

Overview & Scrutiny Committee Tuesday 3 October 2023

A meeting of the above Committee will be held in Shire Hall, Market Place, Warwick on Tuesday 3 October 2023, at 6.00pm.

Councillor Milton (Chair)

Councillor D Armstrong

Councillor M Luckhurst

Councillor A Barton

Councillor J Payne

Councillor D Browne

Councillor P Redford

Councillor M Collins

Councillor D Russell

Councillor A Day

Labour Vacancy

Councillor D Harrison

Emergency Procedure

At the commencement of the meeting, the emergency procedure for Shire 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 meeting held on 20 July 2023.

(To follow)

4. **Work Programme and Forward Plan**

To consider a report from Governance.

(Pages 1 to 18)

5. **Waste Contract Review**

To consider a report from Neighbourhood Services.

(To follow)

6. **“No Mow May” Review**

To consider a report from Neighbourhood Services.

(To follow)

7. **Corporate Strategy**

To consider a report from Governance.

(To follow)

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Overview & Scrutiny Committee
3 October 2023

Title: Work Programme, Forward Plan & Comments from Cabinet
Lead Officer: Patricia Tuckwell, Civic & Committee Services Manager
Portfolio Holder: Not applicable
Public report
Wards of the District directly affected: Not applicable

Summary

This report informs Members of Overview & Scrutiny Committee of the Committee's work programme for 2023/2024 (Appendix 1). Since this scheduled meeting of the Overview & Scrutiny Committee is to discuss items on its own Work Programme only, the Comments from Cabinet report (normally Appendix 2) will be part of the agenda for 31 October meeting when Cabinet reports will form part of the schedule for the meeting.

Recommendations

- (1) That Members consider the work programme (Appendix 1), the themes the Committee intends to scrutinise this year and agree changes to its Work Programme appropriately.
 - (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.
-

1 Background/Information & Reasons for the Recommendation

- 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 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.
- 1.3 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.
- 1.4 The Council's Forward Plan is published 28 days before each Cabinet meeting and sets out the key decisions that are expected to be taken by the Cabinet in the next twelve months.

1.5 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.

1.6 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.

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

1.8 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.

1.9 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.

1.10 At each meeting, the Committee will consider its 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.

1.11 The Committee will consider issues that have due significance with reference to the following criteria:

Agenda Item 4

- The number of residents impacted and the significance of that impact.
 - The amount of spend involved.
 - It concerns a strategic priority of the Council or key project.
- 1.12 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.
- 1.13 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.
- 1.14 Four additional meetings were added to the schedule of meetings for this Committee for the municipal year 2023/24. These additional meetings were scheduled on 20 July, 3 October, 23 January and 26 March. These meetings were for business on the Committee's own Work Programme; there is not a meeting of Cabinet on those weeks. To do this effectively, the Committee must agree what it wishes to scrutinise, how this will be done, and amend its Work Programme appropriately so that all of its meetings have a schedule that is appropriate and neither too full or underutilised. Effective scrutiny work will require sufficient staff resourcing and how this will be provided must be agreed.
- 1.15 At the Committee's meeting 4 July, the Committee was asked to consider what themes it would wish to focus on during this municipal year and for the lifecycle of this Council. Members were asked to bring their thoughts to the meeting 20 July and these should include not just the theme subjects, but when and how each theme could be scrutinised, Members could select one or possibly two themes each year and there were various ways this could be conducted that could be considered, such as Task & Finish Group work.
- 1.16 The themes suggested by the Chair were:
- Monitoring the progress against responding to our climate & biodiversity motions.
 - Housing.
 - Creating diverse local economies.
 - Service delivery by the Council.

The Committee would consider the climate and biodiversity theme during the municipal year 2023/24 but Members needed to consider if it would concentrate solely on this one theme for 2023/24, or if it would wish to tackle another area as well.

- 1.15 Staffing resource for this scrutiny work was being reviewed. The Chair had already had a brief talk with the Council's Leader. The Chair has discussed, with the Leader and Head of Governance, the potential for additional resources to support the scrutiny function at Warwick District Council. This is being investigated to enable the financial implications to be considered by Officers and the Cabinet.

3 October 2023
(No Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
<p>A 12-month review of the new waste and recycling contract and lessons learned from the renewal particularly with the focus on events over the Easter 2023 period.</p> <p>Include finance considerations. Help in writing this report should be sought from the Head of Finance. The level of reporting required should also be addressed in the report following on from conversations between the Chair and the Head of Finance.</p> <p>Performance data should also be included across all waste collection services, e.g. missed collections, green bin sign-up and recycling collections.</p>	O&S 19 April 2023	Report	Zoe Court and Steve Partner with help from Andrew Rollins		The request for financial considerations to be added to this report arose from concerns on the figures presented at the 8 August meeting on the Quarter 1 Budget Update 2023/24 report where a shortfall in expected income from the recycling of dry waste was revealed.

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
<p>Areas of concern and lessons to be learned for next time.</p> <p>See minutes 8 August, Work Programme item for full details on work the committee wishes to conduct on the renewal of the waste contract next time alongside the Portfolio Holder and Officers.</p>					
<p>“No Mow May” review. What happened and how to avoid problems in the future. Understand the real impact, benefits and how such initiatives are communicated to the residents in future. How to execute in the right way. Seek professional advice, eg Warwickshire Wildlife Trust.</p> <p><i>See the “notes” section</i></p>	<p>4 July 2023 O&S</p>	<p>Written report</p>	<p>Zoë Court</p>	<p>TBA</p>	<ul style="list-style-type: none"> - How the decision was made; - The rationale; - Measuring the impact; - Planning and recovery management; - Lessons learnt; - Members asked for the opportunity to feed from the comments they received from residents;

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
					<ul style="list-style-type: none"> - Communication with towns / parishes; - Info regarding flood risks to provide reassurance

31 October 2023
(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Organisational Carbon Emissions Summary 2022/23		Written Report	Graham Folkes-Skinner/Dave Barber		
Review of the Significant Business Risk Register	Forward Plan ref 1374	Cabinet Report	Councillor Ian Davison and Chief Executive	March 2024	
Future High Streets Fund update – the Committee asked for amendments to the Risk Register see confidential minutes 4 July 2023.	O&S February 2023	Written report unless the timing is in proximity to a report to Cabinet, in which case the Cabinet report will be called in instead if it deals with all the projects.	Martin O'Neill	23 January 2024	Every 3 months until further notice

5 December 2023
(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Heart Shared Service Update since O&S meeting December 2022	O&S December 2022	Written report	Lisa Barker		
Q2 Budget Update 2023/24 from the Cabinet Agenda		Cabinet Report	Andrew Rollins	TBA	Part of the Committee's finance remit
Environmental Enforcement Update subsequent to the report made in March 2023 (following recruitment of the new position reported in March 2023). Figures for rural areas to be provided if possible for discussion of measures put in place and what is required. "Heat map" information for the District to be provided.	March 2022, O&S	Written report	Zoë Court	TBA	
Digital Strategy Update from the Cabinet Agenda. <i>(O&S Chair agreed that rather than a report to O&S, the Committee would call in the report to Cabinet)</i>	O&S November 2021	Cabinet report	David Elkington	June 2024	Every six months

23 January 2024
(No Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Six-month post opening update on the "Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services	O&S February 2023	Written report	Steve Partner		
Update on Scrutiny Arrangements as per the recommendation made in the report to O&S 8 August 2023	O&S August 2023	Written report	Graham Leach		

**6 February 2024
(Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Future High Streets Fund update – the Committee asked for amendments to the Risk Register see confidential minutes 4 July 2023.	O&S February 2023	Written report unless the timing is in proximity to a report to Cabinet, in which case the Cabinet report will be called in instead if it deals with all the projects.	Martin O’Neill	Approx. June 2024 (TBC when mtg dates for 24/25 confirmed)	Every 3 months until further notice

**5 March 2024
(Cabinet meeting this cycle)**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Annual update from Shakespeare’s England, looking back over the previous year’s activity and forward to next year.	March 2023	Written report	Martin O’Neill and Councillor Bartlett	March 2025.	This is an annual report.
Summary of the role, responsibilities and performance of the SWCSP. Invite Councillor Falp (non-Exec rep) and the PH Safer Communities to O&S	This is a mandatory report.	Written report	Liz Young / Marianne Rolfe.	March 2025.	This is an annual report.
Review of the Significant Business Risk Register	Forward Plan ref 1374	Cabinet Report	Councillor Ian Davison and Chief Executive		

26 March 2024

(No Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes

9 April 2024

(Cabinet meeting this cycle)

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
O&S End of Term report.	Standing Annual Item.	Written report.	Committee Services Officer.	April 2025.	Annual report
Noise Nuisance Investigations: Review of the Policy and the service area’s performance in respect of all forms of noise nuisance more generally. Additional data was requested in the next report (see minute 93, 19 April 2023, 4 paragraphs from the end of this minute, and also see the pre-scrutiny questions on the Council’s website for 19 April with the questions posed by Councillor Milton.	9 August 2022, 19 April 2023	Written report	Lorna Hudson		

Briefing Notes to All Councillors – April every year
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 2025.	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 2025	This is a briefing note to all Councillors.

