

## Overview & Scrutiny Committee Tuesday 16 March 2021

A meeting of the above Committee will be held remotely on Tuesday 16 March 2021, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor Milton (Chair)

Councillor G Cullinan

Councillor R Margrave

Councillor I Davison

Councillor M Noone

Councillor A Dearing

Councillor D Norris

Councillor O Jacques

Councillor P Redford

Councillor P Kohler

Councillor D Russell

### Agenda

#### 1. Apologies & Substitutes

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

#### 2. Declarations of Interest

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

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

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

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

#### 3. Minutes

To confirm the minutes of the meeting held on 9 February 2021 **(Pages 1 to 8)**

#### 4. Work Programme, Forward Plan & Comments from Executive

To consider a report from Democratic Services **(Pages 1 to 11)**

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

To consider a report from Development Services

**(Pages 1 to 7)**

6. **Executive Agenda (Non-Confidential Items and Reports) – Thursday 18 March 2021**

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.

**(Circulated Separately)**

7. **Public & Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following 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.

8. **Executive Agenda (Confidential Items and Reports) – Thursday 18 March 2021**

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.

**(Circulated separately)**

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# Overview and Scrutiny Committee

Minutes of the remote meeting held on Tuesday 9 February 2021 at 6.00pm, which was broadcast live via the Council's YouTube Channel.

**Present:** Councillor Milton (Chair); Councillors; Cullinan, Davison, A Dearing, Jacques, Kohler, Margrave, Noone (late arrival), Norris, Redford and Russell.

**Also Present:** Councillors Day, Falp, Hales, Matecki and Rhead.

## 36. **Apologies and Substitutes**

There were no apologies for absence or substitutions made.

## 37. **Declarations of Interest**

There were no declarations of interest made.

## 38. **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 8 December 2020 were taken as read and signed by the Chair as a correct record.

## 39. **Executive Agenda (Non-Confidential items and reports) – Thursday 11 February 2021**

The Chair informed Members that Items 13 – Confirmation of Article 4(1) direction for Sherbourne Conservation Area, and 21 – Purchase of s106 **Plots at Bishop's Tachbrook** on the Executive agenda, had also originally been called in for scrutiny by Councillors Davison and Dearing. Following liaison by email with Councillor Davison, in light of the pre-meeting questions and answers received on Item 13, Councillor Davison had agreed that this did not require further discussion at the meeting. The Principal Committee Services Officer was asked to load the pre-meeting **questions and answers to Item 21 on the Council's website**. The Chair informed Members that he had recommended in agreement with Councillor Davison that this item would be considered by the Climate Emergency PAB, because of the particular issue on certification and standards of property.

The Committee considered the following items which would be discussed at the meeting of the Executive on Thursday 11 February 2021.

### Item 4 – Working together with Stratford District Council

The Committee was pleased to note the intention to provide quarterly updates but it recommended that this should go further and that there **should be a "Scrutiny Plan"**. **This plan should set out points in the project** where there were key decisions being made and where matters requiring scrutiny at either or both O&S or F&A were embedded within the plan. Short progress updates should also be provided to each Scrutiny meeting so that the Committees were not overwhelmed with less frequent, longer

reports that effectively meant there was no time to scrutinise other areas **of the Council's operations at those meetings.**

Members were mindful of the amount of time officers required to undertake this project and the Committee would plan its meetings to allow sufficient time to scrutinise with the aim to help the Executive. It would look at whether joint meetings of both Scrutiny Committees would be of assistance, and also joint meetings with Stratford District Council.

(Councillor Noone joined the meeting during this item and Councillor Day left the meeting once this item was completed.)

#### Item 11 – Warwick District Leisure Development Programme – Kenilworth Facilities

The Chair clarified that this report had been called in for scrutiny on recommendation 2.8 only.

Councillor Rhead read out an amendment to recommendation 2.8 in the report. This amendment was to ensure flexibility on re-opening Abbey Fields Swimming Pool and Castle Farm Recreation Centre. The amended recommendation delegated power to the Deputy Chief Executive & Monitoring Officer and the Head of Cultural Services, in liaison with the Portfolio Holder for Environment & Neighbourhood, to decide when and which facilities would be re-opened. This amendment affected other parts of the report to the Executive and these were read out in full by Councillor Rhead.

The Chair expressed strong misgivings about openness and transparency because of the late changes to the recommendation and asked for his views to be entered on record in the minutes. He was concerned that the amended recommendation meant that the decision on when and which facilities to open would be delegated to officers rather than the Executive, which meant it was no longer open to scrutiny and that, he considered, was unacceptable because the issues surrounding Kenilworth leisure facilities were sensitive.

The Committee recommended that the amended recommendation 2.8 should be further amended to include consultation with both the Leadership Co-ordination Group (LCG) and all Kenilworth District Councillors over when and which facilities should be re-opened.

