is key to the work of Development Services. Its policies are used many times every day to ensure high quality developments, business support and projects are supported.
- 4.2.2 The report also relates to the Medium Term Financial Strategy and sets out how Development Services is delivering its financial commitments.

## 4.3 Changes to Existing Policies

- 4.3.1 There are no changes to existing policies as a result of this report.

## 5. Budgetary Framework

- 5.1 Annual Budgets for Development Services are set by the Executive on an and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive. A separate report providing further details of the Portfolio's Budgets is being presented to Finance and Audit Scrutiny Committee on the 5<sup>th</sup> February 2019

## **6. Risks**

- 6.1 Risks associated with the former Business Portfolio are managed using the Development Service's Risk Register which is generally reviewed and updated on a quarterly basis, with the last review taking place in November 2019. Risks associated with the environment element of the portfolio are contained within the corporate Strategic Business Risk Register and within each individual service risk register. Governance arrangements to ensure the risks associated with the environment element of the Portfolio will be established from April 2020.

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

- 7.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.

## Service Area Plan 2019/20

**Part 1 - Service Information/links to policy**

**Part 2 – Managing Service Delivery**

**Part 3 – Managing and Improving People**

**Part 4 – Budget**

**Part 5 – Managing Planned Changes/Projects**

<b>Service Area :</b>	Development Services
<b>Service Area Manager:</b>	David Barber
<b>Deputy Chief Executive:</b>	Bill Hunt
<b>Portfolio Holder(s):</b>	Cllr Alan Rhead and Cllr John Cooke

### **1 Purpose of the Services Provided**

To promote and deliver safe and attractive development, in the right place and at the right time in a timely manner, to meet the future needs of the residents, visitors and businesses within the district, whilst protecting the natural and historic environment.

Providing support to businesses in the town centres and rural areas together with attracting inward investment and encouraging growth.

Providing a variety of well managed events in our district to attract residents and visitors to our towns and villages and provide leisure and recreational activities.

To support the delivery of key corporate studies and projects.

## 1.1 Linkages to Sustainable Community Strategy

External	Direct	Indirect
<b>Service (Green, Clean and Safe)  (Development Portfolio)</b>	<ul style="list-style-type: none"><li>• Assisting in the design process of developments to ensure that they provide safe and high quality environments for our communities, including encouraging active lifestyles.</li><li>• Adoption of Policies to enable community safety to be taken in to account in new developments</li><li>• Supporting the delivery of development which supports and assists the health and well-being of our communities and encouraging investors and developers to incorporate such considerations into their proposals.</li><li>• Adoption of Policies to enable health and wellbeing to be taken in to account in new developments</li><li>• Project feasibility development for major corporate projects that deliver new housing and community facilities</li></ul>	<ul style="list-style-type: none"><li>• Ensuring development meets the requirements of the Building Regulations.</li><li>• Preparing planning policies and guidance which support green, clean and safe environments</li><li>• Providing a vibrant economy, creating additional jobs and consequently contributing to Health and Well-being.</li></ul>



External	Direct	Indirect
<b>People (Health, Homes and Communities)</b>  <b>(Development Portfolio)</b>	<ul style="list-style-type: none"> <li>• The development and implementation of policies that guide and direct housing, meeting the needs of the communities and ensuring the delivery of high quality residential environments.</li> <li>• Provision of suitable sites for the delivery of housing to meet local housing need.</li> <li>• Project feasibility development for major corporate projects that deliver new housing and community facilities</li> <li>• Pre-application advice and efficient development management processes for new housing developments within the district</li> <li>• The provision of infrastructure through Section 106 contributions/Community Infrastructure Levy to provide community facilities</li> <li>• Sustainability appraisal for all major site allocations and development strategy.</li> <li>• Adoption of Policies to encompass sustainability in new developments</li> <li>• In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters. Ensure all stakeholders understand how to engage in the planning process.</li> <li>• Joint working with communities to ensure best outcomes as a result of HS2.</li> <li>• Development of schemes such as Job Clubs and Local Labour agreements.</li> <li>• Identification of Gypsy and Traveller sites to meet the needs of this community and development of appropriate DPD</li> <li>• Ensuring that there is adequate provision of affordable housing.</li> <li>• Supporting regeneration schemes where these can support communities and tackle local deprivation.</li> <li>• Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.</li> <li>• Supporting the delivery of development which takes account of health and well-being and encourages active lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>• The provision of a high quality responsive building control service</li> <li>• Policies through our local plan</li> <li>• Building Control Regulations</li> <li>• Ensuring that there is community cohesion when considering development proposals.</li> <li>• Assisting in delivering better living conditions through high quality design</li> <li>• Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.</li> </ul>
<b>Money (Infrastructure , Enterprise and Employment)</b>	<ul style="list-style-type: none"> <li>• Supporting economic growth and inward investment into our district</li> <li>• Supporting the delivery of key corporate projects to regenerate areas, encourage growth and support the wider prosperity of the district.</li> <li>• Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need.</li> <li>• Ongoing analysis of economic and business trends to ensure planning policies are delivering employment growth in tandem with housing need.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district.</li> <li>• The development and implementation of policies</li> </ul>

<b>External</b>	<b>Direct</b>	<b>Indirect</b>
<b>(Business and development Portfolios)</b>	<ul style="list-style-type: none"> <li>• Promotion of vital and vibrant town centres</li> <li>• Support, management and operation of events</li> <li>• Project feasibility development for major corporate projects</li> <li>• Direct support to businesses, in particular business start-ups</li> <li>• Provision, management and expansion of enterprise centres to support creative and start up businesses</li> <li>• Planning funding and delivery of infrastructure</li> <li>• Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing</li> </ul>	to support investment and growth

## 2 Managing Service Delivery

### 2.1 Service Overview

Summary of the main aspects of service delivery during the year

<b>Service being delivered</b>	<b>Priorities</b>	<b>Service demand</b>	<b>PFH</b>
<b>Development Management</b>	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	Up to 2500 planning applications per year and 200 pre-application requests per year	JC
	Defending planning and enforcement decisions through the appeal process.	60 appeals per year	JC
	Addressing harmful unauthorised development through planning enforcement.	Up to 500 complaints per year	JC
	Protecting the historic heritage of the District through conservation work.	Key areas of work include advising on development proposals; advising on the protection of heritage assets; making and	JC

<b>Service being delivered</b>	<b>Priorities</b>	<b>Service demand</b>	<b>PFH</b>
		keeping under review Conservation Areas and the Local List of Buildings.	
	Protecting important trees which provide the character of the District through TPO and related safeguards.	Making TPOs and considering approximately 200 tree related submissions per year.	JC
	Supporting the housing market through processing property searches.	1600 full searches per year	JC
	Monitoring of Section 106 contributions.	30-40 active agreements monitored per year	JC
<b>Policy and Projects</b>	Implementing the Local Development Scheme, including the Local Plan	12 Supplementary Planning documents and 3 Development Plan Documents to be prepared 2018 - 2021	JC
	Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements	Three strategic growth areas identified in district: (1) south of Warwick/Leamington, (2) Kenilworth, (3) south of Coventry	JC
	Supporting neighbourhood plans	Six Neighbourhood Plans "made" since 2016. A further six are currently in preparation.	JC
	Working with partners in the sub-region to deal with sub-regional strategic policy and development	Preparation of a joint evidence currently in progress to include sub-regional Housing & Economic Development Needs Assessment. Discussions underway about a possible future Single Spatial Strategy.	JC
	Understanding & analysis of the local economy	Annual data provided by WCC	AR
	Active management and promotion of Town Centres through development and close joint working with key stakeholders	Proactive work	AR
	Manage programme of events across the district	Approximately 130-150 events per year	AR
	Targeted sectoral interventions to enable growth and innovation	Proactive work	AR

<b>Service being delivered</b>	<b>Priorities</b>	<b>Service demand</b>	<b>PFH</b>
	Promotion of the District to attract and deliver Inward Investment opportunities	Proactive work	AR
	Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan	Proactive work	AR
	Management of the Enterprise Projects and maximisation of their impact by extending support provision through a variety of interactions and interventions	Management of five enterprise sites (Althorpe Enterprise Hub, Court Street Creative Arches, 26HT, Spencer Yard and the new addition, Co-work. Active exploration of other opportunities.	AR
	Co-ordination and delivery of the joint authority Business Support Programme intervention	Businesses supported 150+ /year	AR
	ED policy development of the prosperity agenda	Proactive work	AR
	Undertaking feasibility and other studies to support Council decision-making on key corporate project.	Projects have different milestones as set out in part 5 below.	AR
	Delivering key corporate projects working with partner organisations, landowners and developers	See key projects set out in part 5 below.	AR
	Supporting the coordination and delivery of key infrastructure across the district to support growth and new development	Coordination of major s106 contributions and an estimated £16.6m of CIL income 2019/2024.	AR
<b>Building Control</b>	Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry.	Total 2257 B/Reg Applications received for year 2018	JC
	Providing expertise in dealing with dangerous structures, demolitions and safety at sports grounds.	Dangerous Structures Total no 84 cases for year 2018 Demolitions Total 48 cases for year 2018	JC
	Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HMO's.	Total no 100 FRA's carried out in 2018	JC

## 2.2 Measures

### Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services					PFH
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change					
	Qtr. 1	2	3	4	
Building Regulation Applications acknowledged within 3 working days	96	92			JC
WBC Income measures – against annual budget target and in comparison with previous years	101	108			JC
WBC Market share measure	67	68			JC
Building Completion Certificates issued within 5 working days of final inspection (% overall)	89	91			JC
% of site inspections achieved on time or meeting customer requests	100	100			JC
Building Regulation applications determined within the statutory time period	96	100			JC
Dangerous structures attended to within 2 hours (imminent danger), within 24 hours (non-imminent danger) (% overall)	80	100			JC
Customer questionnaires returned satisfied with Building Control service (% overall)	100	94			JC
Number of planning applications determined within the statutory timeframe (%)	94	95			JC
Time for Section 106 agreements to be signed following Committee resolution to grant	0	0			JC
Discharge of conditions – days taken	74	82			JC
% of planning applications refused permission	3	2			JC
Number of pre-application enquiries responded to on time (%)					JC

Time taken to resolve enforcement enquiries – see charter (no. of days average for investigations completed without having to take formal action)	100	99			JC
Number of Enforcement Notices issued.	7	3			JC
Number of Tree Preservation Order Trees Felled each quarter	22	33			JC
Proportion of Searches issued with 10 days	99	97			JC
Number of years housing land supply (annually)	Annual	Annual			JC
Housing Delivery Test – percentage delivery against target (annually)	Annual	Annual			JC
Employment land completed in year	Annual	Annual			JC
Number of new businesses created or attracted to area (via ESIF programme or Enterprise assistance)	1	2			AR
Number of new jobs created (via ESIF programme or Enterprise assistance)	9	4			AR
Amount of floorspace provided to business by the enterprise service (square feet)	Annual	Annual			AR
Number of businesses utilising Enterprise facilities who have expanded (either internally or externally)	2	0			AR
Customer questionnaires returned satisfied with Enterprise facilities and services (upon exit)	100	100			AR
<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b> Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.					
	Qtr. 1	2	3	4	
Occupancy levels of property – optimal rent income V actual for our Enterprise units(%)	98	96			AR
Number of neighbourhood plans designated	0	0			JC
Number of neighbourhood plans adopted	0	0			JC
Total Amount of S106 contributions agreed during the year but not yet paid (£) (reported annually)					JC
S106 contributions triggered and invoiced during quarter	£108,291.25	£1,583,677.75			JC