First meeting of the Municipal Year 2024/25

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Appoint Children's and Adults' Safeguarding Champion	Standing Annual Item.	Agenda item			On-going at the first meeting of each Municipal Year
To appoint members to the Budget Review Group (add the Group's remit which is saved to the annex in the Constitution)	Standing Annual Item.	Agenda item			On-going at the first meeting of each Municipal Year
Elect a Chair if this was not done after Annual Council	Standing Annual Item				On-going at the first meeting of each Municipal Year

Meeting Date: To Be Advised

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Final Accounts / Q4 Budget Update 2022/23 (Forward Plan ref 1,384)	Forward Plan	Cabinet report	Andrew Rollins / Steven Leathley		Part of the Committee's finance remit
Statement of Accounts 2021/22 (Forward Plan ref 1,312)	Forward Plan	Cabinet report	Andrew Rollins / Steven Leathley		Part of the Committee's finance remit
Review on the Identification and Remediation of Damp and Mould in Council Homes to include: <ul style="list-style-type: none"> • What was happening with the policy; • Was it being put into action; • The impact it has made. 	Committee meeting 8 August 2023	Written report	Steve Partner	Six months after implementation, so December 2023, CSO to chase Steve Partner for the date of implementation and then schedule a report six months following that implementation date.	

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
Review additional Licensing Scheme to include: <ul style="list-style-type: none"> • How effective it had been. • How many licenses had been issued. • Was there enough resources in place 	Committee meeting 8 August 2023	Written report	Paul Hughes	Six months after implementation, so December 2023, CSO to chase Paul Hughes for the date of implementation and then schedule a report six months following that implementation date.	
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. (8 November 2022 – an email was sent to David Guilding and Philip Clarke asking for the status.)	Informal update.	Dave Guilding / Philip Clarke.	TBA	
Update - 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.	Written report	Zoë Court	To be advised if applicable.	No officer will attend the Committee meeting unless there is a request.

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
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing	O&S August 2020 (31 October 2022 – Cllr Cullinan sent an email to Lisa Barker asking for a date for the report and the response was sometime spring 2023.)	Written Report	Lisa Barker		A review was requested once the scheme had been in operation for 12 months. Covid affected the process.
Park Exercise Permits – annual review of the scheme	August 2020 (Update November 2022 on status - Ann Hill has advised that the current permit scheme is not working and work needs to be undertaken to find out why that was, be it the rules of the scheme, the eligibility or enforcement. After speaking with Marianne Rolfe, she and Marianne decided to approach the relevant PAB when a revised scheme has been formalised.)	Written report	Ann Hill		
Climate Change Action Programme Update	O&S 20 July 2023	Written report	Dave Barber		1. Offsetting and any potential for getting involved in

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
					early policy development; 2. Issue of adaptation; 3. Data tracking and how this can be most efficient.

September 2024 meeting:

At O&S 19 September 2023 the Committee requested an update on the Resident Engagement Strategy (report to Cabinet August 2023). The Committee is keen to understand a) how is it going? And b) what are we learning? (include some examples of changes that have been made as a result of the consultation.)

The question that sits behind this is as-to whether this is a good use of the Council’s resources. There are benefits to us as a Council from getting resident feedback and what we’d like to get is visibility of those. This is ‘value for money’ in its broadest sense (No need to come with figures and a ROI.)

Housing is one of the biggest ways that we impact residents’ lives and getting a bit more visibility amongst members of some of the good things we do but also some of the challenges residents face will be valuable.

Title: Review of First Year of 123+ Waste Contract

Lead Officer: Zoë Court, Neighbourhood Services Manager, Tel: 01926 456314

Portfolio Holder: Councillor W Roberts

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	19 September 2023	Councillor W Roberts
Finance	19 September 2023	Andrew Rollins
Legal Services		
Chief Executive	19 September 2023	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)	19 September 2023	Steve Partner
Section 151 Officer	19 September 2023	Andrew Rollins
Monitoring Officer	19 September 2023	Graham Leach
Leadership Co-ordination Group	N/A	
Final decision by this Committee or rec to another Cttee / Council?	Yes	
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?	Yes	

Summary

To provide Overview and Scrutiny Committee with an overview of the first year of operation of the 123+ Waste management Contract.

Recommendation

That the contents of this report be noted.

1 Background

- 1.1 The joint waste contract with Stratford District Council, known as "123+" (1 for weekly food waste collections, 2 for fortnightly recycling collections, 3 for 3 weekly refuse collections and + for 'optional garden waste collections) started on 1 August 2022. After this date garden waste bins without permits were not emptied. This contract was specified and let during the period of merger talks between the two Councils.
- 1.2 Stratford District Council (SDC) have a Contact Centre and a decision was taken that even though the merger was no longer taking place, they had the required resource to deal with the expected high volume of enquiries. Therefore, SDC currently take all waste related enquiries, including phone calls, emails webforms, and payments for containers, bulky waste collections, garden waste permits for Warwick District Council (WDC) at first point of contact by diverting relevant calls and emails from WDC to the SDC team. Escalations are passed onto the Business Support Team in WDC Contract Services. This is based on an annual recharge to WDC and set out later in this report.
- 1.3 The Business Support Team within WDC Neighbourhood and Assets consists of 1 Team Leader and 3.8FTE Officers. They take all enquiries relating to grounds maintenance, street cleansing, corporate building cleaning and parking (including Penalty Charge Notice appeals). They previously dealt with waste related calls up until the end of the previous waste contract with Suez, that finished at the end of July 2022.
- 1.4 Prior to the 123+ 'go live date', all street level properties needed to be provided with a food bin, a kitchen caddy, and a blue lidded wheeled bin for co-mingled recycling collections. In addition, all households apart from those on communal collections required an information pack on the new collections including a collection calendar, as a one off, for the first year. It should be noted Warwick District Council had stopped distributing calendars several years ago due the cost.
- 1.5 Both WDC and SDC also introduced a new phone app called 'Cloud 9' which allows users to get alerts on which containers to put out for collection, find out what items can be recycled and allows the Councils to send notifications by ward, street etc for any specific disruptions (i.e. collections running behind schedule) and general reminders e.g. 'you can now renew your garden waste permit'. WDC has over 30,000 residents using the app with over 23,500 residents signed up for notifications. Feedback on the app has been good and additional features are now being added.
- 1.6 Unwanted red boxes, white bags and green bins were collected free of charge from November 2022 – January 2023. These were all collected for recycling with the income from these sales, after consultation with the Chairman of the

Council, donated to Myton Hospice. From February 2023 any household wanting to get these items collected has to do so by booking and paying a small fee via the SDC contact centre. There have been various communications to encourage residents to reuse and/or give away to neighbours.

- 1.7 In almost all areas, the new contract has produced the expected levels of service and has increased recyclable materials collected. However, there is a specific issue in a few areas, specifically parts of Leamington Spa town centre which are predominately areas comprising flat and shared accommodation and with concentrations of students in residence. These areas previously had a weekly black bag collection, but the view originally taken was that the 123+ cycle of collections would work in that area. However, it has not, and significant resources are required to clear weekly fly tipping on the street. There have been understandable complaints from residents in these areas with concerns about the health and visual impact. There is a case to review collections in those limited areas with the possibility of a return to weekly collections, albeit at additional cost to the contract. This is being reviewed by officers, with the Portfolio Holder and any proposals will be brought through alongside the 2024/25 budget setting process.

2 Biffa performance

- 2.1 As expected, with a new contract of this size and the changes to collections and vehicles there was some disruption at the start of the contract, particularly with the new food waste collections, communal collections and some households not receiving the new containers before their first or second collections. However, these issues quickly settled down and additional resources were put on to the delivery of containers.
- 2.2 Appendix 1 shows Biffa's performance from August 2022 – 2023 in relation to the number of missed collections by type, missed assisted collections, missed bulky collections, missed clinical waste collections.
- 2.3 Appendix 2 shows Tonnage per waste stream for August 2022 – 2023 this shows that participation in food waste collections has remained consistent, refuse and recycling remains steady, in line with the property growth and seasonal garden waste fluctuations. The Council's recycling rate is now around 60% which is an increase of almost 7% compared to the same period last year. The Council receives 'recycling credits' via the County Council (WCC) so this income will increase.
- 2.4 The assessment overall of the first year is that the contractor is delivering in line with the expected performance standards.

3 Governance

- 3.1 There is a monthly Contract Operations Meeting chaired by SDC, as the lead authority, with SDC and WDC officers and Biffa in attendance. Monthly KPIs are discussed, including any repeated missed collections, H&S, vehicles, and any other issues including forthcoming communications (for example Christmas).
- 3.2 In addition to the monthly meetings there are quarterly Partnership meetings which includes the relevant SDC and WDC senior officers, Heads of Service and senior Biffa managers to enable more strategic discussions and decision making to take place.

4 Finances

- 4.1 With the previous waste contract with Suez, the Council received income from the sale of the collected recyclate as this was separated at the kerbside.

However, the decision was made by Cabinet to change these arrangements for the new contract to co-mingled recyclable material. The Council also became a shareholder of the new Sherbourne Materials Recycling Facility (MRF) that was being built at the time in Coventry.