(Councillors Rhead left the meeting.)

The meeting was adjourned for seven minutes at 19.57pm for a comfort break.

#### 40. **HEART Shared Service Review**

The Council delivered its Disabled Facilities Grant (DFG) function through the Home Environment Assessment and Response Team (HEART) shared service. A review of the HEART Service had been undertaken on behalf of the HEART Board. The findings had informed an improvement plan that the HEART Board were monitoring and the Host authority (Nuneaton and Bedworth Borough Council) were implementing.

The Overview & Scrutiny Committee considered a report from Housing Services which summarised the documents involved in the review and the improvement plan for the service.

Appendix 1 to the report was the HEART Business case. Under the terms of the Partnership Agreement, a review of the service mid-way through the period of the agreement was required. Appendix 2 to the report was a summary of the findings of the review that had been undertaken by a consultant engaged to undertake the work on behalf of the HEART Board. Appendix 3 to the report was a summary of the improvement plan agreed by the HEART Board based on the findings of the review, which had found certain aspects of the service required improvement.

In response to questions asked by Members, the Head of Housing Services and the Portfolio Holder for Housing & Culture, Councillor Matecki, explained that:

- The Board had held its meetings on a quarterly basis which meant that too much momentum was lost between times addressing concerns and implementing improvements. Certain participants being dual-hatted meant there were conflicts of interest in setting the agenda for meetings, which meant that sometimes trickier **business got pushed to "Any other business" and therefore** were not being held to account. Meetings were now more frequent and the conflicts of interest were no longer happening.
- There was an action plan in place but it was not yet clear if this was having the desired outcome because the Covid-19 pandemic had not been a factor when the plan had been drawn up. Covid-19 had meant that the work had not been undertaken in the volumes that had been required, but priority cases were being given proper priority, whereas previously, cases had been handled in date order. However, waiting lists were still unacceptably high because of the Covid-19 restrictions which meant that home visits to undertake the improvements were being hampered.
- Staffing levels had remained almost the same despite the increase in demand for the service and this would need to be addressed. Figures on staffing levels would be provided to Members.
- Whilst the Council might not consider completely re-tendering the service because it was a shared service, there were various options that might be considered for the future and this might be where Scrutiny would have a role. For example, the host might be changed or the service could be split into South Warwickshire and North Warwickshire, rather than County wide.
- The improvement plan was felt to be sufficient whilst the pandemic was ongoing because people did not want tradesmen entering their homes to fit equipment whilst there was risk of infection. There was no viable alternative to this at the current time because to cancel **the current agreement required 12 months' notice and the Council** could not operate independently because it relied upon the Occupational Health Service provided by Warwickshire County Council. The improvement plan was also felt to be sufficient in non-Covid-19 times, but the way it was implemented by the host was the key point and why a second report would be forthcoming in August 2021 to review if the plan had been effectively implemented.

- The KPIs available at the moment were still very much in draft form and needed to be measured over a greater span of time to be meaningful. For this reason, in response to a request for an interim report to the one being suggested for August 2021, any interim report would be more descriptive than analytical. The recommendation for a report in August 2021 had been made to fall into line with what was going to happen in the other authorities involved and this would allow an independent review to see how the improvement plan was progressing. It was unclear what information would be obtained from an interim report because of the pandemic.

The Chair summarised the debate and was pleased to note that Warwick District Council had been very proactive in spotting the failings in the shared service which were now being rectified and monitored. An interim **update was requested in two meetings' time**, with a full report coming to Committee around August 2021, to consider the options for the delivery of Disabled Facilities Grants from April 2022 onwards and to make a recommendation to Executive.

(Councillor Matecki left the meeting.)

#### 41. **Noise Complaints**

The Committee considered a report from Health & Community Protection which provided an update subsequent to the briefing presented to the Committee at its 8 December 2020 meeting. The previous briefing had detailed the legislation used and what the Council was legally required to undertake. It also discussed routine and current Covid service delivery, with complaint numbers and performance indicators also detailed. Subsequent to the report in December 2020, nothing had changed and the team responsible for handling noise complaints was still under pressure.

The update listed the intended actions to be taken by the service shown in the report in December 2020, against the current position. There had been some progress made, most notably the trialling of a noise monitoring app for smart phones which gathered recordings in a manner that provided information that could be used to digitise noise diaries and replace the suspended use of the Matron noise monitoring equipment. The trial was now in its third week and was working well. The app was working well in other Councils and had been used as evidence in noise abatement cases.