Total amount anticipated from CIL calculated as the sum of CIL liability notices issued but not yet paid each quarter	£108,291.25	£196,944.16			JC
Total amount of CIL received or demanded (as calculated by the sum of all demand notices sent out each quarter)	£1,213,520.44	£973,815.33			JC
Appeal decisions contrary to WDC decision					JC
Number of Costs decisions found against WDC	1	2			JC
Time taken to determine planning applications (no. of days average)	57	61			JC

## 2.3 Managing Risk

<b>Risk</b>	<b>Planned Actions during year</b>	<b>Comments</b>
Budget	Regular budget monitoring, Training of budget managers. Improved reporting of under/over spends Better day to day management of budgets: PO's/invoices	Monitoring of budget on a monthly basis
Procurement	Close working with procurement officers in improving procurement processes	Membership of corporate procurement board
Contract Management	Ensure Contract Register is kept up to date	Reviewed at Portfolio Holder meeting on quarterly basis
Audits	Internal audits programmed in the year: <ul style="list-style-type: none"> <li>- Events</li> <li>- Planning Policy</li> <li>- Conservation and Design</li> </ul> Implementation of actions identified in Audits <ul style="list-style-type: none"> <li>- Land Charges</li> <li>- Events</li> <li>- Section 106 and CIL</li> <li>- Economic Development</li> <li>- Building Control</li> </ul>	
Risk Register	Regular review of register at management meetings	Reviewed at Portfolio Holder meeting on quarterly basis Mitigation put in place

<b>Risk</b>	<b>Planned Actions during year</b>	<b>Comments</b>
Service Assurance	Annual review of Service Assurance Statement	
Corporate Health & Safety	<p>Health and Safety Assessments to be regularly checked and updated</p> <p>Corporate risk and Liability assessments regarding events in our parks and gardens, road closures, etc. are carried out</p> <p>Introduce Health and Safety and standing item at team or section meetings</p> <p>Review Health and Safety Policy and Guidance for site visits (BC and Planning)</p>	Building Control Policy Guidance Document completed March 2020, but being reviewed to take on board comments from WBC Board



## Part 3 – Managing and Improving People

### 3.1 Staff Resources

There are currently approx 65 FTE posts in the department.

### 3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
<b>1. Workforce Planning</b>  (E.g. planning for leavers)	Dave Barber	Planning for career development and any loss of staff through retirement.	Within existing budgets	Support from HR	Ongoing
		Appointment of 1 further apprentice	Within existing budget plus use of Levy		December 2019
		Establish additional posts in DM	20% increase in planning fees		September 2019
		Introduce professional apprenticeship degrees for planners and BC staff	Funded from Apprenticeship Levy		September 2019
<b>2. Skills, Training, Competency Needs</b>	Dave Barber	Improve use of service area	Budget for training needs to	Finance HR	Sept 2019

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
		training plan (training matrix) from appraisal PDPs	be adequately resourced to support officers, in particular those doing professional courses		
<b>3. Service Changes</b>	Dave Barber/ Service area managers	Identify opportunities associated with digital programme (more use of technology/ efficiencies)	Within existing budgets	None	Review complete by Oct 2019
		Prepare for office relocation and change programme	Initially within existing budgets but depending on scale of project, potential for resource request from Service Transformation Reserve	ICT	Proposals for digital programme in place by September 2019
		Review pre-app charges and income (including more use of Planning Performance Agreements) to consider case for additional service investment	Within existing budgets	ICT / HR	Ongoing through to March 2020
			Within existing budgets		Proposals in place by September 2019

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
<b>4. Determining the need for additional resource</b>	Gary Fisher / Dave Barber	Introduce professional training budget	Apprenticeship budget	None	On-going
		Address shortfall in DM consultants budgets	TBC (will consider review of procurement and tighter budget management before request for more resources)	None	May 2019
				Procurement	May 2019

#### Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2019/20	2020/21	2021/22	PFH
1% discretionary budget reduction	On-going challenges to budget managers to address savings without affecting service delivery	£8,760	£8,760	£8,760	AR/JC
Pre-application planning charges	Potential to increase income through more use of PPAs	£70,000	£80,000	£90,000	JC
BC Fee earning income	This is a ring fenced budget. Income expected to increase in 19/20 as a result of fee increase (closer match to expenditure)	£780,000	£780,000	£780,000	JC
Forecasting/monitoring planning fee income	Identify expected total annual income including 20% increase).	£1,700,000	£1,700,000	£1,560,000	JC
	Planning Investment Reserve	£283,000	£283,000	£260,000	

## Part 5 – Managing Planned Changes, Major Work-streams and Projects

1

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	PFH
Preparation of Canal-side DPD	David Butler	Unknown	None	Consultation draft by September 2019, submission by December 2019, adoption by June 2020.	JC
Facilitating and supporting the delivery of significant housing schemes in the district including Housing Delivery Test	Dave Barber / David Butler / Philip Clarke	Fund for monitoring contributions.	Will involve Housing, Neighbourhood and Cultural Services	Specific milestones predominantly driven by planning applications.	JC
Introduction of Infrastructure Funding Statement	Phil Clarke/David Butler	None	Potentially will involve culture, neighbourhood and finance as well as other stakeholder	Fist statement by December 2019	JC
Review implications of management companies on new developments (ensure standard S106 clauses are water-tight and consider informing new residents of costs and responsibilities)	David Butler	N/A	Neighbourhood Services	December 2019	JC

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
Preparation of DPDs as required by Corporate Business Plan, potentially including: <ul style="list-style-type: none"> <li>• Building Standards DPD</li> <li>• Gypsy and Traveller DPD</li> <li>• PBSA DPD</li> </ul>	Phil Clarke	To be confirmed. Likely to require additional planning resources within Planning Policy Team	Housing	Milestones to be developed during summer 2019	JC/AR
Plan for Local Plan Review including establishing potential for a Coventry and Warwickshire Single Spatial Strategy	Phil Clarke	There may be costs associated with establishing sites	All services	Final decision on single spatial strategy by June 2020. Scope of local plan review by March 2021	JC
Prepare Supplementary Planning Documents: <ul style="list-style-type: none"> <li>• Custom and Self-Build</li> <li>• Open Space Standards</li> <li>• Affordable housing</li> <li>• East of Kenilworth</li> <li>• East of Whitnash</li> <li>• South of Coventry</li> <li>• Development Design Framework</li> <li>• Sustainable Buildings</li> <li>• Health Impacts</li> </ul>	David Butler	Some costs associated with compiling evidence base	Neighbourhood Services Housing Health & Community Protection	In line with milestones in Local Development Scheme	JC
Utilisation of IDOX obligations and monitoring modules	Phil Clarke/Gary Fisher/David Butler	Within existing budgets	Joint working with Finance IT resources required – agreed as part of business case submitted January 2018	Implemented April 2019	JC
Prepare Economic Development Strategy	Philip Clarke/Martin O'Neill	Implementation costs	All service areas	On-going	JC

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
				On-going	
Marketing of Building Control service	Phil Rook	From Reserves (agreed by Exec)	None	Achieved and ongoing – quarterly review	JC
Trial opportunities to expand ring-fenced enterprise service	Gayle Spencer	Additional income generation (unknown)	All support services	New initiative: Arch 4 launched March 2019.	AR
Implement review of Events service to focus resources on events that add the greatest value	Philip Clarke / Martin O'Neill	Unknown	Culture; Community Protection	Implementation on-going Economic development evaluations of events to take place during 2019/20	AR
Develop and implement a Plan for Leamington	Martin O'Neill		Culture, Neighbourhood	Update Nov 2018: Part of "Leamington Open for Business"	AR
Delivery of Creative Quarter project in conjunction with development partner.	Bill Hunt / Phil Clarke / Guy Collier	Specific projects may have a budget impact and this will be considered on a case-by-case basis by the Council.	Culture, Neighbourhood Services	Sign-off of phase 1 of project (completion of Masterplan) anticipated by May 2019. Detailed negotiations will then commence on specific	AR

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
				schemes to bring forward through phase 2 of partnership.	
Provision of project support for health improvements in Lillington	Andrew Jones / Guy Collier	Potential investment to be established through project scoping.	Finance, Neighbourhood Services	Completion of feasibility work by March 2020.	AR
Provision of project feasibility support for the 2 <sup>nd</sup> Warwick Sea Scouts HQ relocation project	Chris Elliott / Guy Collier	Grants of £150k and £50k have been agreed (subject to other funding being in place).	Neighbourhood Services, Cultural Services	Milestones determined by pace at which Sea Scouts can progress project.	AR
Delivery of land at Stratford Road Warwick for employment use	Bill Hunt / Guy Collier	None.	None	Agreement with other landowners and planning permission obtained	AR
Future of High Street Fund	Dave Barber / Martin O'Neill	None	Potentially Neighbourhood Services, Cultural Services	To be determined dependent upon whether WDC is successful following "expressions of interest" (March 2019)	AR
Newbold Comyn	Andrew Jones / Guy Collier	None	Neighbourhood Services, Cultural Services	Proposals for future use to be published summer 2019 with public	Neighbourhood?

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
				consultation to follow.	
Income maximisation (to include local lottery, grants, advertising & sponsorship and crowdfunding)	Dave Barber / Ellie Hirons	None.	Neighbourhood Services, Cultural Services, Finance,	Various as established by Project Board. Aiming to implement local lottery by January 2020.	AR
Infrastructure Delivery (Eg: new schools (Kenilworth, Bishops Tachbrook), country park, A46 link road, land north of Gallows Hill	Dave Barber / site Delivery Officers	None	Neighbourhood Services, Cultural Services	Various	JC
Review of conservation areas	Gary Fisher/ Rob Dawson	None		Develop programme of reviews May 2019 Commence programme 2019	JC
Canal CA Management Plan)	Dave Barber / Rob Dawson	None		Complete March 2019	JC
Procurement of new IT system to replace Acolaid	Gary Fisher	TBC	HCP, NS, Housing	Testing and scoping – May 2019 Prepare brief dec 2019 New Contract March 2022	JC
Work up proposals for digital transformation and customer self-service for planning	Dave Barber	TBC	IT	Proposals in place by December 2019	JC



<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
Major Growth Areas: south of Warwick and Leamington	Chris Elliott / Chris Garden	TBC	NS, CS, Finance		JC
Major Growth Areas: Kenilworth	Andy Jones / Andrew Cornfoot	TBC	NS, CS, Finance		JC
Major Growth areas: South of Coventry	Bill Hunt / Ragu Sttambalam	TBC	NS, CS, Finance		JC

**December 2019**

## **Environment & Business Portfolio Annual Performance Report**

### **1 Introduction**

The Environment & 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:

- **Economic Performance and Labour Market:** working with our partners to monitor and report on indicators relating to the economic well-being of the District and the key sectors that make up our economy. Developing a strategic framework with our partners to support the local economy
- **Business Growth and Inward Investment:** tourism and sector support (e.g. digital games sector, advanced manufacturing and creative industry)
- **Enterprise:** provision of support for District businesses with an emphasis on early start ups and established enterprises with growth potential. Enterprise delivers a variety of services, projects and initiatives which include enterprise centres such as Althorpe Enterprise Hub and 26 Hamilton Terrace (26HT).
- **Business support and events:** ensuring a rich range of events is staged across the district and the economic benefits of these are maximised. Linked to this is liaising with chambers of trade, the Leamington Business Improvement District (BID)\*, town centre businesses and developing approaches to improve town centres as places to do business
- **Projects:** providing project management resource for a range of departmental and corporate projects, primarily associated with the development of the District and improvements to the business environment.

