

A meeting of the Cabinet will be held at Shire Hall, Market Place, Warwick on Thursday 2 November 2023 at 6.00pm.

Councillor I Davison (Chairman)

Councillor E Billiald
Councillor J Chilvers
Councillor J Harrison
Councillor J Kennedy

Councillor C King
Councillor W Roberts
Councillor J Sinnott
Councillor P Wightman

Also attending (but not members of the Cabinet):

Chair of the Overview & Scrutiny Committee	Councillor A Milton
Liberal Democrat Group Observer	Councillor A Boad
Conservative Group Observer	Councillor A Day
Whitnash Residents Association Group Observer	Councillor J Falp

Emergency Procedure

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

Agenda

1. **Apologies for Absence**
2. **Declarations of Interest**

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

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

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

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

3. **Minutes**

To confirm the minutes of the 20 September 2023 meeting.

(To follow)

Part 1

(Items upon which a decision by Council is required)

4. Fees and Charges 2024/25

To consider a report from Finance.

(Pages 1 to 37)

5. Corporate Strategy 2023/2030

To consider a report from the Chief Executive.

(Pages 1 to 23)

6. Abbey Fields Swimming Pools Project

To consider a report from the Programme Manager

(Pages 1 to 12)

Part 2

(Items upon which a decision by Council is not required)

7. Local Government Association Corporate Challenge Report and Action Plan

To consider a report from the Chief Executive

(Pages 1 to 33)
(Appendix 2 to follow)

8. Future of Hydrogen Hub Project

To consider a report from Place, Arts & Economy

(Pages 1 to 8)

9. Public and 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 paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Numbers	Paragraph Numbers	Reason
10,11,12	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

10. Confidential Appendices to Item 6 – Abbey Fields Swimming Pools Project

To consider the confidential appendices from the Programme Manager **(Page 1 to 8)**
(Not for publication)

11. Confidential Appendix to Item 8 – Future of Hydrogen Hub Project

To consider the confidential appendix from Place, Arts & Economy **(Pages 1 to 21)**
(Not for publication)

12. Minutes

To confirm the confidential minutes of the 20 September 2023 meeting **(To follow)**
(Not for publication)

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For enquiries about specific reports, please contact the officers named in the reports. You can e-mail the members of the Cabinet at cabinet@warwickdc.gov.uk

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Cabinet

Minutes of the meeting held on Wednesday 20 September 2023 in the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillors Davison (Leader), Billiald, Chilvers, J Harrison, King, Kennedy, Sinnott and Wightman.

Also Present: Councillors: Milton (Liberal Democrat Group Observer & Chair of Overview & Scrutiny Committee), Day (Conservative Group Observer), and Falp (Whitnash Residents Association Group Observer).

28. **Apologies for Absence**

Apologies were received from Councillor Roberts.

29. **Declarations of Interest**

There were no declarations of interest.

30. **Minutes**

The minutes of the meeting held on 9 August 2023 were taken as read and signed by the Chairman as a correct record.

Part 1

(Items upon which a decision by the Council was required)

31. **Policy & Budgetary Framework Procedure Rules**

The Cabinet considered a report from Governance Services which brought forward a proposal to amend the Budget & Policy Framework Procedure Rules to enable changes to these to be made in a timely fashion.

In reviewing the Constitution for the delivery of the new Corporate Strategy, it was identified that significant time was provided from initial proposals to the final document being adopted by Council.

This was not in-line with the desire of the Council to deliver a new Corporate Strategy for the Council to enable the Council to identify and start delivering on its corporate priorities as soon as possible after the election.

Officers were asked to look at the CIPFA nearest neighbours Policy & Budgetary Frameworks for comparison to Warwick District Council. The CIPFA nearest neighbours to Warwick District Council were Rugby, Cheltenham (no less than four weeks), North Hertfordshire District Council, Mid Sussex District Council (six weeks), Test Valley, Maidstone, Charnwood, Chelmsford, Winchester, Huntingdonshire, East Hertfordshire, Tunbridge Wells, Basingstoke and Dene and the former authority of Harrogate. In addition, officers also looked at Stratford-on-Avon District Council's Constitution.

It became clear from this review that most Councils had a time frame defined by the Cabinet (along with draft principles of any Policy with the Policy Framework to be adopted) at the relevant time. The remaining few had a time scale no greater than two months.

With this in mind, and the desire from Council to bring forward a new Corporate Strategy at the earliest opportunity, it was considered reasonable to seek an exemption to the adopted procedure rules, as set out at Appendix 1 to the report, with a wider review of these rules being undertaken as part of the review of the Constitution.

The finalised 2023 to 2030 Corporate Strategy would set out the Council's corporate aims and ambitions for the next seven years, in the same way the current business strategy did. It would underpin every project and initiative developed and implemented by the Council's Service Areas that set out how to deliver services over the next seven years.

The draft strategic goals were currently subject to consultation with, the consultees listed at Appendix 2 to the report. The timetable for the delivery of the new Corporate Strategy was proposed in the table at 1.8 in the report.

The intention was for the final version of the new Strategy to be considered by Cabinet on 2 November for them to make a recommendation to Council on 15 November.

In terms of alternative options, the Cabinet could consider not applying for the exemption to the Policy & Budgetary Framework Procedure Rules but this would have delayed the delivery of the new Corporate strategy. This though, could have allowed for further and wider community engagement in the proposed strategy. That said, the Corporate Strategy was an expression of the priorities of a new administration which had only recently been elected via significant amount of community participation.

The Cabinet could seek to amend the Policy & Budgetary Framework Procedure Rules at this time, however as reported to Cabinet in July 2023 there would be a review of the Constitution being undertaken and it was advised the Procedure Rules were reviewed as part of this.

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

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

1. The Committee encouraged Cabinet to "be brave" in setting out what it wished to achieve, particularly around climate ambitions.

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

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

Parish Councils should be added to the list of consultees.

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

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

Recommended to Council that decisions outside of the Policy & Budgetary Framework Procedure Rules can be taken: to not provide 5 months notification of the initial proposals and timeline for adoption of the new Corporate Strategy; and the timeline as set out at Paragraph 1.8 of the report, be approved.

Resolved that

- (1) the Consultation work underway on the draft strategic goals as set out at Appendix 2 to the report, with the partners listed at Appendix 3 to the report, be noted; and
- (2) officers’ work in comparing the Warwick District Council Policy & Budgetary Framework with its CIPFA nearest neighbours and asks officers to be mindful of this when reviewing the Constitution, be noted.

(The Portfolio Holder for this item was Councillor Davison)

Part 2

(Items upon which a decision by Council was not required)

32. Packmores Centre

The Cabinet considered a report from Housing which sought agreement to explore land within or adjacent to Priory Pools Park, Warwick, shown at Appendix 2 to the report, as the potential location for a new centre for the Packmores area of Warwick. The report also sought agreement to draw down funds of up to £25,000 from the sum already allocated from the Council's budget towards the Packmores Community Centre Project for survey work of the proposed location.

In 2005, the Packmores area was identified as an area of need by Warwick District Council. As a result, with the community consultation and plan linked to the then Sustainable Community Strategy, a proposal was included to develop a new build community centre, but due to issues around availability of land and funding issues this could not be progressed.

However, in 2007, a repurposed space in the basement of Sussex Court Flats was opened to provide local residents with access to community support services. This was initially supported by the Council's Community Development Works. However, in 2015, the Council Commissioned Warwick Percy Estate Community Projects Ltd (known as The Gap) to deliver support services for residents living in the Packmores and Cape Area. The target groups were primarily older people, young people not in education, employment or training (NEETs) and disadvantaged families.

The Gap had been responsible for delivering services within the Warwick West Area (including the Packmores) for the last twelve years and the long-term aim for the community hub was to develop a sustainable facility that was supported by the local community, supporting social and health needs whilst also having the capacity to support those further afield. This included providing access to local services, facilitating social connections, reducing isolation, and promoting wellbeing.

The existing centre was much smaller than other Community provisions elsewhere but despite the current size limitations, it had and continued to provide essential support services for the community. There was, however, a need to develop new provision due to the following issues:

- Issues re: space and capacity.
- The building was no longer fit for purpose due to increased demand for local community support.
- A need for outdoor space (particularly in the post pandemic world and relevance of how the use of green space improved wellbeing).
- Facilities did not align with level of need in the area, particularly in comparison to newer services in other new local communities.
- Covid recovery had the potential to increase demand for local services and adapt to new and emerging needs.

It had been an aspiration of The Gap to bring about a new multi-use area for the Packmores to address some of the issues outlined in paragraph 1.4 in the report. As a result of a presentation to the South Warwickshire Place Delivery Group on the work of The Gap in the Packmores Area, the County and District Council's offered support to The Gap to develop a Business Case for the development of a new centre. In addition, within the Packmores Area there was a challenge of location of a Polling Station where the school St Mary Immaculate Primary School had been used previously but was problematic going forward. The proposed new centre might present an opportunity to resolve the current polling station challenges for the area.

There were no other locations in the vicinity realistically to serve the community. Therefore, it was proposed to look at the fringes of Priory Pool Park and adjacent WDC owned land to assess the opportunity to be used for a new centre. Both the park and the adjacent land were both WDC owned though some was Housing Revenue Account (HRA). Until more detailed surveys were done, it was not possible to be sure which land would be appropriate to propose to use.

A working group was set up in January 2023, funds were provided by the District and County for The Gap to employ a consultant to develop the business case. However, to help make progress with the Business Case, specific surveys need to be undertaken to help clarify where the building exactly should be, taking account of a lot of site-specific issues bearing in mind the sensitivity of the area. This work would then feed into the business case.

To help co-ordinate the work on the Packmores Centre Project, a partnership had come together to deliver the facility. It was proposed to apply a project management approach and as a result the governance arrangements for the project outlined in Appendix 1 to the report were proposed reflecting the partnership and the need for open and transparent governance.

The next steps for the projects were:

- Completion of the surveys.
- Completion of the Business Case.
- Agreement to a funding strategy.
- Agreement to how the facility would be managed going forward.

All of the above steps, plus public consultation, would need to be undertaken before an application for planning permission could be made and before WDC was able to give formal consent as a landlord and to drawdown the rest of the allotted funds for this scheme.

In terms of alternative options, the Cabinet could decide not to allow the draw down of funds. This would prevent any progress being made to develop a community facility for the Packmores Community who had been waiting the development of a new centre for a number of years. The Gap would also have to continue to operate in a centre that was not fit for purpose as outlined in paragraph 1.4 in the report.

In response to a comment from Councillor Falp, the Chief Executive explained that in the Business Case which was expected to be brought back, it was expected that the governance arrangements and who would run the project would be made very clear.

Councillor Sinnott proposed the report as laid out.

Resolved that

- (1) the Packmores Project be supported in principle, and a business case will be produced for further consideration by Cabinet;
- (2) as part of the production of the Business Case, the work to identify match funding for the project, be supported;
- (3) the proposed partnership and governance arrangements for the project outlined in Appendix 1 to the report, be approved;
- (4) exploration work be undertaken, including technical surveys to assess the suitability of a site identified within or adjacent to Priory Pools Park (shown on Appendix 2 to the report) as a potential location for a new Centre for the Packmores area in Warwick; and
- (5) up to £25,000 by way of a grant to The Gap, funded from the Councils New Homes Bonus Allocations, be agreed, to carry out exploratory survey work including: Geointegrity, CCTV, drainage & condition, arboriculture, ecological appraisal, Landscape Architect, topographical, site infrastructure and utilities and tree surveys.

(The Portfolio Holder for this item was Councillor Sinnott)

Forward Plan Reference 1,394

33. Local Visitor Economy Partnership Agreement for Coventry & Warwickshire

The Cabinet considered a report from Place, Arts & Economy. The Government had proposed a new national structure for Destination Management Organisations to be grouped into Local Visitor Economy Partnerships (LVEPs). The LVEP for Warwick District would be one which covered all of Coventry and Warwickshire. The report sought to agree the approach that the Council took towards agreeing a partnership agreement as a first step towards forming this new LVEP.

