

## Overview & Scrutiny Committee Tuesday 18 March 2025

A meeting of the above Committee will be held in the Town Hall, Royal Leamington Spa on Tuesday 18 March, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor A Milton (Chair)

Councillor D Armstrong (Vice-Chair)

Councillor A Barton

Councillor P Redford

Councillor M Collins

Councillor D Russell

Councillor D Harrison

Councillor P Wightman

Councillor M Luckhurst

Conservative Vacancy

Councillor J Payne

### Emergency Procedure

At the commencement of the meeting, the emergency procedure for 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 public minutes of the meeting held on 18 February 2025

**(Pages 1 to 3)**

4. **Work Programme**

To consider a report from Governance Services. **(Pages 1 to 14)**

5. **O&S End of Term Report**

To consider the annual end of term report to Council on the work the Overview & Scrutiny Committee has undertaken during the municipal year 2024/25. **(Pages 1 to 11)**

6. **2024/25 Quarter 3 Performance Report**

To consider the Quarter 3 Performance Report from Governance Services. **(Pages 1 to 22)**

7. **I.D Verde Maintenance Contract Review – Grounds Maintenance**

To consider a report from the Head of Neighbourhood Services **(Pages 1 to 7)**

8. **I.D Verde Maintenance Contract Review – Street Cleansing Services**

To consider a report from the Head of Neighbourhood Services **(Pages 1 to 8)**

9. **Change Programme update: 18 March 2025**

To consider a report from the Deputy Chief Executive. **(Pages 1 to 21)**

10. **Cabinet Agenda – (Non-Confidential Items and Reports) – Wednesday 19 March and Thursday 20 March 2025**

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)**

11. **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 items by reason of the likely disclosure of exempt information within the paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

12. **Cabinet Agenda – (Confidential Items and Reports) – Wednesday 19 March and Thursday 20 March 2025**

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)  
(Not for publication)**

13. **Confidential Appendix to Item 5**

To consider a confidential appendix to Agenda Item 5 - O&S End of Term Report

**(Page 1)**  
**(Not for publication)**

14. **Confidential Minutes**

To consider the confidential minutes of the meeting held on 18 February 2025

**(Pages 1 to 12)**  
**(Not for publication)**

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# Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 18 February 2025 in the Town Hall, Royal Leamington Spa at 6.01pm.

**Present:** Councillor Milton (Chair); Councillors Barton, Dray, Kennedy, Luckhurst, Payne, Redford, Russell, and P Wightman.

**Also Present:** Councillor Melrose - Portfolio Holder for People and Organisational Development substituting for Councillor Davison – Portfolio Holder for Strategic Leadership, Councillor Roberts – Portfolio Holder for Neighbourhood, Councillor Boad, Councillor K Dickson, Councillor R Dickson, Councillor Kohler, and Councillor Syson.

## 92. **Apologies and Substitutes**

- (a) Apologies were received from Councillor Harrison;
- (b) Councillor Kennedy substituted for Councillor Armstrong and Councillor Dray substituted for Councillor Collins.

## 93. **Declarations of Interest**

There were no declarations of interest made.

## 94. **Minutes**

The minutes of the meetings held on 21 January 2025 and 4 February 2025 were taken as read and signed by the Chair as a correct record.

The record of the Budget Review Group meeting held on 5 February 2025 were noted.

## 95. **Work Programme**

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

**Resolved** that:

- (1) the Overview and Scrutiny Committee will follow the Cabinet cycle for reviewing the devolution proposals;
- (2) the agenda item summary of the role, responsibilities and performance of the SWCSP be moved from March 2025 to June 2025; and
- (3) HEART be invited to Overview & Scrutiny Committee for a performance update later in the year.

## 96. **English Devolution White Paper**

The Committee received a verbal update from the Deputy Chief Executive and the Portfolio Holder for People and Organisational Development on behalf of the Portfolio Holder for Strategic Leadership, following the full Council meeting on 30 January 2025. Following approval by Council, there had been engagement with other Councils to consider Warwick District Council's options.

The Council had been in discussions with consultants to bring a report to Cabinet to lay out the facts and pros and cons for each of the options.

The Council was looking at two options; the first a single unitary authority for Warwickshire and the second, two unitary authorities for Warwickshire.

There was an ambitious timeline for WDC to meet. The timelines for additional meetings were:

- 13 March 2025 all Member briefing;
- 18 March 2025 Overview and Scrutiny Committee meeting;
- 19 March 2025 Cabinet meeting;
- 20 March 2025 Council and Cabinet meetings;
- 21 March 2025 Draft submission to be submitted to Ministry of Housing, Communities and Local Government (MHCLG); and
- MHCLG would provide feedback following the submission on 21 March 2025, before the full proposal to be submitted on 28 November 2025;

A briefing would be circulated to Town and Parish Councils within the next two weeks.

There would be a meeting week commencing 24 February 2025 for Chief Executives and representatives from MHCLG for a Q&A session.

In response to questions from Members, the Portfolio Holder for People and Organisational Development, the Deputy Chief Executive, and the Head of Governance explained that:

- the Council did not have a date MHCLG would give feedback following the draft submission on 21 March 2025;
- dependent on the option considered, would depend on the strategic authority WDC would choose to be part of. These options were currently being considered;
- the meeting with the Town and Parish Council's would be a virtual meeting, via Teams;
- the Committee Services team would be arranging the meeting with Town and Parish Councils. It would be with short notice due to the limited timeframe available, which in itself was a challenge;
- a briefing note would be distributed to Town and Parish Councils prior the virtual meeting; and
- there was no suggestion that Town and Parish Councils would be asked to step down. The Government wanted to form unitary authorities between District and County Councils. Town and Parish Councils were not a part of the plan.

Members thanked the Deputy Chief Executive for the update.

## 97. **MRF Update**

The Committee considered a public report from Sherbourne Recycling Limited which set out the rationale for the establishment of Sherbourne Recycling Limited and the subsequent development of the purpose-built facility at Sherbourne Resource Park.

The Chair made the decision to take questions in confidential session.

98. **Public & Press**

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

Minute Number	Paragraph Number	Reason
97, 99 & 100	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

99. **MRF Update– (Confidential Reports)**

The Committee considered the confidential report from Neighbourhood Services, as detailed in the confidential minutes.

100. **Confidential Minutes**

The confidential minutes of the meetings held on 21 January 2025 and 4 February 2025 were taken as read and signed by the Chair as a correct record.

(The meeting ended at 8.21pm)

CHAIR  
18 March 2025

Overview & Scrutiny Committee  
18 March 2025

Title: Work Programme, Forward Plan & Comments from Cabinet  
Lead Officer: Graham Leach, Head of Governance and Monitoring Officer  
Portfolio Holder: Not applicable  
Public report  
Wards of the District directly affected: Not applicable

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### Summary

This report informs Members of Overview & Scrutiny Committee of the Committee's work programme for 2024-2025 (Appendix 1) and seeks confirmation of approach of a number of areas in respect of that work plan.

### 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.

## Agenda Item 4

- 1.11 The Committee will consider issues that have due significance with reference to the following criteria:
- 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 9.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.

Criteria for Items on the work plan	Scheduled Meeting dates
<ol style="list-style-type: none"> <li><b>1.</b> High Risk</li> <li><b>2.</b> High Value</li> <li><b>3.</b> Major Project</li> <li><b>4.</b> Decreasing Performance</li> <li><b>5.</b> Statutory/Constitution requirement</li> </ol>	<p>18/3/2025                      06/05/2025 (NC)                      03/06/2025                      08/07/2025                      19/08/2025 (NC)                      02/09/2025                      14/10/2025                      11/11/2025 (NC)                      25/11/2025                      03/02/2026                      24/02/2026 (NC)                      17/03/2026</p> <p>*NC = No Cabinet meeting</p>

Agenda Item 4  
Appendix 1 – Overview & Scrutiny Committee Work Programme

<b>Title</b>	<b>Lead Officer / Councillor</b>	<b>Meeting Date</b>	<b>Where did item originate from</b>	<b>Notes</b>	<b>Criteria</b>
I.D Verde Maintenance Contract Review – Grounds Maintenance Services and Street Cleansing Services	Zoe Court	18/03/2025	O&S 06/02/2024		
O&S End of Term report.	Josie Greenhalgh	18/03/2025	Standing Annual Item, Constitution requirement	Annual report - last scheduled O&S meeting in the municipal year.	5
Quarter 3 Performance Report	Graham Leach / Dale Duffy	18/03/2025			
Change Programme – Case for Change	Darren Knight; Councillor Davison	18/03/25	O&S 5 March 24 and 3 Sept 2024	A six-monthly update to ensure that the savings are coming through and the Committee can see their impact in the budget.	
Future High Streets Fund update – if everything is on track, the Committee will accept a short report to this effect following liaison with the O&S Chair.	Martin O’Neill Councillor Billiald	18/03/2025 - Short update to be provided via email before the meeting	O&S February 2023	Every 3 months until further notice	1, 2, and 3
Response from Sherbourne Recycling Limited	Darren Knight	18/03/2025	O&S 18 Feb		
Commercial Strategy scoping paper – outlining what is to be covered in the	Andrew Rollins	06/05/2025	O&S 15/10/2025		

## Appendix 1 – Overview &amp; Scrutiny Committee Work Programme

<b>Title</b>	<b>Lead Officer / Councillor</b>	<b>Meeting Date</b>	<b>Where did item originate from</b>	<b>Notes</b>	<b>Criteria</b>
commercial strategy and the process for developing it					
Outside Bodies and Champions Report	Josie Greenhalgh	06/05/2025	Annual Item	On-going at the first meeting of the municipal year	
Biodiversity Action Programme - part of the Climate Change and Biodiversity reporting	Dave Barber; Councillor Williams	06/05/2025	30 July 2024 meeting	To include a risk assessment.	
Report on Adaptation – part of the Climate Change and Biodiversity reporting	Dave Barber; Councillor Williams	06/05/2025	30 July 2024 meeting	To include a risk assessment.	
Elect a Chair and Vice Chair		06/05/2025	Standing Annual Item	On-going at the first meeting of each Municipal Year	5
To appoint members to the Budget Review Group (add the Group's remit which is saved to the annex in the Constitution)		06/05/2025	Standing Annual Item.		5
Appoint Children's and Adults' Safeguarding Champion		06/05/2025	Standing Annual		5

## Appendix 1 – Overview &amp; Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Criteria
The Royal Pump Rooms Customer Service Centre – A year on	Dave Elkington, Cllr Melrose	06/05/2025	13 November 2024	O&S have requested an update in six months time to include data and feedback from users of the Pump Rooms, not just users of the Customer Service Centre.	
Kenilworth Wardens update	Darren Knight, Becky Burridge	03/06/2025	15/10/2024		
Future High Streets Fund update – if everything is on track, the Committee will accept a short report to this effect following liaison with the O&S Chair.	Martin O’Neill Councillor Billiald	03/06/2025 - Short update to be provided via email before the meeting	O&S February 2023	Every 3 months until further notice	1, 2, and 3
<p>Summary of the role, responsibilities and performance of the SWCSP.</p> <p>Invite Councillor Falp (non-Exec rep) and the PH Safer Communities to O&amp;S (This report was originally scheduled 2023/24 so the reps for that year were Councillors Sinnott and Falp)</p> <p>See minute 76, 6 February 2024 for details requested in the report.</p>	Liz Young / Marianne Rolfe.	03/06/2025	This is a Statutory requirement	Annual report next due March 2026	5

Agenda Item 4  
Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Criteria
<p>Shakespeare’s England report from Shakespeare’s England to attend O&amp;S to answer questions from Members (Phil sending invitation to Operations Director Darren Tosh – darren@shakespeares-england.co.uk)</p>	<p>Phil Clarke – Head of Place, Arts and Economy. Jo Randall – Senior Economic Development Officer</p>	<p>08/07/2025</p>	<p>04/02/2025</p>	<p>O&amp;S require a performance review of the last two years, to establish the value being delivered to residents and businesses. The report should explain what Shakespeare’s England is, whether a ltd company, how and by who it is funded (with financials), what are the performance expectations, if Shakespeare’s England are meeting these expectations, and if not why.</p>	

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Criteria
Fly Tipping performance report	Zoe Court	08/07/2025	21 January 2025	O&S have requested a report on fly tipping. To date, the Council only record fly tipping recovered on Council land, and not from public land. The Committee wish for further explanation.	
Future High Streets Fund update – if everything is on track, the Committee will accept a short report to this effect following liaison with the O&S Chair.	Martin O’Neill Councillor Billiald	02/09/2025 - Short update to be provided via email before the meeting	O&S February 2023	Every 3 months until further notice	1, 2, and 3
Change Programme – Case for Change	Darren Knight; Councillor Davison	02/09/2025	O&S 5 March 24 and 3 Sept 2024	A six-monthly update to ensure that the savings are coming through and the Committee can see their impact in the budget.	

## Appendix 1 – Overview &amp; Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Criteria
Performance Update from HEART To invite representatives from HEART – Jane Grant and Dawn Dawson.	Lisa Barker	11/11/2025	O&S Feb 2025		
Future High Streets Fund update – if everything is on track, the Committee will accept a short report to this effect following liaison with the O&S Chair.	Martin O'Neill Councillor Billiald	03/02/2026 - Short update to be provided via email before the meeting	O&S February 2023	Every 3 months until further notice	1, 2, and 3
Procurement Act 2023 To consider a report from Finance 12 months on.	Andrew Rollins / Steven Leathley	Feb 2026	Chair briefing on 03/02/25 to discuss Cabinet agenda 06/02/2025		
O&S End of Term report.	Committee Services Officer	17/3/2026	Standing Annual Item, Constitution requirement	Annual report - last scheduled O&S meeting in the municipal year.	5
Summary of the role, responsibilities and performance of the SWCSP.  Invite non-exec rep and the PH Safer Communities to O&S	Liz Young / Marianne Rolfe.	17/03/2026	This is a Statutory requirement	Annual report next due March 2027	5

**Scheduled Briefing Notes to All Councillors requested by the Committee**

<b>Title</b>	<b>Lead Officer</b>	<b>Update Due by (end of Month)</b>
Revised Arrangements for Destination Management Organisations including LVEP	Martin O’Neil	Briefing paper was covered, with agreement from Committee Chair, through a report to Cabinet in February 2025.
Review on the Identification and Remediation of Damp and Mould in Council Homes to include: <ul style="list-style-type: none"> <li>• What was happening with the policy;</li> <li>• Was it being put into action; and</li> <li>• The impact it has made</li> </ul>	Lisa Barker, Interim Assets Manager and Darren Knight Councillor Adkins	February 2025

Title	Lead Officer	Update Due by (end of Month)
<p><b>Resident Engagement Strategy</b> (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.) - Change to Councillor Briefing session in first instance covering these areas. Also raised by Asset Compliance Committee as an area that needs to be understood</p> <p>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.)</p> <p>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"</p>	Sally Kelsall/ Councillor Adkins	February 2025
South Warwickshire Local Plan – an update on communication as suggested at O&S 3 December 2024.	Philip Clarke, Head of Place, Arts and Economy; Councillor Chris King	Ask for an update in March/April 2025.
Members' Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Graham Leach (report collated by the Scrutiny Officer)	April every year
Children's and Adults' Safeguarding Champions: End of Term Report.	Marianne Rolfe/Jane Rostron	April every year

**Response from the meeting of Cabinet on the O&S Committee's Comments –  
6 February 2025**

Item 5 - General Fund Revenue and Capital Budget 2025/26

**Scrutiny Comment:**

The Budget Review Group thanked officers for their hard work in putting together the report.

The Group noted the importance of the change programme and savings expected to be delivered through this. Members requested Cabinet look into the potential of a cyber-attack and the risk profile of this. They expressed concerns around inflation and explored confidence in reserves.

The Group asked that the HRA business plan be brought forward alongside the base budget in future for Councillors to understand the budget within the context of this.

**Cabinet Response:** The Portfolio Holder for Resources thanked the Budget Review Group and advised that the concerns around inflation would be picked up in the context of the HRA Business Plan. He was agreeable to the suggestion of bringing forward the HRA business plan alongside the base budget in the future, and he would discuss this with the Head of Finance. He hoped to bring an update at the Committee's next meeting on 18 March.

Item 6 - Housing Revenue Account (HRA) Budget 2025/26 (including Rent Setting)

**Scrutiny Comment:**

The Budget Review Group thanked officers for their hard work in putting together the report.