### **2 Service Plan Performance**

#### **A Economic Performance and Labour Market**

The economic overview for the District's performance during the financial year for the latest quarterly statistics available, paints a generally positive picture:

- Employment rates (the percentage of the working age population who are employed) in Warwick District stand at 82.3%, compared to a national average of 75.3% and the average for Warwickshire of 79.8%. Warwick

District remains the highest percentage of those employed across all of the Districts and Boroughs in the County.

- Unemployment rates stand at 2.9% in Warwick District, compared to a national average of 4%, and the average for the County at 2.8%. Warwick District has the lowest rate of unemployment in the County apart from Stratford District which stands at 2.5%.
- There was a sizable increase (9.1%) in the proportion of residents with NVQ Level 4 qualifications or above.
- Warwick District maintains a high level of job listings per 1000 of the population (38.9) when compared to the national picture (21.9), Warwickshire as a whole (36.3) and has twice the number of vacancies advertised per 1000 population than any other District or Borough in the County. However, there has been a marked reduction since quarter 1 both nationally and regionally in the number of jobs advertised. This is largely due to the economic uncertainties surrounding Brexit and an international economic slow down. This has led firms in general to ease back on investments, including human capital, until there is more stability and certainty in the economy.

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

### **1) Tourism**

- Shakespeare's England: The Council has continued to support Shakespeare's England, the region's Destination Management Organisation, as a key element of its support to the tourism sector. The Council invests in Tourism by providing an annual contribution of £75,000 towards Shakespeare's England. In March Executive approved funding amounting to £75,000 per annum for the next 3 years from 2019/20 – 2021/22.
- A local set of Key Performance Indicators (KPIs) have been written and presented to Shakespeare's England Board. A number of the KPI's were approved by Shakespeare's England Board at their meeting in October 2019. The next Board meeting will take place in January 2020, at which the remaining proposed KPI's will be presented with a view to final sign off. In line with the Executive resolution in March 2019, no funding has been released to Shakespeare's England until the KPI's have all been approved.
- Once agreed, the local set of KPI's will be utilised to monitor the performance of the DMO across the District and report back to Overview and Scrutiny Committee on an annual basis. The next report is scheduled for March 2020.
- Warwick District Council has a seat on the Shakespeare's England Board, occupied by the Business and Environment Portfolio Holder. Further support for the Board is provided by the Deputy Chief Executive (BH). Operational activities are supported by the Business Manager for Projects and Economic Development and the Strategic Economic Development

Officer, through which day to day liaison and promotion of tourism related activity takes place across Warwick District.

- Furthermore, once a fortnight, a member of the Shakespeare's England team work at Riverside House, working in close partnership with officers and other stakeholders across the District to promote tourism and publicise the events that are taking place in the District.
- The Council commissions an annual district-wide Tourism Economic Impact Analysis. This shows the economic impact of tourism in the District and for the latest report, covering 2018, the headline figures are as follows:
  - Total day trips: 3,494,000 (+1.5% on 2017)
  - Total value of day trips £136,118,000 (+3.3% on 2017)
  - Total overnight trips 405,000 (+6% on 2017)
  - Total value of overnight trips £95,602,000 (+16% on 2017)
  - Total number of jobs supported by tourism 5,217 (+8% on 2017)

## **2) Creative and Digital Games Sector**

- Much of the economic development activity is centred around the thriving creative and digital games sector in the District, particularly in Leamington Spa. This is a key industry for all of the towns in the District, employing approximately 13,000 jobs and contributing around half a billion pounds to the District economy.
- Officers are working closely to address the key issues facing this sector in collaboration with the Art Manager. Following the commissioning of a report into the health of the sector in Summer 2018, the key strengths, weaknesses, opportunities and threats have been identified. An action plan is being formulated to address the threats, and in February 2020 a wide range of stakeholders, including officers from the economic Development team will be holding a symposium specifically designed to start work on sustaining existing companies, and growing the opportunities for new companies locating to the District.
- Interactive Futures: The first of this innovative games industry led event took place in Leamington Spa at the Spa Centre in late January/early February 2019. Spanning 3 days, the event included an Industry Day, Academic Day and Consumer Day thus attracting a wide spectrum of visitors from different perspectives in relation to games, gaming and games development. Some of the key outcomes from the event are as follows:
  - 17,000 visitors over the 3 days of the event

- 6 inward investment enquiries generated with one landed (Sumo Digital)
- 7% visitors to the event were from overseas
- National TV coverage on the Gadget Show, national games industry print media coverage in PocketGamer
- The second Interactive Futures event will again take place in Leamington Spa in late January with another 3 day event. There will be a focus on attracting new talent to the industry with increased engagement with local schools, promoting the culture of the industry and again allowing access to some of the biggest and most well-known studios, developers, artists and emerging studios in the District.
- There will be a number of games industry specific launches at the event in 2020, including the national games industry body, (UKIE), presenting for the first time the results of their latest research into the UK games industry with some specific information around the significant contribution being made to the industry by the cluster in Leamington Spa.
- Funding for the upcoming event has been secured with the key partners – Warwick District Council, Warwickshire County Council and Coventry and Warwickshire LEP. Further sponsorship and event partners are being sought as the planning for the next event is now well under way.

### 3) Retail Sector

- Town Centre Vacancy Rates: The latest figures on our town centre vacancy rates (to end October 2019) are as follows:

#### Vacancy Rates

Town	October 2018	October 2019
Warwick	4.4%	7.7%
Kenilworth	3.8%	4.8%
Leamington Spa	8%	7.2%
West Midlands	10.5%	10.2%
UK	9.6%	10%

- Supporting our town centres: Although the rates have increased slightly over the year, a lot of hard work by a wide group of organisations goes into maintaining the vitality of our town centres and the graph above shows the hard work is paying off comparing the local rates to the national vacancy rate of 10% and West Midlands of 10.2% Given the

evolving state of the High Street, there is a continued need to keep up this focus. This is something that we and our partners (Chambers of Trade, the BID and Town Councils) are committed to. As part of this, driving the continued success of the retail sector is a key focus. The team strives to promote this growth through monitoring the health of our Town centres (vacancy rates and the composition of the premises) and working to fill vacant premises to ensure that vibrant and vital Centres are maintained. BID Leamington helps to contribute to this, and we work together on this as described above.

- One tangible example of this is the establishment of the Covent Garden Quarter. With financial and officer support to the businesses in the immediate vicinity of the Covent Garden car park, this summer saw the launch of a bespoke website, social media campaign and a monthly niche market to drive footfall to this vulnerable area of the town centre. Businesses have been enjoying the success of the monthly market with one business owner stating that their takings in one day matches that of a whole weekend. The market has been suspended during the Christmas period but will recommence in January and in the interim, further support has been provided by officers to maintain the marketing campaign and build interest leading up to the re-launch in January 2020.
- Markets in the District: It is thought that there are 47,000 micro and small and medium sized (SME) businesses operating in markets within the UK (according to Retail Markets Alliance, 2009). Markets actually provide one of the most flexible and cost-effective ways for a new business to start trading. By encouraging more people to start trading as part of a market, the diversity of our retail offering will increase and the benefits can be significant to the local economy. In fact, the benefits of local markets go wider than the pure economics: they also promote social interaction and social inclusion, which, given the rising rates of loneliness amongst the population, has immeasurable benefit. Markets can also be a starting point for small business to build and eventually move into permanent shops. One of our regular stall holders, Core Whole Foods, have recently decided to open a permanent shop in Royal Leamington Spa.
- Leamington BID: Officers continue to work in close collaboration with the BID on all matters relating to the health of Leamington Town Centre, the retail sector and the Christmas lights contract and switch on events. The Portfolio Holder for Business and Environment has a seat on the BID Board, supported by officers from Projects and Economic Development
- The Future High Street Fund: Following the launch of the competitive process for the Future High Street Fund in December 2018, Warwick District Council have submitted a successful Expression of Interest to the Department of Housing, Communities and Local Government (DHCLG). One of only 100 town centres shortlisted, this success has resulted in an opportunity to formulate a Full Business Case with a project/projects attracting a potential share of the total £1billion fund that has been

allocated. Whilst no capital funding is guaranteed at this stage, revenue funding has been provided by DHCLG which has allowed us to appoint a Programme Manager for Town Centres who will focus on working up the Full Business Case. In November, the first meeting with key stakeholders took place and some early ideas around potential projects have been put forward. This work will be of a high strategic importance over the coming months, with the deadline to submit the final business case being set by Government as 30<sup>th</sup> June 2020. Announcements on successful bids will be made in late summer 2020.

- **Inward Investment:**

The Invest in Warwickshire\*, which is contracted to deliver WDC's Inward Investment activities, received 242 direct enquiries between April 2018 and March 2019. This resulted in 41 successful investments across Coventry & Warwickshire, of which 19 were in Warwick District, significantly ahead of the number of successful inward investments in any other District or Borough in the Coventry and Warwickshire LEP area.

Collaborative work between our Economic Development team and colleagues at the Growth Hub\* and Warwickshire County Council has been ongoing. There have been a 19 individual successes in encouraging organisations to relocate or expand their operation into the District, higher than any other district in the County.

Other inward investment initiatives include:

- Business Rates Relief Policy: An Executive report is due to be presented to the February Executive, recommending that this policy is launched as a pilot for 12 months so that the impacts and outcomes are assessed in terms of its success in attracting inward investment.
- Continued support for the Coventry and Warwickshire Business Festival which took place from 11<sup>th</sup> – 21<sup>st</sup> November 2019.

A key element of our role in supporting Inward Investment relates to making employment land available. Data relating to this was reported as part of the Development Portfolio Report presented to the Scrutiny Committees in November. Despite approving outline permission for the Gateway South site in 2018, there remains more work to be done to address market concerns relating to the short-term availability of employment land in the District. In particular, the Service is continuing to work with developers to bring forward the employment sites at Stratford Road in Warwick and at Thickthorn in Kenilworth. Looking beyond, the allocations in the adopted Local Plan, work is getting underway with our partners across Coventry and Warwickshire to update the evidence base relating to longer term land requirements and to review market pressures for employment land. This work seeks to ensure an ongoing pipeline of sites is made available.

A revised and refreshed monthly economic update bulletin is about to be launched and will be published by-monthly for Council staff and members.

This will provide 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.

## **C Enterprise:**

Warwick District Council's Enterprise service was formed in 2008 to support and encourage local economic growth across the District. This is achieved through a range of support provision with focus on early start ups and businesses with growth potential. Enterprise delivers a variety of services and projects. Initiatives include access to business mentoring, workshops, sign posting to finance and grants and, additionally, access to a broad portfolio of commercial space, offered within a supportive structure. Enterprise's current portfolio of projects consists of: -

- **Althorpe Enterprise Hub** – serviced offices offering flexible licence arrangements
- **26 Hamilton Terrace (26HT)** – digital gaming hub, supporting new 'off-spring' game developer studios
- **Court St. Creative Arches** – a scheme of 8 renovated Victorian railway arches; solely targeted towards creative industries
- **Spencer Yard** – the building provides a range of spaces, from large studio space through to smaller offices, suitable for creative businesses
- **CoWorking Arch 4** – this most recent project is aimed at early start-ups, freelancers and agile workers (see below for more detail).

The service is self-sufficient and produces a small annual surplus to reinvest back into business support projects. In addition, it provides a financial contribution to Warwick District Council through internal support charges. The Enterprise budget is ring-fenced allowing the service to continue to reinvest into its provision of support, services and projects.

