

Overview & Scrutiny Committee Tuesday 9 August 2022

An additional meeting of the above Committee will be held in the Town Hall, Royal Leamington Spa on Tuesday 9 August 2022, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor Milton (Chair)

Councillor A Barton

Councillor P Kohler

Councillor G Cullinan

Councillor V Leigh-Hunt

Councillor A Dearing

Councillor M Noone

Councillor J Dearing

Councillor P Redford

Councillor O Jacques

Councillor S Syson

Councillor C King

Emergency Procedure

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

Agenda

1. Apologies & Substitutes

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

2. Declarations of Interest

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

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

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

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

3. Minutes

To confirm the minutes of the meetings held on 27 June 2022 and 5 July 2022.

(Pages 1 to 7)

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

To consider a report from Democratic Services.

(Pages 1 to 12)

5. **Work Programme Update – Digital Update**

To consider a report from ICT.

(Pages 1 to 12)

6. **Cabinet Agenda (Non-Confidential Items and Reports) – Wednesday 10 August 2022**

To consider the non-confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings.

(Circulated Separately)

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. **Cabinet Agenda (Confidential Items and Reports) – Wednesday 10 August 2022**

To consider the confidential items on the Cabinet agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the morning after Group meetings.

(Circulated separately)

Published Monday 1 August 2022

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Overview and Scrutiny Committee

Minutes of the meeting held on Monday 27 June 2022 in the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Milton (Chair); Councillors Barton, Kohler, Leigh-Hunt, Quinney and Syson.

10. Apologies and Substitutes

- (a) Apologies for absence were received from Councillors Davison, A Dearing, J Dearing, and Redford.
- (b) Councillor Quinney substituted for Councillor Cullinan.

11. Declarations of Interest

Minute number 13 – Item 4 – South Warwickshire Local Plan – Settlement Analysis Evidence Report

Councillor Quinney declared an interest during discussion of the Joint Cabinet/Executive Committee report because he was a member of the South Warwickshire Local Plan PAB.

12. Minutes

The minutes of the Overview and Scrutiny Committee meetings held on 12 April 2022, 10 May 2022 and 24 May 2022 were taken as read and signed by the Chair as a correct record. A correction to the already approved minutes 8 March 2022 was confirmed with minute number 50 being changed to minute number 59.

13. Joint Cabinet/Executive Committee Agenda – Wednesday 29 June 2022

Item 4 – South Warwickshire Local Plan – Settlement Analysis Evidence Report

The Overview & Scrutiny Committee:

- (1) was keen that we stayed close to housing demand numbers and interrogated them when they were published along with the requirements for infrastructure within the areas;
- (2) wished to know when the budget shortfall would be addressed; and
- (3) requested that information should be added to the report up front to provide clarity on:
 - a. how the greenbelt was impacted (or not) by this report and when that would be addressed.
 - b. the definition of a twenty-minute neighbourhood, with examples provided, for people to better understand the concept;
 - c. densities and the impact these might have had on future issues and options; and
 - d. the distinction/difference between the Scoping and Call for Sites consultation results and the analysis done in this report and at what stage the results from both would come together.

The Committee recommended that the District Councils should engage with Town and Parish Councils earlier in the process to validate the findings for particular settlements.

(The meeting ended at 7.12pm)

CHAIR
9 August 2022

Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 5 July 2022 in the Town Hall, Royal Leamington Spa at 6.00 pm.

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

Also Present: Councillor Day – Leader of the Council, Councillor Grainger – Portfolio Holder -Neighbourhood & Leisure, Councillor Hales – Portfolio Holder - Resources, Councillor Rhead, Portfolio Holder – Climate Change, Councillor Tracey, Portfolio Holder - Transformation, and Councillor Bartlett, Portfolio Holder – Economy & Culture.

14. **Apologies and Substitutes**

- (a) An apology for absence was received from Councillor Davison.
- (b) There were no substitutes.

15. **Declarations of Interest**

There were no declarations of interest.

16. **Work Programme Update – Digital Update**

The Committee were due to have an update on the Digital Strategy from the Head of ICT, but as he was unable to attend the meeting the Chair agreed that this update would be moved to the 9 August meeting, and the Work Programme was updated accordingly.

17. **Cabinet Agenda (Non-Confidential items and reports) – Wednesday 6 July 2022**

The Committee considered the following items which would be discussed at the meeting of the Cabinet on Wednesday 6 July 2022.

Item 5 – New Projects for the Leisure Development Programme

The Overview & Scrutiny Committee supported the recommendations in the report. Members were keen to ensure the individual projects were referred to the Programme Advisory Boards.

Some broad comments were made about the provision of sports facilities across the District and the Committee recommended to Cabinet that these should be discussed at the Programme Advisory Boards (PAB's).

The Committee wanted to see the ongoing use of project management reviewed and expressed a keenness to ensure these would be looked at to help deliver a range of projects moving forward.

Item 6 & 13 – Continuation of Hydrogen Hub Project and Confidential Appendix

The Overview & Scrutiny Committee supported the work going forward and was keen to see the business case develop, particularly relating to the return on investment and the case for electric vehicles vs hydrogen vehicles and how these technologies evolved over time.

Item 7 – South Warwickshire Electric Vehicle Charging (EV) Strategy

The Overview & Scrutiny Committee recommended that this item continued to be discussed by the Climate Change Programme Advisory Board (PAB) in order to shape the strategy before it returned to Cabinet.

Item 9 – Supporting our Communities

The Overview & Scrutiny Committee supported the recommendations in the report. Members wished to reinforce their appreciation of the outstanding effort of officers and Members, recognising the work that had been put in to keep services going to residents throughout the last two years.