In response to questions asked by Members, the Head of Health & Community Protection, the Safer Communities Manager and the Portfolio Holder for Health & Community Protection, Councillor Falp, explained that:

- The app could be used as evidence in court, but there were limitations because certainty was required on the source of the noise recorded. It was felt that solid evidence was better provided by officer visits. The main focus of using the app would be in the early stages of noise complaints and in the hope that the threat of legal action would prevent the complaint going further. Not many cases did proceed to court, so court evidence was not the primary focus of the app.
- The established **"Night Noise Service"** was not currently running because of operational difficulties uniquely caused by the Covid

pandemic restrictions and ensuring the safety of officers and residents so that they were not potentially exposed to the virus. **The Night Noise Service was there to allow officers to “witness” the noise and establish if there was a statutory nuisance or if an abatement notice had been breached. It was not there to actively “stop” the noise.**

- Noise complaints tended to fall in the winter because people keep windows and doors shut. There had been a spike in complaint levels last summer.
- Assuming a successful outcome from the app trial, it was hoped to **“go live” on 5 April.**

The Chair thanked the officers for attending the meeting and it was recognised that the department had been under enormous strain because of the additional work imposed because of the pandemic.

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

The Committee considered its work programme for 2021, the Forward Plan and the response from the Executive to its comments in November.

Members were informed that the update on plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities had been delayed until such point as budgets had been agreed for improvements, so that officers would be able to work out what could be done. The update would come forward to Committee when there was something to report.

Members also agreed that in light of most Working Parties having been disbanded and replaced with PABS, there would be no need for a year-end report on Working Parties and Forums because information on the work being done on those remaining was readily accessible elsewhere. It was also confirmed that the annual report on Outside Bodies would go to all District Councillors and would not come to Committee unless a request was made by a Councillor.

Appendices 1 and 2 were noted subject to the agreed changes in the paragraph above being made to Appendix 1.

**Appendix 3 “T&F Group – Role of Chairman” had been circulated to all Committee Members.** In the absence of any requests for the report to come before Committee, the report was noted.

**Appendix 4 “Shared Environmental Enforcement with Rugby Borough Council” had been circulated to all Committee Members.** In the absence of any requests for the report to come before Committee, the report was noted. Councillor Davison remarked that the report had mentioned about moving towards working with Stratford District Council rather than Rugby Borough Council. He felt it would be useful to receive information on the Stratford Street Scene Team and how what their team did was different to what happened at Warwick District Council. He noted that the fly tipping enforcement should be recommencing after April and would appreciate a report to scrutinise the service once it did recommence and how the services were different. The Chair asked the Principal Committee Services

Officer to put this on the Work Programme for once the service had been running for six months so that there was something to report.

The Chair read out a statement from Councillor Mangat (see below) giving an update on the work of the Task & Finish Group, Race & Equality. A request to delay the report on internal staffing issues until April was agreed:

**“The Group is in the final stage of the internally facing part of the review** (essentially looking at race equality within the work place). The Group wanted to hear directly from colleagues about their own experiences during their time with the Council and for this to be effective they needed somebody independent from the Council to meet with colleagues on a one to one basis. For that reason, they appointed Monica Puri, Principal Consultant from West Midlands Employers, to meet with a selection of officers and from Black, Asian and ethnically diverse communities.

Volunteers were sought by promoting the opportunity to all staff within WDC, by sharing with managers, staff voice, email and the intranet. As Councillors will be aware, they were also given the opportunity to participate.

I am pleased to say that 11 volunteers have come forward and the meetings will take place next week, with draft feedback from Monica shortly afterwards. Once this is finalised, the Committee will be able to complete the first half of their work which they anticipate will be reported to the April meeting of the Committee.

While this is later than anticipated this was to enable time to establish the staff meetings using somebody with the correct skills and knowledge but also enable those volunteers to fit the meetings around their work **commitments.”**

**Resolved** that

- (1) the following appendices to the report be noted:
  - Appendix 1 – Work Programme
  - Appendix 2 – Comments from the Executive; and
  - Appendix 3 – T&F Group – Role of Chairman; and
  - Appendix 4 - Shared Environmental Enforcement with Rugby Borough Council;
- (2) the Task & Finish Group – Race and Equality report currently scheduled in March on the Work Programme be moved back to April;
- (3) a report on the Stratford Street Scene Team and on how their fly tipping enforcement service differed from the one operated currently at Warwick District Council be added to the Work Programme for six months after the fly tipping service has recommenced;



- (4) the annual report on work done by Working Parties and Forums is no longer required; and
- (5) the annual report on Outside Bodies will be sent out to all District Councillors and will not come to the Committee unless a specific request is made.

43. **Step Back Review Task & Finish Group on the Council's response to Covid 19**

The Committee considered a report from the Deputy Chief Executive (BH) which brought forward the work of the Step Back Review Task & Finish **Group on the Council's response to the Covid 19 pandemic**, undertaken by Councillors Ashford, Alix Dearing, Jacques, Kohler, Milton and Nicholls.