Members explored the decision to borrow monies externally to prevent the depletion of Council reserves and expressed the implications of this decision should be understood. The Group noted that this would be covered within the Treasury Management Strategy that will be brought to Cabinet at a later date but requested in future reports be brought together where possible in order for Members to see the bigger picture.

**Cabinet Response:** The Cabinet report was approved.

Item 8 - Q2 Budget Monitoring and updated MTFS

**Scrutiny Comment:**

The Overview & Scrutiny Committee noted the report and advise Cabinet that the MRF is a confidential agenda item at O&S Committee on 18 February 2025.

The Committee thanked officers for their work to make the report more digestible and asked officers:

- to look at recovering the leisure centre consultancy costs from the developer; and
- to provide clarity in relation to the increased mowing costs (whether this was from No Mow May, or not).

**Cabinet Response:** Officers to follow up.

Item 9 - 2025-2026 Service Area Plans

**Scrutiny Comment:**

The Overview & Scrutiny Committee noted the report and requested officers to provide information as to how the Performance Management Framework will be better communicated to residents and visible to the public. The Committee requests Cabinet to consider ways to measure how the Council's services are valued by residents in line with the Council's Corporate Strategy priorities.

**Cabinet Response:** The recommendations in the report were approved.

Item 13 - Update of Destination Management Organisation arrangements to include Shakespeare's England and emerging Local Visitor Economy Partnership

**Scrutiny Comment:**

The Overview & Scrutiny Committee noted the report and will invite Shakespeare's England to Overview & Scrutiny Committee on 8 July 2025, for a performance review of the last two years, to establish the value being delivered to our residents and businesses.

**Cabinet Response:** No response needed. The recommendations in the report were approved.

Title: End of Term Report  
 Lead Officer: Josie Greenhalgh, Scrutiny Officer  
 Portfolio Holder: Not applicable  
 Wards of the District directly affected: Not applicable

<b>Approvals required</b>	<b>Date</b>	<b>Name</b>
<b>Portfolio Holder</b>		Not applicable
<b>Finance</b>		Not applicable
<b>Legal Services</b>		Not applicable
<b>Chief Executive</b>		Chris Elliot
<b>Director of Climate Change</b>		Not applicable
<b>Head of Service(s)</b>		Graham Leach
<b>Section 151 Officer</b>		Not applicable
<b>Monitoring Officer</b>		Graham Leach
<b>Leadership Co-ordination Group</b>		Not applicable
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	This report will go to Council for noting.	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	Appendix B	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

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## Summary

This report is the annual end of term report to the Council on the work the Overview & Scrutiny Committee has undertaken during the municipal year 2024/25. Article 6 in the Council's Constitution mandates that the Committee must report annually to the Council on the work it has covered.

The Committee met 12 times during the municipal year. Some members from this Committee also formed part of the membership of the Budget Review Group which met 3 times to discuss certain financial reports.

## Recommendation(s)

- (1) That it be recommended to Council that the list of matters considered by the Overview & Scrutiny Committee during the municipal year 2024/25, as detailed in Appendices A and B to the report, be noted.
  - (2) That prior to the submission to Council, the report be updated to include the meeting of the Overview & Scrutiny Committee that took place in March 2025.
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### 1 Reasons for the Recommendation

- 1.1 Under Article 6 of the Council's Constitution, Overview & Scrutiny Committees and Policy Committees are required to provide an end of term report to the Council on the work they have undertaken during the year.
- 1.2 The matters considered during the year are attached at Appendices A and B to the report. This will be updated to include matters considered at this meeting before it is submitted to Council.

### 2 Alternative Options

- 2.1 There are no alternative options because this report complies with the requirements of Article 6 of the Council's Constitution.

### 3 Legal Implications

- 3.1 There are no legal implications in this report.

### 4 Financial Services

- 4.1 There are no financial or budgetary considerations in this report.

### 5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation:
  - delivering valued, sustainable services;
  - low cost, low carbon energy across the district; and
  - creating vibrant, safe and healthy communities of the future.
- 5.2 Overview & Scrutiny Committee is the Cabinet's "critical friend". Councillors choose the reports on the Cabinet agenda to be called-in for scrutiny at Overview & Scrutiny Committee in on the Cabinet agenda. These must meet certain pre-set parameters detailed in Part 4, Overview and Scrutiny Committee Procedure Rules, paragraph 19 in the Constitution. These reports are then "tested" at the Committee meeting to ensure that they are in line with the

Corporate Strategy's aims and objectives and the Committee will make comments and recommendations to Cabinet where it feels improvements can be made.

**6 Environmental/Climate Change Implications**

6.1 There are no environmental/climate change implications in this report.

**7 Analysis of the effects on Equality**

7.1 There are no effects on Equality in this report.

**8 Data Protection**

8.1 There are no Data Protection implications in this report.

**9 Health and Wellbeing**

9.1 There are no Health & Wellbeing considerations in this report.

**10 Risk Assessment**

10.1 There are no risks associated with this report which is purely provided as a matter of good practice and Council policy concerning Scrutiny Committees.

**Background papers:**

Minutes of both Overview & Scrutiny Committee and of Cabinet have been referred to in the preparation of this report. These are published on the Council's website.

**Supporting documents:**

Not applicable.

### Chair's Introduction

I'd like to start by thanking the members of the Committee who have worked so hard this year to make the Scrutiny Committee effective. Whilst the first year of the new administration was a year of learning for many, this year feels like the new Committee is establishing a rhythm.

I'd also like to thank officers and Portfolio Holders who have supported our work, both by attending Committee meetings but also providing answers to Members' questions in advance. These are an essential part of the scrutiny process.

Over the past 12 months we have continued to ensure the right focus between scrutinising the cabinet agenda as well as developing our own work programme. This has helped us to become more proactive as a Committee and I'm pleased that we have had a number of items where we have examined items prior to them appearing on the cabinet agenda. This has enabled us to have input earlier in the process, improving our impact and reducing the need for later intervention.

As a group we have dealt with significant issues including the South Warwickshire Local Plan, West Midlands Investment Zone and challenges with the financial performance of the housing portfolio. Despite being highly technical issues these sessions have been helpful and constructive. The creation of the Housing Scrutiny Committee has had a positive impact on allowing the Committee to manage its workload effectively and focus on the right things. We have also had more input from external partners including Everyone Active, Milverton Homes and Sherbourne Recycling Ltd. These are a welcome addition to our discussions and in my view have made us more effective in our impact.

One important development this year that will make our work more effective is the development of the Performance Management Framework. Early indications are that this will help us to focus on key issues in an extremely broad and complex area.

There are a number of areas of further focus for the year ahead:

- The effectiveness of scrutiny is often influenced by the quality of the report that that we see. Shorter, more targeted reports often get to the heart of the matter more quickly and we welcome the invitation to explore particular issues and areas.
- The Budget Review Group has been more effective in its discussions this year but still suffers from low attendance. It would be helpful if the group was enabled to accommodate substitutes in future.
- Over the next 12 months I anticipate that much of the Committee's workload will be in supporting the scrutiny of the proposals related to devolution and the creation of a unitary authority. During the project to create a single district across South Warwickshire, the Scrutiny Committee played an important role in shaping these discussions and giving visibility to Members. I hope that we will be able to play a similar role here.

Most of all, I hope that next year we will continue to be seen as a supportive and constructive voice in how the council operates.

I'd like to end by thanking the Deputy Chief Executive, the Head of Governance and Monitoring Officer, and the Committee Services team who are so integral to ensuring that our meetings run effectively. Their support before, during and after our sessions is invaluable.

Councillor Andrew Milton  
Chair, Overview & Scrutiny Committee

## **Items considered by Overview & Scrutiny Committee 2024/25**

### **Overview & Scrutiny Committee Work Programme Items**

2024:

- Annual Performance Update from the South Warwickshire Community Safety
- Housing Revenue Account Budget and the risks associated with it
- Appointments to the Budget Review Group
- Appointment of Children's and Adults' Safeguarding Champion
- Leisure Services Provider
- Climate Change and Biodiversity Reporting
- Change Programme update: April 2024 – July 2024
- Quarterly Budget Update
- Climate Change and Low Cost, Low Carbon Energy Reporting
- Annual Update on the Corporate Strategy
- The Royal Pump Rooms Customer Service Centre – Six Months On
- 2024/25 Quarter 1 Performance Report
- Tachbrook Country Park
- Park Exercise Permit
- LGA Corporate Peer Challenge Action Plan Progress

2025:

- Quarter 2 Performance Report
- Change and Biodiversity Engagement and Communication Activity Report
- Milverton Homes
- English Devolution White Paper
- MRF Update
- I.D Verde Maintenance Contract Review
- Quarter 3 Performance Report
- Change Programme – Case for Change
- Future High Street Fund Update

Routine Items:

Work Programme, Forward Plan & Comments from Cabinet

## **Cabinet / Joint Cabinet reports scrutinised by the Committee and the Budget Review Group:**

*(Where Overview & Scrutiny Committee (O&S) has made a recommendation(s) to Cabinet on reports being considered at Cabinet, Cabinet's decision to approve or refuse that recommendation is detailed below.)*

### **O&S meeting 13 May 2024:**

#### Newbold Comyn Cycle Trails

The Committee had asked for Cabinet to consider the following points:

- the procurement process should include how resident feedback would be integrated and looking at measurables within the contract e.g. promoting courses and how often they are open;
- learning from previous procurement exercises should be included;
- the social value element should be a factor to be considered in determining the successful tender;
- at paragraph 1.6.7 in the report the first bullet point should stop after "reputational damage"; and
- the Committee asked to ensure that the tender is well publicised, particularly amongst local businesses, to maximalise opportunity to respond.

### **O&S meeting 4 June 2024:**

#### West Midlands Investment Zone (WMIZ)

The Overview & Scrutiny Committee explored questions around Governance and were reassured that the transparency required was present.

The Committee were keen for the Council to retain the right to define what constituted a "Local Growth Initiative".

The Committee supported the proposal as set out in the report and thanked officers for their hard work.

#### **Recommendation**

The Committee recommended that the Chair of the Overview and Scrutiny Committee (for the municipal year 2024/2025, Councillor Andrew Milton) be added to the List of Consultees at LCG and Cabinet.

The Cabinet is required to vote on this because it forms a recommendation to it.

### **O&S meeting 8 July 2024:**

#### Low Cost, Low Carbon Energy Programme

The Committee noted the report and thanked the Cabinet members for attendance and their response to the questions.

#### Parking Services Development – Strategy and NPP

The Committee noted the report and asked the Portfolio Holder to be mindful of the potential impact on users by passing on the convenience charge to them; and how

this can be communicated clearly to all parties. They also asked that card payment at machine continues to remain available so that there are alternative ways to pay rather than online.

The Committee asked that the proposed Parking Strategy also looks at the potential to provide high quality secure cycle parking storage as a way of encouraging modal shift.

### **O&S meeting 30 July 2024:**

#### Meeting Housing Growth Needs through the South Warwickshire Local Plan

The Committee noted that earlier during the day of the meeting, the Government had laid out its plans on planning reform and housebuilding. This came late in the day and officers and the Leaders of Warwick District Council and Stratford-on-Avon District Council had not had a chance to consider its implications in depth, but the Committee noted this intervention of Government was likely to lead to a change of policy.

The Committee also recognised the anxiety around the South Warwickshire Local Plans and the number of houses amongst local residents, and the potential impact of this.

#### **Recommendation**

The Overview & Scrutiny Committee recommends to Joint Cabinet that, given the uncertainty introduced by the Government announcement, the numbers referred to in recommendation (2) should be "noted" rather than "agreed", and the report be amended accordingly in order to reflect this.

The Joint Cabinet is required to vote on this because it forms a recommendation to it.

The Committee was confident that the working methodology as it stands provides a good basis to proceed with the proposals.

#### Proposed Changes to the Housing and Economic Land Availability Assessment (HELAA) Part A Methodology for the South Warwickshire Local Plan

The Committee thanked officers for their work on producing the report.

In relation to the Financial Implications paragraph in both reports, the Committee notes the figures and asks Cabinet to provide assurance to Stratford-on-Avon District Council with regards to Warwick District Council meeting its financial obligations, noting that further funding will need to be agreed as part of future budget-setting.

### **O&S meeting 3 September 2024:**

#### Q1 Budget Update 2024/25

The Committee was concerned about the financial performance of the Housing Portfolio as a whole, and in particular, that the Council did not seem to have a complete explanation for the variances within the Housing Finance area. The Committee requests a Finance update to be brought forward at its next meeting on 24 September 2024, to help Members understand why the figures were so far adverse at this stage of the year.

The Committee thanked officers for the detailed updates on reserves, including the appendix, and felt that whilst this had been greatly improved from previous reporting, Members would like a more detailed explanation to draw out the use of the reserves, and for those no longer needed to be marked accordingly in the future.

Members also considered the Royal Spa Centre and Parking.

In relation to the Materials Recycling Facility, the Committee asked the Deputy Chief Executive to provide a briefing as a member of the Board, being aware that this might need to be done in confidential session.

In consultation with the Deputy Chief Executive, the Committee would like to open up an invitation to the Managing Director, to come and brief the Committee at an appropriate time. Members also asked if independent scrutiny might be needed, given that insufficient scrutiny was identified by officers.

### **O&S meeting 15 October 2024:**

#### Local Growth Initiatives Plan – West Midlands Investment Zone (WMIZ)

The Overview & Scrutiny Committee noted the report and reminded Cabinet of the indicative nature of the list of projects. Members welcomed and supported Abbey Fields being the first scheme being funded and recognised the potential benefits this could bring. The Committee also explored some of the wider risks presented by the political change and was satisfied that everything was done to mitigate those risks as much as it possibly could.

#### Leamington Town Centre Transformation Proposals

The Overview & Scrutiny Committee explored the need for a single, coherent approach to prioritisation and to the wider town centre and welcomed the appointment of a programme director in the future. The Committee recognised that the approach to transport needed to be holistic and Cabinet needed to think quite widely about the needs of different groups of people, including those travelling from rural areas and didn't have access to regular and reliable public transport. In addition, when potentially moving location of bus stops, the Committee emphasised that those most vulnerable would still be able to easily access essential facilities.

Members were concerned that there was a risk around managing the project going forward, and it was important to recognise what the priorities were, to make sure the desired outcomes were achieved. Members emphasised the importance of engaging local partners such as Warwickshire County Council early on and ensure they are on board with the project.

#### Kenilworth Wardens Sports Club Property Matter (Confidential)

Appendix B

### **O&S meeting 3 November 2024:**

#### South Warwickshire Local Plan – Preferred Options

The Overview and Scrutiny Committee:

- (1) thanked officers for their work to date on the Local Plan and for facilitating the recent Member briefings for all Councillors at both Stratford District and Warwick District;

- (2) sought assurance on the transparency and communication around the consultation, particularly with residents and Parish Councils;
- (3) asked officers to review future reports on the Local Plan to provide them in smaller and more focussed sections clearly for residents so they can see 'how does this affect me?';
- (4) welcomed there would be an interactive map available online and asked for the information this would provide; and
- (5) asked officers to review various infrastructure delays relating to previous developments and lessons learned to see if similar challenges could be avoided within the proposed local plan.

### **Recommendation**

The Overview and Scrutiny Committee recommended to Joint Cabinet there be a significant amount of face-to-face consultation that creates dialogue with residents.

The Cabinet is required to vote on this because it forms a recommendation to it.

#### **O&S meeting 3 December 2024:**

##### HRA Repairs and Maintenance Procurement

The Overview and Scrutiny Committee were comfortable that the approach had taken on board the comments from the previous Overview and Scrutiny Committee and welcomed that the final specification of the contract will be put to the Housing Scrutiny Committee, to provide assurance for the Council prior to recommendation 2 of the report being enacted.

#### **O&S meeting 4 February 2025:**

##### Q2 Budget Monitoring and updated MTFS

The Overview & Scrutiny Committee noted the report and advise Cabinet that the MRF is a confidential agenda item at O&S Committee on 18 February 2025.

The Committee thanked officers for their work to make the report more digestible and asked officers:

- to look at recovering the leisure centre consultancy costs from the developer; and
- to provide clarity in relation to the increased mowing costs (whether this was from No Mow May, or not).

##### 2025-2026 Service Area Plans

The Overview & Scrutiny Committee noted the report and requested officers to provide information as to how the Performance Management Framework will be better communicated to residents and visible to the public. The Committee requests Cabinet

to consider ways to measure how the Council's services are valued by residents in line with the Council's Corporate Strategy priorities.