The Committee also recommended that Members took part in a public round of applause for staff at the next full Council meeting on 28 July.

The Overview & Scrutiny Committee welcomed the service area plans. Members recognised the amount of that work that had gone into them and expressed a desire to see these in the context of historical data.

Members also recognised the high amount of information received and requested that attention was paid to how best to communicate changes to key performance indicators.

The Overview & Scrutiny Committee recommended to Cabinet that

- (1) officers could look at other ways to distribute the information in the Energy Price Rise Leaflet (appendix 3 to the report) via Parish/Town Councils / District Councillors;
- (2) The Committee asked officers to produce a definition of the RAG status to be used across the Council for consistency; and
- (3) The Committee asked that the performance measures were reviewed by the PABs to ensure they measured things of importance and were clear in what they were measuring.

18. **Update on the Cessation of the Proposed Merger with Stratford-on-Avon District Council**

The Committee considered a report from the Chief Executive which provided an update on the implications of the cessation of the proposed merger with Stratford-on-Avon District Council. It reported the progress against the 12 recommendations agreed in May 2022 and set out at Appendix 1 to the report, the statement issued by the Group Leaders on the circumstances leading to the decision to cease the merger process.

The Chairman asked Members if they had a desire to continue receiving updates on the cessation of the proposed merger, and Members were content not to receive further updates.

Members wished to thank the Chief Executive and other officers keeping the Committee up to date on the progress of the proposed merger and the cessation of the proposed merger.

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

The Committee considered its work programme for 2022 as detailed at Appendix 1 to the report. Appendix 2 gave responses from the Cabinet to the comments and recommendations the Committee had made to Cabinet reports it had scrutinised.

The Chairman advised that he had a meeting with the Democratic Services Manager & Deputy Monitoring Officer and the Chair of Audit & Standards Committee regarding two training courses which would be arranged, one specific for the Audit & Standards Committee and one for Overview & Scrutiny Committee, particularly focused on the finance issues that were now part of the Committee's remit. Both courses would be open to both Committees.

In response to a question from Councillor Kohler, the Chairman stated he would consult with the Democratic Services Manager & Deputy Monitoring Officer as to whether substitute Members would also be included in these training sessions. It was confirmed following the meeting that they would not initially be invited, however if there were spaces on these sessions the invite might be opened out for substitutes.

The Chairman advised that he and the Chairman of Audit & Standards Committee and Democratic Services Manager & Deputy Monitoring Officer had discussed how best to scrutinise the Fees and Charges report in November, and rather than holding a joint meeting of the two Committees, a working party would be put together consisting of three or four Members from each Committee. The Working Party would meet on 2 November at the Town Hall, and the meeting would be broadcast via the Council's YouTube Channel.

Councillors Milton, Cullinan, Syson and Redford volunteered to join the Working Party to be held on 2 November 2022.

The Chairman pointed Members towards the update from the Task & Finish Group which had been circulated prior to the meeting, and this update was attached as appendix 1 to these minutes.

The Chairman advised that the Overview & Scrutiny Committee made comments to the Joint Cabinet meeting on 29 June, and the responses made to these would come back to Members at some point. There were some discussions at that meeting as Stratford-on-Avon District Council (SDC) Overview & Scrutiny Committee had decided not to scrutinise the South Warwickshire Local Plan report. The Democratic Services Manager & Deputy Monitoring Officer had reached out on the Chair's behalf to the Stratford-on-Avon Overview & Scrutiny Committee meeting and they had

now scheduled a meeting where they would provide comments to the next Joint Cabinet meeting.

The Leader advised that he was pursuing the Leader of SDC for comments and his support. It was difficult at the Joint Cabinet meeting to not have the Scrutiny Chair from SDC or a substitute present and given the work the Overview & Scrutiny Committee did in scheduling an additional meeting, it was important he let the Leader of SDC know that the Council would like to encourage them to do something similar.

Councillor Kohler wished to add an item to the Work Programme for the 9 August meeting, specifically around the reporting from the Service Plans to get an update on progress and an update around the Project Report.

Resolved that

- (1) appendices 1 and 2 to the Work Programme report be noted;
- (2) a service area / project report update be added to the Work Programme for the 9 August meeting; and
- (3) Councillors Milton, Cullinan, Syson and Redford be appointed to the Working Party to be held on 2 November 2022.

(The meeting ended at 7.50pm)

CHAIR
9 August 2022

Appendix 1

Task & Finish Group – Equality & Diversity report for O&S July 2022 Update on Phase 1

The recommendations from the WDC Task and Finish Group – ‘The Council’s approach to equality and diversity, especially with regard to race’ is aligned to Transformation PAB with a key remit in 2021/22 to take the work forward with SDC. As of May 2022 this recommendation is no longer paramount to continue, although we will of course continue as we always have, to work with other LA’s to support the EDI agenda.

It is important to note that work on EDI continues within the Council as part of our existing action plan: Continued awareness campaigns including ‘Race Equality Week’ forms part of our overall communication plans; ongoing training includes over 800 staff participating in training relating to EDI from 2018 to 2021 which includes Equality Diversity & Inclusion, Social Media, Black History Awareness, LGBTQ+ Inclusion, Recruitment & Selection; Equality Impact Assessments and HR for non HR Managers. We also continue to promote awareness of EDI policies e.g Dignity at Work. We also work with the Faiths forum to produce their annual calendar of religious anniversaries, which we then publicise.

WDC is committed to providing data related to Ethnicity Pay Gap analysis which was recently well received by Employment Committee, JCF/MTU and our Unions in March 2022 and will be reviewed again this year. There are ongoing campaigns to encourage Staff/Cllrs to complete diversity monitoring information which is paramount to ensure the data and analysis is robust Recommendation (x) has now been completed where funding has been sourced for a 2 year specialist post and recruitment is underway. This resource is imperative to achieve the objectives and recommendations as laid out in the report from the group.