As the timetable in Appendix 1 to the report indicated, the Council was required to sign the agreement by 30 September. At the time of preparing the report, officers and the Portfolio Holder had not seen a draft of this agreement, and so could not include it for approval. It was fully anticipated, however, that it would simply include an agreement to

continue to work in partnership together to develop the LVEP and to seek to do this in accordance with the timetable set out by VisitEngland. It was therefore recommended that authority be delegated to the Head of Place, Arts and Economy in consultation with the Leader and the Portfolio Holder for Arts & Economy to progress discussions with SE, Destination Coventry and the wider partnership, and to sign the agreement.

Whilst a new LVEP would replace SE as the DMO covering Warwick District, the "Shakespeare's England" brand would remain. (It would also be expected that the "Visit Coventry" and "Conference Coventry & Warwickshire" brands operated by Destination Coventry would remain as well.) These brands were well-established and there was no intention to dismantle them. The LVEP structure would sit behind these brands, helping to promote and maximise their effectiveness, whilst delivering economies of scale for the DMO as a whole.

In terms of alternative options to supporting the LVEP proposal, alternatives were considered in the July 2023 Cabinet meeting and support was given for SE and Destination Coventry to apply for accreditation to become a LVEP. They were successful in this bid. Had the bid not been successful the other less favourable options would have had to have been explored.

Councillor Billiald proposed the report as laid out.

Resolved that

- (1) the paper "Local Visitor Economy Partnerships (LVEP) programme" attached as Appendix 1 to the report, and in particular the indicative timeline, be noted;
- (2) continued support be given for Shakespeare's England in the formation of a Local Visitor Economy Partnership with Destination Coventry covering Coventry & Warwickshire; and
- (3) authority be delegated to the Head of Place, Arts and Economy in consultation with the Leader and Portfolio Holder for Arts & Economy to agree the terms of any partnership agreement, noting that any final decisions about how Warwick District Council will work within the new LVEP, including any financial contributions that the Council will make to it, will be brought to Cabinet for approval in due course.

(The Portfolio Holder for this item was Councillor Billiald)
Forward Plan Reference 1,395

34. **Serious Violence Duty**

The Cabinet considered a report from Safer Communities, Leisure & Environment which set out the requirements on the Council in meeting the
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Serious Violence Duty and to sign up to the Partnership Agreement to discharge the Duty in the form of a countywide, and local delivery plan.

On 31 January 2023, a new duty on the Council came into effect – the Serious Violence Duty. The Police, Crime, Sentencing and Courts Act 2022 set out the new duty on 'specified authorities', including Warwick District Council, to conduct a Strategic Needs Assessment, develop a Serious Violence Prevention Strategy and develop and implement a Serious Violence Delivery Plan for the local area.

The Duty required specified authorities to work together to share information, target their interventions, collaborate and plan to prevent and reduce serious violence within their local communities.

The Act also introduced Serious Violence Homicide Reviews which required specified authorities to carry out a Review into the circumstances of certain homicides where the victim was aged 18 or over, and the events surrounding their death involved, or were likely to have involved the use of an offensive weapon. These Reviews would be similar to Safeguarding Serious Case Reviews or Domestic Homicide Reviews.

In terms of alternative options, one would be to reject the proposed approach and put in place local arrangements and resources, however this would negatively impact on partnership working, information sharing and collaboration and would not be meeting the requirements of the duty.

Councillor Sinnott proposed the report as laid out.

Resolved that

- (1) the proposed approach set out in the Partnership Agreement (Appendix A to the report) to discharge the duty, be approved; and
- (2) scrutiny of delivery of the duty is included and reported to the Overview & Scrutiny Committee under the Council's duty to scrutinise Crime & Disorder in accordance with the Police and Justice Act 2006, be noted.

(The Portfolio Holder for this item was Councillor Sinnott)
Forward Plan Reference 1,390

35. Abbey Fields Management Plan

The Cabinet considered a report from Safer Communities, Leisure & Environment which set out the Abbey Fields Management Plan and the Abbey Fields Management Plan Executive Summary for approval.

By approving the Abbey Fields Management Plan, the Council would demonstrate the vital importance of Abbey Fields as one of Warwick District premier green spaces. Its significance to the local community was reflected in the interest and feedback received from various stakeholders and the wider public made during the consultation process.

Despite its popularity and importance, Abbey Fields lacked a clear vision. The park meant different things to different people, and that could often result in a piecemeal approach to management, maintenance, and investment, with different groups sometimes coming into conflict over what was viewed as best for the green space. This resulted in a status quo being maintained, but also in a lot of missed opportunities for the green space to live up to its potential.

Abbey Fields was considered one of the District's 'destination parks', attracting visitors from the local area and from further afield. It was a complex green space that needed investment and interpretation. There were significant constraints on the site including Grade 1 listed buildings, significant archaeological remains, flood zone 3 areas and the whole site was designated as a scheduled monument.

It had many historical features that varied in condition and required further conservation and interpretation and included the abbey ruins, the churchyard, abbey barn, gatehouse, the Mound, and the monastic slab. The management plan would help in conserving these historic features.

The park also had range of important natural qualities with acidic grasslands, veteran trees, a stream and a pond at the centre of the site. The views towards Kenilworth Castle were a significant attraction which had historical and landscape quality. The management plan would help in conserving these historic features and landscape quality of this site.

The aim of the Management Plan was to outline how Warwick District Council would develop, maintain, and manage Abbey Fields over the next ten years, as well as adapting to Climate Change and all the pressures expected over the coming years.

The plan detailed a greater understanding of the site with regards its rich heritage, its abundance of wildlife, its landscape, and its ever-increasing recreational needs to serve the community. The plan recognised each of these and how best to manage them.

The plan set out a long-term vision for the green space, being "*Abbey Fields is a green space rich in wildlife and steeped in history that protects, conserves and sensitively adapts to the needs of the changing climate and increasing population, whilst providing a high-quality welcome and inclusive experience for all users to enjoy the benefits that Abbey Fields has to offer, now and in the future.*" It then set a number of aims and objectives and then detailed a number of actions with timescales, responsibilities and resource requirements.

The plan provided a focus for partnership working and help bring the community together. Abbey Fields was special in having so many interested community groups and stakeholders, and this was reflected in the variety and diversity of the actions in the management plan. The implementation of the plan would be undertaken in collaboration with all key stakeholders and the local population to create a green space that was truly embedded into the local community engendering a sense of local pride and ownership.

The approval of the management plan would also aid in sourcing various funding opportunities beyond the funding available through the Council. The plan recognised the need to seek additional resources and funds for conservation and heritage enhancements which could include National Heritage Lottery Funding Feasibility Study, HS2 and CIL funding.

The management plan would support any future application for Green Flag and Green Heritage Award for quality. This was a key requirement for any application.

In December 2022, the Council agreed a Notice of Motion which included a commitment to take practical action for safe cycling by:

“including students cycling to various schools through Abbey Fields within the remit of the current investigations being carried out as part of the new Abbey Fields Management Plan and Sustainable Transport work which will include relevant consultation with all affected”

Subsequently, in March 2023, the Cabinet agreed to further design work on a preferred route for cycling through the park, as the basis for a consultation. As these decisions were taken after the Abbey Fields Management Plan was drafted, it was proposed that the Management Plan be amended as follows:

- (a) That an additional aim for Abbey Fields is included (page 33 of the Executive Summary and Page 196 of the Management Plan) to read:

Subject to further consultation, to create a safe, designated cycle route through Abbey Fields to link existing cycle routes and to encourage cycling.

- (b) That action 7 within the Action Plan (page 36 of the Executive Summary and page 204 of the Management Plan) be amended to read:

Action No	Character Area	Relates to issues and Opportunity Areas	Objectives	Implementation / Task	Responsibility	Resources
7	Areas 1-6	1e 1t 10a 10f	Encourage safe cycling within Abbey Fields cycling on designated routes	Work with Sustrans, Warwickshire County Council Transport Planning to bring forward proposals for consultation for safe cycle routes through Abbey Fields that connects with existing off road cycling provision through Kenilworth. Should the cycle route be implemented, enable safety, by restricted cycling to designated	Climate Change Team; WCC Transport Planning	Subject to separate approval

				routes and entrance points.		
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It should have been noted that these amendments were in line with the outcome of the consultations which showed support for cycling within Abbey Fields and could be accommodated without changing other elements of the Management Plan.

In terms of alternative options, the Cabinet could consider not to approve the plan and to continue without one. The consequence of this decision was that there would be a lack of focus on managing and maintaining Abbey Fields, while missing out on potential funding and accreditation opportunities. For this reason, this option had not been recommended.

Another was to have a different type or style of management plan. The management plan had been developed following best practice as recommended by the Heritage Lottery Fund Management and Maintenance Plan guidance (2012) and the format and content provided in "Raising the Standard", The Green Flag Award guidance manual (updated in 2016). For this reason, this option had not been recommended.

Another option was to have a management plan reduced in years and size. Ten-year management plans were common amongst many nationwide parks management plans and again followed best practice. This ten-year covered short-, medium- and long-term actions. An Executive Summary had been produced which was smaller than the full document and was common practice when the full document was so large. For this reason, this option had not been recommended.

Councillor Kennedy stated that he understood Councillor Roberts was already working to arrange a briefing for Kenilworth Town Council as a beginning of engagement with people across Kenilworth on how the management plan could be taken forward.

Councillor Chilvers proposed the report as laid out.

Resolved the Abbey Fields Management Plan and its Executive Summary, as laid out in Appendix 1 and Appendix 2 to the report, and subject to the amendments set out in paragraph 1.12 in the report, be approved.

(The Portfolio Holder for this item was Councillor Roberts)
Forward Plan Reference 1,392

36. **Leamington Town Centre Transformation**

The Cabinet considered a report from the Chief Executive which sought approval for the release of resources in order to support work to further the transformation of Leamington Town centre, focussed principally around the parade, and which sought the release of resources to support the progression of an SPD for the old Town area.

The Leamington Transformation Board (LTB) was set up in 2020 with a remit to bring all three tiers of Local Government relevant together to

drive forward the regeneration of Leamington town centre. The original brief and constitution of the LTB was attached at Appendix 1 to the report.

The LTB had been reviewing its work and priorities and had concluded that its focus over the next year or so should be on:

- refreshing the overall vision for the town centre which was last done in 2018 given how much the world had changed since then.
- focusing on delivering real transformation for the town centre by focusing on the Parade and adjoining area as a priority in the context of a clear strategic vision for movement. (The latter would be drawn from the mini-Holland work already undertaken by WCC, the Local Transport plan of WCC and the second stage mini-Holland work that WCC was commissioning separately); and
- whilst the LTB would need to be cognizant of other proposals in the town centre it should not have sought to cover them all; it needed to focus on the above bullet points.

In addition, the LTB charged WDC and WCC senior officers to identify resources that could deliver these priorities. In summary, the relevant officers from both Councils had agreed that to take these priorities forward, each Council would:

- have a joint commission of work covering the items above – for which each authority would commit £50k each; and
- agree to contribute half an FTE post each toward driving this work forward.

WCC had confirmed its money and the post and so WDC needed to do the same presuming that Cabinet was supportive of the LTB's focus of work. The Community Projects Reserve could fund the £50k contribution for WDC. However, WDC did not have any existing spare staffing to reallocate to this work so it would be necessary to create a new post. A new project officer on a part time basis would cost circa £25k per annum but as it was also suggested that there was work required to be done to support the Old Town work as well that it would make a more attractive position if it was full time though split between the two projects. A whole cost of £50k per annum was therefore estimated and it was suggested that this was for three years. It was proposed would be funded from the Service Transformation Reserve.

Both the WDC and the WCC posts would be part of a joint Council Project team which would include other WDC/WCC staff currently working on town centre projects. This "virtual" team would also include the Town Clerk of Leamington Town Council. WDC's CEO would act as Project Sponsor for WDC and WCC's Director of Place and Economy likewise for WCC. Cllr King as the Place Portfolio Holder would act for WDC as the political lead.

It was suggested that the brief for the work to be commissioned was to go via the WCC procurement process, but that approval of the brief be delegated to the Chief Executive in consultation with the Programme Director for Climate Change and the Head of Place, Arts and Economy and the Place Portfolio Holder.

When the Leamington Transformation Board was originally set up its
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Constitution allowed for the WDC Leader and the Group Leaders of the other groups covering Leamington Town to have places on the Board. However, the outcome of the 2023 elections means that two of the Council's political groups were no longer represented on the LTB. This was contrary to the spirit of what was originally intended that all the Council's political group be involved and represented. It was proposed therefore that this be addressed by inviting all the Council's Group Leaders to become members of the Board. This could be done under the Chief Executive's delegated powers, but given that it did have a political implication it felt appropriate for the Cabinet to indicate its support on this matter.