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 projects detailed 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. Currently Enterprise is exploring whether there is opportunity to expand into Warwick and Kenilworth. In addition, there are number of other possible options being considered to expand provision within Leamington.

The Enterprise service is inherently required to function commercially, both from a strategic and operational point of view. As such, new opportunities are always being considered, whether that be looking to address any relevant gaps in demand, such as the recent co-working space, or expanding its



service provision and exploring opportunities to support the service and its objectives.

Since January 2019 to date, Enterprise has supported 128 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. Other initiatives included:

- Start-up Business Support Programme: this commenced with a three year programme, which started in September 2016. It has been very successful for the District. The Coventry and Warwickshire Chamber of Commerce were contracted to provide a business support service to deliver the European Regional Development Fund (ERDF) Programme to provide direct and practical support to businesses, focusing on Start-Ups. The final outputs reported for Warwick District were 132 (+216% overachievement vs a target of 61). This includes 58 new business starts and 60.44 FTE new jobs, as a result of the new start-ups created. Subsequently, we extended the contract for a further year, with remaining budget still available. This extension comes to an end on 31 December 2019. In 2020 begins a new three year programme and, again, this has been largely funded through the ERDF.
- Co-working (Arch 4): eight months ago, saw the launch of a new co-working space in a recently vacated arch within the Court Street Creative Arches scheme. This project is targeted specifically to early start ups, small businesses, freelancers and agile workers. We have a number of co-workers employed by London firms, who work remotely full-time. This, for many, can bring feelings of loneliness and isolation. This project provides a much needed space for our target market to work in a friendly, collaborative environment with other like-minded individuals. Furthermore, such a space, provides opportunities for B2B and to gain new business. A small capital investment was required to fit out the space and this has been self-funded through the services reserves.
- Opportunities: the team are exploring a number of opportunities within the town of Leamington to expand its provision of support to growing businesses. This includes our digital creative sector and, amongst them, the valued gaming cluster. These digital creatives increasingly demand a location within or close to Leamington town centre. However, there is currently a short supply of grow-on commercial space in the town. Without intervention Warwick District run the risk of losing this important sector, to Coventry, Birmingham or other UK cities.

## **D Business Support and Events:**

Once again, during 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, Art in the Park, Bowls National Championships and Kenilworth Carnival, to name but a few), but we also had the privilege of

hosting the start for both 2019 OVO Energy Women's Tour and the Men's Tour of Britain as well as Pub in the Park and Fake Festival.

- Women's' Cycle tour: In May the Women's Tour came back to the District unexpectedly as the Tour route usually alters after three stages in the same County. This year we hosted the Start of the event and showcased the cycle race in the heart of Warwick Town.
- Men's Cycle Tour: The Tour of Britain Stage 7 brought great excitement to the district, building on the success of the Women's Tour described above. With internationally recognised riders such as Mark Cavendish, it was an unforgettable day. Due to the size and scale of the event, the Business Support & Events Team hosted the event at Warwick Racecourse and this added to the occasion by utilising the grandstands at the venue.
- National Bowls: Once again the National Bowls Championship was hosted in Royal Leamington Spa. The event was again a huge success and really helped us build up to the Commonwealth Games in 2022.
- Christmas Lights Switch On Events: We had successful Christmas events in Warwick, Royal Leamington Spa and two in Kenilworth. All four events attract and engaged large crowds. We also brought in a whole new lighting scheme for Royal Leamington Spa to replace the aging scheme.
- Pub in the Park: 14,000 visitors across 3 days and £10,000 of income for the council. This also produced an increase in parking income for the District over the weekend. This is a national event that tours the country but helped to feature 9 local businesses at the Warwick Event.

Across the whole year, the number and variety of other 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.

Over the year, the team have begun work on the implementation of Events Manual:

- a) Laying out designated event spaces
- b) Explaining what services are on offer
- c) Giving clear guidance of what is expected and the paperwork needed, etc..

The Business Support & Events team have also employed a company to conduct an Economic Impact Assessment of some of our largest events over the summer and three of the Christmas Lights Events. The results of this EIA will be available in January 2020.

## **E Projects:**

### **1) 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 included 24 affordable apartments on the land around the station underpass was formally opened in November 2018. Phase two is scheduled for completion in December 2019 at which time the Council will take possession of a 99 space public car park. The whole scheme is scheduled for completion in 2021/22.

### **2) Lillington health hub:**

The Council is maintaining an active dialogue with the local Clinical Commissioning Group (CCG) 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. In May 2018, the Council agreed to work with the CCG and NHS South Warwickshire Foundation Trust to explore how a new surgery could be provided in the Lillington area to replace the current surgery on Cubbington Road. Provision of a new surgery is currently a CIL commitment (£2.8m currently committed) and within this the Council allocated £60,000 in 2019/20 to fund further feasibility and design work. This work is ongoing. It is expected that by early 2020, officers will have received a report from the CCG considering ways forward, and then the Council can consider how it can best support this project.

### **3) 2<sup>nd</sup> Warwick Sea Scouts Headquarters (2WSS):**

In 2014 the Council granted landlord's permission to undertake works to refresh and improve their facilities in St. Nicholas Park, Warwick. New jetties and a boatyard at their existing HQ were completed in 2018. Since then 2WSS have continued with a major fundraising programme to develop a new HQ adjacent to the St. Nicholas Leisure Centre on the site of the skatepark. Support by the Council they have now secured funding and begun works on their new building which will enable them to extend their work and support access to the river. The Council will continue to maintain a watching brief and provide advice and support to 2WSS and key stakeholders with the delivery of this project.

### **4) Creative Quarter:**

Following the appointment of Complex Development Projects Ltd (CDP) as our development partner in November 2017 CDP commenced 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. Following a public consultation in December 2018 and January 2019 the Executive approved "The Big Picture" document which set out a vision for the Creative Quarter and gave an indication of schemes that may come forward. CDP did further more detailed work on these possible schemes and in November 2019 submitted a "Phase One Report" which set out some high level

principles for the development of a number of sites. This document was approved by Executive in November. This brings phase 1 of the partnership to a close and gives CDP the authority to progress with a number of projects. The approved projects are:-

- Spencer Yard and the URC church
- Bath Place car park
- Court Street (subject to WDC determining its car parking requirement on this site)

It was also agreed that the Council would undertake further investigations with regard to future management and ownership options for, and uses for, the Town Hall before deciding whether and how to progress this building.

It is anticipated that CDP will now make rapid progress in bringing the first of these schemes forward. This is likely to be the restoration of the URC church and other vacant buildings in Spencer Yard. CDP has developed a timeline which would see the project completed in time for the 2022 Commonwealth Games.

## **5) 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. Disposal of this site is also included in the Council's draft Business Strategy. The Council has begun discussions with the other land owners, including Severn Trent Water (STW) about how best to bring the site forward. It is anticipated that a report will be brought to Executive during 2020/2.

## **6) Newbold Comyn**

Project officers in Development Services have been supporting Neighbourhood Services with this project.

Work has continued to progress with the masterplan for future uses of Newbold Comyn. A second stage of consultation has been completed with an increase in participation on the 2018 consultation. This included an online survey and two drop-in days where members of the public could meet with the Council's consultants (SLC) and Officers to provide feedback on future facility options. This was followed by a workshop with Members and Officers to inform the drafting of a masterplan. A draft masterplan will be presented to the Council in early 2020 for approval for a final stage of consultation.

## **7) Income maximisation Programme**

One of the elements within the Council's FFF programme is looking to maximise opportunities to generate income for the Council. A number of ideas are being separately considered and these have been brought together as projects within an Income Maximisation programme. The four elements are:-

- Advertising and sponsorship
- Local authority lottery

- Opportunities to access external grant funding
- Crowdfunding platforms

Subject to these being viable, officers will look to maximise income generating potential, seeking approval from members where appropriate.

Although significant background work was undertaken on these projects, there has been less focus on these since the local elections in May 2019. The officer leading this work has been temporarily seconded to Culture to help progress other development projects for that department.

## **8) Future High Streets Fund**

In December 2018, the Government launched a major new initiative to support town centres, the Future High Streets Fund. This was a fund of £660m to support “transformational change” that will “renew and refresh” town centres in a way that “improves experience, drives growth and ensures future sustainability”. The Council submitted an Expression of Interest in March and this was supported by a wide number of partners and other stakeholders across Leamington town centre and the wider area including the BID, Chamber of Trade, Town Council, LEP, Leamington Society and University of Warwick.

Although the Council was not successful when the first tranche of 50 shortlisted town centres was announced in June, we were later successful when the Government increased the Fund to £1 billion in August and shortlisted a further 50 town centres. We were awarded £75k to prepare our bid and have created a two-year post of “Programme Manager (town centres)” to steer this work. Under the timetable, the Council will need to prepare a draft business case by mid-March and a full business case by the end of June. It is expected that successful bids will be announced late in 2020.

Although the Council is leading of the submission of the bid, we will continue to work with members and our partners to develop our proposal.

## **3 Risks**

The Service risk register is monitored on at least a quarterly basis by service managers and the portfolio-holder. Significant risks are reported to the Senior Management Team. The most recent risk register update took place on 426<sup>th</sup> November 2019.

The Portfolio has one risk in the “red” band (indicating the highest category of risk). This is the risk that has emerged following the sale of the leasehold of the railway arches to the Arch Co and the implications for Court Street Creative Arches”. This risk is high due to the significant degree of uncertainty surrounding the appetite for the new owners to continue to support the Creative Arches project with potential knock on consequences for lease arrangements and the long term viability of the Creative Arches project.

Overall there are 20 risks currently being managed by the Portfolio. Of these 3 are “green” (indicating a lower category of risk) and 16 are “yellow” (indicating the moderate category of risk)

Other significant risks include:

- The Regions’ Destination Management Organisation (DMO), Shakespeare’s England fails to deliver desired outputs. This risk is being managed through careful partnership work with Shakespeare’s England, including monitoring of their key performance indicators through the Board. The annual report on Shakespeare’s England’s performance was brought to Scrutiny in March 2019.
- Failure to capitalise on opportunities to invest in Leamington (eg: FHSF). This is a new risk which is relevant in view of the various initiatives in Leamington town centre (the most significant of which are the Future High Streets Fund and Creative Quarter). These are both being managed through close monitoring and liaison with the portfolio folder.
- Enterprise: Insufficient insurance cover as WDC currently only insure its buildings for fire and malicious damage. In the event of a burglary any resulting loss is at the mercy of WDC’s insurance reserve fund. This could pose financial risk to projects and ring-fenced budget. This happened following the burglaries in late 2017 which resulted in Enterprise having to meet uninsured costs of £7000 from its own budget. The risk has now been mitigated through improved security arrangements at AEH and a review security at Spencer Yard and 26HT.
- 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. It will be kept under close review with the portfolio holder. This risk has been increased to reflect the possible impact of the business strategy and the current (temporary) uncertainties over whether resources will be in place to progress these.

## **4 Workforce Planning**

Development Services (including the Business Portfolio) seeks to take a proactive approach to workforce planning. Experience over the recent years has shown that recruitment of experienced senior staff can be a real challenge. For that reason, the service has put in place a range of initiatives to support and retain staff and to develop staff with potential so that they can grow within the service. In particular, the service undertakes the following activities

- A rigorous approach to training, including the development of a training plan to maximise value achieved from budgets
- The introduction of monthly lunchtime briefings on issues of professional importance
- Professional training opportunities for two planning assistants and a number of Building Control staff
- Routine approach to one to ones for all staff to support them within work priorities
- Regular management discussions on developing key members of staff
- A comprehensive approach to appraisals and personal development planning

Over the last two years the teams involved with the Business Portfolio have grown to provide additional capacity to support the organisation's ambitions around major projects.