Update of Destination Management Organisation arrangements to include Shakespeare's England and emerging Local Visitor Economy Partnership

The Overview & Scrutiny Committee noted the report and will invite Shakespeare's England to Overview & Scrutiny Committee on 8 July 2025, for a performance review of the last two years, to establish the value being delivered to our residents and businesses.

Leisure Contract Extension (Confidential Appendix)

Appendix B

Agenda Item 6  
Overview & Scrutiny Committee  
18 March 2025

Title: 2024/25 Quarter 3 Performance Report

Lead Officer: Graham Leach

Portfolio Holder: Councillor Davison

Wards of the District directly affected:

<b>Approvals required</b>	<b>Date</b>	<b>Name</b>
<b>Portfolio Holder</b>	10/03/2025	Ian Davison
<b>Finance</b>		
<b>Legal Services</b>		
<b>Chief Executive</b>	10/03/2025	Chris Elliott
<b>Director of Climate Change</b>	10/03/2025	Dave Barber
<b>Head of Service(s)</b>	10/03/2025	Graham Leach
<b>Section 151 Officer</b>	10/03/2025	Andrew Rollins
<b>Monitoring Officer</b>	10/03/2025	Graham Leach
<b>Leadership Co-ordination Group</b>		
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	Yes	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

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## 1. Summary Why Overview & Scrutiny Committee asked for the report

- 1.1 The report sets out the 2024/2025 Quarter 3 Performance Report for Warwick District Council against the measures/targets included within the adopted Service area plans. It also sets out the timetable for reporting on performance for the remainder of the Financial Year.

## 2. What is being delivered

- 2.1 The Performance report is a key tool in helping the Council demonstrate the services it is providing are performing. At present the performance report focuses on the measures within the Service Plans and if they are achieving the expected level of performance. The commentary provided by officers against those measures which are below the expected level enables an understanding of the reasons for this and if there is a need for further investigation.
- 2.2 The Quarter 1 report was reported to Committee in November 2024 and Quarter 2 report was brought to Committee in January 2025. Quarter 3 report is set out at Appendix A to the report. Quarter 3 ran from 1 October 2024 ending on 31 December 2024.
- 2.3 The current performance report provides an overview of the measures within the approved service area plans for 2024/25 with a focus on those that were either in red or amber status. The status is defined within the specific measure on expected performance. The report also provides details of measures where the "Measure/Target trending down for at least two consecutive quarters".
- 2.4 Not all measures are reported on within the report, but all can be found, along with full service area plans on the WDC Business Intelligence Portal the link to which has been circulated separately to all Councillors.
- 2.5 Table 1, below sets out the reporting timeline for the performance report for the remainder of the 2024/25 Service Area Plans. Officers are reviewing the timetable for Quarter 4, as part of the plan for quarterly reporting for 2025/26 to see if this can be reported on earlier, ideally to Scrutiny Committee in June 2025.

**Table 1**

<b>Stage</b>	<b>Q3 report</b>	<b>Q4 report</b>
<b>Deadline for Service Areas to provide the data</b>	3 February 2025	5 May 2025
<b>Date for the draft SAP to SLT</b>	10 February 2025	12 May 2025
<b>Date SLT to provide commentary</b>	17 February 2025	19 May 2025
<b>Date to be considered at SLT</b>	20 February 2025	29 May 2025
<b>Date to be considered at Cabinet Catch Up</b>	24 February 2025	2 June 2025
<b>Date SAP will be shared with all Councillors</b>	26 February 2025	4 June 2025
<b>Date to be considered by O&amp;S Cttee</b>	18 March 2025	8 July 2025

- 2.6 Also available, via the Business Intelligence Portal, are the corporate projects list, the significant risk register (which is reported to both Cabinet and Audit &

Standards Committee) and procurement activity setting out current and upcoming procurement activity. The link to which have been circulated separately to all Councillors.

- 2.7 The Service Area Plans for 2025/26 were approved by Cabinet in February, as was the performance management framework, and will shortly be available via the Business Intelligence Portal.

**3. The key risks to the service and how they are being managed**

- 3.1 The primary risks around performance monitoring reports are ensuring that the data provided in the service area plans report is accurate and provides commentary on the rationale for the level of performance. This helps the Council to identify at an early stage where performance is below the expected standard and investigate/challenge as appropriate.

**4. Further Development and Review**

- 4.1 In addition to the development of a Performance Management Framework a framework for monitoring progress against Corporate Strategy Priority 3 has been developed and endorsed by the Project Board. This is now being tested with a view to reporting later this year alongside wider progress on the corporate Strategy.
- 4.2 The Committee should be aware that the Council has been offered the opportunity to work with CiPFA to test their new data assurance questionnaire. This work is being led by the Internal Audit & Risk Manager, Policy Performance and Complaints Manager and Head of Governance & Monitoring Officer. This will focus on an area of the Council to review data quality and identify potential improvements. An update on this will be shared in the Quarter 4 Performance report.

**5 Key points to highlight**

- 5.1 The table below provides an overall summary of performance in Quarter 1 quarter 2 and quarter 3

	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Measure in red	17	15	17
Measures in amber	8	9	8

- 5.2 The Table below provides a summary breakdown of those measures currently in red and amber and where they were in Quarter 1 and Quarter 2

	<b>Number in Red in Q2</b>	<b>Number in Amber in Q2</b>	<b>Number in Red Q1</b>	<b>Number in Amber in Q1</b>
Q3 Measures in Red	11	1	9	0
Q3 measures in Amber	3	5	0	5

**Background papers:** Nil

**Supporting documents:** Service Area Plans for 2024/25

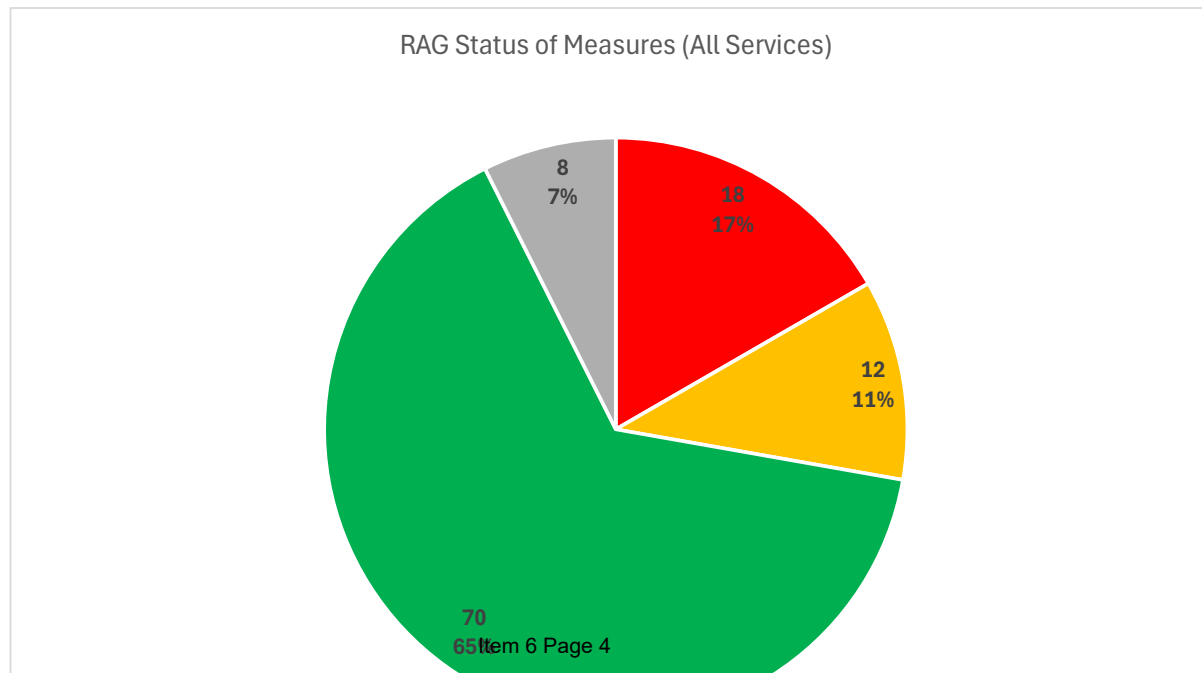
# 2024/25 Quarter 3 Performance Overview

## RAG Status of Measures

Service Area	Measures on SAP	Red Status	Amber Status	Green Status	No data input	No target	% red~
CD&S	12	1	0	9	2	0	8%
Climate Change	13	0	0	0	2	2	0%
Finance	17	4	0	13	0	1	24%
Governance	4	1	0	3	0	0	25%
Housing	29	2	1	5	0	0	7%
Neighbourhood and Assets	31	5	6	14	1	2	16%
P&C	6	1	1	3	0	0	17%
Place, Arts, Economy	14	4	1	6	3	5	29%
SCLE	21	0	3	17	0	0	0%
<b>Total</b>	<b>147</b>	<b>18</b>	<b>12</b>	<b>70</b>	<b>8</b>	<b>10</b>	<b>12%</b>

There are 21 Housing, 10 Climate Change, 3 Neighbourhood & Assets, 2 Finance and 1 SCLE measures that cannot be measured until year end. These are excluded from the table above and the pie chart below.

~Of those with targets and not annual



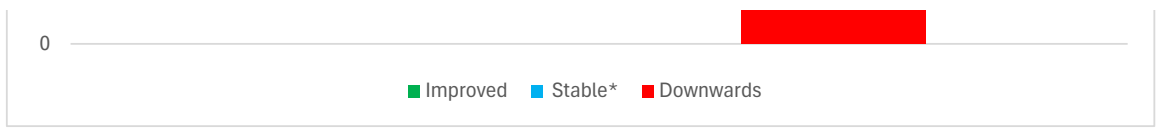
■ red ■ amber ■ green ■ no input

### Measure comparison to previous report

Service Area	Improved	Stable*	Downwards
CD&S	0		1
Climate Change	0		
Finance	0		
Governance	0		
Housing	0		
Neighbourhood and Assets	0		
P&C	0		
Place, Arts, Economy	0		
SCLE	0		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>

\*Within 5% of last year





**Red & Amber Measures**

Red Measures								
Service Area	Reference Number	Measure/Target Description	Measure/Target	This Performance Period	Time Missing Target/Measure	Distance From Target/Measure	Previous Performance Period	Trend Direction
Customer & Digital Services	CDS7	Contract Management - % ICT Software/Hardware/Support contracts current and compliant	100%	95%	3 of 3 months	5%	100%	↓
Finance	F4	Age of oldest item in council tax queue	30	46	3 of 3 months	9	50	↔
Finance	F15	Completion of Internal Audit Plan	15	9	Performance Year	6	67%	↑
Finance	F16	Number of outstanding NNDR appeals	15	133	Q2 onwards	118	149	↓

Finance	F18	Number of Missing Contracts that are not signed by both parties and saved on file	0	-32	Q2 onwards	32	-33	↑
Governance	DCX2	% of subject access requests responded to on time	100%	85%	Q2 onwards	15%	66%	↑
Housing	H4	Percentage of ended preventions and relieved duties that were successful.	75%	64.54%	Performance Year	10.46%	71.60%	↓
Housing	H6	No. of rough sleepers at end of period	0	6	Performance Year	6	6	↔
Neighbourhood & Assets	N&A5	% of HRA homes with a stock condition survey completed in last 5 years	100%	67%	Performance Year	33%	70%	↓
Neighbourhood & Assets	N&A6	% corporate properties with an in date electrical certificate	100%	82.35%	Performance Year	17.65%	81.20%	↑
Neighbourhood & Assets	N&A9	% corporate properties with in date DEC displayed	100%	77%	3 of 3 months	23%	92%	↓
Neighbourhood & Assets	N&A24	% street cleaning operations to acceptable standard	80%	62.30%	Performance Year	17.70%	63%	↓
People & Communications	P&C4	Website satisfaction	60%	50.50%	Q1 onwards	9.50%	50%	↑
People & Communications	P&C5	Webform completions	2500	2333	1 of 1 months	167	2777	↓
Place, Arts & Economy	PA&E1	Customer Questionnaires returned satisfied with overall Building Control Service	80%	76%	3 of 3 months	4%	81%	↓
Place, Arts & Economy	PA&E8	% appeal decisions contrary to WDC decision	25%	50%	3 of 3 months	25%	7%	↓

SCLE	SCLE8	Average time to resolve noise nuisance	33 days	37.6 days	Q2 onwards	4.6 days	45 days	↑
<b>Amber Measures</b>								
Housing	H3	% of calls to lifeline answered within 60 seconds	98%	97.45%	Performance Year	0.55%	97.29%	↑
Neighbourhood & Assets	N&A1	% of HRA repair requests completed on time	90%	88%	Q2 onwards	2%	88%	↔
Neighbourhood & Assets	N&A18	% of HRA properties with in date EICR certificate	100%	96%	Performance Year	4%	98%	↓
Neighbourhood & Assets	N&A20	Total no. of fly tips	616	593	Q2 onwards	23	833	↑
Neighbourhood & Assets	N&A21	% of household waste recycled, reused or composted	60%	59%	Performance Year	1%	61.87%	↑
People & Communications	P&C6	Task success in searches, % people who could complete what they wanted to	60%	56.60%	Q2 onwards	3.40%	52%	↑
Place, Arts & Economy	PA&E10	Proportion of Searches issued within 10 days	100%	98%	Performance Year	2%	98%	↔
SCLE	SCLE12	Percentage of completed food hygiene inspections from annual programme accumulative (563 due).	75%	74%	Performance Year	1%	49%	↔

**Measure/Target trending down for at least two consecutive quarters**

Service Area	Reference number	Measure/ target description	Measure/Target	Latest performance period	Previous Performance Period	Change in Performance	Distance from measure/target
Place, Arts & Economy	PA&E1	Customer Questionnaires returned satisfied with overall Building Control Service	80%	76%	3 of 3 months	4%	81%
Finance	F16	Number of outstanding NNDR appeals	15	133	Q2 onwards	118	149
Place, Arts & Economy	PA&E5	Time taken to determine planning applications (no. of days average)	N/A	81	Q1 onwards	8 days	N/A

### Measures not input

Service Area	Reference number	Measure/ target description
Neighbourhood & Assets	N&A15	% HRA asbestos safety checks in date
Neighbourhood & Assets	N&A19	End to End time for council adaptations (from raising of works order to works complete)
Place, Arts & Economy	PA&E13	Leamington Town Hall Footfall

## Agenda Item 6

### Appendix 2

#### Measures in red Status for Quarter 3

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Customer & Digital Services	CDS7	Contract Management - % ICT Software/ Hardware/ Support contracts current and compliant	100%	95%	↓
Q1 Status	Green	Q2 Status	Green		
<p>This was a temporary blip with two contracts due for renewal in December were not completed until January, with both now resolved.</p> <p>Contract 1: An error in a contract document provided by the supplier delayed the signing of the agreement until it was corrected by them. No disruption to services.</p> <p>Contract 2: The renewal of a contract could not be completed until the supplier had uploaded their offer documents to Crown Commercial Services. Coverage was maintained during the "out of contract" period with no disruption to services.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Finance	F4	Age of oldest item in council tax queue	30	46	↔
Q1 Status	R	Q2 Status	R		
<p>The flow of work peaks and troughs throughout the year, as does the number of available staff, due to holiday periods or sickness. The age of the oldest item of work outstanding also does not take into account how much work has actually been completed that month, it may have been a month with a higher quantity of incoming work.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Finance	F15	Completion of Internal Audit Plan	15	9	↑
Q1 Status:	Green	Q2 Status:	Red		

The profile of the completion of the audits did not take into account the eventual start date of the new member of the team. Other 'contingency' days were also used early in the year which affected the completion of the planned audits.

The target in the new Service Area Plan (25/26) has changed to look at number of audits completed to the draft report stage each quarter, as the timing of completion is generally outside of the control of Internal Audit once the draft report has been issued. Had this target been in place this year, the shortfall would only be one audit (i.e. 14 audits had been completed to draft report stage by the end of Q3).