Update on Phase 2

The intention is to complete the report by December 2022 so that it can be brought to Scrutiny in February 2023 and Cabinet in March 2023.

The Group are considering a proposal from [EQuIP](#) to undertaken community engagement work to inform there work which should be completed by October 2022. This will take place in the form of an online survey and face to face engagement with community groups about experiences of the community in accessing District Council services and how they go about accessing District council services.

The Group will also be looking at the data on ethnicity from the merger survey in comparison with the current residents survey and ethnicity within the District as captured by the 2021 census to see if the Council is reaching representative levels within the District.

They have already had an initial discussion with the WDC Community Wellbeing Team Leader and the Marketing & Communications Manager and will continue to work with these teams on their work as they come forward as well as the new Equalities Officer role with the Council once they are appointed.

Overview & Scrutiny Committee
9 August 2022

Title: Work Programme, Forward Plan & Comments from Cabinet
Lead Officer: Lesley Dury, Principal Committee Services Officer
Portfolio Holder: Not applicable
Public report
Wards of the District directly affected: Not applicable
Accessibility checked: Yes

Summary

This report informs Members of Overview & Scrutiny Committee:

- (1) of the Committee's work programme for 2022/2023 (Appendix 1); and
- (2) responses that Cabinet gave to comments and recommendations made by Overview & Scrutiny Committee regarding the reports to Joint Cabinet on 29 June 2022 and Cabinet 6 July 2022 (Appendix 2).

Recommendations

- (1) That Members consider the work programme (Appendix 1) and agree any changes as appropriate.
 - (2) That the Committee:
 - identifies any Cabinet items on the [Forward Plan](#) on which it wishes to have an input before the Cabinet makes its decision; and
 - nominates a Member to investigate that future decision and report back to the Committee.
 - (3) That Members note the responses made by the Joint Cabinet/Cabinet on the Comments from the Cabinet report (Appendix 2).
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1 Background/Information

- 1.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 1.2 The pre-decision scrutiny of Cabinet decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Cabinet decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 1.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve-month period to give a clearer picture of how and when the Council will be making important decisions.

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

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

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

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

- (2) The decision is likely to be significant in terms of its effects on communities living or working in any two or more Wards.

In considering whether a decision is likely to be significant, a decision-maker will need to consider the strategic nature of the decision and whether the outcome will have an impact, for better or worse on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected.

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

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

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

1.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Cabinet items, where notice has been given by 9am on the morning after Group meetings. The Committee will also receive a report detailing the response from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.

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

- 1.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Cabinet agenda.
- 1.11 On the day of publication of the Cabinet agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.
- 1.12 As a result, the Committee considered the items detailed in appendix 2. The response the Cabinet gave on each item is also shown.
- 1.13 In reviewing these responses, the Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the work programme.

2 Conclusion/Reasons for the Recommendation

- 2.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 2.2 The proposed plan at Appendix 1 has been developed in order for the Committee to focus on the four agreed core themes (Covid 19, Climate Change, Medium Term Financial Strategy and Business Plan). While this Committee will not have as much focus on the Medium-Term Financial Strategy, it will have to spend significant times looking at the other areas in detail.
- 2.3 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Cabinet decisions and to feed into policy development.
- 2.4 If the Committee has an interest in a future decision to be made by the Cabinet, or policy to be implemented, it is within the Committee's remit to feed into this process.
- 2.5 The Forward Plan is actually the future work programme for the Cabinet. If a non-cabinet member highlighted a decision(s) which is to be taken by the Cabinet which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Cabinet and they are passing comment on it.
- 2.6 Appendix 2, Comments from Cabinet, is produced to create a dialogue between the Cabinet and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee is formally made aware of the Cabinet's responses.
- 2.7 Where Overview and Scrutiny Committee has made a recommendation as opposed to a comment, the Cabinet is required to respond to the recommendation(s) made, including whether or not it accepts the recommendation(s).

Meeting Date 9 August 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Digital Strategy Update	O&S November 2021	Written report	David Elkington	February 2023	Every six months
Task & Finish Group – Equality & Diversity – Phase 2	O&S 6 July 2021	TBA	Councillor Mangat	Every meeting until completed	
Service Area / Project report update	O&S 5 July 2022	Verbal update	Andy Jones		

Meeting Date: 20 September 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Park Exercise Permits – annual review of the scheme	August 2020	Briefing Note	Padraig Herlihy	TBA	
Development Management and Enforcement Performance Update subsequent to report made to O&S in March 2022	March 2022 O&S	Written Report	HoS Development / Gary Fisher	TBA	
Task & Finish Group – Equality & Diversity – Phase 2	O&S 6 July 2021	Written report	Councillor Mangat	Every meeting until completed	

Meeting Date: 1 November 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>Climate Emergency Action Plan update from previous period and giving progress against carbon emissions and what is coming forward.</p> <p>To provide options for financing climate change action programme projects as promised at O&S 24 May 2022.</p> <p>To give a RAG risk status at the start of the report showing the summary of risks and stage reached to achieving the Council's ambitions without carbon offsetting becoming necessary.</p>	May 2022 O&S	Written report	Dave Barber	May 2023	Every 6 months

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
HEART Shared Service update including the implementation of the new IT system, progress/improvements made and if needed, the options available to Council to change the service.	April 2022	Written report or if a report is going to Cabinet, call it in. Report to include progress/improvements made and if needed the options available to the Council to change the service.	Lisa Barker		

Meeting Date: 6 December 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Environmental Enforcement Update subsequent to the report made in March `22	March 2022, O&S	Written report	Zoe Court		

Meeting Date: 7 February 2022

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Digital Strategy Update	O&S November 2021	Written report	David Elkington	August 2023	Every six months

Meeting Date 7 March 2023

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Summary of the role, responsibilities and performance of the SWCSP	This is a mandatory report.	Written report	Liz Young / Marianne Rolfe.	March 2024.	This is an annual report.
Annual update from Shakespeare's England, looking back over the previous year's activity and forward to next year.	April 2022	Written report	Martin O'Neill and Councillor Bartlett	March 2024.	This is an annual report.