- 4.2 As part of the initial project, before the MRF was completed, recyclable waste was to be taken to the Pure Recycling facility at Ettington, Stratford-upon-Avon, but this facility was very badly damaged by fire in July 2021. As an alternative until the Sherbourne facility was completed, recyclable waste from both SDC and WDC was taken to Tom White Waste at Coventry, but this incurred additional cost and loss of income to both Councils. For WDC this impacts on the 2023/24 waste budget and was reported in the Quarter One finance report to Cabinet. Now that the MRF at Sherbourne is effectively open and taking the comingled recyclable waste, this should result in a return to income for 2024/25 as envisaged by the joint project.
- 4.3 WDC agreed to pay circa £240,000 for 2023/24 to SDC as part of a Inter Authority Agreement. This agreement includes the provision of the Contact Centre service and contract management. Officers are requesting reports from SDC to review the call volumes now the contract is established and what resources are required in the future and this will form the basis of discussions on the recharge for 2024/25.
- 4.4 Appendix 3 to the report shows a table of the monthly costs of the Waste Contract, it should be noted that the MRF was not operational until mid-August 2023 so temporary arrangements needed to be made and a contingency budget was agreed. Some income from the sale of the recycling at the MRF will resume, however caution is advised because income depends on contamination levels and income is paid 3 months in arrears.
- 4.5 Appendix 4 to the report shows a table of income related to the Waste Contract; we have almost sold 40K garden waste permits for 2023/24, which equates to £1.6m income, and is in line with the budget as revised in December 2022, following an initial forecast of £1m / 25,000 permits being sold in 2023/24 when the service was initially launched To try to avoid some of the issues around the sale of green waste permits for next year, officers will look at making these available earlier so there is a longer period over which they can be purchased prior to commencement.
- 4.6 Appendix 5 to the report shows the forecast income assumptions from the MRF arrangements. These need to be considered cautiously as this is a new arrangement still in the commissioning phase. Further updated and more confident forecast will be developed for the next financial year.

5 Lessons learned

- 5.1 The delivery of the bins did not run as planned and caused a spike in complaints and customers chasing for updates. For any future similar exercise, deliveries will need to start much earlier (up to 6 months ahead of 'go live') and tape the bins shut with a 'do not use until X date' on it or alternatively to have a phased roll out across the district rather than in one process.
- 5.2 Any major collection changes that required a new calendar would be mailed out directly. Relying on a bin distribution company to deliver the right calendar to the right property was challenging and slowed the delivery crews down considerably.

6 Alternative Options

- 6.1 There are no alternative options proposed as the report is for information only.

7 Legal Implications

7.1 The report is for information only so there are no specific legal consideration.

8 Financial Services

8.1 As contained within the report

9 Business Strategy

9.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery.

9.2 Health, Homes, Communities – Provide waste collection and recycling services to households in the District

9.3 Green, Clean, Safe – the contract promotes increased recycling and also a duty to work with the contractor to reduce waste and carbon emissions

9.4 Infrastructure, Enterprise, Employment – Helps to promote sustainability in the district

9.5 Effective Staff – joint working provides aims to provide benefits in efficiency and effectiveness

9.6 Maintain or Improve Services - Facilitates improvements in waste recycling

9.7 Firm Financial Footing over the Longer Term – gives greater certainty on costs and income

10 Environmental/Climate Change Implications

10.1 The aim of the contract was to increase the amount of recycle within the district and significantly reduce the level of residual black bin waste.

11 Analysis of the effects on Equality

11.1 The report is for information and no Equality Impact Assessment is required.

12 Data Protection

12.1 There are no specific data protection considerations for the report as it is for information only and does not include any personal data.

13 Health and Wellbeing

13.1 The report sets out concerns about the health implications of waste collections in specific locations where concerns have been raised about the frequency and approach to collection. These are being reviewed with a view to bringing proposals forward as part of the budget setting process.

