OVERVIEW AND SCRUTINY COMMITTEE

04 September 2019

MINUTES

Held at Council Chamber, Elizabeth House, Church Street, Stratford-upon-Avon
Meeting commenced: 10.00 a.m. Meeting ended: 1.00 p.m.

Present: Councillor Peter Richards (Chairman) Councillors J Feilding, G Cleeve, D Curtis, B Fleming, G Forman, I Fradgley, J Harris, M Jennings, S Juned and C Kettle.

205. Disclosure of Interest

There were no Disclosures of Interest received.

206. Minutes of Previous Meeting

The Minutes of the meeting held on 3 July were confirmed and signed.

207. Chairman’s Brief

It was agreed that the Overview and Scrutiny Support Officer would investigate why certain Members had not received agenda papers.

The Chairman updated the Committee on the work of the Climate Emergency Task & Finish Group including its plan to make interim recommendations ahead of its final report in January 2020.

At the Chairman’s invitation, the Interim Chief Executive gave a presentation on the challenges facing the Council and took a series of questions. The presentation is appended to these Minutes.

As part of this, the Interim Chief Executive agreed to consider how OSC might be involved in the scrutiny of the Transformation and Corporate Projects outlined.

208. Work Programme 2019/20

The 2019/20 Work Programme was noted, and the Chairman highlighted that scrutiny of health and crime issues would happen initially through scrutiny of Cabinet Members at OSC.

209. Broadband Update

The Head of ICT and Revenues gave a presentation on the rollout of Broadband in the District and took a series of questions. The presentation is appended to these Minutes.

Following discussion, it was agreed that October’s OSC meeting would include a presentation from BDUK (including details of the 4938 properties across Stratford District not connected as of 23rd July 2019) and a report from the Head of ICT and Revenues.
The latter report would provide further details on the following options:

- SDC continuing to work with BDUK for Contract 3;
- SDC setting up its own company in partnership with an existing TELCO;
- Other alternatives to deliver Broadband rollout in the District.

It was further agreed by the Committee that a recommendation should be made to The Cabinet that fibre-based broadband be provided as part of all new developments in the District.

210. Total Land Charges Project Update

The Head of Governance and Democracy and the Portfolio Holder for Regulatory presented the report on the Total Land Charges Project and took a series of questions from Members.

As part of this, it was agreed that a further progress report (written) would be brought to OSC in January 2020, and, at the completion of the Project, a report should be brought to the Committee on “lessons learnt”.

The Chairman formally recorded his thanks for the questions sent to him in advance of the meeting by the Portfolio Holder for Finance & Assets.

211. Rural and Urban Capital Improvements Grant Scheme

The Policy Officer (Social Inclusion) presented the report on the possible introduction of a Rural and Urban Capital Improvements Grant Scheme.

Following discussion, it was

**RESOLVED:**

That OSC would make the following recommendations to The Cabinet:

1. To support the introduction of a Rural and Urban Capital Improvements Grant Scheme;

2. That this Scheme should be based on the model developed by Warwick District Council (Appendix 2) and in line with the Notice of Motion outlined in Paragraph 3.1 of the OSC report;

3. That, given the financial pressures facing the Council, The Cabinet should explore funding the Scheme through existing budgets and funding streams;

After being put to the vote it was further agreed, by 10 votes to 1, that:

4. The annual budget cap for the Scheme should be £200,000.

212. The Cabinet Meeting - [9 September 2019]

Members noted the 9 September Cabinet papers. The Leader of the Opposition commented that she would be seeking reassurances from The Cabinet that the uncommitted s106 monies (outlined in Item 5) would be spent.
213. **Urgent Business**

There were no matters raised.

CHAIRMAN
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Update for Overview and Scrutiny Committee

4 September 2019
David Buckland
Interim Chief Executive

Items to Cover

Update on:

• Development of the Council Plan
• Medium Term Financial Plan 2020/21 onwards
• Responding to Climate Emergency
• Transformation and Corporate Projects
• Other Significant Issues

Council Plan 2019 - 2023

Replacement for current Corporate Strategy

Developed in sessions with:
• Cabinet
• Other Councillors
• Stakeholders
• Staff
• Public Consultation – ended 27 August (c.700 responses)

Council Plan 2019 - 2023

Considered longer term vision as well as Priorities to 2023

Emerging Priorities for the Council Plan
• Working on regional, national and international stages
• Responding to the climate emergency
• Enhancing the quality of place
• Putting residents, businesses and communities centre stage
## Council Plan 2019 - 2023

Key dates:

- Staff engagement session – 3 September
- Stakeholder session – 5 September
- Councillor engagement – 11 September
- The Cabinet final session – 11 September
- Report to The Cabinet – 7 October
- Consideration by Council – 23 October
- Form basis for budget process.