Meeting Date 18 April 2023

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Overview & Scrutiny End of Term report.	Standing Annual Item.	Written report.	Committee Services Officer.	April 2023.	This is an annual report.

Briefing Notes to All Councillors – April 2023: Not for O&S Agenda, but to be emailed to all WDC Cllrs

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Children's and Adults' Safeguarding Champions: End of Term Report.	Standing Annual Item.	Briefing note	Marianne Rolfe.	April 2024.	This is a briefing note to all Councillors.
Members' Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Standing Annual Items	Briefing note	Andrew Jones	April 2024	This is a briefing note to all Councillors.

Meeting Date: To Be Advised

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Decide if an update is required on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse.	Committee meeting 26 September 2019.	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.
Update on plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities.	Committee meeting 26 September 2019 and briefing note 8 December 2020.	Briefing Note	Zoë Court	To be advised if applicable.	No officer will attend the Committee meeting unless there is a request.
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing	O&S August 2020	Written Report	Lisa Barker		A review was requested once the scheme had been operation for 12 months. Covid Lockdown has meant that the 12 months has not been achieved yet.

**Response from the meeting of the Joint Cabinet on the
O&S Committee's Comments – 29 June 2022**

Item Number 4 – South Warwickshire Local plan – Settlement Analysis Evidence Report

Scrutiny Comment:

The Overview & Scrutiny Committee:

- (1) was keen that we stayed close to housing demand numbers and interrogated them when they were published along with the requirements for infrastructure within the areas;
- (2) wished to know when the budget shortfall would be addressed; and
- (3) requested that information should be added to the report up front to provide clarity on:
 - a. how the greenbelt was impacted (or not) by this report and when that would be addressed.
 - b. the definition of a twenty-minute neighbourhood, with examples provided, for people to better understand the concept;
 - c. densities and the impact these might have had on future issues and options; and
 - d. the distinction/difference between the Scoping and Call for Sites consultation results and the analysis done in this report and at what stage the results from both would come together.

The Committee recommended that the District Councils should engage with Town and Parish Councils earlier in the process to validate the findings for particular settlements.

Joint Cabinet Response:

The Joint Cabinet approved the recommendation in the report and also the following recommendation which was instead of the recommendation made by Overview & Scrutiny Committee:

That parish and town councils are given the opportunity to comment on the settlement analysis prior to the Issues and Options consultation; and the Heads of Development, in consultation with the Portfolio Holders for Place and Economy and Planning and Place, make any subsequent factual and consistency changes, and any changes, as appropriate, following consultation with parish and town councils, and ward members.

Other information concerning Overview & Scrutiny Committee discussed at the meeting of Joint Cabinet:

At the Joint Cabinet meeting there was also discussion on whether there should be a Joint Overview & Scrutiny Committee but this was rejected:

- (1) the Chair of the WDC Overview & Scrutiny Committee recognised the importance of joint working but noted that this was being done by the Joint Cabinet meetings. He stated that he was elected to represent the interests of residents of Warwick District, and in order to do that properly the Scrutiny committees needed to be kept separate; and
- (2) Councillor Day stressed the importance of benefitting from the input of both Scrutiny Committee chairs at Joint Cabinet meetings but stated that his own view was that the two chairs should be trusted to bring their comments to Joint Cabinet individually. While there were things the two councils had in

common, there were other things that needed to be considered separately, and that could not be done with a Joint Overview & Scrutiny Committee.

**Response from the meeting of the Cabinet on the
O&S Committee's Comments – 6 July 2022**

Item Number 5 – New Projects for the Leisure Development Programme

Scrutiny Comment:

The Overview & Scrutiny Committee supported the recommendations in the report. Members were keen to ensure the individual projects were referred to the Programme Advisory Boards.

Some broad comments were made about the provision of sports facilities across the District and the Committee recommended to Cabinet that these should be discussed at the Programme Advisory Boards (PABs).

The Committee wanted to see the ongoing use of project management reviewed and expressed a keenness to ensure these will be looked at to help deliver a range of projects moving forward.

Cabinet Response:

The recommendations in the report were approved along with the recommendation made by Overview & Scrutiny Committee.

Items 6 & 13 – Continuation of Hydrogen Hub Project and confidential appendix

Scrutiny Comment:

The Overview & Scrutiny Committee supported the work going forward and was keen to see the business case develop, particularly relating to the return on investment and the case for electric vehicles vs hydrogen vehicles and how these technologies evolve over time.

Cabinet Response:

The recommendations in the report were approved.

Item 7 – South Warwickshire Electric Vehicle (EV) Infrastructure Strategy Report

Scrutiny Comment:

The Overview & Scrutiny Committee recommended that this item continue to be discussed by the Climate Change Programme Advisory Board (PAB) in order to shape the strategy before it returns to Cabinet.

Cabinet Response:

The recommendations in the report were approved along with the recommendation made by Overview & Scrutiny Committee.