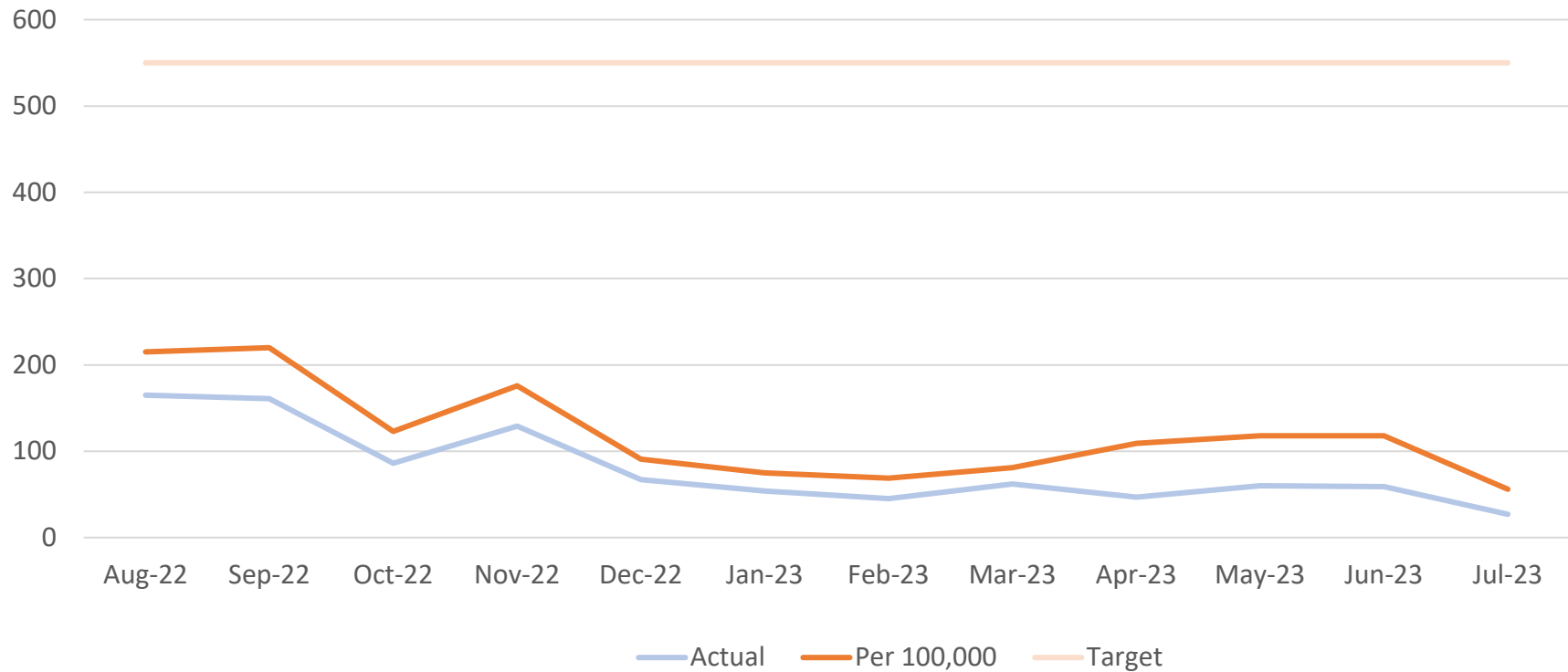
14 Risk Assessment

14.1 None directly as this is a review of first year operations

Background papers: None

Supporting documents: None

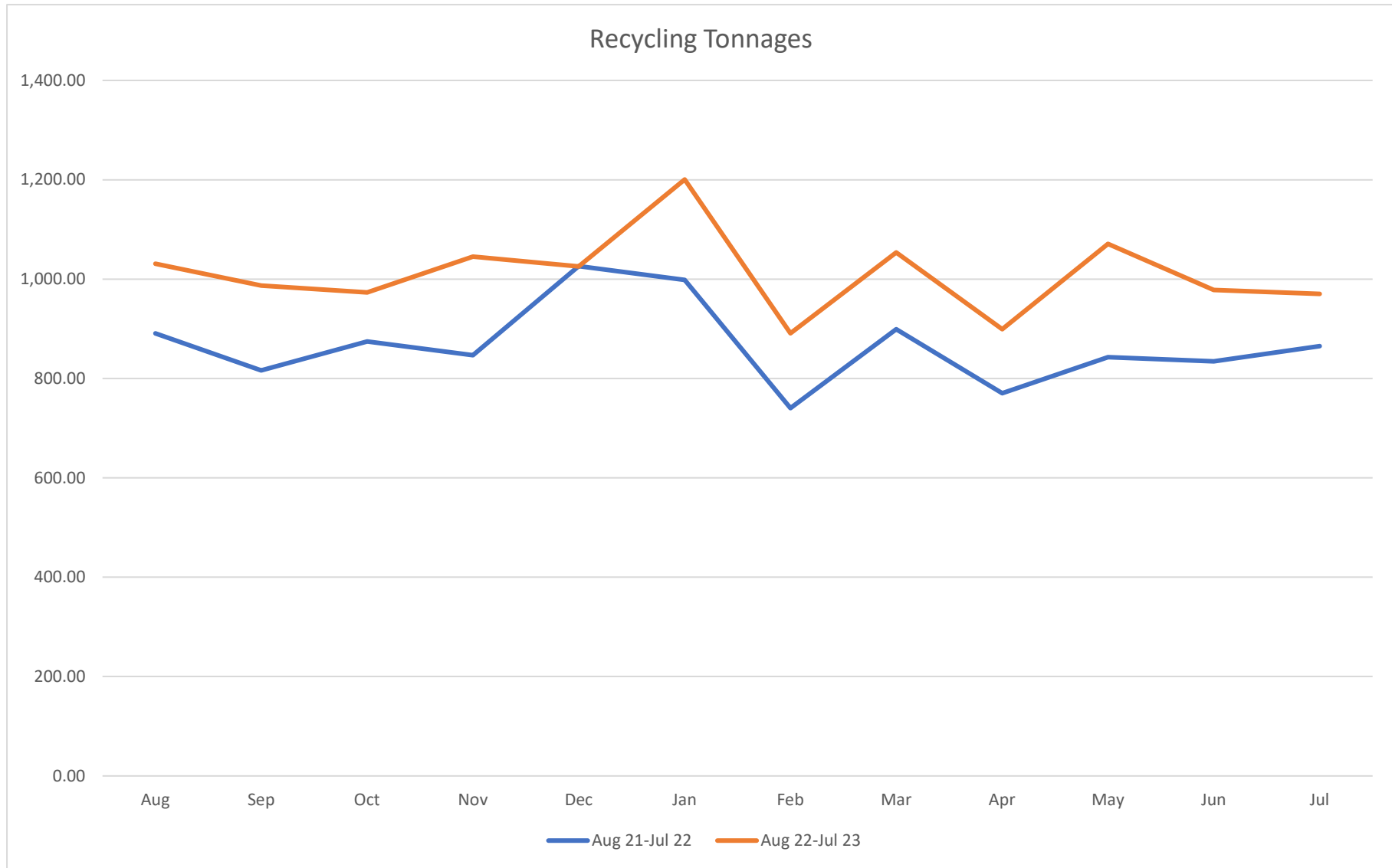
Missed Assisted Collections Per 100,000



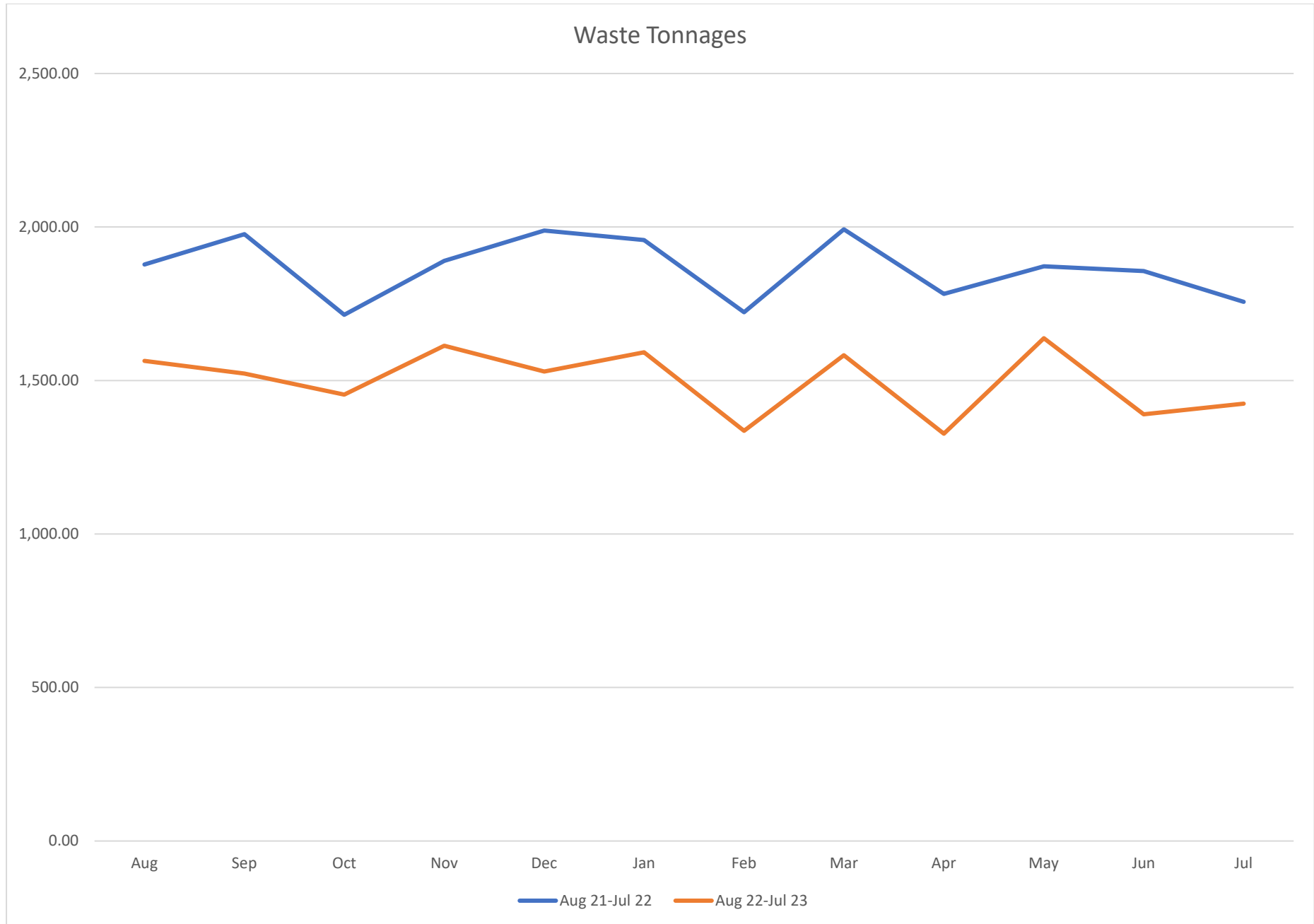
Waste Report review (September 2023). Appendix 1



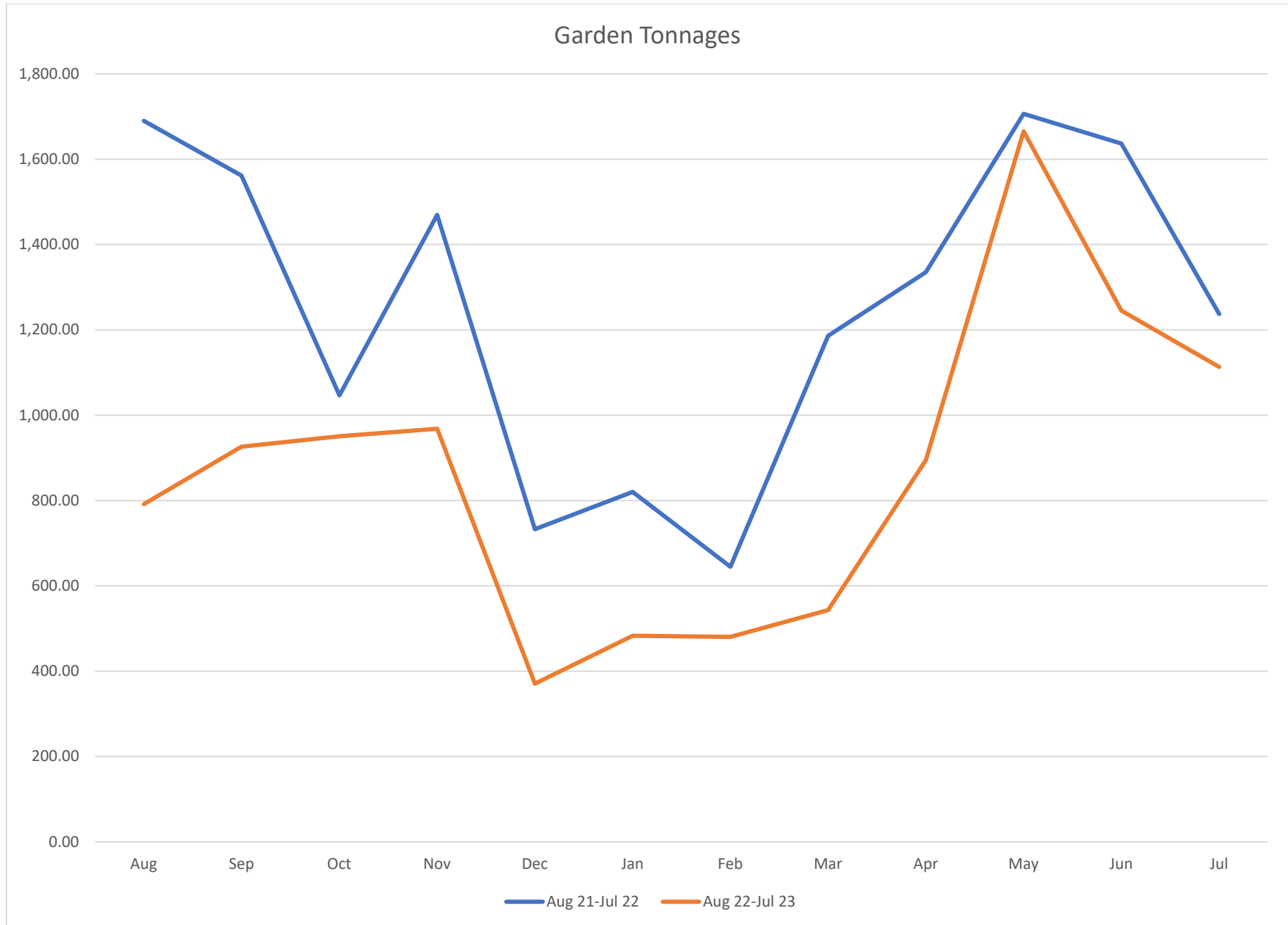
Waste Report review (September 2023). Appendix 2