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### Medium Term Financial Plan 2020/21

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Expenditure</th>
<th>Net Budget Requirement</th>
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<td>2021/22</td>
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<td>2022/23</td>
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### Contributions to/(from) Reserves

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### Revenue Support and Grants

- Rural Services Delivery Grant: £299,115
- Business Rates Retention: £5,172,060
- New Homes Bonus: £4,478,173
- Collection Fund (Deficit)/Surplus: £71,463
- Council Tax Income: £7,768,150

### Minimum Forecast

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## Medium Term Financial Plan 2020/21 – Reserves

- Minimum Forecast

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## Medium Term Financial Plan 2020/21

- Expenditure
- Income

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### Medium Term Financial Plan 2020/21

- Minimum Forecast

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## Medium Term Financial Plan 2020/21

- Expenditure
- Income

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## Medium Term Financial Plan 2020/21 – Reserves

- Minimum Forecast
Responding to Climate Change Emergency

Council debate 15 July 2019, followed by Leader's decision 15 August 2019

Initial response:
• Development of the OSC Task & Finish Group
• SPAG considering all existing and potential planning policy issues – 9 September 2019

Responding to Climate Change Emergency

Draft Council Plan proposals:
Responding to the climate emergency
• Developing and implementing a plan to reduce our carbon footprint
• Delivering an increased number of electric vehicle charging points across the District
• Developing an environmentally focused waste strategy, i.e. more recycling options

Responding to Climate Change Emergency

Draft Council Plan potential policy (cont):
• Understanding what will need to be done to in the District to adapt to the impacts of climate change already "in the system"
• Lobbying Government for planning policies to support environmentally sustainable development
• Implementing an Investment Strategy that underpins environmental sustainability

Other issues to consider:
• Resources – link to Council Plan and the Budget for 2020/21
• Link to partners, potential Warwickshire Summit, WMCA also declared emergency
• Communication
Transformation and Corporate Projects

Governance Arrangements:

- Project managers appointed to take forward major projects
- Transformation Delivery Group established to oversee programme
- Project board including Members and external critical friend to be established.

Transformation:

1) Collaborate (OD Project)
   - strengthen a culture of greater collaboration
   - deliver greater efficiencies
   - better recognise individuals’ skills and experience
   - create a more project-based approach to service change
   - Completion by end of December 2019

2) Empower (OD Project)
   - gap analysis for modern and forward thinking workforce
   - succession planning
   - embedding a culture of positive leadership
   - Project will commence January 2020

3) Digital Discovery Project
   - analysis of current systems
   - provides the Council with recommendations for the future of Digital and IT in the Council
   - This project is focussed on discovery and feasibility
   - The project will be concluded at the end of September 2019.
Transformation

4) Ways of Working (WoW) Project
- To create a modern work space
- To release and let office space to enable income generation from tenancies
- To revise key business processes to achieve and maintain new working practices
- Delivery by Winter 2020

Capital projects:

1) Shakespeare’s Henley Street
- Repaving and reconfiguration of lower Henley Street
- About to appoint the contractor, due to start in January 2020
- Delivery approximately 14 weeks from January 2020

Main Capital projects include:

2) Studley Leisure Centre
- Construction of a ground floor gym space for a minimum of 40 stations on the south west elevation of the building. (236sqm)
- Construction of a ground floor fitness studio space at the north elevation of the building (70sqm)
- Project at planning and design stage
- Completion January 2021
Main Capital projects include:

3) CCTV upgrade/ modernisation
- To upgrade all of the existing infrastructure in relation to CCTV
- Provision of additional CCTV cameras
- Contractor bond awaited for contractor
- Critical milestone: Replacement of technology in control room 8 weeks from placement of purchase order. Current estimated completion during 2020

4) Affordable Housing
- Housing Investment Panel manages developer contributions and allocates money for affordable housing across the District
- The first meeting of this group will be on 16 September 2019

Pre-project concepts:
- Studley Medical Centre
- Business Enterprise Centres
- Fisherman’s Carpark/ Leisure Centre Carpark
- Gateway Project – Windsor Street Carpark
- Redesign of Stratford Visitor Information Centre
- Broadband post BDUK

Exiting the European Union:
- Significant amount of information on SDC website to help business and residents
- Delivery of event to raise awareness of settlement scheme public and suppliers
- Production of video [https://www.youtube.com/watch?v=OVzQIEm-TuQ](https://www.youtube.com/watch?v=OVzQIEm-TuQ)
- Participating in regional meetings – 11 September 2019 – Solihull
Other Significant Issues