Item 9 – Supporting our Communities

Scrutiny Comment:

The Overview & Scrutiny Committee supported the recommendations in the report. Members wished to reinforce its appreciation of the outstanding effort of officers and

Members, recognising the work that has been put in to keep services going to residents throughout the last two years.

The Committee also recommended that Members take part of a public round of applause for staff at the next full Council meeting on 28 July.

The Overview & Scrutiny Committee welcomed the service area plans. Members recognised the amount of that work that had gone into them and expressed a desire to see these in the context of historical data.

Members also recognised the high amount of information received and requested that attention is paid to how best to communicate changes to key performance indicators.

The Overview & Scrutiny Committee recommended to Cabinet that

- (1) officers could look at other ways to distribute the information in the Energy Price Rise Leaflet (appendix 3 to the report) via Parish/Town Councils / District Councillors;
- (2) the Committee asked officers to produce a definition of the RAG status to be used across the Council for consistency; and
- (3) the Committee asked that the performance measures are reviewed by the PABs to ensure that measure things of importance and are clear in what they are measuring.

Cabinet Response:

The recommendations in the report were approved along with the recommendations made by Overview & Scrutiny Committee.

Title: Work Programme Update – Digital Strategy
Lead Officer: Head of ICT
Portfolio Holder: Councillor Tracey
Wards of the District directly affected: None

Summary

To summarise the current progress being made towards Digital Transformation and the Council's Digital Strategy.

Recommendation(s)

- (1) That the contents of the reported are noted.
-

1 Background/Information

1.1 Introduction

- 1.1.1 In December 2021, the Cabinets of both Stratford-upon-Avon and Warwick District Council's considered and approved the creation of a Joint Digital Strategy for South Warwickshire.
- 1.1.2 The intention of the proposed strategy was to embed digitalisation as a component of service integration; ensuring that as services from the two Councils were brought together, digital was at the forefront of the revised delivery methods.
- 1.1.3 The strategy focused the Council's activities on customer centric digital outcomes, through investment in service design, training, infrastructure, effective operational technology and several key digitalisation initiatives.
- 1.1.4 Unfortunately, when the merger process was aborted in April 2022, the Joint Digital Strategy also ended. This report provides an update on the key workstreams which were undertaken, the ongoing workstreams at Warwick District Council and key item that will be considered in a revised Digital Strategy.

1.2 Progress to Date

Key

- Significant progress made / ongoing project with a plan and resources.
- Some progress made / ongoing project requiring review.
- Limited progress made / project requires significant review.

1.2.1 *Supporting Agile Working* ●

Our People and Priorities workstream included an initiative to continue support for agile working and wherever possible, remove requirements for paper within processes. Two initiatives within this area have been undertaken:

- *eSignatures*

The Council has introduced a solution where documents requiring a traditional “wet” signature can be signed electronically. The solution, DocuSign, was procured in conjunction with SDC, where it was intended to be used significantly by the Legal Service – being the only solution on the market capable of dealing with virtual document sealing.

- *Hybrid Mail*

WDC successfully trialled the use of Hybrid Mail within several service areas. Hybrid mail is essentially a printing system which electronically transfers letters to a 3rd party provider, who then autonomously prints, envelopes and dispatches them.

During the trial, participants were very positive about how the hybrid process worked, the flexibility it provided for them and the speed at which large mailing runs could be completed. A more widespread rollout of the system was agreed by SLT in June 2022.

Roll Out Plan:

The eSignature and Hybrid Mail solutions will be rolled out together starting in Q2 2022, with an anticipated duration of 12 months.

The roll out will be integrated with a larger project to include optimising our printed materials to use less paper, transferring communications to electronic means wherever possible, and in situations where a signature is needed, converting this to an electronic workflow. This is not an overly complex project, but it is time consuming due to the level of involvement required to analyse and improve our current situation.

1.2.2 *The Local Land and Property Gazetteer* ●

The LLPG is the Council’s core address database, detailing every addressable unit within the Warwick area. As part of the Digital Strategy it was intended that the LLPG become the address data source for every major Council system – to improve data management, future integration opportunities and ensure a consistent geographical base.

The first solution to include the LLPG following the sign-off of the Joint Digital Strategy was the Council’s new waste service, which uses LLPG data within the CRM, online forms, in-cab devices, and back-office applications. The Unique Property Reference Number (UPRN) ties all these systems together, allowing simple communication based on a location rather than a person.

The revised Digital Strategy will continue to prioritise the use of the LLPG as a core address database. It should be noted that the quality of WDC’s LLPG is very high and in May 2022, the GIS team were awarded gold status by Geoplace (who

look after the National Land and Property Gazetteer). This was in recognition of the improvements the team had made to our data quality.

Roll Out Plan:

There is no set roll out plan for the LLPG, as this is a supporting dataset for other initiatives.

1.2.3 Risk Management ●

Our Digital Service by Design strategy theme included an initiative to work with the Council's Risk Management function to introduce a better risk framework for ICT and Digital. The intention was to improve how we prioritised our resources, provide more consistent identification of significant risks and ensure we implemented effective controls in a timely way.

Whilst work with SDC did not continue, a new Risk Management application is being used across ICT at WDC. Discussions are also underway within the Senior Leadership Team and the Council's Risk Manager, to identify how this system could be of benefit to other areas of the authority.

Roll Out Plan:

The Risk Management application used by ICT will be considered by the Council's Senior Leadership Team in August 2022.

If after evaluation it is decided that wider usage would be beneficial for the Council, resources could be put in place to facilitate this, starting in September 2022, for completion within six months.

1.2.4 Service Design ●

The Service Design workstreams of the Digital Strategy were intended to be used as part of the integration processes. The strategy also included initiatives to develop "ways of working" methods for repetition within other service areas. Neither of these workstreams were progressed following merger ending, however a small number of initiatives were already underway.