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Finance	F16	Number of outstanding NDR appeals	15	133	↓
Q1 Status:	Red	Q2 Status:	Red		

This is a measure that WDC has no control over, this is the number of rateable value appeals lodged by ratepayers with the Valuation Office Agency, only they can control this figure. It is a useful indicator to WDC to identify where potential rateable value losses may come from, but there should not be a target for this number as it cannot be controlled or improved by WDC in any way.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Finance	F18	Number of Missing Contracts that are not signed by both parties and saved on file	0	-32	↑
Q1 Status:	Green	Q2 Status:	Green		

A list of missing contracts and their owners is now being circulated to the Senior Leadership Team every month at the start of the month to enable them to prompt their teams to ensure contracts are signed and stored. This began in January 2025 it is anticipated to see an improvement in Q4.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Governance	DCX2	% of subject access requests responded to on time	100%	85%	↑
Q1 Status:	Green	Q2 Status:	Red		

In this period there were 33 requests made with 6 requests responded to late. This shows a significant improvement on previous quarter where 6 of 18 requests responses were late.

The team continue to work on improving this responding to demand well but recognising the technical complexities and sizes of information to be considered.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Housing	H4	Percentage of ended preventions and relieved duties that were successful.	75%	65.54%	↓
Q1 Status:	Red	Q2 Status:	Amber		

Performance has dipped on last quarters outturn; the current performance is slightly short of target.

During this quarter there has been an increase in homeless presentations as emergencies, many are highly complex cases which takes up a considerable amount of officer time. This has had an impact on officers being able to undertake prevention work. However, there has been a reorganisation of officer duties, and it is now anticipated that the improvement will be realised over the next quarter and return to target in quarter 1 for 2025/26.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Housing	H6	No. of rough sleepers at end of period	0	6	↔
Q1 Status:	Red	Q2 Status:	Red		

The Rough Sleeper Co-ordinator chairs weekly multi agency meetings where each rough Sleeper is discussed and actions agreed. In addition, we work closely with P3 charity who undertake weekly visits to all known rough sleepers to provide advice and offer housing assistance. Unfortunately, not all rough sleepers want housing assistance and prefer to continue with their lifestyle choice.

The Ministry of Housing, Communities and Local Government (MHCLG) have recently announced funding awards from the Rough Sleeper Prevention & Recovery Grant – Warwick District Council have been awarded £222k for 2025/26 which will be used to continue to support rough sleepers and seek to encourage them into housing.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A5	% of HRA homes with a stock condition survey completed in last 5 years	100%	67%	↓
Q1 Status:	Red	Q2 Status:	Red		
<p>8% of properties without a SCS are new builds that have been added to WDC stock within the last 5 years so were not subject to the SCS programme. The remaining 25% are being planned for FY 2025/26 and mobilisation, (fine tuning) of this programme is being undertaken currently</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A6	% corporate properties with an in date electrical certificate	100%	82.35	↑
Q1 Status:	Red	Q2 Status:	Red		
<p>Corporate Compliance has not been subject to the same scrutiny and corrective actions as with the HRA stock through the Compliance Audit conducted by Pennington Choices. Although systems/processes are transferable, officers haven't yet focused on the tuning of these to the corporate stock reporting. This is project work for consideration although Officers do already investigate non-compliance and take appropriate action to commission works or complete the resulting administration which, (for Corporate) remains largely manual still.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A9	% corporate properties with in date DEC displayed	100%	77%	↓
Q1 Status:	Red	Q2 Status:	Red		
<p>Corporate Compliance has not been subject to the same scrutiny and corrective actions as with the HRA stock through the Compliance Audit conducted by Pennington Choices. Although systems/processes are transferable, officers haven't yet focused on the tuning of these to the corporate stock reporting. This is project work for consideration although Officers do already investigate non-compliance and take appropriate action to commission works or complete the resulting administration which, (for Corporate) remains largely manual still.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A24	% street cleaning operations to acceptable standard	80%	62.30%	↓
Q1 Status:	Red	Q2 Status:	Red		
<p>Ongoing issues, which are being addressed by a Contract Improvement Plan that idverde/WDC are working on and will be discussed at Overview &amp; Scrutiny Committee in March.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
People & Communications	P&C4	Website satisfaction	60%	50.50%	↑
Q1 Status:	Red	Q2 Status:	Red		
<p>Satisfaction drops when activities can't be completed satisfactorily on the website. Customers use the web satisfaction form to express their dissatisfaction as there's nowhere else for them to log that. The changes being made to improve the form completions as a result is expected to reverse this trend</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
People & Communications	P&C5	Webform completions	2500	2333	↓
Q1 Status:	Green	Q2 Status:	Green		

This is classed as a measurement of web completions not necessarily a target (which has been revised for the SAP 25/26). The aim is to monitor web completions to show trends and where there is either a downward or upward trend enable us to review the work around that time.

This is part of a bigger project of converting e-mails to contact forms. In this quarter the specific reason for downturn is that some forms were omitted from the site which usually account for around 200-400 completions which is why this has gone under. This has since been addressed. On another note, since we've taken back the waste forms from SDC, our form completions have increased significantly.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Place, Arts & Economy	P&AE1	Customer Questionnaires returned satisfied with overall Building Control Service	80%	76%	↓
Q1 Status:	Green	Q2 Status:	Green		

This measure is taken from question surveys that are offered to customers on receipt of their BC completions certificate. In practice, the number of responses every quarter is low so this return represents a small sample size. Comments are also more likely to be received when a customer has a complaint about the service. Previous quarters gave scores of 83% and 81% so were above target.

The BC team has also had a higher workload in this quarter in view of the increase in workload as evidenced by the increase in our market share (currently 80% against a target of 68%).

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Place, Arts & Economy	P&AE8	% appeal decisions contrary to WDC decision	25%	50%	↓
Q1 Status:	Green	Q2 Status:	Green		
<p>Although some appeals derive from decisions delegated to officers, this target is impacted by the number of decisions which are made by Planning Committee contrary to officer recommendations. It is also strongly impacted by the number of appeal decisions in any single quarter.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
SCLE	SCLE8	Average time to resolve noise nuisance	33 Days	37.6 days	↑
Q1 Status:	Green	Q2 Status:	Red		
<p>Same comment as Q2 performance. See response to Overview &amp; Scrutiny Committee following examination of Q2 for detailed analysis of this indicator.</p>					

## Measures in Amber

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Housing	H3	% of calls to lifeline answered within 60 seconds	98%	97.45%	↑
Q1 Status:	Amber	Q2 Status:	Amber		
<p>The Lifeline Service has a KPI set nationally by the TSA (Telecare Services Authority) which the service is to achieve 97.5% meaning in the last quarter the target was missed by 0.21%. The SAP target is higher and a challenging one but helps to drive up performance. Annual Leave sickness and officers needing to leave the office to respond to customers and incidents is a factor that has to be managed and can reflect in calls taking longer to answer.</p> <p>A wallboard has been fitted in the control centre which details live data of calls taken, response times, calls made etc. this has already made the team focus more on the calls they are taking and the response time stats.</p> <p>The performance is being discussed at one to ones and team meetings to bring back performance to the targets set by the end of Quarter 4.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A1	% of HRA repair requests completed on time	90%	88%	↔
Q1 Status:	Amber	Q2 Status:	Amber		
<p>This KPI is a subject of a Consumer Standards Action and has a SMART plan in place for improvement.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A18	% of HRA properties with in date EICR certificate	100%	96%	↓
Q1 Status:	Amber	Q2 Status:	Amber		
<p>As a result of the Compliance Audit Action Plan substantial changes have been made to how this programme of work operates and performance is improving steadily. However, the EICR programme has long suffered with No Access issues and enforcement, and continues to do so. No Access is though being addressed in the Consumer Standards Action Plan with the development of a new 'No Access' Policy by Housing.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A20	Total No. of fly tips	616	593	↑
Q1 Status:	Green	Q2 Status:	Amber		
<p>These have gone up as we have a dedicated team collecting flytips, sometimes before they have been reported. There is a plan to move to a cloud based system, owned by idverde which will give the Council heatmaps and more accurate data</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Neighbourhood & Assets	N&A21	% of household waste recycled, reused or composted	60%	59%	↑
Q1 Status:	Amber	Q2 Status:	Amber		
<p>Drop in garden waste tonnage due to poor summer, on track to meet the yearly KPI target.</p>					

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
People & Communications	P&C6	Task success in searches, % people who could complete what they wanted to	50%	56.60%	↑
Q1 Status:	Green	Q2 Status:	Amber		

The same form is used for task success and completions (PC5).

This is classed as a measurement of task success on searches not necessarily a target (which has been revised for the SAP 25/26). The aim is to monitor the searches and completion of what they wanted to do to show trends and where there is either a downward or upward trend enable us to review the work around that time.

This is part of a bigger project of converting e-mails to contact forms. In this quarter the specific reason for downturn is that some forms were omitted from the site which usually account for around 200-400 completions which is why this has gone under. This has since been addressed. On another note, since we've taken back the waste forms from SDC, our form completions have increased significantly.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
Place, Arts & Economy	P&E10	Proportion of Searches issued within 10 days	100%	98%	↔
Q1 Status:	Amber	Q2 Status:	Amber		

This is considered acceptable performance within tolerance of service delivery.

		Measure/Target Description	Measure/Target	This Performance Period	Trend Direction
SCLE	SCLE12	Percentage of completed food hygiene inspections from annual programme accumulative (563 due).	75%	74%	↔
Q1 Status:	Green	Q2 Status:	Red		
<p>The target is accumulative to a 100% by end of March. Also inspections are not equalled spaced throughout the year. The service is confident that it will achieve the target by end of year as required by Food Standards Agency.</p>					

Title: idverde Contract Review (Grounds Maintenance)  
 Lead Officers: Zoë Court (Head of Neighbourhood Services)  
[zoe.court@warwickdc.gov.uk](mailto:zoe.court@warwickdc.gov.uk) 01926 456314  
 Portfolio Holder: Councillor Roberts  
 Wards of the District directly affected: ALL

Approvals required	Date	Name
Portfolio Holder		Cllr Will Roberts
Finance		Andrew Rollins
Legal Services		N/A
Chief Executive		Chris Elliot
Director of Climate Change		Dave Barber
Head of Service(s)		N/A
Section 151 Officer		Andrew Rollins
Monitoring Officer	6/3/25	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
Contrary to Policy / Budget framework?	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	<b>No</b>	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

## **1. Summary why Overview & Scrutiny Committee asked for the report**

- 1.1 The Committee have a programme in place to review all of the Council's major contracts to scrutinise performance and value for money.
- 1.2 Idverde are contracted to deliver Grounds Maintenance and Street Cleansing across the district, this report is reviewing Grounds Maintenance and there is an accompanying report reviewing Street Cleansing.

## **2. Background and Contract details**

- 2.1 The current contract started in April 2021 and is for 8 years (to 31 March 2029) There is an option to extend the contract for up to an additional 8 years
- 2.2 The contract value is £22,500,000 (annual contract value is c£2,812,500). This is subject to RPI applied in April based on August the previous year.

- 2.3 The grounds maintenance contract includes a wide range of services, these include:

- **Grassland Management**

- Ornamental Grass, Amenity Grass
- Tall Herbage Grassland/ Wetland Areas/Scrub Grassland
- Meadow Management
- Play Area Grass
- Metaled Path Edges and Grass Path Management
- BMX cut
- Pedestrian/Tractor Flail
- Grass Bulb Areas
- Leaf Collection/Mulching
- Earth Quaking

- **Soft landscape Management**

- Shrub and Herbaceous Beds
- Pruning/Maintain flower beds and Fixed planters
- Spring/Summer Bedding
- Ground Preparation
- Formation of planting surface
- maintenance/removal of bedding
- Methods of planting
- Provide/maintain/water portable floral containers (including hanging baskets and sponsored hanging baskets, tubs on poles\_

- **Hedge Maintenance**

- Topiary
- Box hedging
- Amenity hedge
- Ecological hedges

- **Tree Planting**

- **Cemetery Maintenance**

- Grassland management. Soft management landscape management, maintenance of water features
- Grave excavation
- Preparation for funerals
- Grave Arrangements, backfilling, and aftercare
- Woodland burials
- Exhumation
- Chapels checks and maintenance

- **Sports Areas**
  - Maintain senior and junior football pitches
  - Maintain bowling greens
  - Pétanque Court Management
- **Main Water features**
  - Ornamental lake
  - Other water bodies
  - Invasive species
  - Reed beds
- **Wildlife Provision**
  - Bird boxes
  - Straw for swans
  - Treatment of bird eggs
  - Bird feeding stations and hoppers
- **Highway grass, shrub, and hedge maintenance (for WCC)**
- **Temperate Glass House Technician**

Idverde are also supporting the Climate Change and Green Spaces team with the delivery of the Councils' Biodiversity Action Plan (BAP) and have been advising on improvements to No Mow May since 2023

### **3.0 Grounds Maintenance Contract Standards**

- 3.1 Grounds Maintenance is to be carried out on a frequency basis throughout Warwick District in accordance with this specification. The Services described in this Specification broadly comprise:
- 3.2.1.1 Various regimes of grass cutting across the district including parks, open spaces, housing land, cemeteries, Council offices, woodland, local nature reserves, local wildlife sites and ecologically sensitive areas.
  - 3.2.1.2 Maintenance of sports facilities including athletics track, football pitches, tennis courts, boules and bowling greens.
  - 3.2.1.3 Maintenance of shrub beds, hedges, ecological hedges, annual bedding, hanging baskets, planted containers, sustainable beds and other types of mixed amenity borders and planting.
  - 3.2.1.4 Provision of burial services for bereavement services and maintenance of cemetery grounds, crematorium and closed churchyard grounds.
  - 3.2.1.5 Provision of a skilled qualified horticultural team for extra works throughout the year, especially during the winter months.
  - 3.2.1.6 The application of pesticides to control pests such as weeds, insects and vermin.
  - 3.2.1.7 Water features and habitat management including rivers, ponds, flood attenuation areas, sustainable urban drainage (SUD) features, lakes and streams.

### **4. Contract Performance and KPIs**

- 4.1 Since the contract started in April 2021 there has been four different contract managers leading this contract, which has been disruptive and created some difficulties in the management and development of the contract. The most recent contract manager has been in post since September 2024 and is building a good relationship with officers

4.2 The Neighbourhood Services Service Area Plan (NS SAP) tracks the monthly performance of the Contractor in relation to Grounds maintenance. The system used for scoring is idverde's PQMS (Performance Quality Management System). This system is a feature quality assessment of the grounds maintained. Random locations are automatically selected for inspection. PMQS scores range from 1-7, assessed values between 4.00-4.9 are compliant with the contract.

PROGRESS 2024/25	Target	Progress
April-24	4.00	3.94
May-24	4.00	4.00
June-24	4.00	3.89
July-24	4.00	4.00
August-24	4.00	
September-24	4.00	4.00
October-24	4.00	4.00
November-24	4.00	4.22
December-24	4.00	4.00
January-25	4.00	4.08
February-25	4.00	
March-25	4.00	
Year summary (to date)	4.00	4.01

4.3 Generally this KPI meets the target set. However, there have been occasions where idverde have not completed grounds maintenance related jobs within the agreed timeframe. Work with idverde to agree extensions where possible, but this is not always possible due to seasonal work, nesting birds etc.

4.4 This is the only KPI within the NS SAP and it may be beneficial to add in other KPIs relevant to grounds maintenance, based on customer reports outlined in 4.9 of this report, as these are areas that are important to residents.