The Council had previously agreed in December 2022 that in its formal Local Development Scheme that an SPD for the Old Town area should be prepared. The report at that time justified undertaking the work as follows:

Leamington's Creative Quarter was a long-established regeneration partnership initiative which had recently made significant progress with its first development on the ground at Spencer Yard, supported the by Future High Street Fund (FHSF). The second development, also supported by the FHSF, was utilising WDC building assets at Stoneleigh Arms on Clemens Street and Old School on Court Street. To maximise the catalyst for further regeneration in the surrounding area of the Old Town, a Supplementary Planning Document (SPD) was proposed covering Althorpe Street, Court Street, Wise Street, Bath Place Car Park and linking up to Spencer Yard and the Old Post Office / Sorting Office.

The LDS proposed that work between Council officers and appointed architects on developing this regeneration framework would continue at the end of 2022, through to Spring 2023. In Summer 2023, it was proposed to consult on the SPD with a view to assessing the responses and amending the document where appropriate and then seeking adoption of the document by the end of 2023.

A significant amount of the preparatory work to produce this SPD would be undertaken by Council staff outside of the Policy team, with support from their appointed consultants.

Work on this SPD did start last year initially looking at the Court Street/Althorpe Street area but was somewhat expanded to provide a more comprehensive geography incorporating the scheme devised by WCC that was submitted last year for the Levelling Up Round 2 funding opportunity (see link to the Round 2 bid). It was suggested that the overall thrust of the SPD would be to help shape the area as a low carbon neighbourhood. This would accord with the emerging ambitions of the new Corporate Strategy and set out to be an exemplar for sustainable development. If this was supported in principle and in the light of the proposal below to undertake further consultation it was proposed that the Ward Members be briefed and that the release of any monies only followed that briefing and was otherwise delegated to the Chief Executive in consultation with the Programme Director of Climate Change and the Head of Place Arts and Economy.

That work had progressed with the aid of external consultancy but to

progress further some further funding was required and some staffing resource was required to support the work and was proposed as set out in paragraph 1.3.1 in the report. The additional funding necessary was £70k which included all of the necessary documentation and analysis necessary to deliver speedily an SPD for this area.

However, it was felt appropriate that the Council undertake an outreach to the local community/business to ascertain their views on the future for the area was needed rather than to start off with proposals from the Council. This would be relatively low key and pitched to reflect the different communities in the area.

In 2022, the Council made a bid under the Levelling Up Round 2 scheme for capital funding for works in Old Town. The feedback suggested that the bid should be re-submitted but as a regeneration scheme rather than as a transport one. Round 3 of that scheme was approaching (precise timescales were not yet known though) and given that the Government usually only gave short notice it was appropriate for officers to ask Cabinet for its inclination on whether to submit a bid or not. The risk in applying was that a bid required effort for no promise of a return but if successful the money could help fulfil the ambition for the Transformation of Leamington Town Centre.

In terms of alternative options, the Cabinet could choose to decline all these recommendations or vary them but unless there was commitment to provide resources then WDC would not be able to make any headway on the items for which the LTB had agreed were priorities nor would the Council be able to deliver the SPD for Old Town as agreed in the LDS in December 2022. It was hard to see therefore what other options there were for the Council to consider.

Councillor King proposed the report as laid out.

Resolved that

- (1) the focus of the Leamington Transformation Board's work over the next year on updating the 2018 Vision and undertaking master planning work for the Parade and the immediately adjoining area, be supported. As these are developed, consideration of movement within the town will be reviewed to support the ambitions of these two elements of work;
- (2) the release of £50,000 from the Community Projects reserve to match the same level of funding as WCC to jointly commission work covering the areas listed in recommendation 1, be agreed;
- (3) authority be delegated to the Chief Executive in consultation with the Programme Director of Climate Change and Head of Place, Arts and Economy and the portfolio holder for Place to

conclude with WCC the brief for the joint commission;

- (4) all WDC's Group Leaders should be represented upon the Leamington Transformation Board, be agreed;
- (5) the Local Development Scheme agreed in December 2022 included a commitment to prepare an SPD for the Old Town area, be noted;
- (6) authority be delegated to the Chief Executive in consultation with the Programme Director of Climate Change, Head of Place, Arts and Economy, and the portfolio holder for Place following a consultation with the Brunswick Ward Councillors to:
 - a. to the release of £70,000 from the Community Projects Reserve for the completion of the Old Town SPD work;
 - b. agree to the release of £150,000 over 3 years from the Service Transformation Reserve or other Reserve as the Head of Finance deems appropriate to finance a project officer to spend 50% of time on Parade area and 50% on Old Town area;
 - c. agree to commence a consultation with local community and business groups in the Old Town area as an input into the proposed SPD; and
- (7) authority be delegated to the Chief Executive in consultation with the Portfolio Holder for Place based on feedback from Leamington Transformation Board to determine whether a Round 3 Levelling Up bid for funds should be made and the content of that bid.

(The Portfolio Holder for this item was Councillor King)

37. **Kenilworth Wardens**

The Cabinet considered a report from the Chief Executive which sought approval to allocate and fund £2.5m of CIL and £450,000 of S106 contributions toward securing the land, access and early infrastructure to enable Kenilworth Wardens Sports Club (KWSC) to relocate from their current home (off Glasshouse Lane Kenilworth) to a new site at Castle Farm (Kenilworth). This would enable the land at Glasshouse Lane which was allocated as part of a comprehensive strategic housing allocation to come forward for approximately 110 dwellings.

The report also sought approval for a range of measures to be funded and implemented to support KWSC to progress with the planning and delivery of the new sports facility. This included:

- a review of the latest Playing Pitch Strategy evidence and emerging housing growth to provide current and forecast demand for all-weather pitches in the District;
- a business plan review to reflect the outcome of work above;
- officers working with the Club to apply for grant funding from the Football Foundation;
- the Council to appoint and fund a part time Project Manager to oversee the day-to-day management of the project; and
- the Council to release £300,000 already committed to in September 2022, subject to the terms of the revised Project Agreement.

Kenilworth Wardens Sports Club (hereafter referred to as KWSC) proposed to relocate from its current site off Glasshouse Lane, Kenilworth to land partly owned by the Council at Castle Farm thereby freeing-up its current site for housing. This would enable the land at Glasshouse Lane which was allocated as part of the Local Plan's comprehensive strategic housing allocation to come forward for approximately 110 dwellings. The intended site for relocation was also a Local Plan policy proposal.

Milverton Homes Limited (MHL) and Vistry Linden Limited (Vistry) under the auspice of the Crewe Lane (Kenilworth) Joint Venture (JV) LLP were in the process of drawing up Heads of Terms to purchase the Glasshouse Lane site and updated cost appraisals were underway for the proposed relocation of the sports club.

The funding revenue generated from the land receipts was insufficient to fully fund the relocation of KWSC to Castle Farm and the club was therefore reliant on CIL funds and S106 contributions to secure and prepare the site for development. There were a number of projects within the District also vying for CIL funding and this wider issue would come forward at the November Cabinet to be considered. However, it was not possible to wait until November for this project as without certainty that this funding could be secured KWSC felt that it would be unable to proceed with their current plans and so it would be unlikely that they would move from their current site thereby undermining the ability for the site at Glasshouse Lane to be developed for housing. Timing was therefore critical on this project and delay increased the risk of project failure significantly.

To date, the Club had faced a number of challenges including finding a buyer for their current site, the complex nature of land assembly and gaining access to their new site, as well as the ongoing impact of inflation to the project given the delays caused by the above. There was now a further challenge to the Club's business plan caused by Kenilworth School and Sixth Form taking the decision to make their second all-weather pitch available for community use despite advice to the contrary from Sport

England; the club were of the view that the relocation was unviable revenue-wise without a 3G pitch.

Given that the housing market private sector providers had shown that they could not deliver the proposal, the only option available now was the one outlined in the report. Hence, without certainty of funding being in place the club would not be able to proceed with the relocation to Castle Farm. This would result in a lost investment opportunity for the Council as forward funding provided to-date was only recoverable if the land at Glasshouse Lane was sold, and without the delivery of housing on the site no additional income could be generated from the JV involvement in forward funding and developing the site. There would be a missed opportunity to improve sporting facilities for the residents of Kenilworth and the wider District. In addition, if this scheme did not progress, the Council might be required to invest itself to improve the Council owned pitches at Castle Farm. Therefore, the paper sought to agree to allocate CIL and S106 to this scheme and to offer a range of measures to support the club to allow the scheme to become a reality. It should be noted however, that the funding referred to was not needed immediately and before any of that was drawn down the other issues that the report highlighted would need to be addressed – i.e. the playing pitch strategy and the business plan review.

KWSC's existing site on Glasshouse Lane formed part of the Local Plan's strategic allocations for land east of Kenilworth, allocated under policy DS11 and further defined by DS15 of the adopted Warwick District Local Plan (2017). It fell within parcel reference H06 and formed part of the wider strategic housing allocation allocated for comprehensive development. Overall, land east of Kenilworth was expected to deliver an integrated scheme of over 1,400 new dwellings, 40% of which would be affordable, eight hectares of employment land, new schools, a local centre, community centre, a network of active travel corridors and well-connected green infrastructure providing habitat connectivity and new public open spaces for the community to access. The adopted Land East of Kenilworth Development Brief (SPD) provided more detailed guidance on the delivery of these allocations in East Kenilworth.

Much of the land within the wider strategic allocation already had planning permission with development under construction including the new Kenilworth School and Sixth Form which had opened in September 2023. KWSC was the only parcel of land within the wider strategic allocation that had yet to progress to a planning application.

The site identified in the Local Plan for KWSC to relocate to was at Castle Farm, Kenilworth. This was allocated within policy DS23, Land for outdoor sports and recreation in Kenilworth site reference SP1 of the Local Plan but would remain within the Green Belt.

The site comprised three fields, two of which were in the ownership of the Council (Appendix 1 to the report). It should be noted that fields 1 and 2 would remain in the ownership of the Council to be leased to KWSC whilst the club would develop and maintain the facilities for sporting and recreation use. Initial work had been undertaken on draft lease

agreements, but these would be developed further as the application progressed. The proposed new site was larger than that currently occupied by KWSC on Glasshouse Lane and was allocated in the Local Plan based on the evidenced need identified in the Playing Pitch Strategy (updated 2019). The site was not only expected to off-set the loss of the playing pitches at Glasshouse Lane but would provide quantitative and qualitative improvements to sport provision to meet the needs of both the existing and predicted population in the town.

The proposed site at Castle Farm had a number of constraints that made delivery of a sporting facility in this location complex. The project would require three separate land acquisitions, the construction of an access bridge over a small river and an access road into the site before development of the pitches and clubhouse could commence. The fields were also prone to surface water flooding with land immediately adjoining the narrow river forming part of the floodplain, therefore sustainable drainage measures would need to be incorporated into the scheme to increase playability of the pitches and to address any impact the development of the clubhouse, car park and access road might have. For the club there were also additional costs associated with the disposal of their current site on Glasshouse Lane.

There was now an additional challenge that the club faced as Kenilworth School and Sixth Form had taken a decision to make available their second all-weather pitch for community use despite advice to the contrary from Sport England. The Warwick District Playing Pitch Strategy (2019) did not identify the need for a second pitch at the school for community use, instead it identified that population growth in the District could support the delivery of an all-weather pitch at Castle Farm as part of the KWSC relocation. However, as this need was likely to be met by the school's pitch there would be no evidenced need for an all-weather pitch at Castle Farm therefore Sport England and the Football Foundation were unlikely to support any application for grant funding to assist in the delivery of this. The KWSC's business plan (at Private and Confidential Appendix 2 to the report) supported the Club's view that the 3G artificial pitch was critical to their longer-term success.

To assist KWSC, the Council had to-date provided significant financial (£712,000) and officer support over a number of years to progress planning and cost development work. Initial forward funding was agreed in 2019 and increased in 2020 totalling £712,000. This funding had been secured with two separate charges on their current site, although this could not be recovered if the club remained at their existing site. This funding had enabled KWSC to progress planning documents to RIBA stage 3 (prepared by IDP Group) and produced a cost plan based on the stage 3 design although this was now being revisited in light of inflation.