The chargeable garden waste process was one such example. Intended to be delivered digitally from the start, online signup forms were integrated seamlessly with (SDC's) CRM, payment portal, waste management system and with the 3rd party sticker creator. The input forms could be used by contact centre operators to manually trigger a process and to deal with customer queries.

This solution was designed using SDC's CRM system and since launch, more than 85% of the service sign-ups have been completed entirely online. Similar online processes have been created at WDC for other services such as reporting fly tipping (using the Arcus platform) and improving how noise complaints are managed. The principles of digitally focused, user-centric design feature in all solutions and WDC will continue to prioritise this in the future.

The revised Digital Strategy will still suggest a major project of service design review, emphasising the importance of focusing on user's needs and using digital delivery methods to accommodate these efficiently behind the scenes.

Lesson Learned: The Change Management elements of service design cannot be underestimated. This has to be led from the top of the organisation and the vision of providing better services has to be embedded amongst all involved.

Roll Out Plan:

Service Design will be covered within the Council's revised Digital Strategy. This is anticipated for submission to Cabinet in September 2022. Design methodologies, guided by principles from the Government Digital Service, will be implemented within the first 12 months of the Digital Strategies life.

1.2.5 *Combined Telephony* ●

One of the first digital strategy projects to commence was the introduction of a combined telephony system. This workstream had made significant progress; ICT had identified potential solutions and was engaged with several suppliers to take proposals forward.

Our intention was to use Microsoft Teams Telephony and expand SDC's Mitel Contact Centre software into WDC. The decision to cease merger operations effectively drew this workstream to a close in its previous form. Fortunately, no contracts had been signed and all input from suppliers had been on a goodwill basis rather than consultancy.

Some aspects of the work undertaken continue to be used – SDC's handling of WDC's waste and recycling calls for example is facilitated through the redirection of SIP trunk traffic – a technique explored during this workstream.

The forthcoming Digital Strategy will continue include a project to review WDC's telephony, as our existing Cisco platform still requires replacement and there are a number of features in newer systems that we currently cannot accommodate. ICT have already begun to engage services to ensure we continue to have a good understanding of their requirements as this project moves forward.

Roll Out Plan:

Renewed Telephony will be picked up in Q3, 2022 and is anticipated for completion within 12 months.

1.2.6 *Creation of a Digital Team* ●

A priority outcome in the Joint Digital Strategy was the creation of a dedicated Digital team to support other Council services. The intention was to resource this largely from existing ICT staff, following a re-alignment of their workloads in recognition of the combined service. Financial provisions were also made for an additional two temporary Project Manager posts and a Business Analyst.

A revised ICT structure had been agreed by the Programme Board, which included a Digital Team, and job roles were being specified in advance of launching a staff consultation. Unfortunately, without the merger resources, this workstream was unable to progress any further in its previous form.

Proposals are currently being drawn up (as part of a revised Digital Strategy) to revitalise the creation of a bespoke Digital Team. It will not of course be possible

to move resources around within ICT in quite the same way, but it is not anticipated that this will cause significant difficulties.

Currently, WDC's projects are being progressed by the Transformation Lead and are being technically supported by ICT's Application Support group.

Lesson Learned: Effective Project Management and Business Analysis resources are essential and any Digitalisation initiatives will most likely fail without having these core resources in place.

Roll Out Plan:

The Cabinet report for a revised Digital Strategy will include a recommendation to establish a dedicated Digital Team. If accepted, it is anticipated that the team will be in place within three to six months, depending on recruitment outcomes.

1.2.7 Introduction of a Customer Relationship Management System ●

Introducing a single corporate CRM system was a cornerstone digital project, required to underpin most other strategy workstreams. Work started in December 2021 to review both Council's existing CRM systems (SDC's in-house platform and WDC's Jadu and Salesforce/Arcus systems) but this was paused shortly after launch.

In January 2022, as work gathered pace on the digital aspects of the waste management contract, a request was made by the (then) Head of Customer Services and Head of Waste and Recycling to pause work on the CRM review. It was not felt that there was capacity to participate in this workstream, whilst also completing the work required for the waste integration, which had to be ready for testing by April.

At the request of the aforementioned Heads of Service, all integration work for the new Waste and Recycling service was completed using Stratford's in-house CRM system. In the aftermath of the merger, SDC have continued to develop the digital waste provisions (within their CRM) as a service for WDC to consume. This has worked well, but this does limit WDC's ability to access customer information and the associated waste management portal.

At WDC, work is currently underway to review the Arcus platform and assess its suitability for more widespread usage – particularly its CRM and self-service capabilities which are built on Salesforce technology.

As a part of the revised Digital Strategy a new project will be put forward to introduce a corporate CRM system which will remain a cornerstone project. Consideration will be given to our existing platforms and the current Arcus review will give us a head start on completing this due diligence exercise.

Roll Out Plan:

A business case for a corporate CRM system will be produced in Q3, 2022. If accepted, it is anticipated that the first services will be rolled out in Q1 2023 (accounting for selection, training, implementation and development). Other customer facing online services (where appropriate) will migrate to or integrate with the CRM platform over a two year period.

1.2.8 *Application Consolidation*

As part of the merger process, a significant workstream to review the Council's application estate was due to be undertaken. Initial priority areas had been identified which included Customer Services (CRM), Development and Building Control (Accolade/Uniform), Finance (CIAnywhere/Civica) and Revenues and Benefits (Civica/Civica).

Other than agreeing a prioritisation matrix, examining the potential costs involved with some systems and agreeing a running order, no other work on this stream was completed.