The report had originally been listed on the agenda under Item 4, Work Programme. At the time of publishing the agenda, it was not apparent that parts of the report were confidential but once this became apparent, with the agreement of the Chair, the report was published as an additional item.

If the Committee approved the report, it would go forward to Executive for consideration.

The report contained 10 appendices, some of which were confidential:

Appendix One - Summary of findings & recommended actions;

Appendix Two - A timetable of actions on the People and Communications theme;

Appendix Three - The results of Manager, Staff and member surveys on the **Council's response**;

Appendix Four- The Vision document that was provided to the leadership Coordination Group;

Appendix Five - A report on the work of the Shielding Hub;

Appendix Six - The Organisational Recovery template we used to assess which staff would return to Riverside House and how we would support those that continue to work at home;

Appendix Seven - The economic recovery plan was something that SMT started working on from April;

Appendix Eight - The shielding hub stand up plan is indicative of the planning that was being envisaged in Sept/Oct and will now, no doubt, be revisited following confirmation of the lockdown plans by Parliament this week;

Appendix Nine – **Summary of SMT responses to Task and Finish Group's** remit; and

Appendix Ten – CMT feedback on the proposed recommendations.

Councillor Dearing suggested that going forward she would like to see clear, simple information provided to residents on a daily basis that was easily accessed, giving people the information that they needed to know. This should be kept updated on a continual basis so that it was current.

In considering the comments received from CMT in response to the recommendations, Members felt that it was important to recognise that staff had responded differently to the working environment subsequent to

the Covid-19 pandemic and felt that not all staff had had the opportunity to speak to their managers about the stress they were under. Members felt that it was right to leave those elements mentioned in the report alone because the human element needed to be captured, not just the processes that had taken place to accommodate the changes to work practices. For that reason, they felt that the recommendations set out in Appendix 1 to the report should go forward as set out in the report.

**Resolved** that

- (1) the findings of the Step Back Review Group be noted;
- (2) the recommendations set out at Appendix 1 be endorsed;
- (3) the comments of the Corporate Management Team set out at Appendix 10 be noted; and
- (4) the recommendations in the report be agreed and be presented to Executive for its consideration and response.

(The meeting ended at 9.16pm)

CHAIR  
16 March 2021



## Overview & Scrutiny Committee 16 March 2021

**Title:** Work Programme, Forward Plan & Comments from Executive

**Lead Officer:** Lesley Dury, Committee Services Officer  
(E. [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk); T. 01926 456114)

**Portfolio Holder:** Not applicable

**Public report**

**Wards of the District directly affected:** Not applicable

### 1. Summary

- 1.1. This report informs the Committee of its work programme for 2021/2022 (Appendix 1) and the current [Forward Plan](#).
- 1.2. In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports on 11 February 2021 (Appendix 2).

### 2. Recommendation

- 2.1. Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2. The Committee to; identify any Executive items on the Forward Plan on 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. The proposed plan at Appendix 1 has been developed in order for the Committee to focus on the four agreed core themes (Covid 19, Climate Change, Medium Term Financial Strategy and Business Plan). While this Committee will not have as much focus on the Medium Term Financial Strategy, it will have to spend significant times looking at the other areas in detail.
- 3.3. 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.
- 3.4. 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.**

- 3.5. 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.
- 3.6. 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 is formally made aware of the **Executive's responses**.
- 3.7. Where Overview and Scrutiny Committee has made a recommendation as opposed to a comment, the Executive is required to respond to the recommendation(s) made, including whether or not it accepts the recommendation(s).

#### **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, the Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the work programme.

**Meeting Date: 16 March 2021**

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer / Councillor</b>	<b>Next report date if applicable</b>	<b>Completion Date / Notes</b>
<p>Annual update from <b>Shakespeare’s</b> England.</p> <p>(At the Committee meeting 29 August 2018, the Committee requested that the next report included <b>Key Performance Indicators (KPI’s)</b> for the District Council and what had been done over the previous 12 months. The Committee did not want a presentation at the meeting, it simply wanted the report and it would feedback comments at the meeting.)</p>	<p>Committee meeting 29 August 2018</p> <p>Committee meeting 29 September 2020, it was agreed that this report could be postponed until March 2021 so that it would include performance during the Covid-19 pandemic.</p>	<p>Written report.</p>	<p>Martin O’Neill and Councillor Hales.</p>	<p>March 2022.</p>	<p>This is an annual report.</p>
<p>Task &amp; Finish Group – Race &amp; Equality Update</p>		<p>Verbal or written update</p>	<p>Councillor Mangat</p>	<p>April 2021</p>	