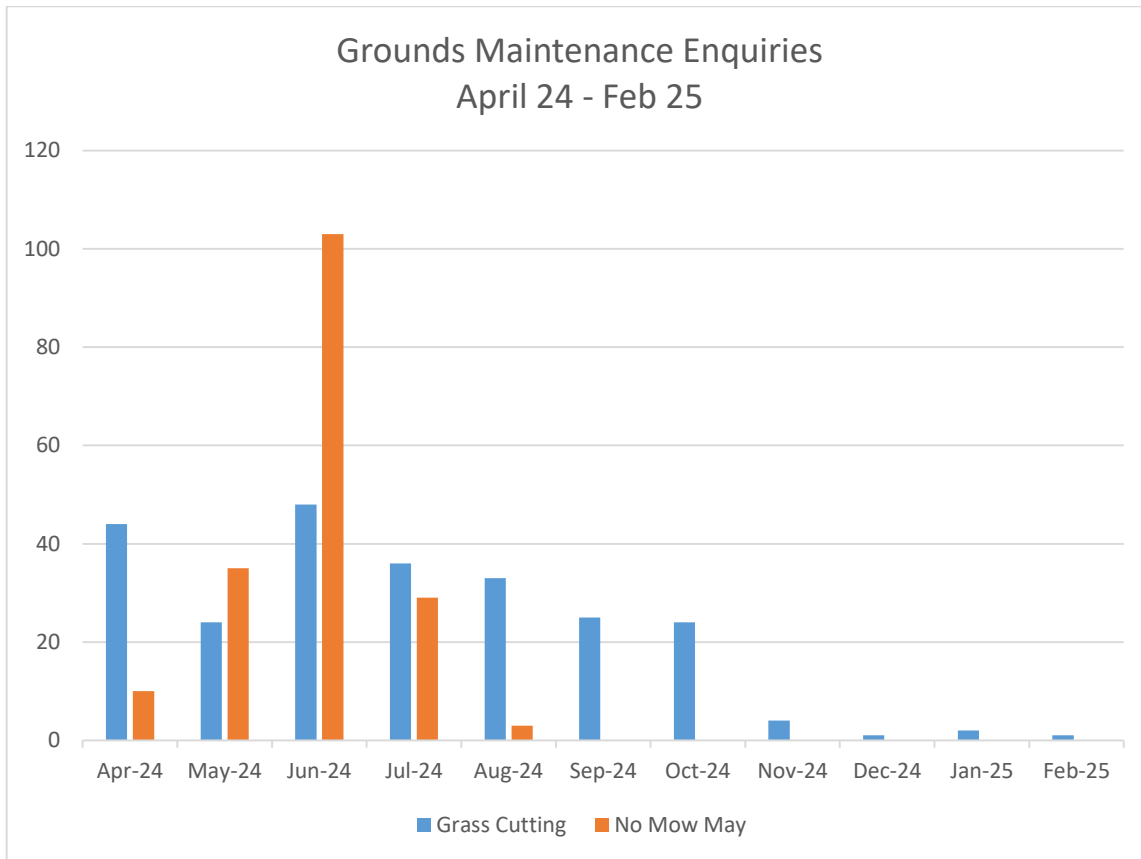
4.6 Area Contract Officers are expected to carry out 1 inspection each per fortnight, with or without a Contract Supervisor attending. Any contract rectification is recorded on a spreadsheet.

4.7 A recent example from the spreadsheet record is shown below:

Date issued	Address or location	Details of breach of contract	How should Contractor rectify the breach	Deadline for rectification
17th February 2025	Vincent Street, leamington Spa	As per section 4.2.1.2.1, 4.2.1.2.2, 4.2.1.4, and 4.2.1.4.5, of the contract conditions you have failed to perform the Services completely in accordance with the provisions of the Contract, by failing to remove clippings, and carry out the winter cut to all shrubs in the beds as required, front, back and top to prevent encroachment and extensive height. Failure to comply with this rectification notice (RN 700) will result in the issuing of an instant default notice.  As per section 31.10 of the Deed of Agreement it should be noted that an instant Default Notice will be issued when a third and any subsequent substantiated complaint is received of a similar nature to any previously issued Rectification or Default Notice(s) for the same location in any 12 month period.	Return to shrub at corner of Duke Street to remove excess clippings, and cut front and top appropriately to reduce encroachment one level growth. Return to shrub bed at Corner of Queen Street to remove excess clippings. Return to shrub bed at corner of King Street (rear parking bays) to carry out cut back to top of shrubs missed.	25th February 2025

4.8 Failure to rectify within the timescale results in a default notice being issued to the value of £17.50. The input and output of this work needs to be reviewed as part of the contract improvement plan to ensure that this is a good use of resources and proportionate to the number of service requests received.

4.9 Since April 2024 there has been over 430 service requests from residents in relation to grounds maintenance, categorised in the graph below.



4.10 No Mow May (NMM) started in May 2023 to raise awareness and to tackle the climate emergency. There were a lot of significant lessons learnt and NMM 24 saw improvements made and less resident complaints/enquiries. However, as the Council now has a Biodiversity Action Plan (BAP) in place, NMM activities are being blended into this plan. A Councillor briefing note has been written regarding reviewing NMM 24 and outlining the plan for 2025. This advises that due to issues with the mowing team 'catching up' and residents feedback, all areas will continue to be mowed throughout May with only areas that have been identified as having significant biodiverse benefits being included, these are listed in the briefing note (See Appendix 1)

## 5. Contract Development

5.1 Since the contract was awarded, it has been the intention to move away from using spreadsheets and emails to track contract performance and completion of scheduled jobs. idverde have an internal system called 'SMS' which is now being rolled out across both the Street Cleansing and Ground Maintenance contracts. Council officers in Contract Services will have read only access to view jobs completed in real time, when jobs are due to be completed, photographs of completed work and issues recorded (i.e. on play equipment inspections). There will also be the ability to run reports on performance (Appendix 2 is a PowerPoint presentation giving an overview of the SMS system).

- 5.2 The intention is to integrate SMS with the Council's CRM system to improve how service requests from residents are dealt with. The first service to be integrated will be flytipping report, during Summer 2025, and once the street cleaning has been integrated work will start on Grounds Maintenance, likely to be in 2026.
- 5.3 The SMS system is already being used to record grass cutting, which started in early March and a large % of winter shrubs and hedges are in the system, this work to add all aspects listed in 2.3 of this report continue at pace.
- 5.4 A budget growth request was successful in 2023 and saw additional resources added to the management and maintenance of the bowling greens, after significant investment by the Council the bowling greens were replaced, and more maintenance is required whilst they mature. This has seen a marked improvement in the quality of the bowling greens, with no issues reported during 2024/25.
- 5.5 The Head of Neighbourhood Services (NS) is working with finance to ascertain if it is possible to add an additional parks team to be funded from the Grounds Maintenance reserves due to the additional and planned green spaces being added to contract. This additional resource will cost approximately £130k pa for the remaining 4 years of the contract and a report will come to cabinet in the next few months.

## **6. Contract improvements**

- 6.1 As laid out in the contract in the event that any achieved KPI falls short of the relevant target, the Contractor shall:
- Agree with the Council a detailed remediation plan for meeting the applicable target.
  - Deploy all additional resources and take all remedial action that is necessary to meet the target; and carry out actions as identified in the remediation plan agreed by the Council.
- 6.2 As part of the proposed Contract review, The NS and the idverde Area Director (AD) will be reviewing frequencies/timing of various ground maintenance activities which will be discussed with their teams. To reflect the changing climate, weather and the introduction of the BAP and ensuring best value for money.
- 6.3 A review of the KPIs captured and reported on within the SAP will take place to ensure we are tracking KPIs that are important to our residents and in line with our corporate priorities of delivering valued services.
- 6.4 Both the NS and the AD will be reviewing best practises for the grounds maintenance contract, by looking at other local authority grounds maintenance contracts held by idverde. Changes are needs to ensure that the contract remains flexible and adapts to the changing climate/weather and meets the aspirations of the council to increase biodiversity.

## **7. Summary:**

- 7.1 Whilst there are areas within the contract that require improvement, this report includes various activities aimed at improving the contract efficiencies and performance and customer insight. The improvements are aimed at ensuring our parks and green spaces are well maintained assets for everyone who lives, works and visits Warwick District to enjoy and to increase biodiversity where possible.

Title: idverde Contract Review (Street Cleansing)  
 Lead Officers: Zoë Court (Head of Neighbourhood Services)  
[zoe.court@warwickdc.gov.uk](mailto:zoe.court@warwickdc.gov.uk) 01926 456314  
 Portfolio Holder: Councillor Roberts  
 Wards of the District directly affected: ALL

Approvals required	Date	Name
Portfolio Holder		Cllr Will Roberts
Finance		Andrew Rollins
Legal Services		N/A
Chief Executive		Chris Elliot
Director of Climate Change		Dave Barber
Head of Service(s)		N/A
Section 151 Officer		Andrew Rollins
Monitoring Officer	6/3/25	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
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	

## **1. Summary why Overview & Scrutiny Committee asked for the report**

- 1.1 The Committee have a programme in place to review all of the Council's major contracts to scrutinise performance and value for money.
- 1.2 Idverde are contracted to deliver Grounds Maintenance and Street Cleansing across the district, this report is reviewing Street Cleansing and there is an accompanying report reviewing Grounds Maintenance.

## **2. Background and Contract details**

- 2.1 The current contract started in April 2021 and is for 8 years (to 31 March 2029) There is an option to extend the contract for up to an additional 8 years
- 2.2 The contract value is £22,500,000 (annual contract value is c£2,812,500). This is subject to RPI applied in April based on August the previous year.
- 2.3 The Street Cleansing contract includes a wide range of services; on various specifications and frequencies these include:
  - Highway Cleansing
    - General highway cleansing
    - Footway, footpath, and grass verge cleansing
    - Channel cleansing
    - Cleansing of roundabouts, traffic islands, central reservations, and other highway feature
    - Removal of vegetation
    - Cleansing around trees and other vegetations
    - Trash Screens
  - Cleansing of villages and rural roads
  - Shopping Precinct cleansing
  - Cleansing A46 trunk road
  - Litter bin emptying and cleansing
  - Weed Spraying\*
  - Tree Planting
  - Major leaf fall
  - Pressure washing footpaths and other areas
  - Investigate and removal of flytipping
  - Gritting and snow clearance
  - Removal of human/animal fouling and clinical sharps
  - Removal of dead animals
  - Removal of abandoned shopping trolley
  - WDC owned carpark cleansing
  - Parking and cemetery path sweeping
  - Rapid Response Unit (RRU) Community Cleansing Team
  - Housing community cleansing team
  - Cemetery Maintenance
  - Seasonal barrow operatives
  - Play Area Team
  - Epicormic Growth
  - Recycling litter bins

Idverde also support the Waste Education & Enforcement team with their activities, including searching for evidence at flytipping sites, clearing accumulated waste, work in Leamington town centre clearing refuse bags, report and monitor litter bin misuse.

### 3. Street Cleansing Contract Standards

- 3.1 The Council has a statutory duty under the Environmental Protection Act (EPA)1990 to ensure public spaces and highways are kept free from litter and refuse as far as is reasonably practicably (as detailed in the Code of Practice on Litter & Refuse (Nov 2006)).

To comply with the legislation the Council provides a service that is responsible for the following operations:

- Cleaning all streets, footways and open spaces that are in public ownership.
- Removal of graffiti.
- Removal of fly-tipping.
- Emptying of litter and dog bins.
- Collection of dead animals both domestic and wild.
- Collection of domestic bulky waste, which is a chargeable service.

- 3.2 The Contractor is required to cleanse all Highway and Relevant Land in accordance with the Cleansing Standards set out in the Environmental Protection Act 1990 and the Department of Environment, Food and Rural Affairs (DEFRA) – Code of Practice on Litter and Refuse (COPLAR) 2006 (See link in 8.1 of the report).

- 3.3 In the Code there are defined and illustrated Standards of Cleanliness for Relevant Land which use an A to D grading system. The Council will use the standards as a basis to assess the Cleanliness of Highway and Relevant Land, which shall include 'Litter and Refuse' and 'Detritus' in line with the Code and also weeds. The Contractor, through its cleansing regimes, shall ensure that all Highway and Relevant Land is Cleansed to Grade A standard at the point of Cleanse, regardless of the type of carriageway or surface such as paving blocks, cobbles, etc.

- 3.4 If, in the opinion of the Council, any Street hasn't been Cleansed to Grade A standard and this is capable of remedy, the Council shall issue a rectification notice in line with the Conditions of Contract. The Contractor will be expected to restore the standard of cleanliness to Grade A within the following timescales:

- i. Daily Cleanse – Same day
- ii. Weekly Cleanse – Two days
- iii. Monthly Cleanse – Five days
- iv. Two Monthly Cleanse – Five days

- 3.5 If the Street still hasn't been Cleansed to Grade A standard within the period of time specified in the rectification notice, the Council may issue a default notice in accordance with the Conditions of Contract.

- 3.6 Where there are particular situations or technical difficulties that prevent The Contractor from achieving Grade A standard, this shall be reported to the Council on the same working day.

- 3.7 The performance of the contractor in respect to achieving the COPLAR Grade A or B standard is shown in 4.1 of this report.

#### 4. Contract Performance and KPIs

4.1 The Neighbourhood Services Service Area Plan (NS SAP) tracks the monthly performance of the Contractor in relation to % of streets cleansed to an acceptable standard. The target is 80% to achieve a Grade A (no visible litter/weeds) or Grade B (some visible litter/weeds at acceptable levels). As determined by Area Contract Officer inspections.

PROGRESS 2024/25	Target	Progress
April-24	80%	73%
May-24	80%	68%
June-24	80%	51%
July-24	80%	55%
August-24	80%	65%
September-24	80%	70%
October-24	80%	66%
November-24	80%	56%
December-24	80%	65%
January-25	80%	60%
February-25	80%	
March-25	80%	
Year summary (to date)	80%	63%

4.2 Improvements to this KPI are required and a draft contract improvement plan has been agreed with the Head of Neighbourhood Services and the Portfolio Holder for Neighbourhood Services. This covered in the section 6 of the report.

4.3 This is the only KPI within the NS SAP and it may be beneficial to add in other KPIs relevant to street cleansing, based on customer 4.6 reports outlined in section, as these are areas that are important to residents.

4.3 idverde use a system called PQMS Dashboard, which is a real-time online performance display on many contracts that gives clients an instant view of the health of the contract and enables idverde to flag up under performances features and benchmark standards by drilling down to the performance of the contract at site and feature level. The dashboard is continually updated as the period progresses which could form part of our suite of reports for Street Cleansing. It be customised to include:

- Inspections by grade
- Quality scores for each region and site type, enabling benchmarking across the whole contract
- Quality scores for each feature (against COPLAR standard)
- Timeline showing quality scores achieved over time, enabling trends to be monitored
- Features inspected and quality scores attributed, including photographic evidence

4.4. It should be noted that the Area Contract Officers spend a great deal of time carrying out inspections each month and are each targeted to do at least 10 inspections per week, with or without a Contract Supervisor attending.

4.5 Each street that is inspected is graded using the COPLAR standards outlined in section 3 of this report. Streets falling below Grade A or Grade B are issued with a Rectification Notice, which outlines details of what the contract breach is, how the Contractor should rectify and the deadline for the work to take place, using the timescales in section 3.3. A recent example from the spreadsheet record is shown below:

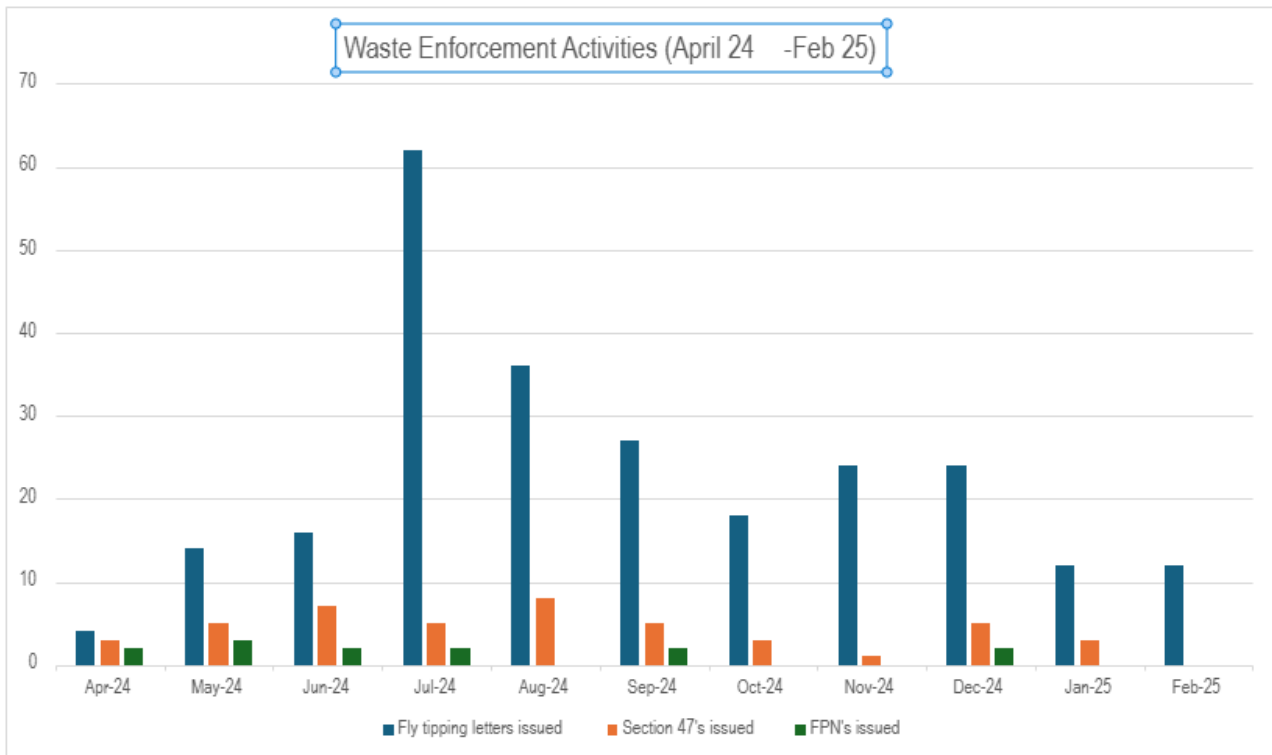
Date issued	Address or location	Details of breach of contract	How should Contractor rectify the breach	Deadline for rectification
18th February 2025	Milverton Terrace, Leamington Spa	<p>As per section 4.1.2.1, 4.1.2.2 and 4.1.5. of the contract you have failed to perform the Services completely in accordance with the provisions of the Contract, by failing to cleanse the listed street at the correct frequency and remove leaves and tree debris from the highway. Failure to comply with this rectification notice (RN 1513) will result in the issuing of an instant default notice.</p> <p>As per section 29.6 of the Deed of Agreement it should be noted that an instant Default Notice will be issued when a third and any subsequent substantiated complaint is received of a similar nature to any previously issued Rectification or Default Notice(s) for the same location in any 12 month period along with a default for every subsequent day the fault is not rectified.</p>	Return to remove all, leaves, tree debris and brush from the entire highway, including pathway, vehicle crossing points and back edges.	20th February 2025

4.6 Failure to rectify within the timescale results in a default notice being issues to the value of £17.50. The input and output of this work needs to be reviewed as part of the contract improvement process to ensure that this is a good use of resources and proportionate to the number of service requests received

4.7 Since April 2024 there has been over 1,500 service requests from residents in relation to street cleansing, categorised in the graph below.