WDC's revised Digital Strategy will continue to focus on ensuring that staff have the right tools for the job, including the line of business applications they use. We will continue to look at consolidation opportunities and review how our existing applications are able to meet our future needs, as part of an integrated, end-to-end customer environment.

Roll Out Plan:

There is no longer a specific timeline associated with application consolidation. Work toward replacing the Accolade Planning and Building Control system has recently commenced within initial discussions underway. This will be facilitated by ICT who will provide comprehensive project and technical support.

1.3 ***Practical Impacts of De-Merging***

1.3.1 Work to facilitate the merger of SDC and WDC within ICT had already commenced at pace. The subsequent decision to cease merger activities did have some specific ICT implications, but fortunately none were significant:

- *Remote Access*

A number of staff at both SDC and WDC had been given access to systems and data at both organisations. In some cases, hardware for each respective authority was also issued.

All remote access for non-WDC staff was quickly terminated. The Councils have exchanged returned hardware and arrangements have been put in place for posts which continue to be shared.

- *Combined Systems*

Most of the work undertaken to combine systems was focused on the use of Office 365 and the enablement of shared collaboration technologies.

Again, all remote access to collaborative resources that contained WDC data has been ceased. However, the facilities introduced during the merger (such as the ability to directly Teams chat with an SDC staff member) have been left in place. They posed no significant threat and continued to benefit the authority for any ongoing shared initiatives.

Work on combined software applications was ceased in all areas other than eSignatures, where a contract involving the two Council's had already been signed. Fortunately, the DocuSign solution is an online portal, and no practical sharing has continued with SDC other than invoicing for the costs of the system.

- *Information Sharing*

Where necessary, services can continue to share data with SDC colleagues as the Council has left all relevant sharing agreements in place. Any information that was shared with SDC previously has been purged from their systems where appropriate, or will be removed as part of their retention and disposal policies.

- *Email*

Several SDC colleagues were issued with WDC email addresses as part of their combined duties. These have now been entirely removed, following a brief period of redirection and the presence of an "out of office" warning.

All shared mailing lists have also been decommissioned.

1.4 **New Developments - Government Digital Strategies**

1.4.1 In June 2022, the Department for Digital, Culture, Media and Sport (DCMS) announced its new UK Digital Strategy. Intended as a cross-government policy, the strategy focuses on six key areas:

- *Digital Foundations*

Digital infrastructure, data, regulation and digital markets, and security.

- *Ideas and Intellectual Property*

Consolidation of the government's work to support the innovation ecosystem, including in universities and the private sector.

- *Digital Skills and Talent*

Strengthening the digital education pipeline, increasing awareness of pathways into digital occupations, enhanced digital skills base, access through alternative routes and, work with the private and third sectors.

- *Financing Digital Growth*

Improving access to finance, embedding the technology revolution across the economy and the government's push to make the UK the best place to list a technology business.

- *Spreading Prosperity and Levelling Up*

Using digital technologies to support key strategic priorities including enhancing productivity, improved services, levelling up, and net zero.

- *Enhancing the UK's Place in the World*

The UK's strategic advantage to influence global decisions, commitment to maintaining the UK a science and technology superpower and helping to set global standards on digital products and services.

1.4.2 Each of the government's digital priorities are broken down further into smaller initiatives but many of these are likely to be delivered by central government agencies. None of the key actions are identified for delivery by the Department for Levelling Up, Housing and Communities (DLUHC), but this does not mean that local government does not have a role to play.

1.4.3 The Central Digital and Data Office (CDDO) also recently published a new policy paper, *Transforming for a Digital Future: 2022 to 2025 roadmap for digital and data*. This also identified six key, cross-government priorities:

- *Transformed Public Services*

Enabling great digital services and embedded digital design and delivery.

- *One Login for Government*

A single method of authentication for all government services.

- *Better Data to Power Decision Making*

Co-operative sharing of quality data for reuse across government.

- *Secure, Efficient and Sustainable Technology*

Promotion of reusable technology that is resilient, secure, sustainable and effective with emphasis on the remediation of legacy systems.

- *Digital Skills at Scale*

Upskilling staff, establishing a capability framework and improving retention.

- *Unlocking Digital Transformation*

Addressing systematic barriers to digital transformation and ensuring all departments meet an agreed standard of delivery.

1.4.4 The CDDO policy does state that it is not specifically intended for adoption within Local Government. However, it also indicates that the CDDO and DLUHC are jointly engaging with local government to help create alignment with these plans, by supporting the reform of local services and, where appropriate, encouraging integration with central government services.

1.4.5 WDC's revised Digital Strategy will include direction (where appropriate) from Central Government Digital Strategies. Consideration will also be given to the Levelling Up agenda which was not available when the Joint Digital Strategy was designed.

2 Alternative Options

2.1 No alternative options are presented.

3 Consultation and Member's comments

3.1 The Portfolio Holder for Transformation has received a copy of this report.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 None.

4.2 Financial

4.2.1 None.

4.3 Council Plan

4.3.1 None.

4.4 Environmental/Climate Change Implications

4.4.1 None.

4.5 Analysis of the effects on Equality

4.5.1 None.

4.6 Data Protection

4.6.1 All Digital Strategy initiatives/changes are in-line with data protection legislation.

4.7 Health and Wellbeing

4.7.1 None.

5 Risk Assessment

5.1 None

6 Conclusion/Reasons for the Recommendation

6.1.1 Abandoning the merger was a significant blow for the Digital Strategy objectives. However, this does not mean the end of the road for Digital and a revised Digital Strategy proposal will provide WDC with a real opportunity to tailor its digital approach and concentrate on delivering programmes which will truly be of benefit to our residents.