**Meeting Date: 20 April 2021**

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer / Councillor</b>	<b>Next report date if applicable</b>	<b>Completion Date / Notes</b>
Overview & Scrutiny End of Term report	Standing Annual Item	Written report	Committee Services Officer	April 2022	This is an annual report.
Update progress report on HEART service subsequent to last report 9 February 2021		Briefing Note	Lisa Barker and Mark Lingard	August 2021 with a report to consider the options for the delivery of Disabled Facilities Grants from April 2022 onwards and to make a recommendation to Executive	
Task & Finish Group – Race & Equality – Report <b>on the Group’s findings</b> and recommendations for internal matters to the Council		Written report	Councillor Mangat		

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Children’s and Adults’ Safeguarding Champions: End of Term Report.	Standing Annual Item.	Briefing note to all Councillors with a paragraph explaining that if they have any concerns that they feel require scrutiny, to raise these for consideration as part of the work programme.	Lisa Barker.	April 2022.	This is an briefing note to all Councillors.
<b>Members’ Annual</b> Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Standing Annual Items	Not for O&S agenda	Andrew Jones	April 2022	Briefing note to all Councillors with a paragraph explaining that if they have any concerns that they feel requires scrutiny, to raise these for consideration as part of the work programme and if any are to be considered to be ceased, the Deputy Chief Executive will discuss these with the LCG



<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer / Councillor</b>	<b>Next report date if applicable</b>	<b>Completion Date / Notes</b>
Criteria for call in of Executive Reports to Scrutiny Committees - Review	10 November 2020	Written report that can be adapted for inclusion in the Council agenda if agreed.	Graham Leach and Councillors Milton and Nicholls		If agreed, then the procedure will go to Council for inclusion in the Scrutiny procedure.

**Meeting Date: To Be Advised**

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer / Councillor</b>	<b>Next report date if applicable</b>	<b>Completion Date / Notes</b>
Decide if an update is required on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse.	Committee meeting 26 September 2019.	Informal update.	Dave Guilding / Philip Clarke.	TBA	D Guilding and P Clarke were asked when they can give an informal update considering the impact of Covid-19 on this service. A response from them is awaited.
Annual Review of <b>the Council's</b> Sustainability and Climate Change Approach, including Plastics Policy update.	Committee meeting 9 July 2019 / 10 November 2020.	Written report	Dave Barber.	TBA	
**Update on plans to improve accessibility to,	Committee meeting 26 September 2019	Briefing Note	Zoë Court	To be advised if applicable.	No officer will attend the Committee

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>and the condition / cleanliness of, toilets for people living with disabilities subsequent to the presentation of the plans at the September 2019 Overview &amp; Scrutiny Committee meeting.</p> <p><b>**There is no new information on plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities – Officers request that this update is postponed until such time as budget figures 2021/22 for improvements are known.</b></p>	<p>and briefing note 8 December 2020.</p>				<p>meeting in February unless there is a request. If there is a request, Members should send their questions to the report author before the meeting.</p>
<p>A report on the Stratford Street Scene Team and</p>	<p>February 2021</p>	<p>Written report</p>	<p>Zoe Court</p>		<p>The service is estimated to recommence in</p>

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
on how its fly tipping enforcement service differs from the one operated currently at Warwick District Council (schedule for six months after the fly tipping service has recommenced – around October 2021?)					April 2021, so see if it has been operating for 6 month for a report October 2021.

**Meeting Dates 2021/2022:**

2021: 6 July, 21 September, 2 November, 14 December

2022: 8 February, 8 March, 12 April

**Response from the meeting of the Executive on the  
O&S Committee's Comments – 11 February 2021**

Item Number: 4 – Working together with Stratford District Council

**Requested by:** Councillor Milton & Green Group.

**Reason Considered:**

Councillor Milton: Because of the importance to the Council and its residents.

Green Group: *concerns a strategic priority of the Council or key project*

We are concerned that the Deloitte's presentation was only strong regarding financial aspects, therefore wish to discuss what measures will be taken to preserve (or enhance) the 'sense of place' and how the larger organisation can remain accountable to residents.

Aspects of this include:

- Evidence that super-districts create a stronger sense of place and enable residents to have a stronger voice compared with other districts that use the same technologies and approaches.
- Whether there will be resident-facing services provided in all the super-district towns and possibly larger villages to save on headquarters cost and bring services closer to residents.
- Which responsibilities (and hence funding) could be devolved to towns and parishes.

**Scrutiny Comment:**

The Overview & Scrutiny Committee was pleased to note the intention to provide quarterly updates but it recommended that this should go further and that there should be a "Scrutiny Plan". This plan should set out points in the project where there were key decisions being made and where matters requiring scrutiny at either or both O&S or F&A were embedded within the plan. Short progress updates should also be provided to each Scrutiny meeting so that the Committees were not overwhelmed with less frequent, longer reports that effectively meant there was no time to scrutinise other areas of the Council's operations at those meetings.