- 4.8 Waste Enforcement activities have been increased since 2023, with a new Waste Education & Enforcement Officer post being created to help tackle the increase in flytipping and littering noticed since Covid-19 in 2020.
- 4.9 Enforcement activities are outlined in the graph below, in addition the team have also removed 50 wheeled bins stored permanently on the highway.



## 5. Contract Development

- 5.1 Since the contract was awarded, it has been the intention to move away from using spreadsheets and emails to track contract performance and completion of scheduled jobs. idverde have an internal system called 'SMS' which is now being rolled out across both the Street Cleansing and Ground Maintenance contracts. Council officers in Contract Services will have read only access to view jobs completed in real time, when jobs are due to be completed, photographs of completed work and issues recorded (i.e. on play equipment inspections). There will also be the ability to run reports on performance (Appendix 1) is a PowerPoint presentation giving an overview of the SMS system.
- 5.2 The intention is to integrate SMS with the Council's CRM system to improve how service requests from residents are dealt with. The first service to be integrated is flytipping report, with the plan to send reports straight to the contractor, the Council can monitor response times via the reporting capability. This work is expected to start by Summer 2025, once the ICT team have completed the waste enquiries project.
- 5.3 Two budget growth requests were successful in 2023 and saw an additional play team added to the contract on a permanent basis, due to the increase in new play areas, to ensure we are meeting our obligations of keeping play areas safe and well maintained and reducing the time equipment is out of use when

defects are reported. The second budget growth for non re occurring budgets is the additional Rapid Response Unit dedicated to flytipping removal work and other adhoc community clean-up activities. Budget has been secured for a second year and impact of this team is visible across the district. Not only are flytips removing more quickly but the team are able to support on other adhoc work.

- 5.4 Contract Services are now working on a Waste Education Strategy to tackle the increase in litter, flytipping and work to increase recycling rates. Idverde will work with officers supporting the development of this strategy. Additional 'anti flytipping livery has been added to all street cleansing vehicles to raise awareness. See image below



- 5.5 Idverde are supporting a review of litter bin emptying frequencies to ensure they are as efficient as they can be.
- 5.6 Idverde are supporting a new project 'Recycling on the Go' which will see litter being segregated where possible from new litter bins due to be installed Spring 2025 and litter picking activities, including supporting community litter picking groups.
- 6. Contract improvements**
- 6.1 As laid out in the contract 'in the event that any achieved KPI falls short of the relevant target, the Contractor shall:
- Agree with the Council a detailed remediation plan for meeting the applicable target.
  - Deploy all additional resources and take all remedial action that is necessary to meet the target; and carry out actions as identified in the remediation plan agreed by the Council.
- 6.2 The new Contract Services Manager will contact Keep Britain Tidy (KBT), of which the Council is a member, for some advice and support to potentially carry out an independent Local Environmental Quality Survey. This should help the

Council and idverde in benchmarking against past performance, national standards and look to increase service efficiency and effectiveness.

- 6.3 As part of the contract improvement plans, it is proposed that any street graded as a C or below will be visited jointly by the Council and idverde to investigate why it is below standards and what can be put in place to improve the grading on a more permanent basis, such as additional/relocated litter bins. Engaging with local community and businesses that may be contributing to litter, such as schools, fast-food outlets, cigarette butts from local public houses.
- 6.4 A review of the frequency of street cleansing will also be agreed to ensure that the contractor is deploying resources to areas at the correct frequency, as the schedules have not been reviewed for a number of years.
- 6.5 A review of the KPIs captured and reported on within the SAP will take place to ensure we are tracking KPIs that are important to our residents and in line with our corporate priorities of delivering valued services.
- 6.6 Both the Head of Neighbourhood Services and the idverde Operations Director will be reviewing best practises for street cleansing, including reviewing operations and methods on other contracts managed by idverde

## **7. Summary**

- 7.1 Whilst there are areas within the contract that require improvement, this report includes various activities aimed at improving the contract efficiencies and performance, customer insight aimed at providing a visible improvement to the cleanliness of the district with a waste education strategy that will help underpin where we direct our resources, engage with local communities and respond efficiently to residents enquiries and complaints.
- 7.2 As part of the Waste Education Strategy a customer benchmark questionnaire is planned for Spring/Summer 2025 to gather residents opinions on the cleanliness of the district, we will be able to map geographical areas of concerns, which will enable us to review the current contract in conjunction with the Local Environmental Quality Survey carried out by KBT and best practises on other idverde street cleansing contracts.

Agenda Item 9  
Overview & Scrutiny Committee  
18 March 2025

Title: Change Programme update: 18 March 2025

Lead Officer: Darren Knight

Portfolio Holder: Cllr Jessica Melrose

Wards of the District directly affected: All

<b>Approvals required</b>	<b>Date</b>	<b>Name</b>
<b>Portfolio Holder</b>	23.02.25	Cllr Jessica Melrose
<b>Finance</b>	23.02.25	Andrew Rollins
<b>Legal Services</b>		N/A
<b>Chief Executive</b>	23.02.25	Chris Elliott
<b>Director of Climate Change</b>		N/A
<b>Head of Service(s)</b>	25.02.2025	Darren Knight
<b>Section 151 Officer</b>	23.02.2025	Andrew Rollins
<b>Monitoring Officer</b>	23.02.25	Graham Leach
<b>Leadership Co-ordination Group</b>		N/A
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	No	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No	
<b>Accessibility Checked?</b>	Yes	

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## 1. Change Programme – background and timeline

- 1.1 The Change Programme is a key programme of work set out in the Council's Corporate Strategy 2030 and referenced in the Medium-Term Financial Strategy.
- 1.2 In February 2023, a report was taken to Cabinet, which identified that the Council would need to change how it operates to ensure it can continue to respond to the external operating environment and financial challenges the local government sector continues to face.
- 1.3 The Change Programme was born of the recognition that if the Council is to remain sustainable, it must evaluate how it does things. Given the significance of the change that is required, it is important that this is done with purpose and instils a culture of continuous awareness of the importance of recognising the benefits change opportunities can provide to the organisation.
- 1.4 In July 2023, WDC undertook a Corporate Peer Challenge (CPC) through the Local Government Association (LGA), as part of its commitment to sector led continuous improvement. This review highlighted two areas relating to the Change Programme:
- The need to resolve the financial deficit
  - The need to transform services to deliver improved outcomes
- 1.5 In November 2023, the Council's new Corporate Strategy was approved, and the Change Programme falls under Strategic Priority 1, Goals 1.2 and 1.3:

**Strategic Priority 1:** *Delivering valued, sustainable services in order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by ensuring continued demonstration of financial sustainability through the medium term. This is the foundation for ensuring that there are the resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs.*

**Goal 1.2:** *Continue to ensure the Council's finances remain on a firm and sustainable footing.*

- *"Our Change Programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs."*
- *"By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council."*
- *"The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels".*

**Goal 1.3:** Achieve and demonstrate delivery of high-quality services.

- *"We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services."*

1.6 The Council's Change Programme – Case for Change was approved by Cabinet in March 2024 and then internally launched to the organisation.

## **2. Purpose of the change programme**

2.1 The Change Programme - Case for Change (Appendix 1) sets out the rationale and approach for this improvement and transformation programme, the benefits it will bring and how success will be monitored and measured.

2.2 This document also includes the Council's Digital Strategy.

## **3. Programme Governance**

3.1 The Change Programme has a programme board, which consists of the Cabinet Member for Transformation (Chair), Cabinet Member for Finance, Head of People & Communications, Head of Finance, Head of Customer & Digital Services and the Deputy Chief Executive.

3.2 The purpose and remit of the board is defined by its terms of reference and meets every two months.

## **4. Programme Overview & Progress**

4.1 The Change Programme has three main workstreams - Independent Fees and Charges Review, Customer Service Redesign and Reinvent and reimagine how services are delivered.

4.2 **Independent Fees and Charges Review** – Andrew Rollins, the Council's Head of Finance, is the workstream lead and this work is being supported by specialist consultants CommercialGov.

4.3 CommercialGov undertook a review of the top ten service areas for fees and charges and assumption within the Medium Term Financial Strategy (MTFS) have been updated as a result of this review.

4.4 This work has also included commercial training for officers including the Senior Leadership Team. The Council also now has access to CommercialGov's fees and charges toolkit and sector benchmarking data.

4.5 Following the quarter three budget report and identification of significant financial variances with bereavement services, CommercialGov have been commissioned to undertake a commercial service development review for this service. There is also going to be a member training session facilitated by CommercialGov.

4.6 **Customer Service Redesign** – David Elkington, the Council's Head of Customer & Digital Services is the workstream lead for this element of the change programme. The Corporate Strategy sets out an ambition to improve customer service delivery by making it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.

4.7 This workstream is underway with the completed procurement of a new Customer Relationship Management System (JADU CRM), which provides the basis to help transform customer service delivery, process and procedures.

- 4.8 The introduction of low code technology now enables the Council to develop and deploy new digital services at pace and at low cost. Low code technology is defined as '*A Low-code development platform (LCDP) is software that provides a development environment used to create application software through graphical user interfaces and configuration instead of traditional hand-coded computer programming.*'
- 4.9 In December 2024, the first CRM services went live and to date these now include:
- Missed bin reporting (fully automated).
  - Additional container requests (fully automated).
  - Bulky waste uplifts (fully automated).
  - Assisted collection requests (currently semi-automated).
  - Additional waste capacity (currently semi-automated).
  - Clinical Collections (currently semi-automated).
  - Customer queries.
  - Garden waste (fully automated).
- 4.10 As of the 3<sup>rd</sup> March, the performance data shows:
- Customer Service cases raised: 1376
  - Web Cases raised: 11366
  - Project Team: 36 (genuine live cases raised at the start of each go live)
  - Contract Services: 5
  - Additional Waste Capacity: 65
  - Assisted Collections: 100
  - Bulky Collections: 758
  - Clinical Collections: 6
  - General Query: 1008
  - Garden Waste Subs: 9401 (although this is not the total number of permits as some are for more than one sticker)
  - Missed Collections: 565
  - Waste Container Order: 880
  - Registered for My Account: 6580 / 57.9% of web raised cases
- 4.11 Next steps include the following
- 'Sprints' to improve the process based on user feedback.
  - Rest of contract services to undergo business process re-engineering.
  - The next services to be identified for BPR e.g. regulatory services, planning etc.
  - Other quick wins CRM additions e.g. complaints, FOI via the app share.
  - Development of reporting capabilities – staff training for PowerBI is planned

- Cabinet demonstration

- 4.12 This work is building upon the successful relocation of front facing customer services to the Pump Rooms; whilst there is an increase in digital services, customers are still be able to telephone or visit WDC customer services. A key success has been the integration of JADU and the contractor system Whitespace which has enabled end to end automation of data.
- 4.13 **Reinvent and reimagine how services are delivered** – Darren Knight, Deputy CEO, is the lead for this workstream. The purpose of this workstream is for service areas to think about how they can do things differently, which can either reduce costs, invest to save and increase income.
- 4.14 Since April’s launch, progress has been quick off the mark with several initiatives progressing to increase income or reduce costs. Initiatives in the pipeline include returning waste calls from SDC, website advertising, general fund service charge review, LLPG review, reviewing the CIL administration charge, National Parking Platform, roundabout advertising, review of software budgets and a mini service review. Each initiative has an outline business case.
- 4.15 The Change Programme has a dedicated efficiency tracker which records and monitors the cash and non-cash benefits of the programme. The MTSF efficiency profile for the Change Programme is set out below:

**General Fund**

Financial Year	2023/24	2024/25	2025/26	2026/27	2027/28	
	£'000	£'000	£'000	£'000	£'000	
<b>Deficit</b>	£3,528	£4,517	£2688.29	£194.49	-£993	
<b>Change Programme rec target</b>		-£300	-£704	-£900	-£600	<b>-£2,504m</b>

- 4.16 The initial focus of the Change Programme is starting with general fund related activity. The Change Programme principles will also apply to Housing Revenue Account related activities, but the immediate priority at the moment is the compliance action plan.
- 4.17 For 2024/2025 the Change Programme has delivered £333,200 of general fund revenue savings, which has been factored into the medium-term financial strategy. A positive from this outcome was an over delivery of savings by £33,200, which give a head start for the 2025/2026 target.
- 4.18 The Change Programme has also avoided £146,000 of growth requests.
- 4.19 For 2025/2026, the target is £704,000. So far, £190,100 has been confirmed towards this target with further efficiencies forecast. Based on this forecast would mean that £15,000 is still needed. The forecast is, however, subject to projected income targets being met and final ago ahead to join the National Parking Platform.

**5. Change Programme Communications**

- 5.1 The Change Programme was launched March/April 2024 with briefings at Cabinet SLT, Manager’s Forum, Group Leaders, dedicated intranet page, case for change booklet, manager cascade slide deck and other briefings.

- 5.2 Last year's employee pulse survey results indicate that 70% of staff confirmed their manager has briefed them on the Change Programme and of those briefed the level of understanding is at 6.49/10 (0 = no understanding, 10 = full understanding).
- 5.3 There have been regular updates at Manager's Forum over the last twelve months. In April 2025, there is a planned relaunch of the change programme to help maintain momentum and broader organisational awareness.

## **6. Summary**

- 6.1 The first twelve months of the Change Programme has got off to a positive start with the first year's savings target achieved and several initiatives underway that will help to build momentum into 2025/2026. A wider pipeline of initiatives is in place and continuing to develop. Whilst there still a lot to do there can be some cautious optimism.

### **Supporting documents:**

#### **Appendix 1:** Change Programme – Case for Change

[Corporate strategy - Warwick District Council. \(warwickdc.gov.uk\)](https://www.warwickdc.gov.uk)

[HOME | CommercialGov](#)

[Homepage – Jadu](#)

[Document.ashx \(warwickdc.gov.uk\)](#) – JADU CRM

[WDC Report Template - November 2023 \(warwickdc.gov.uk\)](#) – NPP

[WDC Report Template - November 2023 \(warwickdc.gov.uk\)](#) – waste calls

WARWICK DISTRICT COUNCIL

# Change Programme Case for Change



Warwick  
2030

# Introduction

## February 2023: A Commitment to Change

On the 9 February 2023, Cabinet approved a report, which stated:

**“**Warwick District Council (WDC) continually demonstrates that it is a community leader during the most challenging of times. Whether that is through a period of national austerity; an international pandemic; or global climate change, the Council has been able to deliver its ambition through service and place-shaping outcomes whilst at the same time being financially responsible.”