6.1.2 There are no specific recommendations made within this paper, it is simply intended to offer reassurance to members that after the Digital Strategy was approved, ICT did actively start to work on several key initiatives. Our revised strategy proposals will continue to prioritise the actives which will have the most benefit to our communities, but also to resolve some of the shortfalls of the previous strategy and improve our overall outcomes.

7 Background papers

7.1.1 WDC, 2021 – [Joint Digital Strategy](#).

8 Questions from Councillors

8.1 *Question from Cllr. Dickson*

8.1.1 Its proposed that plans for a new CRM system will be brought forward for consideration in Q3 2022 for rollout in Q1 2023. Is there any indication of the possible costs of introducing such a system (even just ballpark figures) and from where this would be funded?

8.1.2 Also, how confident are you that if a decision is made in Q3, that the first services could be rolled out in Q1 next year? Does this really allow enough time for UAT?

8.1.3 One of the lessons of our community engagement during the recent COVID

pandemic has been that there are still many people in our District who do not have access to any form of digital technology. What reassurances can you provide that WDC's digitalisation strategy does not leave these residents feeling disenfranchised?

8.2 *Response*

- 8.2.1 When thinking about a CRM, members must consider that the cost of implementation can vary significantly depending on the desired functionality, software provider and other fluid factors such as the number of users. Any proposals formally submitted in the future will have a properly costed business case which fully identifies and accounts for everything the Council would need to spend.
- 8.2.2 As a "ballpark" figure, assuming that we would like a full service CRM that integrates completed with e-forms and key back-office systems, includes workflow, implementation support, etc., I'd expect year one costs of around £80,000 - £100,000. Then depending on the number of users the system hosts and the levels of integration we decide are required, around £40,000 each year afterwards in maintenance.
- 8.2.3 However, as said, this could vary significantly and the figures above assume a system that will integrate with some of our existing technology.
- 8.2.4 Funding would likely be taken from the ICT Service System Alignment Reserve or ICT's Digital Seed Funding. Again, please be assured that any future business case would have to be approved by our finance team, with funding identified across the solutions lifecycle. We would not sign the Council up for anything we cannot afford or would create unjustifiable financial pressures.
- 8.2.5 In terms of timing – we will keep this continually under review as a difficulty or hold up at any stage could delay things. However, it would be important that we start to use any system we procure relatively quickly. Getting high-quality, positive outcomes at the start of what will be a long-term project is absolutely essential. Most CRM providers now are hosted so our technical requirements may be limited and in advance of this we could already be working with service areas to identify and build processes. All of this will help us to move forward quickly whilst maintaining service quality.
- 8.2.6 Regarding the delivery of services for non-digital residents, we will absolutely not leave any resident behind. Our Digital Strategy and its delivery will remain true to the Council's values of being Community Focused, with Fairness and Equality.
- 8.2.7 The benefits of redesigning services for digital will flow across other service channels. For example, if we were to implement a CRM, the same e-forms would be used to complete a transaction on the website as would be used internally for staff face to face or over the telephony. Any assisted transaction would then benefit from the transparency and efficiency of the digital process, but would remain accessible via the customers chosen channel. People could also swap channels, with their information remaining consistent and open.

8.3 *Question from Cllr. Sidney Syson*

- 8.3.1 On 1 June, Housing Minister Rt Hon Christopher Pincher MP announced a £1.1m fund to test the use of digital tools and data standards across 10 local areas

which included WDC and Stratford. Cllr Cooke commented: "The Planning White Paper published last year highlights Government's desire for Local Plans to be fully digitised, more visual, web-based, and based on the latest digital technology. It also indicates that this should improve public engagement in the Plan making process. I am therefore delighted that the two South Warwickshire Councils are amongst a select few authorities to have been chosen to test the use of digital tools, thus leading the way in this area.

8.4 *Response*

- 8.4.1 The allocation of funding to Warwick and Stratford-on-Avon District Council's will be used to assist in the digitalisation of the local plan.
- 8.4.2 The intended outcome of the pathfinder programme is to translate Local Plans into online, digital resources which can be interrogated from a map interactively rather than a traditional flat document. The pathfinder identifies a number of local plan standards to be used, which should ultimately improve accessibility and the integration of the plan with other services.
- 8.4.3 At SDC and WDC, the funding is being used to cover the costs of a support officer who will assist with data capture and the digitisation of the local plan itself. This has a tremendous number of benefits, particularly within planning. If for example, the local plan layer were added to our development control system, it would be possible to autonomously search for local plan policies and there associated text every time a planning application is captured. These could then be included in reports and decision notices automatically. The data could also then be presented in other systems, on the Council's website and intranet.
- 8.4.4 The pathfinder activities are not directly under the control of ICT (i.e. part of a specific digital agenda item), but they are within the spirit of the previously agreed Digital Strategy. The activities will open up our data for re-use, make better use of spatial information and can contribute to the automation of services.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	05/07/2022	
Title of report	Work Programme Update – Digital Strategy	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)	NA	
Portfolio Holder WDC & SDC *	27/06/22	Cllr. Tracey
Financial Services *	NA	
Legal Services *	NA	
Other Services	NA	
Chief Executive(s)	CE 27/06/22	
Head of Service(s)	NA	
Section 151 Officer	NA	
Monitoring Officer	NA	
CMT (WDC)	27/06/22	
Leadership Co-ordination Group (WDC)		
Other organisations		
Final decision by this Committee or rec to another Ctte/Council?		Recommendation to :Cabinet / CouncilCommittee
Contrary to Policy/Budget framework		No
Does this report contain exempt info/Confidential? If so, which paragraph(s)?		No
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?		No
Accessibility Checked?		File/Info/Inspect Document/Check Accessibility