Other Issues 1 of 3:
• Greig Centre legal action – court date December 2019
• Land Charges upgrade – PG to update
• Wellesbourne Airfield – working to preserve aviation
• HIF – Marginal Viability Fund - £13.4m – LMA400
• HIF – Forward Funding – c£80m – SWRR

Other Significant Issues

Other Issues 2 of 3:
• Resolution of complaints regarding Councillor conduct
• CCTV upgrade – awaiting bond
• Rural Broadband project
• Planning Policy
  • Site Allocation Plan
  • Gypsy & Traveller Site Allocations

Other Significant Issues

Other Issues 3 of 3:
• Relationship with China – inward investment strategy
  • West Midlands Combined Authority
  • Coventry & Warwickshire LEP
• Working arrangements with Warwickshire Police
Broadband Update

David Platts
Head of ICT and Revenues
September 2019

A Cleaner, Greener, Safer Road to Excellence

National Picture

• National Rollout of Broadband started in 2012 for completion in 2017
• Broadband Delivery UK was set up by DCMS to oversee rollout
• Name changed from Broadband Delivery to Building Digital UK
• BDUK engage suppliers to deliver connectivity
• BT Openreach are the main supplier across the UK
• Stratford DC is part of BDUK Warwickshire (WCC)
• National Contract is based on connections not areas
• All the ‘easy to connects’ have been done (nationally)
• New decision to change connectivity from Copper in the Box to Fibre to the premise
• Government date for connecting everyone set for 2033
• “fantastic full fibre broadband sprouting in every household” (PM) – target date 2025
• Government funding so far £200ml – BUT Openreach claim total required is £3bil to £5bil

Where are we up to ?

• BDUK Phase 2 completed June 19 – 6 months late
• Phase 3 due to start Sept 19 – due to end 2020/21.
• BUT this does not mean SDC will be connected 100%
• BDUK confirm 4938 properties across Stratford District not connected as at 23rd July 2019
• New Contract being drawn up Phase 3
• We will then know how many SDC properties are in Phase 3
• BDUK estimate average cost to connect each property £1800
• BT Openreach are the only supplier bidding for the work
• Not seen as financially viable by other providers
• Funds for Connection via Gigabit Voucher Schemes (various)
• Connection by Government approved Suppliers only
• 20,000 vouchers applied for only 9,000 activated 2018/19
• Local Full Fibre Network – 60 Public Buildings in SDC Area

Parishes with Problems (so far )

• Issues are NO or SLOW or PATCHY connectivity
• Idlicote/Wormleighton/Billesley
• Great Wolford /Bishops Itchington
• Wellesbourne and Walton/Pillerton Priors
• Salford Priors/Lon Compton/Wixford
• Preston on Stour/Tidmington /Ilmington
• Bidford-on-Avon/Chesterton & Kingston
• Tredington/Wilmcote/Sutton Under Brailes
• Hampton Lucy/Pillerton Lucy/Southam
• Winderton/Fulbrook/Fulready/Tanworth
• Coughton/Greatalne/Spernall/Horton Bagot
• Oldberrow/Stretton-on-Fosse/Mapleborough Green
• Avon Dassett/Fenny Compton

A Cleaner, Greener, Safer Road to Excellence
Options for SDC (1)

- SDC work with BDUK for Contract 3 – seek to influence/lobby
- SDC given more active role - "holding Open Reach feet to the fire"
- Engage with Parishes - get communities to sign up for Vouchers
- Agree a priority roll-out plan (can't connect everyone first)
- No Financial Risk to SDC
- Possible reputational risk – continuing support for previous non-delivery
- Residents in rural areas continue to wait
- SDC will only have 'limited' control
- What happens at the end of Phase 3
- But this is a New Plan / New Contract / New impetus

Option 2 - If not BDUK

- We could set up our own company in partnership with existing TELCO
- Cambridgeshire – Light Blue Fibre – NOT rural
- Aylesbury Vale – cautionary tale
- SO why isn't everyone else doing it?
- Financial Risk to SDC
- Reputational Risk to SDC
- Even if we did this still reliant on BT Openreach to put the Fibre in the ground
- Have to use Government Approved Supplier or subsidise the set up costs (vouchers)
- Would focus 100% on SDC
- No guarantee of success – would residents sign up or change supplier

Next Steps

- Agree rollout with BDUK – Pilot in SDC to start Oct 19
- Re-engage with Parishes alert them to Phase 3 launch
- Meet and work with Parishes to push Voucher Scheme
- Attend Executive BDUK meetings with Openreach
- Consider a new Planning condition – Fibre to be provided
- BDUK attending next OSC – October
- More detailed plan by then
- Manage expectations – not everyone can be connected first.
- New DCMS 5G Testbed Funding stream 28/8/19
- £200million funding pot – Bids submitted by Nov 2019