In September 2022 the Council agreed to provide KWSC with an additional £300,000 subject to a number of conditions, to be released from either Reserves or Council Balances to enable them to continue to prepare and submit a planning application and to conclude costs work. Progress toward meeting the conditions was still underway therefore this funding had yet to be released. The intention was for this funding to also be secured by way of a legal charge on the land, but should KWSC never relocate, this money, and the forward funding already provided, would not be

recoverable.

It was stated in the September 2022 report that as part of the way forward the Council's housing company, Milverton Homes Limited (MHL), and its Crewe Lane Kenilworth JV LLP partner Vistry Linden Ltd (Vistry) would take a leading role in delivering housing development at Glasshouse Lane and overseeing the planning application process for the sports club's relocation to Castle Farm. Negotiations were currently underway to draw up Heads of Terms between the JV and KWSC to secure the purchase of the Glasshouse Lane site. The intention was that the work toward the submission of the planning application for the relocation of the Sports Club to Castle Farm site was undertaken alongside starting on the designs and surveys necessary to produce a planning application for the Glasshouse Lane site.

It was critical that any scheme proposed at Castle Farm was viable and deliverable. As KWSC were a long-term leaseholder at Glasshouse Lane rather than a freeholder they had needed to agree terms with the freeholder to purchase the land to then be able to sell it. This had impacted the process causing delay and had contributed to the challenge of delivering a financially viable scheme. Costs work completed in 2021 now needed to be updated to reflect inflation, as the potential to achieve a financially viable scheme had become more challenging in the current market. Therefore, both KWSC and Vistry were undertaking updated costs appraisals alongside the Heads of Terms negotiations. Any further delay to preparing and submitting a planning application would lead to increased costs in the longer term.

Subject to a Castle Farm planning permission being granted for a viable and deliverable scheme and Glasshouse Lane being granted planning permission for residential development, the JV would then purchase KWSC's site, lease it back to the Club and provide forward funding toward the construction of the sporting facilities at Castle Farm. Once constructed KWSC could then relocate, and its current site would be available for housing development. As new pitches needed to be laid for two growing seasons before they could be played upon, this prevented KWSC being able to vacate their site immediately. Therefore, delays to securing funding sources and submitting a planning application would impact when both schemes could be delivered.

The JV's agreement to undertake this work was predicated on a funding model based on the principles the Council had agreed for the Crewe Lane site whereby the JV entered into a facility agreement for the draw-down of a loan from the Council; the Council then benefitted from loan interest. An illustration of the potential financial benefits was set out in the Private and Confidential Appendix 3 to the report.

Before a facility arrangement was entered into there was obviously a further due diligence that would be required to ensure that a Council loan had the appropriate security in place. Achieving permission to enter into a facility agreement would necessitate a further report to Cabinet.

KWSC had over the last few months become increasingly disillusioned by the challenges they had faced in bringing this project forward. They had invested years of volunteer hours in developing a scheme that they would

wish to see at Castle Farm but perceived that the barriers were too difficult to overcome on their own. They had threatened to walk away from the relocation altogether unless the Council could successfully intervene and help to drive the project forward. As a matter of urgency, they requested that the Council set out how they saw the future of the project, including how and when it would be delivered, what funding, support and resources would be available to the Club, along with any caveats associated with these ahead of their AGM in September 2023. The proposals in the report had been discussed with the Club who had expressed their willingness to work with the Council to relocate subject to the measures proposed being secured and all caveats being understood. To this end it was important to establish whether the Council supported the allocation of CIL and S106 to this scheme to allow it to become a reality and to set out clearly the other areas in which the Council could assist the Club.

Due to Government mandated requirements, overseen by Sport England, KWSC could not develop its current site for housing and receive a capital receipt until its new facilities at Castle Farm had been constructed. This therefore meant that significant up-front funding was required to enable construction of the new sporting facilities.

KWSC had been clear that the relocation to Castle Farm would require more than the land receipts from the site at Glasshouse Lane and their project budget was reliant on a number of grants and public money including CIL, S106 and Football Foundation grants. As such, the Council had previously identified the KWFC as one of the CIL Projects in the CIL Project List. It had featured in the Council's CIL Project List since 2021. The 2022/2023 list identified that KWFC would require £2.5m to purchase land, enable site access and to provide essential supporting site infrastructure thereby enabling KWSC to relocate from its current site.

CIL was collected on commencement of development, but on larger schemes it was collected in instalments over an 18-month period from commencement. CIL was collected from developments throughout the District, although the amount varied by location and type of development, however there was no restriction on where CIL could be spent within the District and it did not have to be spent on infrastructure directly related to the development it was collected from (except for the Neighbourhood Portion of CIL income). Generally, each year the Council agreed spending priorities for CIL receipts and produced an updated CIL projects list. However, the process had been delayed this year and was now programmed to come to the Cabinet on 2 November to consider. For the reasons set out above, this project could not wait until then for a decision.

S106 contributions were different and could only be collected to mitigate the impacts of development to make it acceptable in planning terms. They must be directly related to the development and fairly and reasonably related in scale and kind to the development. Therefore, where permitted developments in Kenilworth triggered an outdoor sporting contribution the S106 agreement specified that money would go toward a number of named outdoor sporting facilities in Kenilworth including the KWSC. It had been identified that £450,000 of such S106 funding would be allocated to the KWSC relocation. These contributions were collected from each individual scheme with the triggers for payments usually being 50% of the

contribution prior to occupation of 50% of the dwellings, and the remaining 50% of the contribution on completion of the scheme.

Therefore, on larger permissions, for example the 620 permitted at Crewe Lane/ Glasshouse Lane, the Council would not be in receipt of this money for approximately eight years.

Given the purpose of the CIL and S106 funding was to unlock the land and provide access it was needed early in the development process as close to the point of a planning application being granted so that work could commence on the site as soon as possible. Where the Council was not already in receipt of the CIL or S106 contributions it might be necessary to draw down funds from reserves or previously collected CIL contributions to facilitate this funding. This was an approach the Council had successfully deployed on other projects.

A critical path was being developed for site delivery in collaboration with the JV so that KWSC understood how and when they would be in receipt of funds to deliver the sporting facilities at Castle Farm and for the JV to understand when they would get access to the land at Glasshouse Lane for residential development. This work would inform the estimated timings of the release of CIL and S106.

As highlighted above, updated costs for the relocation of KWSC were being sought and some further value engineering might be required to achieve a viable scheme, but this would not negate the need for CIL or S106 funding. The funding revenue generated from the land receipts was insufficient to fully fund the relocation of KWSC to Castle Farm and the club was reliant on CIL funds and S106 contributions to secure and prepare the site for development.

Members were aware that there were a number of other projects within the District vying for CIL funding. Without certainty that this funding could be secured, KWSC would be unable to proceed with their current plans and it would be unlikely that they would move from their current site thereby jeopardising the ability for the site at Glasshouse Lane to be developed for housing.

The paper sought to identify whether Members were supportive of funding KWSC £2.5m CIL and £450,000 S106 toward securing land, access and early infrastructure to enable KWSC to relocate from their current home off Glasshouse Lane to a new site at Castle Farm. This would enable the land at Glasshouse Lane which was allocated as part of a comprehensive strategic housing allocation to come forward for approximately 110 dwellings and for the Council's £712,000 of forward funding to be released back to the Council through a charge on the land.

The paper also sought support for a number of measures to support the Club to include:

- (a) a review of the latest Playing Pitch Strategy evidence and emerging housing growth to provide current and forecast demand for all-weather pitches in the District. This would be undertaken as a priority to establish whether there was sufficient demand to justify the

inclusion of a 3G pitch and prior to the submission of a planning application for development at Castle Farm. Some cost might be incurred for this work through the instruction of external consultants, and this funding would be sourced from the Community Project Reserve;

- (b) a business plan review to reflect the outcome of work above would be undertaken by officers to understand the future viability of the proposals. This might result in negotiations and revisions to the Club's proposals at Castle Farm. Depending on the outcome, further reports to Cabinet might be necessary;
- (c) officers to work with the Club to apply for grant funding from the Football Foundation and other sources when appropriate;
- (d) the Council to appoint and fund a part time Project Manager to oversee the day-to-day management of the project. This was likely to cost approximately £30,000 per annum for at least three years and would be sourced from the Community Project Reserve; and
- (e) the Council to release £300,000 already committed to in September 2022 subject to the terms of the revised Project Agreement. The exact timing of this release would be down to officer judgement for when the work outlined at 1.9.11. (a) and (b) in the report was progressing sufficiently to give confidence that any concerns could be mitigated. This would be a careful balancing exercise to prevent unnecessary delay to submitting a planning application against the risk of forward funding without the certainty of reimbursement.

The relocation of KWSC would bring about the following benefits:

- Provide improved sports facilities for Kenilworth and the District as a whole on land allocated in Local Plan Policy DS23 Land for outdoor sports and recreation in Kenilworth. By providing access to cricket, football and various other physical activities through the provision of a Multi-Use-Games-Area (MUGA), although it should be noted that this was a private sports club.
- Help to secure the longer-term sustainability of an important sports club thereby encouraging community cohesion.
- Enable the delivery of approximately 110 dwellings (including at least 40% affordable homes).
- Delivery of affordable homes would help to meet housing need, support households affected by the cost-of-living crisis, which was predicted to continue forwards, support Kenilworth young families to obtain housing which was affordable at a time when private rents were moving out of reach of many.
- Deliver approximately 110 net zero carbon homes.
- Allow for the comprehensive development of Land East of Kenilworth as required by Local Plan Policy DS15 and the Land East of Kenilworth Development Brief, e.g. active travel connections from north to south and interconnected green infrastructure.

- Release £712,000 of Council funding already invested in the site back to the Council through a charge on the land.
- Generate a financial return from the loan interest accrued by the Council loaning the JV funds to purchase the land at Glasshouse Lane for the duration of the loan.

As indicated, this was a very complex project with many facets and there did remain several matters that the Council would want to satisfy itself about before it released any additional funding to the KWSC. The JV would need to be satisfied that a deliverable scheme was being proposed before the Council gave its agreement to KWSC occupying its land at Castle Farm and a facility agreement being entered into.

The £300,000 committed in 2022 would not be released unless various conditions were met and unless the Council was supportive of allocating CIL and S106, as without this the scheme would be unviable and undeliverable in its current form.

The Club had expressed their willingness to work with the Council to relocate subject to the measures proposed being secured and all caveats being understood. Therefore, it was important that the Council respond swiftly to the KWSC's request for clarity over the future of the project, which in the first instance was to provide clarity over what funding and support would be available to the Club. To this end it was important to establish whether the current administration support the allocation of CIL and S106 to this scheme to allow it to become a reality and for the proposed support measures to be implemented.

In terms of alternative options, KWSC had given the opportunity to a number of private sector housing developers who had not been able to develop an acceptable scheme that addressed the complexity of this scheme. This meant the option of a wholly private sector funded approach had been tried and had not been proven to work.

Consequently, there was realistically only one other option available to Members which was to do nothing and stop the Council's involvement any further. In all probability that would mean that the scheme would not proceed at all. While that approach had the benefit of taking away the particular risks of the scheme to the Council as recommended and as set out in section 10 in the report, it also had the following negative impacts, demonstrating that doing nothing also had risks which ought not to be ignored:

- Result in the loss of £712,000 of forward funding invested by the Council in the project to date. This was only recoverable if KWSC vacated their existing site as it was secured by way of a legal charge on the land. It was unlikely that the club would have any appetite to move in the short mid-term future if this move did not materialise.
- Result in the loss of 110 new dwellings, including at least 40% affordable homes on a strategic site allocation (allocated under policy DS11 and further defined by DS15 of the adopted Warwick District Local Plan (2017)). This had the potential to have implications for the

authority's ability to demonstrate a five-year housing land supply which was currently 5.08 years.

- Loss of at least 44 affordable homes at a time when demand for such accommodation was increasing.
- Create severance of the allocation of land east of Kenilworth, with development to the north being separated from development in the south, undermining the aims of achieving an integrated and comprehensive development.
- Result in an inability to meet the growing sporting requirements for Kenilworth through increased pitch provision without the Council investing in pitch improvements (including drainage) and possible land acquisition at Castle Farm to accommodate growing demand.
- Failure to deliver a site allocated within the adopted Warwick District Local Plan (2017), policy DS23, Land for outdoor sports and recreation in Kenilworth site reference SP1.
- Result in a lost opportunity to generate a financial return from loan interest from the Council no longer being required to loan the JV funds to purchase the land at Glasshouse Lane.
- Loss of Housing Revenue Account monies from rental income of affordable homes.