Members were mindful of the amount of time officers required to undertake this project and the Committee would plan its meetings to allow sufficient time to scrutinise with the aim to help the Executive. It would look at whether joint meetings of both Scrutiny Committees would be of assistance, and also joint meetings with Stratford District Council.

**Executive Response:**

Councillor Day accepted the recommendations from the Overview and Scrutiny Committee and thanked its Members for their thoughtful contributions, as well as the contribution from other Groups, and was pleased to see Groups working together so effectively. He also thanked the Chief Executive and other senior officers for the extensive work that had gone into the report in a relatively short space of time.

Item Number: 11 – Warwick District Leisure Development – Kenilworth Facilities

**Requested by:** Councillor Milton & Green Group

**Reason Considered:**

Councillor Milton: Due to the potential impact on residents in respect of the proposal in recommendation 2.8 to keep the Leisure Centres closed from now on and to seek alternative outcomes.

Green Group: *The number of residents impacted and the significance of that impact)*

Thank you for the responses given so far, but we wish to discuss the costs and **benefits of closure other than 'cost to the taxpayer' given the massive benefit social, mental and also financial if, as we expect, there is a boom in demand for leisure after lockdown is lifted.**

How has the 80K deficit been calculated for the 2021 spring-summer period when the demand is unknown yet potentially very high post-vaccine-lockdown? Why use an argument based on a relatively small, hypothetical deficit to deprive Kenilworth residents/council tax-payers of all leisure facilities in the town when the total subsidy to the operators nears £1 million.

Question from the Labour Group regarding appendix A:

This Risk assessment has no mention of the impact the much extended closure of Leisure amenities in Kenilworth may have on residents at this very difficult time.

**Scrutiny Comment:**

The Overview & Scrutiny Committee recommended that the amended recommendation 2.8 should be further amended to include consultation with both the Leadership Co-ordination Group (LCG) and all Kenilworth District Councillors over when and which facilities should be re-opened.

**Executive Response:**

In relation to the recommendation from the Overview & Scrutiny Committee, Councillor Rhead felt that singling out the Kenilworth Councillors was not appropriate, as this was a matter for Warwick District Council as a whole. When put to a vote, the recommendation from the Overview and Scrutiny was rejected. Councillor Rhead subsequently proposed the report as laid out, and subject to the amendments in the addendum, which were then approved.



Overview and Scrutiny Committee  
16<sup>th</sup> March 2021

**Title: Annual update of the Destination Management Organisation – Shakespeare’s England**  
**Lead Officer: Martin O’Neill, Business Manager, Projects and Economic Development**  
**Portfolio Holder: Councillor Richard Hales**  
**Public report**  
**Wards of the District directly affected:** None

Contrary to the policy framework: No  
Contrary to the budgetary framework: No  
Key Decision: No  
Included within the Forward Plan: No  
Equality Impact Assessment Undertaken: No  
Consultation & Community Engagement: No  
Final Decision: No  
Accessibility checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	4/3/21	Chris Elliott
Head of Service	4/3/21	Philip Clarke
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)	4/3/21	Richard Hales

## **1. Summary**

- 1.1. This report provides the Overview and Scrutiny Committee with an update on the activities of **the District's Destination Management Organisation (DMO), Shakespeare's England**, over the last 12 months and through the current COVID-19 Pandemic in relation to the tourism sector.

## **2. Recommendation**

- 2.1. That the Overview and Scrutiny Committee notes the contents of the report.

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

- 3.1. There are no specific recommendations as part of this report. The details in relation to the activities of the DMO are contained in section 7 below.

## **4. Budgetary Framework**

- 4.1. At its meeting in March 2019, Warwick District Council approved funding of a total of £225,000 for the period 2019 – **2023 for Shakespeare's England** to be paid in instalments of £75,000 per annum. This is in line with the funding being provided to **Shakespeare's England by Stratford** District Council.

## **5. Risks**

- 5.1. There are no risks associated with this update report.

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

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

## **7. Update on the Tourism Sector and Activities of Shakespeare's England**

- 7.1 Members of the Committee will be aware that this report is an annual update of the activities of the DMO in relation to the tourism sector. The report was originally due to be heard at the meeting of the Committee in August 2020. At that time, due to the impact of the Global Pandemic on the tourism sector, and in the hope that the situation would have improved, the report was deferred to March 2021. Regretfully, the situation has not improved and the sector continues to experience one of the most devastating impacts of the pandemic across all of the industrial sectors to date. This report will inform Members of what the DMO has been undertaking to continue to support, signpost and inform those businesses across the South Warwickshire region at a time when tourism activities have ground to a complete halt. The following bullet points give an indication of how tourism and travel have been affected over the course of the pandemic using some of the latest national data sets available;
  - Monthly air passenger arrivals to the UK fell from 6,804,900 in February 2020 to 112,300 in April 2020, a fall of 98.3%.
  - In Quarter 2 2020 overseas residents made 96% fewer visits and spent 97% less than in Quarter 2 2019.