The teams have been successful recruiting to vacant posts.

Within the Projects Team, in the last year one Projects Officer undertook a six-month secondment to support projects in Culture (and in particular the Whitnash Civic Centre & Library) however is shortly to return to work within the team. The only post to be appointed in the last 12 months has been the Programme Manager (town centres). This was appointed in November from an internal candidate and the process is currently underway to backfill this post with a temporary 2-year appointment to maintain capacity within the projects team.

Within the Business Support & Events Team, we have recruited to the post of Business Support Team Manager. There is currently one vacancy for an Business Support & Events Officer however it is anticipated that this will be filled shortly.

## 5 Finance

- **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. These savings requirements are increasingly challenging to meet as some budgets have been reduced to such an extent that it is becoming difficult to meet the basic service requirements within the given budget, with the Christmas Lights budgets being an example of this. Budgets to support events management continue to be overspent as a consequence of the growth in number of events in the district and the policy of not charging

event's organisers for Council support. This is currently being reviewed by the portfolio holder and the Business Support & Events Team.

- **Training:** Officers have undertaken training on a range of matters including traffic management duties in association with events management (Chapter 8 training).
- **Procurement and Contract management:** As part of the training stated above, officers are working closely with the Procurement team to ensure that good practice is maintained. The Contracts Register is reviewed on a quarterly basis by the Portfolio Holder and the management team within the service area. This has helped in focussing on reviewing contracts in a timelier manner.
- **Audits:** There have been no audits affecting this portfolio since the last update in March 2018.
- **Risk Register:** see above. This is reviewed on at least a quarterly basis.

## 6 Work Streams and Projects

Looking ahead to 2020, it is anticipated that the service will progress a number of key work areas:

- **2022 Commonwealth Games:** Staff are playing 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 and also to maximise the economic benefit to the district as a result. Members of the Policy and Projects team are involved in the project team specifically in relation to economic development, business support and tourism.
- **Explore opportunities to further expand provision of services and projects:** Work will continue to identify opportunities to expand its support and services, from its geographical reach through to addressing gaps in demand within Leamington town centre.
- **Deliver progress on a range of major projects:** The major projects listed above will continue to be delivered. 2020 promises to be a year of substantial progress for the Leamington town centre, particularly in view of the Future High Streets Fund bid.
- **Creative Quarter:** With phase 1 of the Creative Quarter initiative now signed off, it is expected that rapid progress will be made by the Council's Creative Quarter partners CDP on the proposals for the restoration of buildings at Spencer Yard.
- **City of Culture** – our Economic Development team are part of a cross departmental group working on a case to support Coventry in its year of culture. This presents huge potential benefits to the district and a focused



piece of work is ongoing to ensure we maximise our contribution in conjunction with the County Council and our closest big city neighbour.

**Any Changes Required to Service Area Plan**

None.

***Authors:***

***Cllr Alan Rhead – Environment & Business Portfolio Holder***

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

***Marianne Rolfe – Head of Health & Community Protection***

***November 2019***

## **Glossary**

AAA games studio – refers to a large studio working at the highest quality with the biggest budgets that will receive the widest promotion.

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.

Disabled Go (now known as AccessAble) – a charitable organisation which seeks to provide detailed information in the form of access guides, to meet everyone's access needs. To achieve this they provide trained surveyors to check locations in person and to prepare a guide/report. This helps people to understand whether a location is accessible to them

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

Interactive Futures: An event for the games industry to be held in Leamington from 31st January to the 2<sup>nd</sup> February 2019.

Invest in Warwickshire – part of Warwickshire County Council, Invest in Warwickshire is offers free support and advice to help businesses make an informed investment and relocation decisions by responding to inward investment enquiries from local, national and international companies.

Business Improvement District (BID) - A Business Improvement District (BID) is a business-led and controlled partnership in a given area such as the Town Centre, which delivers an agreed set of services and projects. These are agreed, and formally voted for, by all businesses in the Business Improvement District and are in addition to what the public agencies provide.

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

 <b>Overview and Scrutiny Committee</b> <b>17<sup>th</sup> December 2019</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Review of Health Scrutiny Sub-Committee 2018/19	
<b>For further information about this report please contact</b>	Marianne Rolfe, Head of Health and Community Protection <a href="mailto:Marianne.rolfe@warwickdc.gov.uk">Marianne.rolfe@warwickdc.gov.uk</a> Tel: 01926 456700  Bernadette Allen, Localities and Partnerships Officer <a href="mailto:Bernadette.Allen@warwickdc.gov.uk">Bernadette.Allen@warwickdc.gov.uk</a> Tel: 01926 456020	
<b>Wards of the District directly affected</b>	All	
<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>		
<b>Background Papers</b>		
<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	
<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	21/11/19	Andrew Jones
Head of Service	21/11/19	Marianne Rolfe
CMT	21/11/19	Andrew Jones
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)	22/11/19	Cllr Judy Falp
<b>Consultation &amp; Community Engagement</b>		
Health Scrutiny Sub Committee and Cllr Redford (Chair). 22/11/19		
<b>Final Decision?</b>	No	
<b>Suggested next steps (if not final decision please set out below)</b> <b>The report forms a recommendation to the Overview &amp; Scrutiny Committee in December and will also form part of the wider review of the democratic structure of the District Council.</b>		

## **1. SUMMARY**

- 1.1. This report summarises the review and the achievements of the Health Scrutiny sub-committee during 2018/19 and provides information to aid the discussion at Overview and Scrutiny on the future of the Health Scrutiny Sub-Committee and share the opinion of the Health Scrutiny Committee regarding the future of the sub-committee.

## **2. RECOMMENDATIONS**

- 2.1 In light of the ongoing Governance Review of Democratic Structure of Warwick District Council, the work of the Sub-Committee continues for a further 12 months and its role and remit be considered as part of the wider Governance review.
- 2.2 Note the work of the sub-committee and the Council against the Health and Wellbeing approach since the start of the 2018/19 municipal year.

## **3. REASONS FOR RECOMMENDATIONS**

### **3.1 Recommendation 2.1**

- 3.1.1 The Health Scrutiny Sub-Committee have met once since the election. During this meeting the Chair was elected and the revised Health and Wellbeing Action Plan based upon the Council's three strand objectives and the identified 2019/20 priorities was scrutinised.
- 3.1.2 There is a Governance Review of the Democratic Structure of the Council taking place and this is due to continue for a further 12 months.
- 3.1.3 It is recommended that the review of the committee is considered in the wider Governance Review and therefore any recommendation to Overview and Scrutiny regarding the future of the sub-committee is deferred for 12 months. This will also provide members of the sub-committee with the opportunity to assess the value of the committee and contribute to the wider Governance Review.
- 3.1.4 The Health Scrutiny sub-committee considered the proposal to review the function of the Health Scrutiny sub-committee and expressed their concern that the health and wellbeing agenda would become overshadowed within the large remit of the Overview and Scrutiny function.

### **3.2 Recommendation 2.2**

The committee have undertaken the following activities over the period:

#### **3.2.1 2018/19:**

- Joint Strategic Needs Assessment Update
- Annual Status Report – Air Quality Management
- Scrutiny of the Promoting Health & Wellbeing in the Wider District – Focus on Mental Health priority
- Scrutiny of the 'Improved Housing Conditions' priority

- Scrutiny of the Health and Wellbeing Benefits of Warwick District Council's Direct Access Hostel
- Scrutiny of the Health and Wellbeing Approach 2018-19 Annual Update

### 3.2.2 2019/20:

- Update received on the Joint Strategic Needs Assessment – Wave 1 (presented by the Associate Director – NHS South Warwickshire CCG and WCC)
- Training provided for the Committee
- Scrutiny of the refreshed Health and Wellbeing Action Plan.
- Scrutiny of the Air Quality Annual Status Report
- Consideration of the future of the sub- committee

## 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.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>• Improved health for all</li> <li>• Housing needs for all met</li> <li>• Impressive cultural and sports activities</li> <li>• Cohesive and active communities</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>• Area has well looked after public spaces</li> <li>• All communities have access to decent open space</li> <li>• Improved air quality</li> <li>• Low levels of crime and ASB</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>• Dynamic and diverse local economy</li> <li>• Vibrant town centres</li> <li>• Improved performance/ productivity of local economy</li> <li>• Increased employment and income levels</li> </ul>
Impacts of Proposal		
The report provides details on the interventions being delivered by the council towards aimed	Elements of cross over in this objective is the positive impact having a green, clean and safe environment can have	None

at improving the quality of lives of our staff and local residents.	on the quality of life for our residents.	
<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> <ul style="list-style-type: none"> <li>• All staff are properly trained</li> <li>• All staff have the appropriate tools</li> <li>• All staff are engaged, empowered and supported</li> <li>• The right people are in the right job with the right skills and right behaviours</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>• Focusing on our customers' needs</li> <li>• Continuously improve our processes</li> <li>• Increase the digital provision of services</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>• Better return/use of our assets</li> <li>• Full Cost accounting</li> <li>• Continued cost management</li> <li>• Maximise income earning opportunities</li> <li>• Seek best value for money</li> </ul>
<b>Impacts of Proposal</b>		
Ensuring that Staff Health and Wellbeing is provided for	Ensuring that the Health and wellbeing interventions are built into service delivery	None

- 4.2 Each strand of the FFF Strategy has several supporting strategies and the relevant one for this proposal are the Health and Wellbeing Approach. This report demonstrates the interventions being undertaken across the council to deliver the councils approach

## 5. BUDGETARY FRAMEWORK

- 5.1 There are no specific budgetary requirements

## 6. RISKS

- 6.1 There are no risks proposed in this report

## 7 ALTERNATIVE OPTIONS CONSIDERED


- 7.1 None

## 8. BACKGROUND

- 8.1 In 2016 officers undertook a multi-faceted review of the Council's approach to Health and Wellbeing which was reported to the Health

Scrutiny & Overview Sub-Committee at their meeting on the 22<sup>nd</sup> November 2016.

- 8.2 A new approach to Health and Wellbeing was adopted which has three strands:
- To embed HWB at a strategic level
  - To promote HWB to the wider community
  - To address the HWB of our own staff
- 8.3 The strands are used to then deliver the identified priorities for the district aligning with the Warwickshire Health and Wellbeing Strategy, Director of Public Health Report and the findings of the Joint Strategic Needs Assessments (JSNA).