Contrast that to the benefits of proceeding with the scheme which were the reverse of all the negative impacts above. Of course, there were risks which would need to be managed to the proposed approach but then the recommended approach was the only one that delivered any benefits for the wider community. On this basis there was no justification for not proceeding with the scheme.

The Overview & Scrutiny Committee held a good discussion on the project reflecting on the fact that it had taken a considerable amount of time to reach this stage and noting the complexity of the project.

The Committee recommended that as well as reviewing the financial case, that a best practice audit of governance of the club including confidence in the continuity of its management be carried out by officers. This should include how it planned to engage new communities and new members into the club to ensure its continued running.

The Cabinet was required to vote on this because it formed a recommendation to it.

The Chief Executive explained that he had received an email from the Chair of the Club following the Overview & Scrutiny Committee meeting, which he was happy to share with the Cabinet and the Chair of the Overview & Scrutiny Committee to show how positive the reaction was from them in response to the comments by the Committee.

Councillor King proposed the report as laid out and subject to the recommendation from the Overview & Scrutiny Committee.

Resolved that

- (1) the latest position regarding the relocation of Kenilworth Wardens Sports Club, be noted;
- (2) the allocation of £2.5m of CIL be confirmed, and £450,000 of S106 contributions toward securing land, access and early infrastructure to enable Kenilworth Wardens Sports Club (KWSC) to relocate, be agreed. The precise timing of the release of any funding will take account of the provision of CIL and S106 funds to WDC and will be subject to the Playing Pitch Strategy work being completed, the KWSC being able to demonstrate a business case for their proposals, and after planning permission for viable development has been approved at Castle Farm;
- (3) £25,000 be funded from the Community Project Reserve and authority be delegated to the Chief Executive to review the latest Playing Pitch Strategy evidence and emerging housing growth to provide current and forecast demand for all-weather pitches in the District;
- (4) that officers (and others if necessary) undertake a review of the Wardens' business plan to reflect the outcome of work in recommendation 3, be agreed;
- (5) officers will work with the Club to apply for grant funding from the Football Foundation and other sources, be noted;
- (6) part time Project Manager to oversee the day-to-day management of the project, of up to £30,000 per annum for 3 years, funded from the Community Project Reserve, be agreed;
- (7) authority be delegated to the Chief Executive/Deputy Chief Executive, in consultation with the Head of Finance and Portfolio Holders for Place and Resources to release £300,000 already committed to in September 2022 subject to the terms of the revised Project Agreement;
- (8) appropriate finance and legal due diligence steps are taken in respect of supporting a Joint Venture involving Milverton Homes Limited and Vistry Linden Limited with a report back to the Cabinet (and if needed Council) for consideration, be agreed;
- (9) a project specific risk register is prepared and reported to Cabinet and Overview and Scrutiny

to be able to assist with managing the risks associated with this scheme; and

- (10) as well as reviewing the financial case, a best practice audit of governance of the club including confidence in the continuity of its management be carried out by officers. This should include how it plans to engage new communities and new members into the club to ensure its continued running.

(The Portfolio Holder for this item was Councillor King)

38. **Urgent Item – Earmarked Reserves 2023/24**

The Cabinet considered an urgent item from Finance which requested that that a limited number of budgets which underspent in 2022/23 be carried forward into 2023/24 as earmarked reserve budget. These budgets related to ongoing expenditure not included in the original budget setting report approved in February 2023.

All budgets had been accessed by the Strategic Finance Manager and Head of Finance and were underspends within the 2022/23 Financial year. EMR Budgets and a full annual forecast of these would be included in the Quarter 2 Budget Monitoring report.

As part of the Final Accounts process, requests had been approved under delegated authority by the Head of Finance for Revenue Earmarked Reserves. These were for previously agreed projects where it had not been possible to complete as budgeted within 2022/23 and would therefore need to carry forward budget to 2023/24.

These totalled £0.940m for the General Fund and £0.440m for the HRA, and were outlined in detail in Appendix 1 to the report. Requests were considered against budget outturn within the specific projects and services, with requests approved only where there was sufficient budget available.

Members would note these were considerable sums. Key Earmarked approvals for the General Fund included the Joint South Warwickshire Local Plan, the Trees for the Future scheme, work relating to the Newbold Comyn Cycle Trails and options appraisal for an alternative use of the Linen Street Multi-Storey Car Park site following its closure. For the HRA, the main approval was for delayed major repairs relating to the Housing Investment Programme (HIP), and consultancy budget to support ongoing housing development projects and the continuation of stock condition surveys.

It was recommended that the Cabinet note the position on Revenue slippage. As in previous years, expenditure against these Budgets would be regularly monitored and reported to the Cabinet as part of the Budget Review Process.

In terms of alternative options, if these were not approved, activity across many previously approved workstreams would either have to cease or become unfunded.

An addendum circulated prior to the meeting advised that the wording of Paragraph 1.1.5 in the original report was incomplete and is set out below:

- 1.15 This report is brought to the Cabinet as an urgent item for agreement as, due to already committed expenditure in most of the requests detailed in this report, it is essential that these budgets are approved now rather than later. Traditionally this approval would have been contained within the annual Final Accounts report, which for 2022/23 was scheduled on the Forward Plan for September. However, due to the ongoing delays linked to the audit of the 2021/22 statement of accounts, we made the decision to delay publication of the draft 2022/23 statement of accounts in May 2023, to avoid complications if material adjustments were required, as this becomes more challenging to deliver once the statements are out in the public domain. This in turn has delayed the Final Accounts Report to a later Cabinet. The approval will provide certainty to officers delivering these schemes, and ensure that these do not remain unfunded further into the 2023/24 financial year.

The Overview & Scrutiny Committee remarked on the late publication of the report which did not provide adequate time for proper scrutiny. The Committee would have preferred more time to undertake better scrutiny.

Councillor Chilvers proposed the report as laid out.

Resolved that the Earmarked Reserve (EMR) requests of £0.940m General Fund and £0.444m HRA (Appendix 1), with the requests having been reviewed under delegated authority by the Head of Finance, be approved.

(The Portfolio Holder for this item was Councillor Chilvers)

39. **Public and 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 items by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minutes Numbers	Paragraph Numbers	Reason
40,41,42	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

40. **Associated Costs for the Purchase of Fifty One s106 Dwellings at The Asps, Banbury Road, Warwick**

The Cabinet considered a report from Housing.

The recommendations in the report were approved.

41. **Associated Costs for the Purchase of Twenty s106 Dwellings at Thickthorn, Kenilworth**

The Cabinet considered a report from Housing.

The recommendations in the report were approved.

42. **Minutes**

The confidential minutes of the meeting held on 5 July 2023 were taken as read and signed by the Chairman as a correct record.

(The meeting ended at 7.00pm)

CHAIRMAN
2 November 2023

Title: Fees and Charges 2024/25
Lead Officer: Tony Sidhu (01926 456810)
Portfolio Holder: Councillor Chilvers
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	12/10/2023	Councillor Chilvers
Finance	10/10/2023	Steven Leathley
Legal Services		
Chief Executive	10/10/2023	Chris Elliot
Director of Climate Change		
Head of Service(s)	10/12/2023	Andrew Rollins
Section 151 Officer	10/10/2023	Andrew Rollins
Monitoring Officer	10/10/2023	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Recommendation to: Council on 15 November 2023 from Cabinet	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report details the proposals for discretionary Fees and Charges in respect of the 2024 calendar year. It also shows the latest Fees and Charges 2023/24 income budgets, initial 2024/25 budgets and the actual out-turn for 2022/23.

Recommendation(s)

- (1) That Cabinet recommends to Council the Fees and Charges proposals set out in Appendix A to the report, to operate from 2 January 2024 unless stated otherwise.
 - (2) That Cabinet recommends to Council the changes proposed by Everyone Active to the core products and prices from January 2024 which are within the 2023 June RPI as per contract and agreed with the Sports and Leisure Manager.
 - (3) That Cabinet recommends to Council, then delegated authority for Head of Neighbour and Assets in conjunction with Portfolio Holder, to increase fees for Media services as Oakley Wood after 1 April 2024 (Appendix B 5.1.5).
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1 Reasons for the Recommendation

1.1 The Council is required to update its Fees and Charges in order that the impact of any changes can be fed into the setting of the budget for 2024/25. Discretionary Fees and Charges for the forthcoming calendar year have to be approved by Council.

1.2 Fees and Charges Guidelines

- 1.2.1 In accordance with the Financial Strategy and Code of Financial Practice it is appropriate to consider certain other factors when deciding what the Council's Fees and Charges should be:
- The impact of the Fees and Charges levels on the Council's Business Plan.
 - The level of prices the market can bear including comparisons with neighbouring and other local authorities.
 - The level of prices to be sufficient to recover the cost of the service and the impact on Council Finances, where this is not the case.
 - The impact of prices on level of usage.
 - The impact on the Council's future financial projections.
 - Ensuring that fees, in particular those relating to licensing, reflect the current legislation. The regulatory manager has to ensure that the fees charged should only reflect the amount of officer time and associated costs needed to administer them.
 - Whether a service is subject to competition from the private sector, such as Building Control. This service has to ensure that charges set remain competitive within the market.
 - Income generated from services including Building control, land charges and licensing is excluded from the Medium Term Financial Strategy and is managed through ring-fenced accounts, due to the legislation and criteria under which they operate.
 - Management of the Council's Leisure Centres is by Everyone Active. The contract definition states that 'The Contractor shall review the core products and prices in September of each year and submit any proposed

changes to the Authority for approval (the "Fees and Charges Report"). Appendix C outlines the core fees.

- 1.2.2 Managers have been challenged on ensuring income maximisation and cost recovery where appropriate, and have provided commentary on the rationale behind some of the charges highlighted below.

2 Alternative Options

2.1 The alternative options would be to either:

- 2.1.1 Leave all fees and charges at 2023 levels, or increase at a reduced level. This would increase the level of savings to be found over the next five years unless additional activity could be generated to offset this.
 - 2.1.2 Increase at a level higher than proposed in the report. Excessive increases could deter usage where the take up is discretionary. Customers may choose to use the service less frequently or use an alternative supplier where one is available. Options for meeting the 10% target were considered, including higher charges on parking, green waste or bereavement services. However, the judgement on each of these was that these prices were more than the market would likely to bear and could result in a loss of income and therefore are not recommended in this report.
- 2.2 Both of the above are considered not to be realistic options given the increased cost of delivering some services, the current position of the Financial Strategy, and the level of savings required.

3 Legal Implications

- 3.1 The fees proposed in the report are set in line with current legislation where applicable.

4 Financial Services

- 4.1.1 Within the savings proposals agreed by Council in December 2020, a target of 15% was agreed in respect of additional income generated from discretionary fees and charges for 2023/24, reverting back to 10% increase from 2024/25 onwards. Consequently, Budget Managers have been tasked with seeking to achieve this increase, with the exception for some fees and charges, where legislation and other factors may make it unviable. These have been set in accordance with such legislation and service knowledge provided by the managers. This is intended to make a contribution towards the savings that the Council needs to make in its overall Financial Strategy.
- 4.1.2 As a result the fees and charges outlined in Appendix A to the report present an overall forecast increase in General Fund income of £749,000, or 7.52%. This is due to last year's forecasts having been optimistically too high. Amounts totalling £721,000 have already been factored into the Medium Term Financial Strategy (MTFS), and therefore shows a £28,000 increase on the MTFS. This excludes the additional income from certain ring-fenced charges (Building Control, Licensing and Land Charges).

4.1.3 Appendix A also outlines an increase in income within the Housing Revenue Account of £77,100, or 13.41%. This will be factored into the HRA budgets and Business Plan.