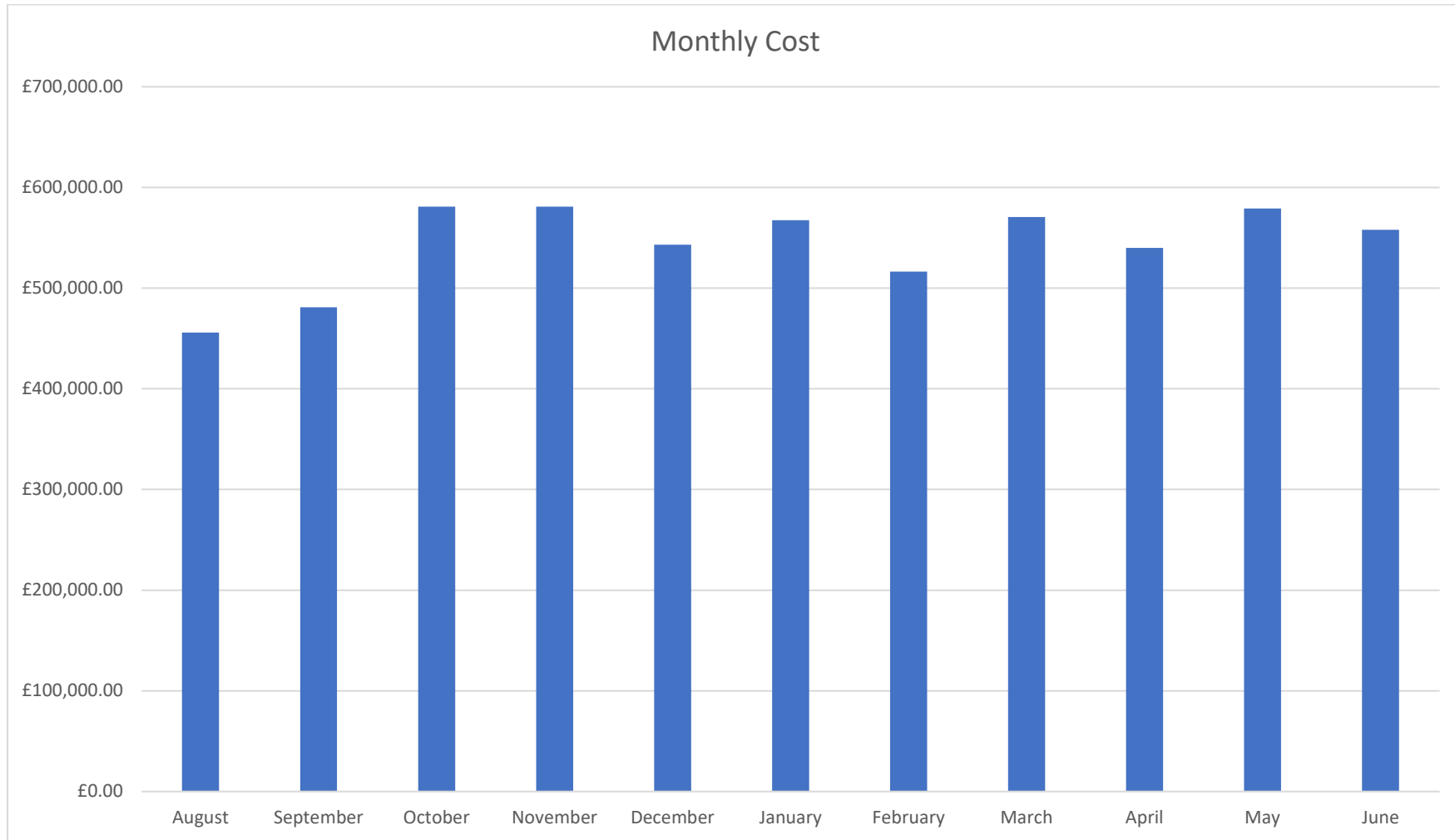
Waste Report review (September 2023). Appendix 2



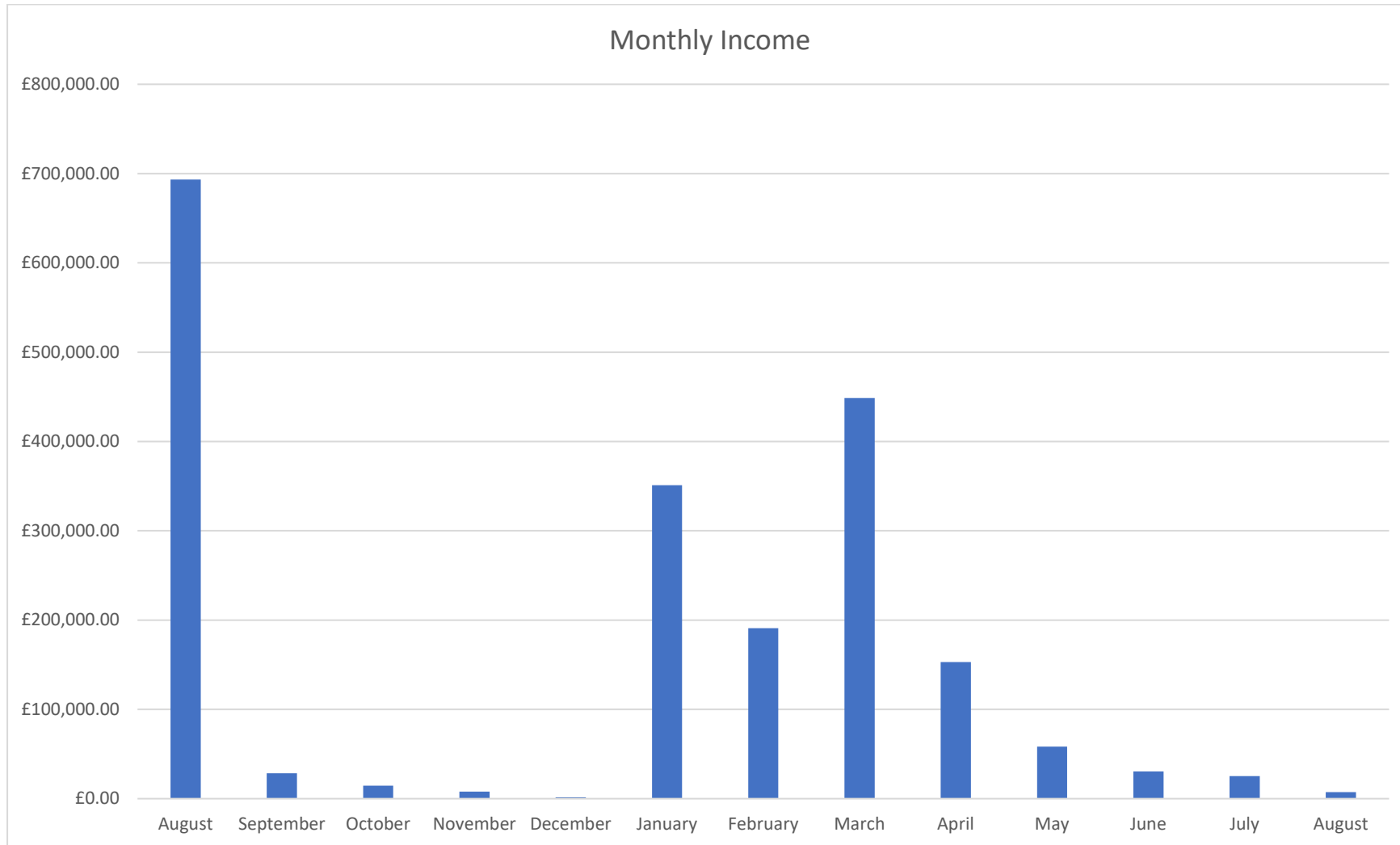
Waste Report review (September 2023). Appendix 2



Waste Report review (September 2023). Appendix 3



Waste Report review (September 2023). Appendix 4



Sherbourne Recycling Limited
 Payment Mechanism
 Scenario 1 - Commissioning period

THIS IS SAMPLE DATA , NOT TO BE USED FOR BUDGETS

		Stratford and Warwick	
Tonnage Received			2,024
Gate Fee Payable	89.48		181,098.49
(using April 2024 as example)			To be invoiced
Less Rebate	86.31		(189,764.38)
Adjustments			
Net payable / (Refundable)			(8,665.89)
Effective cost per ton			(4.28)
For this month - depends on sales in month, in this example, more sold than arrived at facility			

Composition of materials from Sort Flow process

Sampled Values

News and pams	11.80%	238.83
Mixed paper	20.12%	407.23
OCC	12.69%	256.85

PET bottles	3.39%	68.61
HDPE bottles	1.20%	24.29
Mixed plastic bottles	7.60%	153.82
Steel cans	3.50%	70.84
Ali cans	1.10%	22.26
LDPE Jazz	0.80%	16.19
Glass fines	5.20%	105.25
Glass oversize	24.20%	489.81
Residue	8.40%	170.02
		<u>2,024.00</u>

Sales Details

	Volume	Price	Value		
News and pams	1,159.40	105.00	121,737.00	22.50%	27,394.71
Mixed paper	2,318.80	49.50	114,780.60	20.86%	23,948.49
OCC	843.20	97.50	82,212.00	18.85%	15,493.36
PET bottles	347.82	300.00	104,346.00	19.95%	20,818.92
HDPE bottles	168.64	1,080.00	182,131.20	18.07%	32,910.89
Mixed plastic bottles	685.10	160.00	109,616.00	20.03%	21,958.76
Steel cans	421.60	170.00	71,672.00	18.47%	13,237.19
Ali cans	184.45	985.00	181,683.25	18.02%	32,737.63
LDPE Jazz	368.90	(40.00)	(14,756.00)	16.65%	(2,456.64)
Glass fines	421.60	0.00	0.00	0.00%	0.00
Glass oversize	2,250.29	45.00	101,263.05	22.68%	22,965.29
Residue	1,317.50	(113.50)	(149,536.25)	12.87%	(19,244.23)
	<u>10,487.30</u>	<u>86.31</u>	<u>905,148.85</u>	20.96%	<u>189,764.38</u>
	Average SP BV				

Title: Review of Warwick District Council's No Mow May Trial
 Lead Officer: Zoë Court, Neighbourhood Services Manager 01926
 456314
 Portfolio Holder: Councillor W Roberts
 Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	13 September 2023	Councillor W Roberts
Finance	13 September 2023	Andrew Rollins
Legal Services		
Chief Executive	13 September 2023	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)	13 September 2023	Steve Partner
Section 151 Officer	13 September 2023	Andrew Rollins
Monitoring Officer	13 September 2023	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
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?	Yes	

Summary

To report on the conclusions of a working group set up to review No Mow May 2023.