		<b>Overview and Scrutiny Committee</b> <b>17<sup>th</sup> December 2019</b>		<b>Agenda Item No. 7</b>	
<b>Title</b>			Update on Council's Brexit Preparations		
<b>For further information about this report please contact</b>			Andrew Jones, Deputy Chief Executive <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a> Tel: 01926 456830  Marianne Rolfe, Head of Health and Community Protection <a href="mailto:Marianne.rolfe@warwickdc.gov.uk">Marianne.rolfe@warwickdc.gov.uk</a> Tel: 01926 456700		
<b>Wards of the District directly affected</b>			All		
<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>					
<b>Background Papers</b>					
<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
<b>Officer/Councillor Approval</b>					
<b>Officer Approval</b>		<b>Date</b>		<b>Name</b>	
Chief Executive/Deputy Chief Executive		02/12/19		Andrew Jones	
Head of Service		21/11/19		Marianne Rolfe, Dave Barber, Mike Snow	
CMT				Chris Elliot	
Section 151 Officer					
Monitoring Officer		02/12/19		Andrew Jones	
Portfolio Holder(s)				Cllr Andrew Day, Cllr Falp	
<b>Consultation &amp; Community Engagement</b>					
<b>Final Decision?</b>				Yes	
<b>Suggested next steps (if not final decision please set out below)</b>					



## **1. SUMMARY**

- 1.1 Officers have been reviewing the potential Brexit implications for Warwick District Council, focusing specifically on a 'No Deal' Brexit. This is not an indication of the Council's anticipated outcome of Brexit situation. Indeed, the Prime Minister has reached an agreement with the European Union but at the time of writing this has not been approved by the UK Parliament. However, it is a reflection of prudence in planning, because this is the scenario with the most variables.

## **2. RECOMMENDATION**

- 2.1 That Overview & Scrutiny Committee considers the report making any appropriate recommendations.

## **3. REASONS FOR RECOMMENDATIONS**

### **3.1 Council's Planning Activity**

- 3.1.1 The Council's activity has been grouped into six areas of business focus. The paper seeks to summarise the key points in the work streams, what the Council is doing, or could do, to ensure any potential adverse effects on our citizens and services are minimized whilst any opportunities are maximised.

- Finance and Funding
- Civil Contingencies
- Work Force
- Legal and Regulatory
- Supply Chain
- District Economy

- 3.1.2 The urgent actions which have been identified as a result of the examination are being progressed and an update is provided in Appendix 1. All other actions which have identified have been incorporated into the risk registers and forward plans of individual Council service areas.

- 3.1.3 Since the referendum, Warwick District Council has been working to understand the social and economic impact of Brexit and to communicate with the Government the District's needs. This document does not seek to offer commentary or opinion on Brexit. By necessity this written document captures a point in time, but it should be noted that forward planning will continue as a live, dynamic process which responds to the latest information available to the Council.

- 3.1.4 To date, the Government has published over one hundred technical notices on a wide variety of subjects. The Council has examined the relevant papers and used them to inform its ongoing assessment of the potential implications of Brexit.

### **3.2 Finance and Funding**

- 3.2.1 This work stream is particularly unpredictable as the specific financial impacts on Warwick District Council will depend on changes in the national economy

as well as the district/ regional economy, the likely extent of which is not fully known.

3.2.2 Any higher trade costs between the EU and UK could result in reduced economic output in the District. These and other relevant factors are reviewed in more detail in the other relevant work streams. It is clear that any impact on the national and district economy will also affect the Council's finances.

3.2.3 Mechanisms for how this will occur include through effects on business rates income, demand pressures, investments and borrowing, and pension funding.

### 3.2.4

#### Key threat risks:

- Potential impact on inward investment and council income.
- Inflationary pressures caused by fluctuations in sterling value.
- Potential impact on the local economy and local firms as demands for their goods and services (from the EU) reduces.
- Potential reduction in local jobs.
- Potential increase in claims for Council Tax Reduction Support.
- Reduced income from fees and charges for council services e.g. reduced car park income.
- Potential inability of local firms to recruit to jobs previously held by EU nationals.
- Consequential impact on demand for Council services, with greater demand for housing support related services and decreased demand for discretionary services and income.
- Potential to see reduced CIL and S106 income from delays in construction and projects.
- Potential reduction of value of investments.

#### Key opportunity risks:

- The UK may still have the ability to 'buy-in' to EU grant funding programmes.
- Strengthen the case for devolution of powers and money to city regions in order to address regional inequalities and promote economic growth.

### 3.3 Civil Contingencies

3.3.1 As with all of the Council's civil contingencies work, Brexit preparations are being undertaken as a multi-agency response under the auspices of the Local Resilience Forum (LRF). The LRF is the multi-agency vehicle for Category 1 and Category 2 Responders (as defined under the Civil Contingencies Act) to coordinate and plan for emergencies and disruptions.

3.3.2 This work is focussed on:

- Identifying civil contingency threats that may increase as a result of Brexit.
- Taking action to mitigate increased risks.
- Making plans for high and very high risks.
- Establishing command and control arrangements for the lead up to and following Brexit to manage any incidents that may occur.

3.3.3 There is an LRF for every police force area in England. Warwick District Council is part of the Warwickshire LRF, which is chaired by Warwickshire Police. Warwick District Council is represented at both the Strategic and Tactical Levels of the LRF.

3.3.4

<u>Key threat risks:</u>	<u>Key opportunity risks:</u>
<ul style="list-style-type: none"><li>• Those outlined in the Warwickshire Local Resilience Forum risk register, including disruption to food and fuel supplies.</li><li>• Failure of critical or essential services due to a lack of staff.</li><li>• Port congestion leading to delays in the processing of goods and increased road traffic across the country.</li><li>• Alteration to the port status of Coventry airport requiring alteration of service delivery.</li><li>• Potential public disorder and community cohesion issues.</li></ul>	<ul style="list-style-type: none"><li>• Civil Contingencies will take full part in LRF Tactical and Strategic Coordinating Group meetings in the run up to Brexit.</li><li>• Alteration to the port status of Coventry airport requiring alteration of service delivery.</li><li>• Activities to increase community cohesion and signpost to mechanisms for support and guidance.</li></ul>

### 3.4. Workforce

- 3.4.1 An important consideration for Warwick District Council is how a No Deal Brexit could affect the council's ability to recruit and retain staff.
- 3.4.2 The Confederation of British Industry (CBI) has warned that businesses and large organisations have been experiencing increasing difficulties since the referendum.
- 3.4.3 Firms also report anecdotally of EU citizens working in the UK feeling less welcome because of Brexit, and being unsettled by the lack of clarity over their rights to remain.
- 3.4.4 Data from the 2011 Census suggests that there is large percentage of people living in Warwick District were born outside the UK and of these, a percentage were born in the EU. We have an active Polish and Portuguese community in particular.
- 3.4.5

#### Key threat risks:

- Negative effect on the council's ability to recruit and retain EU citizens to its workforce.
- A No Deal Brexit could create or exacerbate skills shortages.
- A tightening labour market could result in an upward pressure on wages, bringing about additional costs to the council and potential recruitment/retention problems.

#### Key opportunity risks:

- Provide reassurance to EU citizens in the council's workforce through pro-active communication, offering advice and guidance on residency and employment rights in the event of No Deal.
- Deliver targeted training opportunities to upskill existing staff.
- Develop a more complete profile of the council's EU citizen workforce.

### 3.5. Legal and Regulatory

- 3.5.1 Many local government activities are affected by EU rules and regulations, including waste management, environmental standards and procurement.
- 3.5.2 The EU Withdrawal Act 2018 ensures that there is legal certainty as both EU Derived Laws (i.e. UK legislation giving effect to EU laws) and Direct EU Legislation (i.e. EU rules having direct effect on UK without being subject to UK legislation) will continue to apply even under "No Deal".

- 3.5.3 Under the terms of the draft Withdrawal Agreement, the UK would continue to be bound by the EU legal and regulatory framework (including the ECJ) until the end of the transition period – 31 December 2020.
- 3.5.4 Non-regression requirements in the agreement will also prevent the UK from bringing in lower standards on social, environmental and labour regulations, including non-discrimination and equal pay, occupational health and safety, fair working conditions and employment standards to be protected.

3.5.5

Key threat risks:

- Failure to meet statutory duties due being unable to recruit and/or retain sufficient staff due to immigration restrictions for EEA national or EEA nationals choosing to leave the UK.
- Contract failure due to contractor's / delivery partners being unable to recruit/retain sufficient staff due to immigration restrictions for EEA national or EEA nationals choosing to leave the UK.
- Statutory powers and duties to EU nationals in relation to homelessness, housing allocation, social care are unclear- risk vulnerable people's needs not being met and of legal challenge.
- Changes to the Port health arrangements at Parcel Force which require additional work streams and arrangements
- Changes to legislation which require alternative process and procedures.

Key opportunity risks:

- Opportunities to make changes to new contract terms and conditions.
- Opportunity to consider innovative ways to deliver statutory duties.

### 3.6. Supply Chain

- 3.6.1 Warwick District Council spends around £35m per year on goods and services from around 250 contracts. Whilst it is impossible to understand the impact of a No Deal Brexit across the full extent of the council's supply chain, we are taking steps to assess the preparedness of key suppliers.

3.6.2 As part of existing supply chain management processes, the Council is in regular dialogue with key suppliers – defined as those who deliver support to vulnerable residents, provide essential frontline services or those with the highest contract value.

3.6.3 In line with existing policy and practice, the Council will continue to liaise with its key suppliers to ensure they are taking a managed approach to business continuity in the event of a No Deal Brexit. Specifically, the Council will seek assurances that;

- Risks to continuity have been assessed.
- Dependencies and potential points of failure have been identified.
- The impact of disruption on service users drives the response.
- Planning is embedded in the organisation (staff are trained / aware, plans tested, regular reviews).

3.6.4

Key threat risks:

- Impact of cost pressures on key suppliers / delivery partners.
- Delays to the delivery of capital programmes.
- Increased cost of dollar-denominated IT products and services.
- Delays in the supply chains to deliver the materials and goods required.
- Potential impacts upon labour availability causing delays within the supply chains.
- Impact of legislative changes
- Impact upon the re-letting of the council's major contracts.

Key opportunity risks:

- Proposed changes to import VAT could drive down prices.
- Opportunity to review the council's contracts.

### **3.7. District Economy**

3.7.1 Warwick District is a successful district with 86,000 jobs provided within the district in 2017. The district has a high employment rate with approximately

4300 persons out of work in 2016. The district has a high business growth rate (approx. 7,700 start-ups in 2018).

3.7.2 The past two years have seen significant progress within Coventry & Warwickshire's economy, with the early Growth Deal investments providing a strong foundation for longer-term economic growth. As a result, the Local Enterprise Partnership area, Coventry & Warwickshire can highlight particular positive aspects of economic performance.

3.7.3 However, Warwick District's prosperity is not shared by all its citizens and many areas experience multiple indices of deprivation.

3.7.4

Key threat risks:

- A period of negative or restricted economic growth, impacting upon trade, investment, business confidence, council funding and finance, the labour market and key sectors of the local economy.
- Potential impact on the tourism of the area and reducing visitor numbers.

Key opportunity risks:

- Increased opportunities for UK-born workforce.
- Opportunities to reach additional markets with tourism messages including through the future events programme.

### 3.8 Communications

3.8.1 Further to the informal briefing paper an additional area of work has been added to the action plan which encompasses the communications of information to businesses and individuals. It is envisaged that this area of focus is led by and supports the six key focus areas.