4.1.4 The revenue effects of the proposed Fees and Charges are summarised in the following table (ring fenced accounts have been removed):

General Fund Services	Actual 2022/23 £ '000	Original Budget 2023/24 £ '000	Forecast 2023/24 £ '000	Proposed 2024/25 £ '000	Change Original 2023/24 - 2024/25 %
Safer Communities, Leisure & Environment Services	71	121	124	102	
Customer & Digital Services	54	55	55	61	
Housing – GF	155	30	30	581	
Neighbourhood & Assets	6,648	8,381	8,315	8,565	
Place, Arts & Economy	633	625	625	652	
Total General Fund Services	7,561	9,212	9,148	9,961	7.52%
Housing Revenue Account	593	575	575	652	13.41%

4.1.5 A breakdown of the key drivers of the 2024/25 Fees and Charges is provided in Appendix B, to the report.

4.1.6 Increased income from Fees and Charges will seek to ensure where possible the costs of the provision of respective services are covered. Any increases will reduce the ongoing savings target within the Financial Strategy.

4.2 The current forecasts for 2023/24 and 2024/25 will be reviewed within the Q2 Budget Monitoring Report (December 2023) and Budget setting Report (February 2024). Managers will also continue to review their projections on a monthly basis.

5 Business Strategy

5.1 In respect of Warwick District Council's Business Strategy this proposal will have the following relevance and impact as set out below

5.1.1 People – Health Homes, Communities

5.1.2 Services – Green, Clean, Safe

5.1.3 Money – Infrastructure, Enterprise, Employment

5.1.4 People – Effective Staff

5.1.5 Services – Maintain or Improve Services. The Council's Budget seeks to allocate the Council's financial resources to ensure the Council's services continue to be provided in accordance with Council policies and priorities, and resources for projects are similarly prioritised.

5.2 Money - Firm Financial Footing over the Longer Term. The Council's Medium

Term Financial Strategy seeks to allocate the Council's financial resources to ensure the Council's services continue to be provided in accordance with Council policies and priorities, and resources for projects are similarly prioritised.

6 Environmental/Climate Change Implications

6.1.1 Not applicable.

7 Analysis of the effects on Equality

7.1 The impact of Fees and Charges (and possible increases) are assessed by Service Area managers, with concessions offered in some areas to ensure all residents are able to access these services, if required.

8 Data Protection

8.1.1 Not applicable.

9 Health and Wellbeing

9.1.1 Not applicable.

10 Risk Assessment

- 10.1 Increasing prices could deter usage where the take up is discretionary. Customers may choose to use the service less frequently or use an alternative supplier where one is available.
- 10.2 An inflationary increase has been assumed within the Council's MTFS for increases to discretionary fees and charges. However, inflation may prove to be higher than this in 2024, with the Council's costs of providing the service increasing more than inflation.
- 10.3 Future social and economic changes cannot be foreseen and the uncertainty surrounding the implications of the cost of living crisis, market uncertainty and the long term impact of COVID-19 remain. Customer behaviours that have changed as a result of the impact of COVID-19 may remain going forwards, with many employees continuing to work from home where possible, reducing the reach of some fee charging services. Further pressures within the wider economy may result in a decline in the Council's income, which if not replaced, would have implications for the MTFS. It will be important for the Council to identify opportunities that could also generate additional income.
- 10.4 Managers will review activity levels over the next few months, with any revised forecasts being built into the Final 2024/25 Budgets presented to Members in February 2024. Budgets are monitored and reviewed by Managers on at least a monthly basis throughout the year, with formal reports to Cabinet on a quarterly basis.

Background papers:

Fees and Charges 2022/23 (Cabinet 03 November 2022 – Item 4) to Council 23 November 2022

Q1 Budget Report 2023/24 (Cabinet 09 August 2023 – Item 6) to Council 26 September 2023

Supporting documents:

WDC Code of Financial Practice



Addendum to Item 4

Cabinet
02 November 2023

Title: Title of report – Addendum to Item 4 – Fees and Charges 24-25

Lead Officer: Tony Sidhu (01926 456810)

Portfolio Holder: Councillor Chilvers

Public report

Wards of the District directly affected: All

Officer/Councillor Approval

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	27/10/2023	Chris Elliot
Programme Director for Climate Change		
Head of Service	27/10/2023	Andrew Rollins
Leadership Coordination Group		
Section 151 Officer	27/10/2023	Andrew Rollins
Monitoring Officer	27/10/2023	Graham Leach
Finance	27/10/2023	Steven Leathley
Legal Services		
Portfolio Holder(s)	27/10/2023	Councillor Chilvers

1. Addendum

- 1.1. Under Parking Services, preceding Penalty Charges Notices is a line for 'Coaches – Designated Car Parks Only'. This should read 'Coach/motorhome parking provision - Designated Car Parks only'.
- 1.2. Under Season Tickets. Description reads 'Leamington Spa (Packington Place, Court St & Bath Place)'. It should read 'Leamington Spa Old Town (Packington Place, Court St, Bath Place, Station Approach and Station Approach Lower Road)'.

Title: Title of report - Addendum
Lead Officer: Tony Sidhu (01926 456810)
Portfolio Holder: Councillor Chilvers
Public report
Wards of the District directly affected: All

Contrary to the policy framework:
 Contrary to the budgetary framework:
 Key Decision:
 Included within the Forward Plan:
 Equality Impact Assessment Undertaken:
 Consultation & Community Engagement:
 Final Decision:
 Accessibility checked:

Officer/Councillor Approval

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	02/11/2023	Chris Elliot
Programme Director for Climate Change		
Head of Service	01/11/2023	Andrew Rollins
Leadership Coordination Group		
Section 151 Officer	01/11/2023	Andrew Rollins
Monitoring Officer	02/11/2023	Graham Leach
Finance	01/11/2023	Steven Leathley
Legal Services		
Portfolio Holder(s)	01/11/2023	Councillor Chilvers

1. Addendum

- 1.1. Under Parking Services, to freeze the 24 hour rate at St Peter’s car park at £8, instead of increasing it to £9. This brings it in line with all other 24 hour rates in the district.
- 1.2. This will reduce the forecast income from this tariff by £23,000. Therefore the total increase in proposed fee & charges income will be £726,000. This remains above the level of £721,000 that was factored into the Medium Term Financial Strategy (MTFS) at Budget Setting in February 2023.

Fees and Charges 2024/25				Actuals	Original	Latest	Proposed
Fund	Department	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25
		£	£	£	£	£	£
General Fund	Safer Communities, Leisure & Environment	71,199	121,200	123,900	101,700		
General Fund	Customer & Digital Services	53,911	55,000	55,000	60,500		
General Fund	Housing	154,589	29,700	29,700	580,500		
General Fund	Neighbourhood and Assets	6,648,395	8,381,100	8,314,700	8,565,300		
General Fund	Place, Arts and Economy	633,160	625,000	625,000	651,900		
	General Fund Total	7,561,254	9,212,000	9,148,300	9,959,900		
Housing Revenue Account (HRA)	Housing Revenue Account (HRA)	592,802	575,000	575,000	652,100		
	Housing Revenue Account (HRA)	592,802	575,000	575,000	652,100		
General Fund - Ring Fenced Accounts	Land Charges	135,521	132,000	132,000	115,000		
General Fund - Ring Fenced Accounts	Building Control	797,303	711,000	711,000	711,000		
General Fund - Ring Fenced Accounts	Licensing & CCTV	330,829	280,800	280,800	400,200		
	Total Ring Fenced	1,263,653	1,123,800	1,123,800	1,226,200		
	Total Fees & Charges	9,417,709	10,910,800	10,847,100	11,838,200		

Safer Communities, Leisure & Environment				Actuals	Original	Latest	Proposed
Service	Activity	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25
		£	£	£	£	£	£
Sports & Leisure	Tennis	3,141	2,000	2,000	20,000		
Sports & Leisure	Bowls	1,434	19,000	19,000	6,500		
Sports & Leisure	Football, Rugby, Hockey Pitches	20,883	24,700	24,700	38,000		
Sports & Leisure	Miscellaneous Charges	1,434	6,700	6,700	0		
Sports & Leisure	Edmondscote Track	20,156	22,100	22,100	0		
Sports & Leisure	Lillington Recreation Centre	585	11,200	11,200	11,400		
Environmental Health	Environmental Health	14,445	17,500	17,500	12,900		
Environmental Health	Animal Licensing	9,121	18,000	20,700	12,900		
	Safer Communities, Leisure & Environment	71,199	121,200	123,900	101,700		

Customer & Digital Services				Actuals	Original	Latest	Proposed
Service	Activity	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25
		£	£	£	£	£	£
CIS	Street Naming and Numbering	53,911	55,000	55,000	60,500		
	Customer & Digital Services	53,911	55,000	55,000	60,500		

Housing				Actuals	Original	Latest	Proposed
Service	Activity	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25
		£	£	£	£	£	£
Landlord Operations	HMO Renewal	153,989	23,800	23,800	41,300		
Landlord Operations	MEES Regulations	600	5,900	5,900	10,000		
	Additional HMO Licensing	0	0	0	529,200		
	Housing	154,589	29,700	29,700	580,500		

Fees and Charges 2024/25

Neighbourhood and Assets

Service	Activity	Actuals	Original Budget	Latest Budget	Proposed Budget
		2022/23	2023/24	2023/24	2024/25
		£	£	£	£
Bereavement Services	Cemeteries - Burial Rights	174,494	252,500	252,500	178,400
Bereavement Services	Cemeteries - Interments	253,439	227,800	227,800	241,800
Bereavement Services	Cemeteries - Memorial Permit	44,569	62,300	62,300	49,000
Bereavement Services	Cemeteries - General Fees & Charges (other)	10,083	0	0	11,900
Bereavement Services	Cemeteries - Cemeteries - other	8,128	11,000	11,000	0
Bereavement Services	Crematorium - Cremation	1,284,785	1,951,900	1,951,900	1,857,700
Bereavement Services	Crematorium - Cremation-Other	in above	58,200	58,200	17,700
Bereavement Services	Crematorium - Interments	436,999	in above	in above	-
Bereavement Services	Crematorium - Sale of Goods	6,621	in above	200	200
Bereavement Services	Crematorium - Book of Remembrance & Rememb Cards	in above	in above	in above	25,800
Bereavement Services	Crematorium - Memorial Garden	in above	in above	in above	13,000
Bereavement Services	Crematorium - Media Services	in above	in above	in above	15,300
Contract Services	Car Parking - Car Parking Charges	3,191,110	3,600,000	3,585,000	3,666,600
Contract Services	Car Parking - Season Tickets	280,202	264,500	264,500	240,100
Contract Services	Car Parking - Excess Charges	104,895	110,000	125,000	125,000
Contract Services	Car Parking - Other Income	11,266	10,000	10,000	9,100
Contract Services	Refuse Collection - Green Waste	752,136	1,600,000	1,600,000	1,848,000
Contract Services	Refuse Collection - Additional Bins/Bags etc	70,199	138,100	100,000	120,000
Contract Services	Refuse Collection - Bulky Refuse Tickets	in above	91,300	43,000	120,000
Contract Services	Jephson Gardens	0	3,500	2,800	3,100
Contract Services	Green Spaces Contract	19,469	0	20,500	22,600
Neighbourhood and Assets		6,648,395	8,381,100	8,314,700	8,565,300

Place, Arts and Economy

Service	Activity	Actuals	Original Budget	Latest Budget	Proposed Budget
		2022/23	2023/24	2023/24	2024/25
		£	£	£	£
Arts & Culture	Events - Royal Spa Centre	96,630	91,800	91,800	101,000
Arts & Culture	Additional Facilities - Royal Spa Centre	0	2,400	2,400	2,700
Arts & Culture	Assembly Room, Annexe, Education Room - Royal Pump Room	856	1,300	1,300	1,400
Arts & Culture	Art Exhibitions - Commission on sales - Royal Pump Room	160	100	100	100
Arts & Culture	Town Hall Room Hire	25,005	75,000	75,000	82,500
Development Management	Development Control - Pre-Application Advice Fees	83,780	90,000	90,000	40,000
Development Management	Self Building Section - Self Building Section	888	1,000	1,000	1,000
Economic Development & Regeneration	Enterprise Team	316,968	265,500	265,500	278,200
Economic Development & Regeneration	Markets - Markets	59,667	38,000	38,000	75,000
Economic Development & Regeneration	Miscellaneous Charges - Special Events	35,181	40,000	40,000	43,000
Economic Development & Regeneration	Miscellaneous Charges - Circuses and Fairs	in above	4,900	4,900	6,000
Economic Development & Regeneration	Bowls Championships - Bowls Championship - Parking	14,025	15,000	15,000	21,000
Place, Arts and Economy		633,160	625,000	625,000	651,900