Recommendation

That Overview and Scrutiny Committee notes the review of No Mow May and notes the changes for 2024.

1 Reasons for the Recommendation

- 1.1 The scheme was generally well received by public, with over 60% **of residents** who completed the survey were in support of No Mow May (NMM) but it is recognised that there are lessons to be learned from the first year of operation.
- 1.2 The review concluded that the Council scales back the areas to be included in 2024 to reduce the 'catch up', to plan timing and resources based on lessons learned and for communications to raise awareness ahead of May, including the benefits.

2 Background and benefits

- 2.1 For 2023, the Council was one of a significant number of local authorities that took part in the first wide scale introduction of 'No Mow May' which is a campaign organised by Plant life, a registered charity.
- 2.2 The charity's aim is to "make lasting positive change for wildflowers, plants, and fungi. The stated goal is to help mitigate the impact of climate change while rebuilding biodiversity within our ecosystems. They regularly join forces with others to ensure their money, influence and impact can go further.
- 2.3 By working together, they aim to protect the vital habitats which so many plants and animals call home".
- 2.4 By suspending grass cutting throughout May almost 2 million m2 of grass and wild plants in Warwick District were allowed to grow and flourish, the equivalent size of approx. 266 football pitches.
- 2.5 Over 700 species of wildflowers grow on road verges in the UK, nearly 45% of our total flora. Just 8 dandelion flowers can produce enough nectar sugar to meet an adult bumble bee's baseline energy need.
- 2.6 Additional benefits of longer grass are assessed as being:
 - Helps alleviate flooding – longer, thicker grass slows the flow of water and helps to store water during heavy downpours.
 - Longer, thicker grass also helps to protect against soil erosion caused by intense rainfall, wind, heavy footfall, etc.
 - Grass and other plants help to cool temperatures during periods of hot weather through the process of evapotranspiration.

- Grass and other plants capture carbon emissions from the atmosphere and lock up carbon in the soil.
- Increased absorption of pollution and help improve air quality.
- Helps the recovery of the grass sward following the harsh heatwaves and drought experienced last year by allowing the grass to reseed itself and make the sward thicker.

2.7 Officers had established a small project team to look at taking part in No Mow May 2023, including officers from : Neighbourhood Services, Green Spaces, Climate Change and idverde to review how the Grounds Maintenance/Street Cleansing contracts could add value to the Councils commitment to address Climate Change.

2.8 In March 2023 the team sought approval for the Council to take part in the national No Mow May campaign as its first piece of work. This request as supported by all Group Leaders, after consultation by the Chief Executive.

2.9 **Operational Plan for 2023**

2.9.1 Once approval was granted the team met to decide which areas of grass to leave unmown during May, and which areas needed to continue to be maintained.

2.9.2 It was agreed to suspend grass cutting in **all** areas from Monday 1 May 2023 apart from: cemeteries, sports pitches, children's play areas and our major 'premier' parks (Jephson Gardens, Pump Rooms, St Nicholas Park, and Abbey Fields) and grass paths. Grass cutting resumed on Monday 5 June 2023, in line with mowing schedules.

2.9.3 As the highway verges were included in the suspended mowing, Warwickshire County Council (WCC) were contacted and advised to notify the team of any highway concerns reported where long grass may be a risk to the visibility of motorists. WCC were supportive of the trial.

2.9.4 The Business Support team were briefed how to handle any enquiries from residents as to which areas were included and excluded and when mowing in these areas would recommence. Any highway safety concerns were logged and passed over to idverde to be dealt with as a priority, this process worked well.

2.9.5 Prior to commencement, it was anticipated it would take approximately 4 weeks to catch up on mowing i.e. by the end of June. However, a combination of climate factors that were more conducive to rapid growing of grass and plants meant that the height of grass was significantly greater than normal as the month progressed.

2.9.6 Towards the end of the trial, the Council's Grounds Maintenance Contractor, idverde raised concerns that as the grass had grown longer than anticipated, the electric mowers may struggle to cope and that they may need to consider hiring some diesel flail machinery, which is built to cope with dense long grass.

2.9.7 When idverde mowing crews resumed mowing in the areas included in the trial it was evident that flail machinery was needed as the electric machinery could not cope and there were several breakdowns. This included battery overheating

causing a small fire in a Leamington Spa chapel where they are stored/charged overnight. The Council gave authorisation to idverde to hire additional machinery at a one-off cost of £27,473.

2.9.8 Idverde and the WDC Officers met weekly to review progress and agree any operational changes which included prioritising housing sites, as these are effectively tenants’ communal gardens. Authorisation was also given for mowing teams to work overtime to help catch up on the backlog. The cost to the Council for this was £6,763 but it had a positive impact on the overall time it took to complete the mowing, which was completed in 4 weeks, rather than the anticipated 7.

2.9.9 The project team had a meeting with WCC Highways officers to review how the trial had gone from the WCC perspective and they continued to be supportive of the initiative and advised that May 2023 did see a higher grass growth than normal (Appendix 2) which confirmed the concerns raised by idverde. Examples of what other local authorities do in relation to improving biodiversity on highway verges were exchanged and the WDC Climate Change Adaptation Officer carried out benchmarking of other local council involvement in No Mow May which will be reviewed as part of improvements to this initiative. (Appendix 3 and 4).

2.10 Communication with residents

2.10.1 The project team worked closely with the Media team on a communications plan which included a press release, dedicated webpage with a comprehensive list of FAQs, social media campaign and posters using the established Plant life graphics and hashtag #nomowmay.

2.10.2 In addition, a short ‘online’ survey was set up to gather the views of residents on the Councils participation in the trial. This was open for 2 weeks from 1 June – 18 June and received 4292 responses. (*Appendix 1*).

2.11 Feedback and operational implications of initiative

2.11.1 Feedback was received via social media and service requests regarding grass cutting received by Business Support which increased by over 400% from 72 during May-July 2022 (inclusive) to 312 in the same period for 2023, although there were no formal complaints lodged.

2.11.2 The main concerns raised by customers and idverde to officers and Councillors are shown in the summary table below, along with mitigation measures for 2024 onwards.

2.11.3

Concern	Proposed mitigation for 2024
Poor visibility/risk for motorists	More communications, a dedicated webform to report potentially dangerous junctions and where the width of the roadside grass verge allows, a 1 metre strip be mowed

Unmown areas looked unkempt/scruffy	More communications on the reason for, and benefits of No Mow May
It was a cost cutting exercise	More communications and a visible plan on how resources saved in No Mow May will be redeployed
Risk to pets (grass seeds in dogs' paws, ticks in long grass, hard to walk dogs and clear up dog mess and cats not being visible to motorists)	More communications and alterations to areas included in mowing suspension to include a 1m mowed strip
Perceived increase in hay fever symptoms	Better understanding of the impacts of No Mow May to hay fever sufferers and communications on how to manage symptoms.
Loss of use of the gardens at communal housing areas	Exclude WDC owned housing sites from future mowing suspension
Uneven ground underneath becomes hidden in communal gardens	Exclude WDC owned housing sites from future mowing suspension
Sharper grasses and spikey weeds harming children playing in gardens	Exclude WDC owned housing sites from future mowing suspension
Reduced footway access in some close-knit grass areas and narrow paths	Alteration to areas included in mowing suspension to include a one metre mowed strip
Potential increase of fire risk as the longer grass during dry weather	More communications, in line with the existing Love your Park campaign which warns of fire risks and how to mitigate. Continued ban of BBQs and campfires in parks and open spaces across the district.
Grass cuttings left behind looked scruffy and risk of blocking drains/flooding during wet weather	More communications, operational changes where there is a history of flooding to potentially include a street sweeper following the mowing crew (as done in Cubbington). Although this will come at an additional contract cost.
Mowing teams reported high levels of litter and dog mess in the long grass	Alteration to areas included in mowing suspension, where the width of the grass verge allows, mow a 1m strip.

Verbal abuse by public towards the mowing teams	A press release was issued as soon as WDC became aware of this behaviour to advise we operate zero tolerance and this will not be tolerated, teams had Councils support to leave site if abuse continued. This seems to have helped as further reports were very low in number.
Mowing teams were demoralised and physically affected due to the length, working hours and machinery used	Reduce areas included and ensure correct machinery available at the start of 'catch up' period, building on experience from 2023.