## 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.

FFF Strands		
People	Services	Money
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>Improved health for all</li> <li>Housing needs for all met</li> <li>Impressive cultural and sports activities</li> <li>Cohesive and active communities</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>Area has well looked after public spaces</li> <li>All communities have access to decent open space</li> <li>Improved air quality</li> <li>Low levels of crime and ASB</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>Dynamic and diverse local economy</li> <li>Vibrant town centres</li> <li>Improved performance/ productivity of local economy</li> <li>Increased employment and income levels</li> </ul>
<b>Impacts of Proposal</b>		
The report provides details on the interventions being delivered by the council towards aimed at improving the quality of lives of our staff and local residents.	Elements of cross over in this objective is the positive impact having a green, clean and safe environment can have on the quality of life for our residents.	None
<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> <ul style="list-style-type: none"> <li>All staff are properly trained</li> <li>All staff have the appropriate tools</li> <li>All staff are engaged, empowered and supported</li> <li>The right people are in the right job with the right skills and right behaviours</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>Focusing on our customers' needs</li> <li>Continuously improve our processes</li> <li>Increase the digital provision of services</li> </ul>	<u>Intended outcomes:</u> <ul style="list-style-type: none"> <li>Better return/use of our assets</li> <li>Full Cost accounting</li> <li>Continued cost management</li> <li>Maximise income earning opportunities</li> <li>Seek best value for money</li> </ul>
<b>Impacts of Proposal</b>		
Ensuring that Staff Health and Wellbeing is provided for	Ensuring that the Health and wellbeing interventions are built into service delivery	None

- 4.2 Each strand of the FFF Strategy has several supporting strategies and the relevant one for this proposal are the Health and Wellbeing Approach. This report demonstrates the interventions being undertaken across the council to deliver the councils approach



**5. BUDGETARY FRAMEWORK**

5.1 There are no specific budgetary requirements

**6. RISKS**

6.1 There are no risks proposed in this report

**7 ALTERNATIVE OPTIONS CONSIDERED**

7.1 None

## Appendix 1:

The established action plan with regard to the above treats and opportunities are outlined below.

Finance & Funding		Responsibility	Status	Update
1	Conduct a modelling exercise to best understand the level of the council's exposure and impact of changes to business rates income which could increase the council's resilience in the face of any potential changes to our funding base resulting.	Finance		Due to accounting for business rates retention, impact would be for subsequent years if BR income reduces. Position will be complicated by the changes to BR scheme and Fair Funding Review from 2020/21. No further work until detailed financial arrangement published. Keep under review.
2	Model alternative scenarios for impact on Council income streams – business rates, council tax, planning fees, parking income.	Finance/all		Council Tax to be modelled by Finance – March 2020 Other service income to be considered by All. Keep under review
3	Consider savings options in view of reduced income, and priorities expenditure streams.	ALL		FFF discussions - part of broader discussions required.
4	Potential consequential expenditure (and recoverable fees) for destruction of waste etc.	HCP		Works completed at airport. No further increase in plant origin product expected at this time.
Civil Contingencies				
5	Warwickshire Local Resilience Forum to produce both a Brexit 'Threat and Risk Assessment' assessing the impact of Brexit on risks listed on the Community Risk Register and any new, relevant risks identified.	HCP		Risk assessment completed. In the process of review and regular update.

6	Council to work with Local Resilience Forum (LRF) and central government partners to understand the work that has taken place with ports of entry and other inland non border inspection posts.	HCP		Regular weekly updates and requests being made to LRF and central government. Weekly updates provided through out of activities and concerns arising.
7	Council to work with Coventry Airport and partners to ensure plans are coordinated. Prepare to advertise for a port health inspector post, potentially in partnership with WCC.	HCP		Liability from airport and Parcel Force understood. Report provided to Food Standards Agency and UK Border Force on study which took place and demonstrates that there is a lot of imported food product coming through the Hub. Wider required works are not a detailed as suspected. No additional Port Health Inspector Post required.
8	The council to work with WCC (Public Health and Trading Standards teams) to understand what WDC options are should demand increase as a result of a change in the customs regime.	HCP		Continuing to work with partners to understand implications. As above.
9	Feedback on the LRF planning documents to ensure that reflective of organisational planning	HCP		Completed
10	In order to make the most robust plans possible, Warwick District Council will work with the Ministry of Housing, Communities and Local Government 'Resilience and Emergencies Directorate' (RED) teams to understand the national work undertaken with ports of entry and what is applicable to inland authority who are not currently border inspection posts	HCP		Regular weekly updates and requests made to LRF and central government.
11	Liaise with neighbouring Authorities regarding the possible impact on Birmingham Airport, East Midlands Airport and the rail Head in Hamm.	HCP		Working with partners to understand implications

12	Council to work with LRF partners to understand HS2 and Operation stack impacts	HCP		Working with partners to understand implications. Operation stack - pre checking paperwork. Haulage toolkit to be pushed out through our relevant business and media communications channels.
13	Identification and implementation of community support mechanisms in order to support and provide guidance to communities within the district.	ALL		Community Partnership Team and Community Safety team have network of providers mapped. Pushed out community workshops through relevant community and communications channels. Including website. Regular pushing out of updates as available. Reviewing additional suitable channels to include in communications dissemination.
13a	Review of the Business Continuity Plans to ensure relevant for worse case brexit situation	ALL		All BCP reviewed since request.
<b>Workforce</b>				
14	Ensure that long-term hiring strategies and workforce planning are aligned with business priorities.	ALL		Confirmed the procedures for post brexit employment with HR. Understand that there is no requirement for existing employee checks. Developing a procedure for post brexit (Dec 2020) for existing staff.
15	Initiate a regular programme of communication to our EU workforce to make sure they are aware of their rights and understand how to access help and guidance.	HR		Signpost all staff to appropriate awareness raising events and information via WDC Staff communication channels. Assess the need to survey staff with a view to obtaining more targeted data. Placed on intranet.
16	Run EU citizens rights awareness event within the District	HCP		Course provided and well attended. Using communications channels to highlight other courses, conferences or workshops of use to EU citizens

				within the district. Including business focused activities.
16A	Publish information on the Intranet for frontline staff who may receive Brexit queries. Specific reference to Customer Service Team and Business Support	Media		Link on intranet and internet. Conversation with Andrea for the call centre and reception for ensuring staff update.
16b	Consider Prevent training activities.	HR/Safeguarding		Training courses provided to key staff initially. Further courses organised to roll out for wider safeguarding and councillors.
<b>Legal &amp; Regulatory</b>				
17	Identify relevant legal duties and plan contingencies to meet these if there is provider failure for council contracts – be clear as to the baseline duty below which there will be a risk of challenge. Email SMT to ensure service risk register include potential service risk failure.	ALL		SMT emailed and asked to check with suppliers. SMT are aware of risks and key suppliers responded
18	Seek legal/data protection advice on the risks of data transfer outside UK and take action as a result.	CX		Government guidance published a discussed at GDPR meeting. Information Officer following up with companies'/contract managers to resolve this.
18	Identify key contracts at risk from provider failure and review relevant contract provisions. Plan contingencies and assess cost.	ALL		Ongoing conversations as greater understanding of dates and deal become known.

19	Seek further clarity from government and legal view on duties to EU Nationals and the position of EU nationals working in the UK if no deal and share with affected providers.	CX		Education event being run within district organised by CPT in HCP. Pushing out other events as occur see other identified risk above.
20	Meetings between Procurement and Legal teams to look at new contract terms.	Finance		Council has no first tier suppliers in Europe. Impact likely to be on first tier supply chains. Being considered as part of Brexit/Contract Register work. Need to review contracts register - needs to be relaunched/considered for all contracts
21	Consider if specific contract terms required for new contracts running beyond 31/10/19.	Finance		Cannot be determined at this time. To be considered on case by case basis. Legal advice in many cases not appropriate to explicitly include anything.
22	Seek detailed guidance on implications of No Deal for state aid and data transfer as required.	Finance		Information Officer considering for data. Principles of state aid continue as defined.
23	Ask WCC Legal for view on what the Council needs to do from a legal perspective if there is a no deal Brexit.	CX		Assurances provided that on the right track
<b>Supply Chain</b>				
24	Liaise with key suppliers to ensure that they are taking a managed approach to business continuity and ensuring plans are in place to deal with the potential impact of No Deal.	ALL		Suppliers provided assurances. Conversations ongoing as details and dates become clearer.
25	Devise a map of the supply chain in order to develop a clearer understanding of the key suppliers to the council, focusing on contract value and the criticality of the service provided.	ALL		SMT emailed and asked to check with their suppliers. Procurement added a column to the contracts register.
26	Seek legal advice to deal with contractors seeking to vary contracts.	Finance		Procurement to discuss with Legal. No requests as yet.

27	Explore option to insert a provision within ICT and other relevant contracts to cover currency fluctuation and the council will also identify which current suppliers are non-UK businesses.	Finance		Procurement to discuss with Legal. All prices continue to be quoted in pounds.
28	Consult with their legal colleagues to ensure any changes in legislative requirements post-Brexit reflect any changes in the finance industry and that these are captured in new contracts and / or in any variations to existing contracts.	Finance		Contracts have been checked but to be revisits. Conversations also held with legal
<b>District Economy</b>				
29	Robust data analysis, shared amongst key partners and stakeholders to reach a common understanding of local economic conditions, leading to early identification of real threats and opportunities.	Development		Ongoing routine work
30	Ensure Brexit is on the agenda of all key strategic partnerships (sub-regional level) involved with the economy. Achieving consensus with partners and stakeholders on strategic objectives for inclusive and sustainable economic growth, with effective action planning and monitoring, to avoid becoming distracted by poorly evidenced instinctive short-term measures.	Development		Ensure that discussed as part of all agendas. Businesses on the forums are the networks. How we work with partners to reach those businesses. Engagement with Chamber etc. and introduces the structured conversation.
31	Increased investment in skills training and 'inclusion infrastructure', directed at both employer and resident needs, to exploit potential for job insertion for residents in the wake of vacancies created by shortage of migrant workers.	Development		Follows on from the discussions had above and known outcomes of brexit process. Conversations have been held/continue to be held with partners. On the agenda in the business community and linked in to that.
32	Review available tourism messaging infrastructures to enable access to new markets.	Development		Follows on from the discussions had above and known outcomes of brexit process. Discussions held with Shakespeare's England regarding this. On their agenda and is being discussed at board meetings.

Communications		Responsibility	Status	Update
33	Communications plan developed	Media		Communications plan developed using all relevant media channels to share information, activities and workshops for individuals and businesses. To be added to members briefing for regular updates to members.
34	Develop advice and communications channel through website and social media	Media		Completed. Ongoing updating website as relevant.



	<b>Overview &amp; Scrutiny Committee – 17 December 2019</b>	<b>Agenda Item No. 8</b>
<b>Title</b>	Work Programme, Forward Plan & Comments from Executive	
<b>For further information about this report please contact</b>	Lesley Dury, Committee Services Officer, 01926 456114 or <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>	12 November 2019	
<b>Background Papers</b>	N/A	
This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.		

## 1. Summary

- 1.1 This report informs the Committee of its work programme for 2019 (Appendix 1) and of the current [Forward Plan December 2019 to March 2020](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports on 13 November 2019 (Appendix 2).

## 2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and
  - (1) remove the asset management strategy from TBA as this has now been approved by the Executive; and
  - (2) 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.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2).

## 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.
- 3.5 Appendix 2, Comments from Executive, 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.
- 3.6 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).
- 3.7 It is understood the Committee had asked for the Asset Management Strategy to be included on the work plan as a TBA item to determine at a point in the future if it required scrutiny. As this piece of work has now been considered and approved by the Executive it is now considered surplus to the work plan of this Committee.

#### 4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 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.

- 4.6 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.
- 4.7 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.
- 4.8 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.
- 4.9 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.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 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.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 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.