Housing Revenue Account

Service	Activity	Actuals	Original Budget	Latest Budget	Proposed Budget
		2022/23	2023/24	2023/24	2024/25
		£	£	£	£
Landlord Operations	Lifeline - Control Centre - General F&C	175,633	206,500	206,500	175,600
Landlord Operations	Lifeline - Control Centre - Sales of Goods	28,228	38,200	38,200	31,100
Landlord Operations	Lifeline - Private Customer - General F&C	388,941	330,300	330,300	445,400
Housing Revenue Account (HRA)		592,802	575,000	575,000	652,100

Ring Fenced Accounts

Service	Activity	Actuals	Original Budget	Latest Budget	Proposed Budget
		2022/23	2023/24	2023/24	2024/25
		£	£	£	£
Licensing	Licences Income	318,218	279,200	279,200	380,500
Licensing	CCTV	12,611	1,600	1,600	19,700
Development Management	Building Control - Building Control Fees	797,303	711,000	711,000	711,000
Development Management	Local Land Charges	135,521	132,000	132,000	115,000
Ring Fenced Accounts		1,263,653	1,123,800	1,123,800	1,226,200

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Notes:			
i) Recommended charges to operate from 2nd January 2024 (unless otherwise stated).			
ii) Charges inclusive of Vat where applicable.			
iii) Juniors are regarded as persons under 18 years of age (unless otherwise stated)			
Safer Communities, Leisure & Environment			
Sports & Leisure			
Tennis			
Per court per hour (Excluding All Weather Pitch)			
<i>Victoria Park Tennis operates as a concession with the operator setting the charges</i>			
Bowls			
Per person - per hour	£7.30	£8.00	9.59%
Senior Citizens	£3.50	£4.00	14.29%
Under 18's / Disabled / Unemployed	£3.50	£4.00	14.29%
Under 5s			
Season Ticket	£103.00	£113.50	10.19%
Club Season Ticket	£47.50	£52.50	10.53%
Club Member Season Ticket	£47.50	£52.50	10.53%
Rate for 1 rink per hour for clubs/organisations (greens only)	£1.30	£1.40	7.69%
Rate for 1 rink per hour for clubs/organisations (plus function room per hr)	£1.50	£1.60	6.67%
Special Rate room hire	£59.50	£66.00	10.92%
Hire of Green (for morning, afternoon or evening session)		by negotiation	
<i>Club Bookings - Subject to negotiation and agreement by Heads of Finance and Cultural Services</i>			
<i>New rates introduced in recognition of non profit making organisations</i>			
Football			
Adult Hire of Pitch:			
a) Pitch only	£55.75	£55.75	0.00%
b) With Dressing Room / Showers	£88.55	£88.55	0.00%
Adult Hire of Pitch for Season (Once a week):			
a) Pitch only *	£770.00	£770.00	0.00%
b) With Dressing Room / Showers *	£1,380.00	£1,380.00	0.00%
Adult Hire of Pitch for Season (Once fortnightly):			
a) Pitch only *	£385.00	£385.00	0.00%
b) With Dressing Room / Showers *	£690.00	£690.00	0.00%
Junior Hire of Pitch:			
a) Pitch only	£30.45	£30.45	0.00%
b) With Dressing Room / Showers	£55.75	£55.75	0.00%
Junior Hire of Pitch for Season (Once a week):			
a) Pitch only *	£400.00	£400.00	0.00%
b) With Dressing Room / Showers *	£690.00	£690.00	0.00%
Junior Hire of Pitch for Season (Once fortnightly):			
a) Pitch only *	£200.00	£200.00	0.00%
b) With Dressing Room / Showers *	£345.00	£345.00	0.00%
<i>* Exclusive of Vat. However, if bookings do not fulfil Customs and Excise criteria for Vat free charge, Vat must be added.</i>			
<u>Summary of requirements for Vat free hire of sports facilities:</u>			
i) User must be a club, school or similar body.			
ii) Clear evidence of agreement required, e.g. exchange of letters.			
iii) Payment to be made in full whether or not hire takes place.			
iv) Hire must be for a sports season or three months, whichever is less.			
v) Hirer must have exclusive use of the facility for hire period.			
Edmondscote Athletics Track			
Day Tickets			
Adults	£7.20	£8.00	11.11%
Juniors / Senior Citizens	£3.50	£4.00	14.29%
Season Tickets			
Adults *	£182.00	£200.00	9.89%
Juniors / Senior Citizens *	£90.90	£100.00	10.01%
<i>* Season Tickets - charges are reduced from 1st October to March 31st by 60%</i>			
<u>Reservation of Track for Group Sessions</u>			
Training:			
Session not exceeding 4 hours	£45.00	£45.00	0.00%
<u>Sports Meetings - per session of four hours or part thereof</u>			
Weekdays:			
Schools / Junior	£89.95	£99.00	10.06%
each additional hour or part thereof (Schools / Junior)	£31.75	£35.00	10.24%
Others	£139.00	£153.00	10.07%
each additional hour or part thereof (Others)	£46.30	£51.00	10.15%
Saturdays:			
Schools / Junior	£126.00	£139.00	10.32%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
each additional hour or part thereof (Schools / Junior)	£46.30	£51.00	10.15%
Others	£200.00	£220.00	10.00%
each additional hour or part thereof (Others)	£68.75	£76.00	10.55%
Sundays:			
Schools / Junior	£163.00	£179.00	9.82%
each additional hour or part thereof (Schools / Junior)	£60.80	£67.00	10.20%
Others	£253.00	£278.50	10.08%
each additional hour or part thereof (Others)	£89.90	£99.00	10.12%
Use Of Floodlighting - per hour or part thereof **	£11.00	£12.00	9.09%
Use of P.A. System - per period	£11.00	£12.00	9.09%
Use of Pavilion Facilities - per 4 hour period	£49.50	£54.50	10.10%
each additional hour or part thereof (Pavilion Facilities)	£20.00	£22.00	10.00%
** The Floodlighting rate has never been applied as it would be unaffordable to all clubs and the condition of the lighting was poor. We have now improved the lighting and wish to apply a rate that is considered affordable.			
Pavillion Hire			
Hire of Vic Park Bowls Pavilion - external hirers per hr up to 3 hrs)	£59.50	£65.50	10.08%
Hire of Victoria Park Bowls Pavilion - internal hirers per day	£75.90	£83.50	10.01%
Hire of Victoria Park Bowls Pavilion - internal hirers up to 3 hrs	£59.50	£65.50	10.08%
Parks Exercise Permits			
<u>Monthly</u>			
<i>1-3 Sessions per week (Monthly)</i>			
Groups up to 5	£34.50	£38.00	10.14%
Groups of 6 or more	£99.20	£109.00	9.88%
<i>4 or More sessions per week (Monthly)</i>			
Groups up to 5	£66.10	£73.00	10.44%
Groups of 6 or more	£165.00	£181.50	10.00%
<u>Annual</u>			
<i>1-3 Sessions per week (Annual)</i>			
Groups up to 5	£356.50	£392.00	9.96%
Groups of 6 or more	£1,005.00	£1,105.00	9.95%
<i>4 or More sessions per week (Annual)</i>			
Groups up to 5	£674.50	£742.00	10.01%
Groups of 6 or more	£1,666.00	£1,833.00	10.02%
Community Sports Development			
Various courses/durations, at many locations from basic children's participation and learning up to adult advanced coaching/training.			
Prices from free of charge up to £50 per day dependent on the location, need and subsidy.			
Lillington Recreation Centre			
per morning / afternoon	£29.90	£33.00	10.37%
per evening / weekend (per 2 hour session)	£29.90	£33.00	10.37%
each additional hour or part thereof	£15.00	£16.50	10.00%
Other Organisations:	by negotiation	by negotiation	

Facilities For Persons In Receipt Of Unemployment Benefit And Income Support And Students

1. Facilities available free of charge during times shown. If no time is shown it is during all normal hours the activity is available.

Newbold Hall / Jephson Room, Spa Centre -

for meetings relating to rights/improvement in lifestyle of people who are unemployed or hold a current decision notice for Income support.

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
2. Facilities available at reduced charges during times shown.			
Edmondscote Athletic Track - Monday to Thursday 5.30 onwards and Sunday mornings	Junior rate	Junior rate	
Coaching Courses	Reduced price on selected courses (see local press for details)	Reduced price on selected courses (see local press for details)	
Art Gallery / Craft Courses	Reduced price on selected courses (see local press for details)	Reduced price on selected courses (see local press for details)	
Royal Spa Centre	Reduced ticket prices at selected performances (see local press for details)	Reduced ticket prices at selected performances (see local press for details)	
	Standby tickets for some concerts and shows, 50% reduction, dependant upon availability	Standby tickets for some concerts and shows, 50% reduction, dependant upon availability	
	Tickets will only be sold 30 minutes prior to start of performance.	Tickets will only be sold 30 minutes prior to start of performance.	

Facilities For Persons In Receipt Of Unemployment Benefit And Income
Support And Students

3. The department operates a whole range of other facilities which are offered without charge (such as paddling pools, playgrounds, parks, Jephson Gardens) and activities (such as Sunday Band concerts, plays in the parks) which are advertised in the local press as appropriate. Play schemes during the summer holidays are also free.

For full details of our services, or for further information on leisure opportunities, please ring the Cultural Services Department on 01926 456207

Note:

(a) Use of the above facilities free or at a reduced charge is conditional upon production of a current :

E.S. 40 (Job Seekers Allowance)

OR

Benefits Agency decision notice or book for Income Support

OR

Benefits Agency decision notice or book for Family Credit

OR

Students Association (Union) Card specifying Full time status or

Students Association (Union) Card, non-specific and Student aged under 25 years

(b) Children of the above may receive discounts on certain holiday courses

Every Active also offer discounts – please contact the Centres for further details

Licensing

Licensing and Registration

(Vat not applicable)