2.12 Project Team Review Outcome

2.12.1 The outcomes of the review by the Project Team are as set out below.

- All WDC owned Housing sites are excluded from NMM.
- 1m strip cut at edge of all parks/open spaces which will hopefully help with litter/dog mess.
- 1m strip cut on amenity grass next to paths to help dogs/children walking on grass next to paths.
- 1m strip cut around meadow/tall herb areas to provide a firebreak and distinguish between areas under different management practices.
- Exclude very small highway verges and/or areas with visibility risks. We received 19 reports of potentially hazardous junctions during NMM.
- Where the width of the verge allows a 1m strip to be cut or a framing cut to highway verges to prevent visibility/safety issues
- Review selected verges to include in future, i.e., perhaps just wider/larger areas which can include the 1m strip.
- Consult WCC early in 2024 as to what they would like as part of NMM.
- Start planning for NMM earlier, which will include communicating with residents.
- Images need to show a more diverse range of NMM areas, not just common sites.
- Seek further feedback from other Councils who have taken part in NMM.

- Ensure idverde is put to other beneficial use when not grass cutting in May.
- Include some areas in principle parks.
- Look to hire flay equipment earlier in year or look at case for purchase.
- Ensure the correct equipment is available when needed.
- Review the number of cuts needed depending on the area.
- Social media posts to emphasise Zero Tolerance as cutting crews getting buse from public.
- Cut around the play areas to allow residents to access them instead of only the round the apparatus, including within fencing and the surrounding area and if not fenced leave at least a metre path to the get to the play area or apparatus. Also, include football goal areas within the open spaces.
- Issues with overgrowth climbing up residents' fence lines need to be considered.
- Link NMM to the Biodiversity Action Plan being developed including measurements and outcomes.
- Allow residents the opportunity to highlight areas they wish to be suspended from NMM with the support of either Cllrs, Town or Parish councils for consideration by the Contract Climate Change Project Team. Consider any recommendations that emerge from the Biodiversity Action Plan currently being developed.

3 Alternative Options

- 3.1 The report is provided for information only and therefore no alternative recommendations have been considered. However the Committee could suggest further refinements or options to delivering No Mow May.

4 Legal Implications

- 4.1 None

5 Financial Services

- 5.1 This will be reviewed as part of the 2024/25 budget setting process.

6 Business Strategy

- 6.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery.
- 6.2 Health, Homes, Communities – links to health and wellbeing of residents in promoting biodiversity and wellbeing of species.
- 6.3 Green, Clean, Safe – No Mow May is an annual campaign organised by Plant life, a registered charity. The charity’s aim is to “make lasting positive change for wildflowers, plants, and fungi.
- 6.4 Infrastructure, Enterprise, Employment – helps to maintain biodiversity within the district.
- 6.5 Effective Staff – the review promotes changes and improvements to the operation of NMM for 2024.
- 6.6 Maintain or Improve Services - by reviewing and improving operation of NMM.
- 6.7 Firm Financial Footing over the Longer Term – works within the MTFS.

7 Environmental/Climate Change Implications

By suspending grass cutting throughout May almost 2 million m² of grass and wild plants in Warwick District were allowed to grow and flourish. That’s the equivalent size of approx. 266 football pitches.

Over 700 species of wildflowers grow on road verges in the UK, that’s nearly 45% of our total flora. Just 8 dandelion flowers can produce enough nectar sugar to meet an adult bumble bee's baseline energy need.

8 Analysis of the effects on Equality

- 8.1 An Equality Impact Assessment has not been completed as the scheme is part of the Council’s overall operation of its Grounds Maintenance Service.

9 Data Protection

- 9.1 None.

10 Health and Wellbeing

- 10.1 Include a summary of the health and wellbeing implications of the proposal.

11 Risk Assessment

- 11.1 The risk of continuing for 2024 and not making changes recommended by the project group are that there may be similar growing conditions in 2024 leading to a repeat of the time taken to recover at the end of May, with consequent risks to reputation and operational recovery.

12 Consultation

- 12.1 The recommendations are based on comments received in feedback from public consultation.

Background papers:

Supporting Document

[No Mow May Website](#)

Title: Corporate Strategy

Lead Officer: Graham Leach Head of Governance & Monitoring Officer
 (graham.leach@warwickdc.gov.uk 01926 456114)

Portfolio Holder: Councillor Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	26/9/23	Ian Davison
Finance	26/9/23	Alex Elston
Legal Services		
Chief Executive	26/9/23	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)		
Section 151 Officer	26/9/23	Andrew Rollins
Monitoring Officer	26/9/23	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No – Final report is due to come Cabinet for recommendation to Council in November.	
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?	Yes	

Summary

The report formally informs Overview & Scrutiny Committee of the draft Corporate Strategy of 2023-2030 by the Cabinet and seeks their comments on them, inline with the proposed timetable.

Recommendation(s)

- (1) That Committee notes the response from the Cabinet on 20 September in response to the comments from this Committee, on 19 September 2023, on the draft Strategic Goals, as set out at Appendix 1 to the report.
 - (2) The Overview & Scrutiny Committee comment on the draft Corporate Strategy, as set out at Appendix 2 to the report.
 - (3) The Overview & Scrutiny Committee considers how it wishes to monitor and scrutinise performance of the Corporate Strategy once it has been approved.
-

1 Reasons for the Recommendation

- 1.1 The finalised 2023 to 2030 Corporate Strategy will set out the Council's corporate aims and ambitions for the next 7 years, in the same way as the current business strategy. It will underpin every project and initiative developed and implemented by the Council's Service Areas that set out how to deliver services over the next 7 years.
- 1.2 The draft strategic goals are currently subject to consultation and were considered by this Committee on 19 September. The comments made by this Committee and the response to these comments are set out at Appendix 1 to the report.
- 1.3 While the consultation on the draft Strategic Aims is ongoing, with the ambitious plan to adopt the Corporate Strategy in November, in parallel to the consultation the Cabinet have also been developing the Corporate Strategy which the draft Strategic Aims move into. The initial draft of the Corporate Strategy including proposed vision and values is set out at Appendix 2 to the report. The Cabinet wanted to provide this early opportunity to Overview & Scrutiny Committee for their views.
- 1.4 The draft strategic aims have been revised based on initial feedback and these form section 4 of the draft Corporate Strategy. At the meeting of Overview & Scrutiny on 3 October 2023 the Leader will provide an update on both the number of responses received to the consultation on the draft strategic goals and who the responses have come from along with the themes to these responses.
- 1.5 The Committee should be mindful that with the ambitious timetable for adoption the Corporate Strategy is very much a living document at this time with regular changes and updates being considered. With this in mind the Committee will note that only the Vision, Values and Strategic Aims are included this is to enable the Committee to focus on these core strategic parts at this time.

- 1.6 As a reminder the timetable for the delivery of the new corporate Strategy is as follows:

4 September	LCG/Cabinet	Receive and consider the initial feedback for the draft strategic goals of this new strategy
19 September	O&S	Discuss the [draft strategic goals] detail of the document
26 September	Council	Consider proposal to reduce the notice period between consultation and adoption of Corporate Strategy
3 October	O&S	Review any feedback they have received and provide Comments to Cabinet.
4 October	Report	Final draft version to be completed
1 November	O&S	Consider the final Draft of the Corporate Strategy
2 November	Cabinet	Consider Report on Final Draft
15 November	Council	Consider adoption of the Corporate Strategy

- 1.7 At this point the Committee has the opportunity to provide feedback to help develop the Corporate Strategy and key points the Cabinet may wish to consider. Equally the Committee needs to start to consider how it might wish to scrutinise and monitor delivery of the strategy.

2 Alternative Options

- 2.1 The Overview & Scrutiny Committee could decline to comment on the draft Corporate Strategy and await the final document.

3 Legal Implications

- 3.1 There are no specific legal implications of the report.

4 Financial Services

- 4.1 The report itself does not directly impact on the budget or budgetary framework of the Council. This is because the report is enabling the Committee to comment a draft version of the Strategy. The final version will have an impact and that will be addressed when the final report is brought forward to Cabinet.

5 Business Strategy

- 5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. This report does not directly contribute to this but brings forward a timeframe for delivering a new Corporate Strategy to replace it.

6 Environmental/Climate Change Implications

- 6.1 There are no direct environmental implications of this report in relation to the Council's policies and Climate Emergency Action Plan as it is a consultation on the overall strategy. When the final strategy is brought forward this impact will be set out within the covering report.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Assessment will be completed on the final proposed Corporate Strategy before it is considered by Cabinet.

8 Data Protection

- 8.1 There are no data protection implications of the proposal.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the report as it is for consultation at this stage. When the final strategy is brought forward this impact will be set out within the covering report.

10 Risk Assessment

- 10.1 There are no direct risks associated with the report as it is for consultation only at this time.

11 Consultation

- 11.1 Consultation is being undertaken as set out within the report.

Background papers: None

Supporting documents: Warwick District Council Business Strategy 2020-2023

**Overview & Scrutiny Committee held on 19 September 2023
Summary of Comments made on the Cabinet Agenda for
Wednesday 20 September 2023**

4 Policy & Budgetary Framework Procedure Rules

The Overview & Scrutiny Committee held a good discussion on a draft Corporate Strategy for this Council.