“However, the financial challenge to the Council has not abated and the Chancellor’s latest Autumn Statement (17 November 2022) details significant financial constraint of public finances from financial year 2025/2026, with major implications for local government. Item 13 / Page 2 The Council cannot ignore this impending financial situation and must plan well in advance”.

“Whilst it is fully recognised that the Council has been through periods of very real upheaval and uncertainty, it would be complacent not to prepare. Officers are therefore proposing a programme of organisational change to be developed over the next twelve months with the new administration and the Council’s trade union, Unison, to enable the breadth and depth, and delivery method of Council services to be reviewed thereby enabling the local taxpayer to continue to receive value-for-money.”

**”**

The report had the following recommendations:

1. That Cabinet notes the latest Medium-Term Financial Strategy (MTFS) as detailed in the S151 Officer’s report at item 7 on this agenda.
2. That Cabinet agrees to the development of a change management programme with governance arrangements as detailed in Appendix 1.
3. That subject to agreeing recommendation 2, Cabinet agrees that in accordance with their respective delegations, the Chief Executive and S151 Officer should ensure that appropriate human resources are made available to support the delivery of the programme.

Since the report was approved, several other events have happened which further support the need for the Council to embrace a programme of change:

- Ongoing inflationary pressure and increased service demand have further impacted the Council’s medium term financial outlook.
- Government settlements have done little to ease pressure across the sector.
- Rising homelessness and increasing costs for temporary accommodation are not being met by equivalent increases in central government grants.

However, amongst these challenges, there have been positive changes too:

- A new customer service centre at The Royal Pump Rooms will open shortly, offering new opportunities to deliver services differently.

- A Corporate Peer Review Challenge recognised the important role the Change Programme will have in improving services.
- The Council’s new Corporate Strategy focuses on the delivery of high quality, sustainable services.
- In March 2024, Cabinet will look to approve the implementation of a new Customer Relationship Management System - a cornerstone technology to underpin the Change Programme.



# July 2023 Corporate Peer Challenge



In July 2023 (11th - 13th) Warwick District Council participated in an LGA Corporate Peer Challenge.

The challenge was overseen by a group of senior peers from other Councils, who sought to understand how the Council operates and identify opportunities for improvement. The assessors were all experienced in local government and understood the unique pressures the sector faces.

The challenge involved staff from across services, the Council's Senior Leadership Team, Partners, and Councillors. When considering the Council's capacity for improvement, the assessors wrote:

*"Staff which the peer team met were dedicated to public service – there is a strong sense of duty and commitment, and there was a highly engaged and pro-active group of middle managers who are an asset to the team and are capable to deliver and drive improvement. The peer team met with committed and knowledgeable staff from across WDC. This is the Council's greatest asset and places it in a good position for the future"*

The Peer Challenge culminated in nine recommendations. The Change Programme will be a key component of the Council's response to Recommendation 5:

*"Ensure that whatever ambitions the Council may have, have been balanced with the need to ensure sufficient focus and grip on the performance of core service delivery and brilliance in the basics"*

In recognition that, at the time of the challenge, the Council was committed to, but had not fully developed its Change Programme, the review team said:

*"As part of the Council's Change Programme the peer team encourage WDC to continue with this transformation and capitalise on how this will support the organisation in delivering improved outcomes"*

## A new Corporate Strategy Warwick 2030

In November 2023, the Council's new Corporate Strategy was approved by Council. The Change Programme falls under Strategic Priority 1, Goals 1.2 and 1.3:

### Strategic Priority 1:

*"Delivering valued, sustainable services in order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by ensuring continued demonstration of financial sustainability through the medium term. This is the foundation for ensuring that there are the resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs."*

### Goal 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing.

- *"Our Change Programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs."*
- *"By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council."*

- *"The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels"*

### Goal 1.3 Achieve and demonstrate delivery of high-quality services.

- *"We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services."*

Following these three reports, the Customer Change Programme case for change sets out the business case for this improvement programme, the benefits it will bring and how success will be monitored and measured.



# Drivers for change

The Change Programme has several external and internal drivers, which are briefly summarised below:



## Corporate Strategy

The Corporate Strategy envisions an ambitious future where the Council can have a positive impact on people's lives and the environment. We face this future against a backdrop of economic uncertainty, global instability, and political challenge (on every stage). To achieve this future, we will need to deliver excellent services, make long term decisions, have access to high quality information and, remain sustainable ourselves. The Customer Change Programme will seek to address this.



## Corporate Peer Challenge

Recommendation five of the Corporate Peer Challenge highlighted and that amongst the Council's ambitious projects, there is still a need to focus on delivering brilliant core services. These services have a huge impact on people's lives, wellbeing, and the future of Warwick District. The Customer Change Programme will seek to ensure these services are delivered in a high quality, efficient and sustainable way.



## Medium Term Financial Strategy

Like any other business, the Council is not immune to rising costs. Inflation, energy and accommodation expenses, increased demand and a shortage of skilled labour have all impacted the Council in recent times and will continue in the foreseeable future. The Change Programme will seek to achieve £2.5m of general fund revenue efficiencies, to help ensure the Council's MTFS is sustainable and viable for the long term. Within the Housing Revenue Account (HRA), efficiencies will also need to be realised to help fund additional costs for regulatory asset management compliance. The initial focus for HRA services will be on the compliance action plan.



## Advancements in technology

Most services could become more efficient by making greater use of technology. Advances may come from introducing new tools which make services easier to deliver or by simply using what we already have more effectively. How services are delivered has not really changed for a long time and this must be addressed as there are virtually limitless possibilities to make positive changes. The advancements in low code technology means that Councils are now able to develop digital services (forms, applications, processes) at pace and at low cost.



## Inconsistent customer service delivery and experience

Every Council service has its own customer facing operations. There's more than 80 phone numbers on the Council's website and over 130 email addresses where customers can contact services, which is both confusing and inefficient. Every service also has its own version of what "good" looks like, leading to very different experiences for Customers.



## Missing opportunities to improve cost recovery

The Council provides a lot of distinct services each with its own unique costs, markets, and demand. Taking a more commercial stance toward cost recovery and income generation will help the Council to make services more sustainable and ensure that where services do have a cost, it is a fair price that fully covers the true expense of delivery.



## Level of demand is not consistently understood

Because of how our services are delivered, there are very limited opportunities to consistently report service demand. These limitations extend into performance management too, which feeds into inconsistent experiences. Introducing better systems to manage demand and performance will be essential to ensure we delivery high quality services both now and into the future.



## Increasing customer expectations

A lot of the Council's services do not have the capacity to deliver outside of normal office hours. Whilst our website is available around the clock, many services presented there still require human intervention, but better use of technology could automate many of these transactions, meaning they only go to a human when needed, not by default.



## Create more capacity to further support those most in need

Whilst a significant portion of improvement will involve technology and self-enablement, all customers will benefit. More efficient and effective delivery mechanisms will persist through all contact channels and free staff to spend more time focusing on customers and their needs than administrative tasks they no longer need to do.



## Need for better data to support more informed decision making

Despite having a wealth of data about its customers, the Council does not make full use of this to inform decision making. The siloed nature of delivery also makes it difficult to report meaningful information, but as a customer-centric Council, the Customer Change Programme will seek to address this and put data at the heart of our decision-making process.

# Local Government Association perspective on modernisation

The LGA provides the following wider local government perspective on modernisation: Councils are responsible for delivering an estimated 80 per cent of public sector transactions in their areas, they also have a particular obligation to design their services in the most accessible, economic and 'user-friendly' way, and a vital role to work closely with other public, private and voluntary sector partners to ensure that local services are built around the citizen rather than the needs of service deliverers.

At a time when public services face fundamental challenges, technology and digital tools and approaches are central to achieving all of this.

For councils and their partners, these tools can enable:

- A deeper understanding of local patterns of need and interaction with government, allowing resources to be managed, planned, and directed to where they will have the greatest impact.
- More effective management of demand – for example, enabling user self-service and supporting peer to-peer advice-giving and assistance via social media.
- More reliable, speedy, and precise handling of routine and repetitive tasks – allowing costly and scarce professional expertise to be targeted at cases which need judgement or at new and unexpected situations.

- Faster access to, and sharing of, data between councils, customers, and partner organisations, avoiding the need to collect the same information many times over and saving time on research and information collation.
- New ways of working that potentially reconcile the goals of providing a better quality of customer experience while cutting costs.

As digital technologies become ever more pervasive and increasingly form part of people's daily lives, it is essential that councils continue to exploit their potential. At the same time, 'digital' – often a catch-all for any use of digital, technological, and online services – is not a panacea for all ills, and should complement other approaches such as demand management, lean and systems thinking, and collaborative procurement.

The needs of local citizens who are unable or unwilling to use this technology must also be addressed. In practice, local government has a long history of applying technology in innovative ways and of leading public service change. The period since 2010 has seen enormous changes both in technology and the way in which it is used.

Ofcom's Online Nation 2023 for instance, suggested that 92% of households in the UK had access to the internet and on average, adults in England spent 3 hours and 40 minutes online each day. 76% of this time, was using a smartphone. 7% of UK individuals did not have access to the internet, with those aged over 65 making up the largest group (18%). Compared to 2019, the last year of data available before the COVID pandemic, only 87% had internet access and 33% of over 65's reported they did not use the internet at all. Interestingly, cost rather than a lack of interest was cited as the most likely reason people did not have internet access in 2023.

Online services from Alphabet (Google, YouTube) and Meta (Facebook, Instagram, WhatsApp) dominated online usage for the year, but some 59% of UK adults reported using a government website or app.

Online Nation also reveals interesting trends about how people are communicating too, which can influence how services are delivered. WhatsApp, Facebook Messenger, and Instagram made up 3 of the top 5 apps for reach amongst UK adults; communication channels which the Council is yet to fully develop.



# Defining the Purpose of Change

The Change Programme was born of the recognition that if the Council is to remain financially sustainable, we must reinvent how we do things to achieve this. Given the significance of the change that is required, it is important that this is done with purpose and at all times, supports and enriches the Council's priorities and its vision to make Warwick District a great place to live, work and visit by improving lives and our environment.

Therefore, our Change Programme will focus on continuing to deliver high-quality services for customers, continually improving these services and ensuring that our organisation is sustainable – from both environmental and financial perspectives. This will be our Change Programme and to achieve the desired outcomes we will focus on three strategic themes:



## Business mindset

Whilst many Councils when faced with financial uncertainty have simply cut services, Warwick District Council is aiming for more than this.

We recognise that the services we provide are valued and important, whether that is emptying bins or designing our built environment - it all matters. We will seek to deliver our services with a more commercialised mindset; ensuring that opportunities to generate income are maximised, that the cost of delivery is fully optimised and understood and, where we rely on third party contractors, that their performance meets the standards we expect.

The efficiencies and gains we realised by taking a more cost-conscious position to both our decision making and our operations, will contribute to the Council's MTFs and ensure the Council's finances remain on a firm and sustainable footing.



## Improved Customer Service

Our customers and communities are at the centre of everything we do. The Change Programme will focus on this and ensure that the needs of our customers remain behind everything that we do.

We will focus on designing digitalised services which enable our customers to help themselves as much as possible. These services will be easy to access, underpinned by efficient processes, designed around our customers, operate with transparency, and deliver valuable outcomes. Where our customers cannot access these services themselves, we will ensure our telephone and face to face services will offer the same high-quality experience.

By fundamentally addressing how services are delivered, from a perspective of digitalisation and customer need, we will ensure that the Council is able to achieve and demonstrate the delivery of high-quality services, for the long term.



## Reinvent how we do things

The Change Programme is the start of an ongoing, long-term, continuous improvement initiative that not only looks at how our services are delivered, but also our capability to deliver them effectively.

We will ensure that our staff have the skills and competencies required to deliver our services as professionally and effectively as possible. We will also make sure that our stakeholders, including our customers, can put forward ideas about how we could improve our services further and that ideas these will be addressed in a responsive and sustainable way.

By supporting our workforce, encouraging ideas, and empowering positive change, we will help to ensure the best use of the Council's assets and resources and, our priority to deliver valued, sustainable services.



# Change Programme Scope

The scope of the Change Programme will include:

## Scope 1: Independent fees and charges review

- An independent review of discretionary fees and charges for the 2025/26 financial year.
- Introduction of tools to support cost analysis.
- Take into account cost recovery, market position, policy framework and commercial opportunities.
- Commercial awareness training for both staff and Councillors.
- Identifying opportunities for income generation and/or improved cost recovery.

**Officer Lead: Head of Finance**

## Scope 2: Customer service redesign

- Reviewing all customer related processes and procedures – ‘as is’ and ‘to be.’
- The workflow between the ‘front and back office’ services.
- New operating model for customer service delivery – increased resolution at the first point of contact.
- Increased process automation.
- Digitalisation of Council services.
- Review all of business applications.

**Officer Lead: Head of Customer & Digital Services**

## Scope 3: Reinvent how we do things

- Service areas to think about how they can do things differently, which can either reduce costs and/or increase income.
- All services areas will be required to present proposals to programme board.
- Ideas can include:
  - Income generation ideas.
  - Invest to save proposals.
  - Changes in operating model.
  - Changes in structure.

**Officer Lead: Deputy Chief Executive**

The Change Programme will be ongoing, and this initial scope should be considered as a first phase. The programme team will seek to start this scope of works within the first quarter of 2024 of the programme, with reviews and evaluations taking place at regular intervals along the way.



# Expected benefits and desired outcomes from the Change Programme

The Customer Change Programme will bring several benefits to residents, the Council, its partners, and stakeholders. These will include:

## Customers

- **Wherever, Whenever:**
  - Customers will be able to easily transact with the Council using our online services around the clock, from any device they choose.
- **Digital by Choice:**
  - We will design services for optimum digital delivery, with an ambition that people will use these by choice, and not a lack of other options. Other contact channels will remain available and customers who chose these will still benefit from the Customer Change Programme's work.
- **Everything, Everywhere:**
  - Our staff will have a more holistic view of each customer and each of their service interactions. They will be able to provide more services at the first point of contact, including offering an assisted digital service, and will be empowered to get things done.
- **Resource where it is Needed:**
  - We can use any spare capacity created through our process optimisation work, to redistribute support to those customers who really need it, boosting our frontline service delivery and back-office quality.
- **A Measured Difference:**
  - We will conduct regular customer satisfaction assessments to see how our services are delivering on the ground. We aim to have the number of customers who rate our services as good or very good by 2026.

## Members

- **Options:**
  - Successful completion of the Customer Change Programme will enable members to have more choice in the future as the efficiencies made will create more capacity and free up resources i.e. financial and people.
- **Performance:**
  - Members are able to easily access data regarding the performance of their portfolio at their own convenience by making the data available digitally.
- **Empowerment:**
  - Councillor Surgeries and Casework will have significantly more facilities to log issues on behalf of constituents and then follow those interactions through to completion.

- **Information:**
  - More meaningful data available to help better inform decisions and priorities.

## Our employees

- **Information:**
  - More meaningful data available to help better inform decisions and priorities.
- **Investment and Development:**
  - Our staff will be invested in and developed to equip them with new ways of working to help meet the opportunities and challenges ahead.
- **Resources Where it is Needed:**
  - More efficient processes and procedures, to reduce demand and free up capacity will allow staff more flexibility to support those customers who need more from us.
- **Partnerships:**
  - Opportunities for improved end to end processes will be designed and developed with our partners where applicable, such as Biffa for our Waste Service. This may greatly assist in the provision of performance data to help manage contracts more effectively.
- **Efficient Processes:**
  - The Council's processes and procedures will be efficient with, and waste removed through careful design, increased automation, and channel shift.

## Finances

- **Transparent Costs:**
  - Our activities to fully map and understand the cost of existing service delivery will ensure that our fees and charges are based on a complete recovery of definable costs.

- **Cost Avoidance:**
  - When designing our services, the commercial principle of minimising costs will be applied – any step that does not add tangible value is a cost and will not be part of our future operations.
- **Income Generation:**
  - Our fees and charges review may generate new opportunities for fees to be collected on existing services or create entirely new revenue streams that have not previously been available.
- **Directed Investment:**
  - The Council's limited financial resources will be invested in programmes that can generate a tangible efficiency and have a strong business case.
- **Cost Reduction:**
  - The redesign of our processes may result in costs being removed, such as legacy software applications, or through reduced resource requirements that do not impact on quality.