- Accommodation and travel agency businesses saw the sharpest decline in turnover during the first national lockdown, falling to 9.3% of their February levels in May 2020.
- In travel and tourism industries overall, the number of people aged 16 to 24 years saw the largest fall in employment of any age group between Quarter 3 (July to Sept) 2019 and Quarter 3 2020.
- In April 2020, only 19,862 passenger vehicles travelled, compared with 227,393 in the same month in 2019, a decrease of 91.3%. This includes cars, motorcycles, vehicles with trailers, caravans, camper vans and coaches.
- Hotel occupancy in every English region declined sharply at the start of the pandemic, with room occupancy in the West Midlands at just 17% of available rooms in open accommodation businesses in April 2020, compared with 71% the previous year.
- Turnover in travel and tourism businesses fell to its lowest level in 2020 in May, at just 26.0% of February levels, compared with 73.6% in all other industries.

*Source – Office for National Statistics, Coronavirus and the impact on the UK travel and tourism industry, latest version published February 2021*

7.2 In terms of Warwick District, the Council commissions an annual independent Tourism Economic Impact Assessment (TEIA) which provides a detailed breakdown of the impact of tourism across the District over a 12-month period, in particular visitor numbers, visitor spend and sector employment numbers.

7.3 The latest TEIA report was provided in 2020 but reports for the previous year 2019. The national DMO, Visit England/Visit Britain have modelled the forecasts of how tourism is likely to be impacted post pandemic as the sector begins to recover during 2021 with the as yet unknown restrictions for international tourism in 2021. The following table compares the figures from 2019 with the forecasts for 2021.

	Visitors 2019	Visitors 2021	Visitor Spend 2019	Visitor Spend 2021	Total employed 2019	Total employed 2021
<b>Shakespeare's England area</b>	10.6m	4.2m	£805m	£354m	14,409	8,050
Warwick District	3.8m	1.7m	£314.6m	£138.4m	5,398	2,364

7.4 The overall impact is evidently very grave for the Tourism sector. Throughout the period of the pandemic, now approaching a full 12 months, **Shakespeare's England has continued to operate to provide support, advice, guidance and the latest updates and Government information to the businesses in the South Warwickshire area, including Warwick District.**



- 7.5 Clearly the effects of the pandemic have had an impact on the ability of the DMO to meet their objectives;
- To promote tourism and visits to the area locally, nationally and internationally.
  - To encourage visitors to stay longer, explore further and spend more
  - Support the Travel Trade in bringing visitors to the region and maximising the economic impact of Tourism
- 7.6 Nevertheless, the DMO have held quarterly meetings of their Board, attended by the Portfolio Holder for Business and Finance and the Deputy Chief Executive (BH). Also a number of Tourism Forums over the past 12 months to present industry insight and measures to support local tourism businesses throughout the pandemic, particularly in respect of the 3 national lockdowns in gaining access to business grants and funding to support the sector. Further details of other DMO activities are set out in section 9 below.

## **8. Update regarding The Conditions of the Grant from WDC.**

- 8.1 Members of the Committee will recall that the Executive decision that was made to continue the grants funding for the DMO was made in March 2019. The conditions of the grant were that a new set of Key Performance Indicators (KPIs) should be established. Subsequently following a challenge to this condition and having sought legal advice, it was found that the imposition of KPIs would not be permissible as if implemented as written would expose the Council to an unacceptable degree of risk from a potential procurement challenge. The legal advice also determined that to make the funding conditional on the delivery of the KPIs would potentially create a service contract in terms of OJEU procurement rules.

Consequently, officers sought and obtained, under the emergency powers set out in our Scheme of Delegation, approval from the Group Leaders for a revised approach. This approach was resolved at the meeting of the Executive on 29<sup>th</sup> June 2020.

Rather than agree KPIs on which the release of funding would be conditional, measures have been agreed that reflect that the award of the WDC grant is based on there being benefits to the Council district as a result of the activities undertaken **by Shakespeare's England**.

Payment of the funding would not be conditional on these measures being achieved, hence the late payments being released but the Council would wish to monitor performance against the measures and would, potentially, take that into account when making a future decision on renewal of the funding.