The Committee considered that the Corporate Strategy report (in its draft stage) was difficult to scrutinise as a "Strategy" document because the document did not have either the structure or framework to understand the direction the Council wished to take, and whether the areas of focus listed in the report would help to achieve that. It made the following points that it wished Cabinet to bring more detail to in the Corporate Strategy:

1. The Committee encouraged Cabinet to "be brave" in setting out what it wished to achieve, particularly around climate ambitions.
2. There was a need for "smart objectives" showing what the Council intended to do, building on what it had already achieved in respect to its aims and there should be an indication of a timeframe.
3. The strategy should focus more on people and the different segments of people living or coming into the District such as new communities, visitors to the District, people who work here. It should seek to be "People first".
4. A more wholistic view on finances should be taken, not just the profit and loss but also the balance sheet.

The Committee suggested that how the Council intended to support new communities, local enterprise and town centre regeneration should be added to the Strategy.

Parish Councils should be added to the list of consultees.

**Cabinet
20 September 2023**

In response to the comments from the Overview & Scrutiny Committee regarding the strategy focusing more on people, Councillor Davison stated that this was a point well made; if the vision was to stay the same as it currently was, that Warwick District be a great place to live – ie residents, work – including people who might commute, and visit, these were distinct groups of people which perhaps had not been considered enough. It was important that when the strategy was next looked at this would need to be thought about.

Councillor Davison also clarified that the Head of Governance & Monitoring Officer would email Parish/Town Councils directly as opposed to via the Warwickshire Association of Local Councils (WALC), and that Warwickshire Wildlife Trust would also be included as part of the Consultees. He then proposed the report as laid out.

Draft WDC Corporate Strategy

“Warwick 2030”

Foreword – To be added

1. Introduction – To be added

2. Vision – Our vision is “To make Warwick District a great place to live work and visit and be carbon neutral.”

3. Values

Our values are at the heart of everything we do. They provide the framework within which we engage with our employees, and ultimately influence and shape our organisational culture. They are the driving force behind all the work we do.

We have seven values as a Council that are:

Value for Money - We will make efficient use of resources to offer the best service at the best price

Problem solving – we will work collaboratively and positively with others to find practical solutions

Long term – we will plan for the long term and work to ensure our environmental impacts are minimised and are sustainable for future generations

Community Focused - We work collaboratively and flexibly with our local communities to put their needs to the fore

Honesty and Openness - We will be truthful & transparent about how we run the Council

Fairness and Equity - We will value all citizens and work without bias or prejudice

Communication – We will communicate clearly and proactively with residents and stakeholders

4. Strategic Aims and Priorities

It is at this juncture that the Cabinet may wish to decide what format it wants to use and whether it wants any integration with the WCC Levelling Up Strategy? Or not?

The three strategic priorities of the Council are:

- **Delivering Valued, Sustainable Services**
- **Low cost, low carbon energy across the District**
- **Creating Vibrant, Safe and Healthy Communities of the Future**

The table below sets out these strategic priorities, what the Council wants to achieve within these and examples of how these will be delivered.

1. Delivering Valued, Sustainable Services		
We will focus Council activities on the needs of our residents, communities and businesses. Achieving financial stability and sustainability over the 5-year Medium Term Financial Strategy period is the foundation for ensuring that we have the resources to continue to deliver great services that our residents value. We will also continue to find innovative ways to improve residents' lives.		
What we want to achieve	How we will deliver this	Lead Portfolio
Put the Council's finances on a firm, stable and sustainable footing over the next 5 years	Move efficient well run services up, followed by the procurement one, then the investigate other income streams?	Resources
	Through efficient well run services	Strategic
Achieve and demonstrate delivery of high-quality services	Whilst maintaining a solid base of delivering services, drive improvements via our Digital and Customer Strategy and Change Management Programme that will increase digital capability and transform the organisation's ability to deliver valued services in an ever-changing world	Transformation
	Benchmark the Council's services on a continuous basis	Transformation
We want to attract and retain the best talent to deliver our ambitions	Ensure our People Strategy helps our valued services to be more effective	Transformation
	Embed improved commissioning and contract management skills across the organisation	Resources
Ensure the best use of the Council's assets to deliver the Council's wider corporate aims	Prepare and implement a new Asset Strategy and Management Plan for the period to 2030	Housing and Assets

2. Low cost, low carbon energy across the District

We will reduce energy consumption and hence bills in Council civic buildings, Council housing, and help others to do the same, such as privately owned homes, businesses and other public and voluntary sector bodies. We will develop programmes that meet national standards of accreditation to ensure performance in use is optimised. This is all connected to our wider Climate Emergency Action Programme to measure and reduce CO2 emissions and adapt to Climate Change which in turn links with the Ecological Emergency that the Council has also declared and for which it is preparing an Action Plan.

What we want to achieve	How we will deliver this	Lead Portfolio
Reduce energy consumption and carbon emissions from the council's public buildings	Retrofit, improved heating systems and renewable energy generation	Climate
	Assess the creation of an investment fund for energy conservation and energy generation projects and implement if possible	Resources/ Climate
Reduce energy consumption and carbon emissions from the Council Housing Stock	Retrofit, insulation, improved heating systems and renewable energy generation.	Climate
Strive to provide Decent Homes for all our tenants including improving the energy efficiency of their homes	Using best practice and evaluate this for maximum benefit.	Housing and Assets
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	Using best practice and evaluate this for maximum benefit.	Climate
Explore multiple, innovative approaches to make it easier for the District's residents to reduce their heating bills and carbon emissions	Using best practice and evaluate this for maximum benefit.	Climate

For all these goals, we will evaluate impact so we can understand best practice

3. Creating Vibrant, Safe and Healthy Communities of the Future

The Council must work with communities to be dynamic and diverse, safe and healthy and where people's economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities and businesses to thrive.

What we want to achieve	How we will deliver this	Lead Portfolio
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identities with a focus on people and the environment (the idea of protecting community identities was v.important to the group – i.e. villages not getting absorbed into towns in a way that loses community)	Any investment zone must focus on the transition to a green economy, protect against urban sprawl and deliver for biodiversity, sustainable transport, and job creation please could we move this further down – it shouldn't be the first thing in this section.	Strategic leadership
	Support local residents to enhance our town centres with place making and active travel, if appropriate	Place
	Support and promote the Creative Sector to flourish and grow in the District	Arts and Economy
	Promote the District as a location for advanced manufacturing, "green", games and hi-tech based companies – Silicon Spa	Arts and Economy
	Work with the University of Warwick and other internationally recognised institutions to enhance elements of this corporate strategy where they have expertise	Strategic leadership
	Work with partners to help local people access local job creation opportunities	Arts and Economy
	Work with Warwickshire College and other training providers to enhance the skill base of the local community	Arts and Economy
	Identify local neighbourhood improvement opportunities that protect and enhance communities, both rural and urban	Place?
	Promote community wealth building and the circular economy in all Council work and schemes and those of others wherever possible	Place

Promote vibrant communities within all our towns and villages	Celebrate our history, heritage and diverse communities	Arts and Economy
	Support local communities of artists and musicians through a revised Arts Strategy and Events Programme	Arts and Economy
	Create a welcoming atmosphere for residents and visitors that promotes good mental health and wellbeing and promote that effectively	Strategic leadership
	Promote sport at all levels from children's first steps and adult beginners to international level e.g. bowls	Communities and Leisure
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities	Communities and Leisure
	Support local voluntary, community, arts and sports organisations to sustain vibrant, active, healthy, cultured, and cohesive communities	Communities and Leisure
Locally, lead in tackling the climate emergency by playing a proactive role in reducing the District's carbon emissions	Revise and then implement the Climate Emergency Action Programme	Strategic leadership
Promote sustainable development	Using our joint WDC/SDC new Local Plan to: prioritise housing development on brownfield sites and minimize use of greenfield sites; and promote new developments using 20-minute neighbourhood/settlement designs ensuring convenient access to services and shops; and protect existing community identities	Place
	Promote and implement active travel choices as a priority – public transport, walking and cycling	Place
	All new housing developments to be net zero carbon in accordance with the DPD	Place

	Boost the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' house building activity	Housing and Assets
	Review the Green Spaces Strategy to ensure there is quality open space within a short distance of most homes and that it helps deliver biodiversity improvements	Neighbourhood
	Ensure the provision of appropriate infrastructure is available to support new and existing development	Place
Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich space	Neighbourhood
	Encourage others to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities	Place
	Develop Local Plan policies to encourage the positive use of Biodiversity Net Gain provisions to enhance the biodiversity of the WDC area	Place
	Promote and support effective local action to tackle the ecological emergency – helping nature to help ourselves	Neighbourhood
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce air pollution in designated Air Quality Management Areas and Town Centres	Place
	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs	Communities and Leisure
	To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Communities and Leisure

	Reduce crime and the fear of crime	Communities and Leisure
	Develop a Community Strategy where the Council and partners will work with communities to help address their own needs but, especially those with a more deprived socio-economic or isolated backgrounds	Communities and Leisure
	Improve the quality of existing homes to ensure that they are free from mould/damp, are safe and are well insulated	Housing and Assets

5. The Process To be added

6. Corporate Projects - To be added

7. Other Support Strategies - To be added

8. Risk - To be added

9. Manage, Monitor and Review - To be added

10. Conclusion - To be added