**11 February 2020**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Councillor Davison to contact Marianne Rolfe for an update on the progress on the Night Noise website additions	August & September 2019 O&S	Verbal update from Councillor Davison	Councillor Davison to contact Marianne Rolfe			
Update on plans to improve accessibility to, and the condition/cleanliness of, toilets for people living with disabilities subsequent to presentation of plan at September 2019 O&S	26 September 2019	Written Report	Gary Charlton			
Strategic Leadership/Chief Executive – Service Area Update	Annual item	Written Report	Chris Elliott / Councillor Andrew Day		12 months	Annually
Fuel Poverty	26 June 2018	Written Report	Alice Ellis / Marianne Rolfe / Lisa Barker			

**17 March 2020**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual update from Shakespeare's England to include KPIs for the District Council's area and what has been done.	29 August 2018	Written Report	PH Business / Martin O'Neill		12 months	Annual Report
Vision & Strategy for Leamington town centre annual update and progress on Action Plan.	2 April 2019	Written Report	Phillip Clarke		12 months	Annual Report
Culture – Service Area Update	Annual item	Written Report	Rose Winship / PH Culture		12 months	Annual Report

**21 April 2020**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Members' Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		Last O&S meeting of the Municipal Year 21/22	Annual Report
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		Last O&S meeting of the Municipal Year 21/22	Annual Report
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		Last O&S meeting of the Municipal Year 21/22	Annual Report
Children's and Adults' Safeguarding Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		Last O&S meeting of the Municipal Year 21/22	Annual Report
Health & Community Protection – Service Area Update	Annual item	Written Report	Marianne Rolfe / PH H&CP		12 months	Annual Report

## TBA

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer/ Councillor</b>	<b>Membership of Task &amp; Finish</b>	<b>Next report date if applicable</b>	<b>Completion date</b>
Reviewing the success of the Rugby trial and the way forward	25 September 2018	Written Report	Gary Charlton			
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>	27 June 2017 (June 2019 – Following a request from H&CP, the Chairman agreed that this could be moved to TBA since the Council has already implemented fire safety measures and reports have been given on these. When the Grenfell report is published, it will be seen if there are recommendations the Council should still consider.)	Written Report	Marianne Rolfe			
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Written Report	PH Housing			

### **Municipal Year 2020/2021 onwards**

Arising from O&S Committee meeting 2 April 2019:

- July 2020 – Progress report on HEART service subsequent to last report 2 April 2019
- July 2020 – Review on progress/success of the recommendations from the Task & Finish Group – Role of the District Council Chairman

Arising from O&S Committee meeting 9 July 2019

- July 2020 - Update on the adoption of a Plastics Policy – progress with the policy and the difference it has made; future plans – Alice Ellis
- July 2020 - Annual Review of Council's Sustainability and Climate Change Approach – Alice Ellis – Annual Report

Arising from Executive meeting 10 July 2019

- July 2020 – Report in respect of decisions made on the role of the Chairman of the Council – Task & Finish Group (Executive Minutes 10 July 2019, Minute number 8 – Resolutions, agreed at Council 4 September 2019)

Arising from O&S Committee meeting 20 August 2019

- August 2020 – Update on the Night Noise Service – Marianne Rolfe

Arising from O&S Committee meeting 26 September 2019

- September/October 2020- Shared Environmental Enforcement with Rugby Borough Council update – Gary Charlton
- August 2020 – Decide if an update is required at the next meeting on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – David Guilding/Phil Clarke
- September 2020 – Fees and Charges – check with the Shadow Portfolio Holder H & CP to see if the fees and charges pest control are working. If they are not, call in.

Arising from O&S Committee 12 November 2019

- November 2020 – Current Arrangements for South Warwickshire Community Safety Partnership – Pete Cutts

<b>Service Area Update Rota</b>	
Finance	
Housing	With a focus on the impact of the revised structure and additional resources approved in November 2019
Neighbourhood Services	With the agreed format for the Green Spaces Quality Audit agreed 12/2019
Development Services	
Environment & Business	
Chief Executives	
Culture	
Health & Community Protection	



**Response from the meeting of the Executive on F&A and O&S Committees'  
Comments – 13 November 2019**

<b>Item no.</b>	3	<b>Title</b>	Housing Services Redesign	<b>Requested by</b>	Lib Dem Group
<b>Reason considered</b>	To identify what the benefits of the reorganisation are. Need to understand how the new organisation will be monitored against the current structure.				
<b>Scrutiny Comment</b>	The Overview & Scrutiny Committee noted the report and agreed that their monitoring of service benefit will be via the annual Portfolio Holder report to the Scrutiny Committee.				
<b>Executive Response</b>	The recommendations in the report were approved.				

<b>Item no.</b>	7	<b>Title</b>	Climate Change	<b>Requested by</b>	Labour and Lib Dem Groups
<b>Reason considered</b>	<p><b>Labour Group</b> - Are staff resources sufficient? Sustainability Officer is only part time, is more resource needed?</p> <p>Section 3.21 is just a report of what has happened so far, could there be some ideas for change and possible actions to be taken. Appendix 5a - Action Plan - 11.2 Drinking fountains - item is closed - has it been delivered? Appendix 5b - student research into idling etc. Are WDC going to implement any of the recommendations? Appendix 5d - Good report but what are the next steps?</p> <p><b>Liberal Democrats –</b> To go through the report in some detail and to look at further opportunities for renewable energy. Questions on electric vehicle charging points.</p>				
<b>Scrutiny Comment</b>	The Overview & Scrutiny Committee welcomed the report on the initial work, the steps being taken and the proposed action plan. The Committee asked the Executive to arrange a presentation to all Councillors on the work being undertaken and proposed when the action plan comes forward.				
<b>Executive Response</b>	The recommendations in the report and addendum were approved. The Executive accepted the comment from Overview & Scrutiny Committee to add recommendation 2.13, to read: " <i>A presentation to all Councillors be arranged at a suitable date on the work being undertaken when the action plan comes forward</i> ".				

Item no.	9	Title	Further technical work relating to Land East of Kenilworth Development Brief	Requested by	Lib Dem and Green Groups & Cllr Murphy
<b>Reason considered</b>		<p><b>Liberal Democrats</b> - To ensure that the report comes back to O and S on the conclusion of the highways work, rather than just to the Portfolio Holder.</p> <p><b>Green Group</b> - To encourage a modal shift, can these plans be for cycling and pedestrian only access from Thickthorn Close to the new spine road, particularly to facilitate non-car travel to the new schools? See Local Plan TR1 especially paragraphs 5.37 &amp; 5.39</p> <p><b>Councillor Murphy</b> - I would like to call in Item 9 on the Executive agenda to allow Mr Eric Kerwin to speak on this issue. Concerns have been raised within this item and I think it could benefit the committee to hear from him.</p>			
<b>Scrutiny Comment</b>		The Overview & Scrutiny Committee supported the recommendations. With the support of the Portfolio Holder, the Committee asked that when the additional highway study is completed if the view of the Head of Development Service is that further public consultation is not required, this should be a matter that the Executive take to enable public scrutiny of the decision.			
<b>Executive Response</b>		The recommendations in the report were approved, subject to an amendment to recommendation 2.3, to add at the end of the sentence: <i>"but if the decision is not to proceed to consultation, a further report will be presented to Executive setting out the reasons and seeking approval for the Design Brief to be confirmed as currently written."</i>			

Item no.	11	Title	Creative Quarter	Requested by	Labour, Lib Dem and Green Groups
<b>Reason considered</b>		<p><b>Labour</b> - When and how will ownership of each site be decided? Will this be in separate Executive reports?  3.3.4 "Comments made by Member Reference Group", no detail given  3.3.5 Will these organisations (Loft, Motionhouse, Heartbreak) be able to stay in their locations and retain their storage spaces?  3.3.6 Bath Place Carpark - conversations with the other developers there? is there an agreement?  6.1 Reference is made to 'Reputational' Risk, what might be the nature of this?</p> <p><b>Liberal Democrats</b> - To examine the future of the Town Hall to ensure active engagement with the Town Council  An update on the Ombudsman complaint in the project.</p> <p><b>Green</b> - We look forward to these exciting redevelopment of the area, but seek reassurance regarding the legal arrangements and potential for phase 2 deals to waste tax payers' money in the long term.</p> <ol style="list-style-type: none"> <li>1. What are the legal implications of the 'creative quarter' (within the 'red line') in the phase 2 agreement? {My understanding is it only refers to wayfinding, public art &amp; street frontage improvements: if so, this should be made clear}</li> <li>2. Item 11 main document is written by WDC; Appendix A, phase 1 report by CDP, I assume. If approved by executive, what would be</li> </ol>			

	<p>legally binding?</p> <p>3. "To maximise the opportunities within the Creative Quarter, it is vital that the regeneration of Council owned assets is supplemented by wider wayfinding and public art initiatives, as well as street frontage improvements. It is envisaged that CDP will lead on these wider initiatives... " P3. Does this mean WDC cannot do any of this without CDP?</p> <p>4. 3.1.3 page 10. CDP are suggesting various ways they would make money. However, there is no indication of how the <b>level</b> should be determined. What mechanism will there be? E.g. if the first option in ii) is used, what if CDP and WDC disagree on the purchase price? {I know this is to be determined in 3.1.4}</p> <ol style="list-style-type: none"> <li>1. Legally is there anything that precludes any other form of profit share?</li> <li>2. What is the dispute resolution process if CDP and WDC disagree on the <b>method</b> of remuneration (other than going to arbitration as suggested in the collaboration agreement)?</li> <li>3. If WDC decides not to proceed with a project due to financial unfairness, could this be construed as breaking the agreement? What damages may CDP seek? How long would WDC have to wait before pursuing a different scheme on the same site?</li> </ol> <p>5. 3.1.5 Would either party be potentially liable for compensation if they fail to keep to this timetable?</p> <p>6. What length of delay to the court st project would mean that CDP could argue that WDC are failing to honour the agreement? What damages could CDP seek?</p> <p>7. In terms of our agreement with CDP, what is the legal status of having the Old Post Office in the documentation? {Obviously if CDP purchase it, then it is able to develop it, but it being in our documentation sends signals that concern some residents}</p> <p>8. Turning to the collaboration agreement, other than sections 3 and 4, do all other points remain valid?</p> <p>9. 24.1.4 of the collaboration agreement states "The parties shall be prohibited from independently proceeding with any specific schemes..." what is the legal status of this, if WDC decides it wants to 'develop' the town hall or pump rooms without CDP? What would constitute 'development'?</p> <p>How long does this clause apply?</p>
<b>Scrutiny Comment</b>	The Overview & Scrutiny Committee unanimously supported the recommendations in the report.
<b>Executive Response</b>	The recommendations in the report were approved.

<b>Item no.</b>	12	<b>Title</b>	Affordable Housing SPD	<b>Requested by</b>	Labour Group
<b>Reason considered</b>		<p>Pg 11 Are there issues around these formulas? Are there any plans for adjustment to numbers?</p> <p>Pg 13 - Can I ask about 'Vacant Building Credit' - is this negotiable or not as in NPPF?</p> <p>Pg 14 Alternative Developer Contributions - <i>This financial contribution would be used to support the provision of affordable housing in other locations.</i></p> <p>Could a stronger form of language be used? Will or must?</p> <p>Pg 15 Affordability and Tenure-"2013 SHMA minimum 85% social rented homes", how does this make the table beneath possible where 60% is listed for social rented homes?</p> <p>Pg 17 Wording around design - offsite contributions is rather weak, words around energy efficiency 'strongly encouraged' does seem too open. In light of climate emergency does this need to be strengthened?</p>			
<b>Scrutiny Comment</b>		The Committee noted the report.			
<b>Executive Response</b>		The recommendations in the report were approved, subject to an amendment to recommendation 2.1 to replace "for an eight-week public consultation" with "for a twelve-week public consultation".			