# Change Programme Design Principles

To deliver the programme benefits, our core processes will need to be changed and improved. To ensure that the Change Programme delivers what is important to WDC, all changes will be following design principles set out below:

## **Focus on the customer experience.**

Our design teams will concentrate on the experience of the service user and what it is like for them to interact with the Council. We will seek to involve them in the design process, development, and ongoing improvements.

## **Involve those doing the job to help service design.**

Service design will involve everyone that is needed to make a service work, providing a much more detailed perspective. The same people who document the old service, will contribute to the new service, owning their contributions and sharing in its success.

## **Redesign processes around the ideal customer journey.**

Our ambition will be to keep our services as quick and uncomplicated as possible, so every step will be considered to evaluate what it does and if it's needed. Journeys through a process will be looked at from all perspectives, to make sure they work and are acceptable.

## **Make processes digital by design, but with alternative access channels where appropriate.**

We will design services to be easy and empowering; wherever practically possible we will give our customers all they need to do things for themselves. But where this is not possible, highly competent, professionally trained "offline" service staff will be there to provide assistance.

## **Address issues at first point of contact.**

Every service will be designed to try and address a requirement at the first point of contact. Where this cannot be done, we will ensure that any information required to escalate a problem is captured the first time around, to provide a prompt and complete response at the second stage.

## **Collect what is needed, once.**

We will minimise the amount of customer data that is needed to complete a transaction and wherever possible, we will seek to reuse data that the customer has already entered if it is still correct and relevant.

## **Zero Rekeying**

It is inevitable that in some services, data will need to move from one system to another. Where this has to happen, there will be zero tolerance or acceptance for manual rekeying.

## **Centralised Customer Contact**

Wherever possible, customer transactions will be handled by a dedicated customer contact centre who will be able to provide resolution or onward escalation of requests. Customer Service staff will be well trained and fully understand all of the services they offer.

## **Workflow and Case Management**

Every process, regardless of where or how it started, will be designed to provide an outcome, and ensure that information gets to the right place, first time, every time and that once it arrives, action is taken in a timely way, with consistency and reliability.

## **Measure Performance to Drive Improvements**

All aspects of service delivery will be backed up by meaningful and relevant service metrics that help to ensure service delivery is effective and identify any potential problems early on, so they can be mitigated effectively before they result in a more serious disruption.

## **Invest in employees and their Skills**

Our staff are the most important resource in making the change programme successful. We will ensure that we invest in their skills, capacity, and capabilities, so that they are ready for change, engaged with the programme and empowered to make a meaningful difference.

## **Cost Effective Delivery**

When designing our services, we will consider the cost and value of each aspect and step to ensure that we are getting the most value from every penny we spend. Wherever opportunity exists to reduce costs but maintain quality, we will take action to ensure we offer best value.

## **Identify Commercial Opportunities**

Wherever possible we will seek out new opportunities to generate income to invest in our services and improve the lives of those who use them. We will not be afraid to explore new ideas, if they can justifiably benefit of our residents and communities.

## **Managing implications of change**

The Change Programme outlines an approach in response to meet the challenges in terms of balancing the budget, the changing environment, government policy and customer expectations. It will need a workforce that is flexible to respond to these changes in a timely and productive manner. This Employment Process and associated procedures of the Council seek to maximise the opportunities for alternative options for employees facing potential job loss through redundancy. The highest priority will be given to maintaining the security of staff as it is Council policy to avoid redundancy wherever possible.

# One Page Digital Strategy

Over the course of the next 24 months, the Council's Digital Strategy will support the Change Programme customer re-design activities by:

## Preventing and managing demand



We will empower our customers to help themselves wherever possible by ensuring that the most comprehensive, up-to-date, searchable, and understandable information is always available from our website and app. This information will be backed up by comprehensive self-service tools to reduce the need for routine offline contact and mechanisms to feedback on how we're doing.

## Simplifying our channels



We will work toward a single telephone number to reach WDC and remove as many email addresses from our website as possible. We will also look to make better use of growing alternative communication mechanisms such as X and Whatsapp, in addition to online chat facilities.

## Creation of a Customer Portal



We will create a secure online portal where our customers can access all their information, services and items of interest from a single login. The customer will be able to see their history of interaction with the Council, launch new requests, submit information and get updates on requests already in progress.

## Design Processes that focus on Customer need



Our Transformation Team will work with service areas to create customer focused services which are designed with the end user in mind. Simplicity will be at the heart of our work, to ensure that services are easy to use, flow beautifully, automated precisely and work first time, every time. Behind the scenes we will also be working to make things better.

## Comprehensively Reviewing our Applications



The Council has more than 50 applications and thousands of spreadsheets, supporting very niche functions in typically isolated ways. We will seek to simplify our application estate by looking at where our systems have overlapping functionality, if there are opportunities to introduce low-code solutions built on case management, or where systems can simply be removed.

## A Single View of the Customer



We will work with our teams to help develop a single view of our customers which shows all of their interactions with the authority. For the first time in WDC's history, it will be possible for a service to wholly understand a customer's needs and situation in totality, rather than only seeing a small part of a much bigger picture.

## Dashboard Performance



For the first time, WDC will be able to gain insight into the performance of services according to their actual, live customer demand. Access to this data will start life as static reports, but in time will become an instant online dashboard, presenting service metrics that are up-to-the-minute accurate.

This data will also be critical in shaping future service delivery, providing the Council with a unique insight that it has never had before.

## Increasing process automation



Through the use of low code technology, increase the level of automation to reduce administration, manage demand and reduce costs.

## What is Low-Code?



The Council's digital transformation will be underpinned by low code technology, which provides a low cost and flexible way of developing applications, processes and form at pace.

By 2024, Low-code application development will be responsible for more than 65% of application development activity.

*'A Low-code development platform (LCDP) is software that provides a development environment used to create application software through graphical user interfaces and configuration instead of traditional hand-coded computer programming.'*

## In summary



**Ultimately, we want the application of the right technology to make it easy for our customers and businesses to transact with us and for our people to have access to the right tools and technology underpinned by value for money.**

# Success measures

Change Management establishes and gathers momentum a range of performance measures will be developed to monitor progress and measure benefits. These will include:

## Financial Efficiencies Realisation

The Council's Medium Term Financial Strategy requires £2.5m of general fund revenue savings and contributions made possible by the Customer Change Programme will be monitored. Where these efficiencies are redirected, they will be taken from the programme's overall target.

## Non-cash efficiencies

Inevitably some resources will be released, and cashable savings made whilst redesigning services. But our human resources can also be invested in and redeployed, allowing them to help those customers who need them the most or meet demand in other specialties.

## Review evaluations to assess benefits realisation.

The anticipated benefits of any change that is undertaken will be carefully monitored to ensure they are delivered. The Council cannot afford for efficiencies gained through the Customer Change Programme to be consumed by "new, old stock" activities.

## Increase in the number of digital transactions with the Council

Digital transactions are typically cheaper for the Council to process. A shift toward digital interactions would indicate improvements to online services and reduced cost to serve for the Council.

## Improved customer satisfaction and user experience

Our processes will focus on outcomes and be designed around the customer. An uptick in customer satisfaction, with both the experience and outcome, will indicate that our Customer Change Programme is working.

## Improve the number of Council services that can be fully accessed digitally

We will increase the number of services that can be fully accessed digitally, which provide an end-to-end service without the need for manual intervention – unless that intervention is the purpose the service being accessed.

## Number of customers registered on the self-service portal

The Council will launch a self-service portal that will provide access to more complex services which require authentication of the user. The more people who register for the portal service, the more flexible future delivery models can be.

## Increase in the number of unique website visitors

The Customer Change Programme will empower customers to help themselves, even if this is just to access information. Getting more people to use our website on a regular basis whilst reducing offline demand is a key component of success.

## First Point of Contact Resolution

Increasing the number of services that can be dealt with fully at the first point of contact either online or by customer services is important as repeat demand is failure demand. Getting processes right first time will improve customer satisfaction and reduce waste.

## Reduction in the use of spreadsheets

As processes are mapped, the number of Excel Spreadsheets, Access Databases, Word Documents, and any other inappropriate software being used to store customer data will be logged. Their presence in new processes will not be accepted.

## Reduction in advertised Contact Routes

The Council will seek to dramatically reduce the quantity of telephone numbers and email addresses it publishes on its website for general contact. Our goal will be one number, zero email addresses. Progress toward this will be monitored as each new process goes live.

## How the Change Programme relates to the Medium Term Financial Strategy:

The change programme has an efficiency target for the general fund of £2.5m, which is profiled in the table below:

General Fund						
Financial Year	2023/24	2024/25	2025/26	2026/27	2027/28	
	£'000	£'000	£'000	£'000	£'000	
<b>Deficit</b>	£3,528	£4,517	£2688.29	£194.49	-£993	
<b>Change Programme rec target</b>		-£300	-£704	-£900	-£600	<b>-£2,504m</b>

The scope of the change programme, takes a holistic look at what the Council does and how it does it.

An efficiency and savings tracker has been created to track the benefits of this Change Programme.

# Change Programme Customer Service Redesign Methodology

**(Customer – Council – Council – Technology – Operating Model)**

The purpose of this stage is to prepare the organisation for the Customer Change Programme to ensure:

- There is a clear narrative setting out the purpose and benefits.
- All employees, members and other stakeholders understand what is expected as we embark on the programme.
- SLT support the programme.
- Change Programme – Case for Change approved by Cabinet.
- Project team is established, and training gaps filled.
- An efficiency tracker is created.
- Supporting tools are established.
- Governance framework is established.
- Complete a business application inventory.
- Business Analyst recruitment.
- Business case approved for customer relationship management.

## **Capture the now ('as is):**

The purpose is to clearly understand how services are currently delivered by WDC, by identifying and documenting the processes and resources required for their delivery so that we fully understand what it is like to be a customer today, their journey, the opportunities and efficiencies that are available.

## **Design the future ('to be'):**

This again will be a collaborative approach between the service re-design team working with service areas and using the Engage Business Process Mapping tool to redesign processes based on the principles set out in this case for change.

## **Make the change:**

Once the new process is designed it will be tested and then implemented.

## **Review the impact:**

Once implemented, the service re-design team working with service areas will review the impact to measure and assess the impact. Make any corrections if need and sign off the process as business as usual.

# Critical Success Factors

Critical success factors are the things that need to be in place in order for the change programme to be successful. If any one of these factors is not in place it will limit or diminish the success of the programme as a whole.

The critical success factors for the Change Programme are:



## **Leadership**

We need strong aligned leadership and sponsorship to drive and embed the change in culture.



## **Commitment**

We need commitment to stick with the programme and undertake reviews of end-to-end customer journeys.



## **Keeping an open mind**

We will need services and service managers to have a positive mindset and be willing to participate in change.



## **Resources**

We need agreement to invest in our people, their skills and the technology required to achieve the change needed.



## **Accountability**

We all must be prepared to take responsibility for supporting the changes and delivering outcomes and benefits.



## **Collaboration**

We must work together to ensure the best experience for our customers, our employees, and the Council.



## **Evidence based**

We must make decisions based on data not anecdotes.

# Change Programme The Risk of Doing Nothing

By not modernising and not managing change activities effectively, there are a number of risks the Council will be faced with. These include:

## Unsustainable Finances

If we do not change, we will not achieve the savings required that are set out in the Medium-Term Financial Strategy. This will stop the Council becoming financially sustainable, our reserves will eventually become depleted and eventually, WDC will cease to exist.

## Insufficient Resources

The Council needs to have sufficient capacity and resources to respond to growing and changing customer demand. We cannot simply throw more people at the problem, and instead must learn to make better use of the resources we already have.

## Missed Opportunities

Whilst not widely appreciated, every Council is in competition for resources and investment. Failing to change will impact on our ability to complete, to attract funding, deliver programmes and take advantage of commercial opportunities.

## Recruitment and Retention

The Council needs to modernise its services to ensure it continues to attract and retain talented people. Without investment and change, people will leave the organisation and it will become increasingly hard to replace them – particularly as financial constraints become more serious.

## Future Limitations

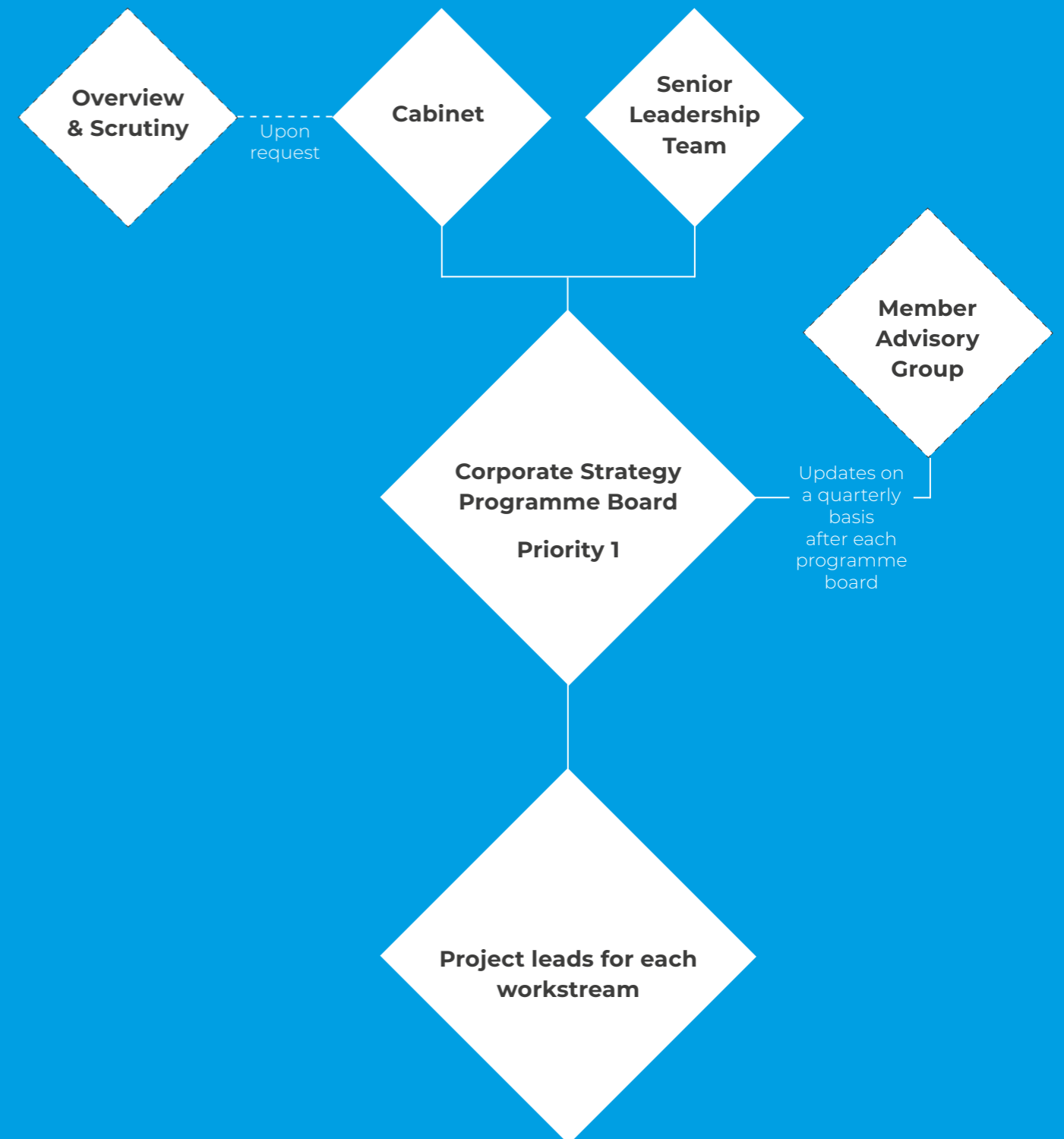
Failing to modernise will limit future opportunities for the Council to make savings or create capacity. In time, the only option left will be to cut services, which may meet the Council's financial needs, but will not support its vision or priorities.

## Failing our customers

If we fail to change now, we will be failing our customers in the future. Piece by piece the quality of our services eventually falls, the breadth will decrease and our value to the community will eventually come into question. At that point, our future will be short-lived.

# Programme Board & Governance

The Change Programme will report into the Programme Board for Priority 1 of the Council's Corporate Strategy.





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