- 8.2 The revised conditions of the grant are;
1. Building relationships between WDC and SE
  2. Increasing WDC business membership

3. Holding tourism forums and network events within the Warwick District
4. Seeking out tourism news, events and activity in Warwick District
5. Carrying out social media campaigns (targeted at Warwick District)
6. Promoting of WDC Events
7. Increasing new Shakespeare's England members in the Warwick District area
8. Increasing the number of overnight visitors in Warwick District

8.3 Clearly it has not been practically possible to meet all of the conditions (in particular number 8) during the restrictions that have been in place. Section 9 sets out the primary activities that have taken place over the past 12 months which correlate with the above conditions.

### **9. Specific Examples of the DMO activity to support and promote both the District and the South Warwickshire area;**

9.1 **A member of the Shakespeare's England team worked once a fortnight at Riverside House up until the first lockdown, forging much closer relationships with both the team involved in tourism and events, but also going out to meet local businesses and promote membership to them. This work was gaining momentum up to the time of the outbreak of the pandemic and the subsequent lockdown.**

9.2 Big Breakfast, Leamington Spa 13 March 2020. Tourism Forum took place in April 2019 at Royal Pump Rooms, Leamington Spa and another was due to take place July 2020 at Chesford Grange but was changed to a virtual forum due to COVID.

9.3 In terms of new members in Warwick District, hospitality and tourism businesses have predominantly been in lock down since March 2020 so access has been challenging. However new members have been recruited as follows:

- Holiday Inn, Kenilworth
- Hilton, Warwick
- Jephson Hotel, Leamington
- Chesford Grange Hotel
- Esquires Coffee, Leamington – (in process once lockdown 3 is lifted)

9.4 Regular meetings have taken place between officers and the team at **Shakespeare's England over the past 12 months**, including attendance at the Tourism Forums and the Board meetings as well as ad-hoc liaison meetings.

9.5 WDC officers were providing regular updates on the planned events in the District for these to be featured on the **Shakespeare's England website** but no events have taken place since before March 2020. A select few events were able to take place in between lockdowns, such as the Christmas activities at Warwick Castle which was promoted fully, as was Market Hall Museum virtual sessions. There is hope that events will restart as part of the **Government's Roadmap and the Events Team will send details of these to Shakespeare's England for publication on their website for 2021.**

9.6 In terms of the wider activities that the DMO have been able to deliver which contribute to the conditions of the grant;

9.6.1 **For the Shakespeare's England members:**

- Guidance, support, signposting
- Information hub
- Regular Facebook-Group posts
- Weekly Round-up email
- Open Forums – Visit Britain/Visit England
- Coventry and Warwickshire Chamber of Commerce- digital skills training
- WCC and WDC business support grants
  
- Lobbying - Tourism Resilience Fund
  - Minister for Hospitality
  - Against Tier 3
  - Tax Free shopping

9.6.2 For actual and potential visitors to the area:

- Information hub - COVID-Secure
- Social Media Campaigns-
  - #DiscoverYourDoorstep
  - #ShareyourStratford
  - #SalutetoShakespeare
  - #WelcombeBack
  - #HomeschoolHelp
  - #AskusAnything
  
- National Campaigns –
  - #KnowBeforeYouGo
  - **#We'reGoodtoGo**
  - #EnjoySummerSafely
  - #ExploretheEveryday

9.6.3 Working with the UK Travel Trade:

- UK inbound virtual family
- Inteletravel Conference
- Britain & Ireland Market Place
- MeetEngland
- World Travel Market
- Promoting the South Warwickshire area at the 2020 Virtual Meet GB Conference

9.6.4 Online presence on Facebook, Instagram, Twitter and Email Marketing campaigns

- Facebook – 22.5k followers
- Instagram – 2448 followers
- Twitter – 6799 followers
- LinkedIn – 606 followers

9.6.5 Regular PR campaigns using Advent Communications as the delivery vehicle including;

### **Highlights**

- BBC Midlands Today
- ITV Midlands News
- Radio 5 Live – Wake up to Money
- Times Radio

### **Local Media Coverage**

- 200 Clippings 200, online, print & radio platforms
- BBC CWR
- Regional & Local papers – Kenilworth, Leamington, Coventry, Solihull, Stratford and Rugby

### **National Media Coverage**

- Daily Telegraph
- Guardian
- Daily Mail
- Times
- Times on Sunday

9.7 **Ongoing matters to be considered in regards to Shakespeare's England;**

Going forward, as the tourism sector begins to recover there will be greater dialogue with the DMO to ensure optimal promotion of Warwick District tourism and tourism businesses. Additionally, over the next 6 – 12 months, particular attention will be given to the following matters;

- COVID recovery – the gradual reopening of travel both domestic and international, what will the ongoing restrictions be (quarantine measures and changes to business travel as an example) and the subsequent impact on sector recovery.
- Closer working with Stratford District Council and how the DMO operates within that context.
- Future funding in line with the above point.