Hackney Carriage Vehicle Licences

Vehicle Licence (HC) - Application	£67.00	£74.00	10.45%
Vehicle Licence (HC) - Licence	£111.00	£122.00	9.91%
Vehicle Licence (HC) – New	£178.00	£196.00	10.11%
Vehicle Licence (HC) - Renewal Application	£67.00	£74.00	10.45%
Vehicle Licence (HC) - Renewal Licence	£108.00	£119.00	10.19%
Vehicle Licence (HC) – Renewal	£175.00	£193.00	10.29%
Vehicle Licence (HC) - 6 months Renewal Application	£67.00	£74.00	10.45%
Vehicle Licence (HC) - 6 months Renewal Licence	£54.00	£60.00	11.11%
Vehicle Licence (HC) - 6 months Renewal	£121.00	£134.00	10.74%
Horse Drawn Vehicle - Application	£66.00	£74.00	12.12%
Horse Drawn Vehicle - Licence	£111.00	£122.00	9.91%
Horse Drawn Vehicle Licence – New	£177.00	£196.00	10.73%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Horse Drawn Vehicle Renewal - Application	£66.00	£74.00	12.12%
Horse Drawn Vehicle Renewal - Licence	£106.00	£117.00	10.38%
Horse Drawn Vehicle Licence – Renewal	£172.00	£191.00	11.05%
Horse Drawn Vehicle 6 months Renewal - Application	£66.00	£74.00	12.12%
Horse Drawn Vehicle 6 months Renewal - Licence	£54.00	£60.00	11.11%
Horse Drawn Vehicle Licence – 6 months Renewal	£120.00	£134.00	11.67%
Vehicle Licence – transfer of vehicle/change of reg no	£54.90	£60.00	9.29%
Replacement vehicle Plate	£33.70	£40.00	18.69%
Replacement paper licence	£26.50	£30.00	13.21%
Private Hire Vehicle Licences			
Vehicle Licence (PH) - Application	£66.00	£74.00	12.12%
Vehicle Licence (PH) - Licence	£111.00	£122.00	9.91%
Vehicle Licence (PH) – New	£177.00	£196.00	10.73%
Vehicle Licence (PH) Renewal - Application	£66.00	£74.00	12.12%
Vehicle Licence (PH) Renewal - Licence	£106.00	£117.00	10.38%
Vehicle Licence (PH) – Renewal	£172.00	£191.00	11.05%
Vehicle Licence (PH) 6 months Renewal - Application	£66.00	£74.00	12.12%
Vehicle Licence (PH) 6 months Renewal - Licence	£54.00	£60.00	11.11%
Vehicle Licence (PH) – 6 months Renewal	£120.00	£134.00	11.67%
Vehicle Licence (PH) with Dispensation - Application	£69.00	£74.00	7.25%
Vehicle Licence (PH) with Dispensation - Licence	£112.00	£123.00	9.82%
Vehicle Licence (PH) – New with dispensation	£181.00	£197.00	8.84%
Renewing Vehicle Licence with Dispensation (PH) - Application	£69.00	£74.00	7.25%
Renewing Vehicle Licence with Dispensation (PH) - Licence	£108.00	£119.00	10.19%
Vehicle Licence (PH) – Renewal with dispensation	£177.00	£193.00	9.04%
Renewing 6 months Vehicle Licence with Dispensation (PH) - Application	£69.00	£74.00	7.25%
Renewing 6 months Vehicle Licence with Dispensation (PH) - Licence	£57.00	£63.00	10.53%
Vehicle Licence (PH) – 6 months Renewal with dispensation	£126.00	£137.00	8.73%
Vehicle Licence – transfer of vehicle/change of reg no	£54.90	£60.00	9.29%
Replacement vehicle Plate	£33.70	£40.00	18.69%
Replacement paper licence	£26.50	£30.00	13.21%
Operator Licence			
Private Hire Operator's Licence (5 year) - Application	£141.00	£155.00	9.93%
Private Hire Operator's (5 year) - Licence	£1,052.00	£1,160.00	10.27%
Operator's Licence - 5 year New	£1,193.00	£1,315.00	10.23%
Private Hire Operator's Licence (5 year) - Renewal Application	£74.10	£80.00	7.96%
Private Hire Operator's (5 year) - Renewal Licence	£1,052.00	£1,160.00	10.27%
Operator's Licence - 5 year Renewal	£1,126.10	£1,240.00	10.11%
Operators Licence NEW 1 year duration (not for website)	£352.00	£387.00	9.94%
Operators Licence RENEWAL 1 year duration (not for website)	£284.00	£312.00	9.86%
Replacement paper operator's licence	£26.50	£30.00	13.21%
Driver's Licences (combined hackney carriage and private hire)			
HC/PH driver licence - grant 3 years - Application	£143.00	£157.00	9.79%
HC/PH driver licence - grant 3 years - Licence	£340.00	£374.00	10.00%
Driver's Licence – 3 years New	£483.00	£531.00	9.94%
HC/PH driver licence - renewal 3years - Application	£124.00	£136.00	9.68%
HC/PH driver licence - renewal 3years - Licence	£340.00	£374.00	10.00%
Driver's Licence – 3 years Renewal	£464.00	£510.00	9.91%
DBS check	£88.00	£88.00	0.00%
Knowledge test	£97.20	£106.90	9.98%
Medical Administration Fee (included in application)	£23.80	£26.20	10.08%
Medical Administration Fee (without application)	£26.50	£29.00	9.43%
Replacement plastic badge	£43.00	£47.00	9.30%
Replacement Drivers Dashboard ID Badge	£49.90	£55.00	10.22%
Replacement paper licence	£26.50	£30.00	13.21%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Sex Establishment Licence			
Sex Establishments Licence - new Application	£3,305.00	£3,305.00	0.00%
Sex Establishments Licence - new Licence	£6,215.00	£6,215.00	0.00%
Sex Establishments Licence - New	£9,520.00	£9,520.00	0.00%
Sex Establishments Licence - Renewal Application	£3,105.00	£3,105.00	0.00%
Sex Establishments Licence - Renewal Licence	£6,215.00	£6,215.00	0.00%
Sex Establishments Licence Renewal - Total Fee	£9,320.00	£9,320.00	0.00%
Transfer	£3,040.00	£3,040.00	0.00%
Variation	£3,040.00	£3,040.00	0.00%
Street Trading Consents			
Static Pitch	£384.00	£422.00	9.90%
Touring Pitch	£363.00	£399.00	9.92%
Day Trader	£80.00	£88.00	10.00%
Group Trading			
Category 1 (up to 20)	£135.00	£149.00	10.37%
Category 2 (21 to 49)	£168.00	£184.00	9.52%
Category 3 (50 to 75)	£202.00	£222.00	9.90%
Category 4 (76 to 99)	£236.00	£260.00	10.17%
Category 5 (over 100 traders)	£270.00	£297.00	10.00%
Transfer of Consent	£56.20	£62.00	10.32%
Variation to Consent	£80.70	£89.00	10.29%
Replacement Badge	£33.70	£37.00	9.79%
Replacement Paper Consent	£26.50	£30.00	13.21%
Additional Employee registration	£53.90	£59.00	9.46%
Small Lotteries			
Applications	£40.00	£40.00	0.00%
Renewals	£23.00	£20.00	-13.04%
Scrap Metal			
Site licence (new)	£1,070.00	£1,177.00	10.00%
Site licence (renewal)	£898.00	£988.00	10.02%
Site licence (variation)	£101.00	£111.00	9.90%
Site licence (additional)	£897.00	£987.00	10.03%
Collector licence (new)	£862.00	£948.00	9.98%
Collectors licence (renewal)	£829.00	£912.00	10.01%
Collector licence (variation)	£101.00	£111.00	9.90%
Replacement/copy of licence	£26.50	£30.00	13.21%
Change of licence details	£40.50	£45.00	11.11%
Change of site manager	£93.90	£103.00	9.69%
Change of site	£209.00	£230.00	10.05%
Replacement ID Badge	£40.30	£45.00	11.66%
CCTV viewing charge	£151.00	£166.00	9.93%
Environmental Health			
Food Inspection			
<i>(Vat not applicable)</i>			
Food Safety Inspections	£250.00	£275.00	10.00%
Food Hygiene rating rescores	£250.00	£275.00	10.00%
Food Export Health Certificate	£97.00	£107.00	10.31%
Primary Authority Fees			
<i>(Vat not applicable)</i>			
<i>Primary Authority Fees charged from 1st April - 31st March</i>			
One off set up fee	£305.00	£330.00	8.20%
Minimum Package	£205.00	£220.00	7.32%
Small Package	£290.00	£314.00	8.28%
Medium Package	£1,100.00	£1,188.00	8.00%
Large Package	£2,077.00	£2,244.00	8.04%
Super package	£2,851.00	£3,080.00	8.03%
Bespoke as agreed	as agreed	as agreed	
Hours over contract	£102.00	£111.00	8.82%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Pollution Control <i>(Vat not applicable)</i>			
Contaminated Land Search	£159.00	£175.00	10.06%
Environmental Health - Licensing <i>(Vat not applicable)</i>			
Animal Licensing			
Dangerous Wild Animals Licence	£612.00	£673.00	9.97%
Zoo Licence – New 5 Years (plus Vet fees if applicable)	£2,000.00	£2,200.00	10.00%
Zoo Licence – Renewal 6 Years (plus Vet fees if applicable)	£2,285.00	£2,514.00	10.02%
Dog Day Care and Home Boarding			
Dog Day Care and Home Boarding Application	£208.00	£229.00	10.10%
Licence Fee 1 yr	£139.00	£153.00	10.07%
Licence Fee 2 yr	£194.00	£213.00	9.79%
Licence Fee 3 yr	£250.00	£275.00	10.00%
Additional Host (franchise) added to Application fee	£83.30	£92.00	10.44%
Commercial Animal Boarding (Dogs and Cats)			
Animal Boarding (1-25 animals) Application	£277.00	£305.00	10.11%
Animal Boarding (Over 25 animals) Application	£347.00	£382.00	10.09%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£236.00	£260.00	10.17%
Licence Fee 3 yr	£291.00	£320.00	9.97%
Selling Animals as Pets (Pet Shops)			
Application fee	£416.00	£458.00	10.10%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£236.00	£260.00	10.17%
Licence Fee 3 yr	£291.00	£320.00	9.97%
Training Animals for Exhibition (Performing Animals)			
Training Animals for Exhibition Application	£277.00	£305.00	10.11%
Licence Fee 3 yr	£138.00	£152.00	10.14%
Hiring of Horses (Riding Establishments)			
Hiring of Horses Application (1-16 Horses)	£277.00	£305.00	10.11%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£319.00	£351.00	10.03%
Licence Fee 3 yr	£458.00	£504.00	10.04%
Hiring of Horses Application (17 or more Horses)	£347.00	£382.00	10.09%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£319.00	£351.00	10.03%
Licence Fee 3 yr	£458.00	£504.00	10.04%
Dog Breeding			
Dog Breeding Application (1-10 bitches)	£277.00	£305.00	10.11%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£236.00	£260.00	10.17%
Licence Fee 3 yr	£291.00	£320.00	9.97%
Dog Breeding Application (11 or more bitches)	£347.00	£382.00	10.09%
Licence Fee 1 yr	£180.00	£198.00	10.00%
Licence Fee 2 yr	£236.00	£260.00	10.17%
Licence Fee 3 yr	£291.00	£320.00	9.97%
Variations			
Variations (charge depends on nature of variation and if a visit is required)from Additional Animals (not requiring a visit)	£55.50	£61.00	9.91%
Requests for re-inspections	£250.00	£275.00	10.00%
Local Government (Misc. Provisions) Act 1982			
Premises Registration Ear Piercing, Tattooing (Application)	£208.00	£229.00	10.10%
Premises Registration Ear Piercing, Tattooing (Licence Fee)	£166.00	£183.00	10.24%
Personal Registration Electrolysis, Acupuncture (Application)	£152.00	£167.00	9.87%
Personal Registration Electrolysis, Acupuncture (Licence Fee)	£166.00	£183.00	10.24%
Temporary Tattoo Events - Cost per Day	as advised		
Temp Event Premises registration (per business) -Applic	£97.20	£107.00	10.08%
Temp Event Premises reg (per business at event) -Licence	£166.00	£183.00	10.24%
Variations to above licences (From) - new charge	£48.30	£53.00	9.73%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Alcohol Licensing Fees			
Annual Fee	as advised	as advised	
Change of Address/Replacement Licences	£12.10	£10.50	-13.22%
Minor Variation Application	£102.00	£89.00	-12.75%
Notification of Interest	£24.20	£21.00	-13.22%
Personal Licence Application	£42.60	£37.00	-13.15%
New Premises Application	as advised	as advised	
Transfer of Designated Premises Supervisor (DPS)	£26.50	£23.00	-13.21%
Temporary Event Notice (TENs)	£21.00	£21.00	0.00%
Transfer of Premises Licence	£26.50	£23.00	-13.21%
Pavement Licensing Regime			
Pavement Licensing	£100.00	£100.00	0.00%
Customer & Digital Services			
Street Naming and Numbering			
Rename/number existing property (per property)	£50.00	£55.00	10.00%
Amend a Development Layout (per plot affected)	£100.00	£110.00	10.00%
Add a name to existing numbered property	£50.00	£55.00	10.00%
Naming of a New Street	£165.00	£181.50	10.00%
Numbering of New Development - 1-10 plots (per Plot)	£100.00	£110.00	10.00%
Numbering of New Development - 11+plots (per Plot)	£1000 plus £30 per plot	£1100 plus £33 per plot	
Additional copies of 'Confirmation of Address' letters	£30.00	£33.00	10.00%
Renaming of a street	Upon request	Upon request	
Housing			
Housing and Property			
Home Improvement Agency fee (% cost of works)	15.0%	tbc	
Immigration Inspection Fee	£186.00	£204.60	10.00%
Housing Act Part 1 Notice Administrative Fees			
single notice	£200.00	£220.00	10.00%
multiple notices	£250.00	£275.00	10.00%
Houses in Multiple Occupation Licensing (Mandatory)			
<u>New Applications</u>			
5 only	£964.00	£964.00	0.00%
6 to 12	£1,116.00	£1,116.00	0.00%
13 to 20	£1,278.00	£1,278.00	0.00%
21+	£1,476.00	£1,476.00	0.00%
<u>Licence Renewal Fees</u>			
5 only	£733.00	£733.00	0.00%
6 to 12	£843.00	£843.00	0.00%
13 to 20	£970.00	£970.00	0.00%
21+	£1,116.00	£1,116.00	0.00%
Late Licence Application Fee (after initial reminder letter)	£139.00	£139.00	0.00%
<u>Administrative Charges</u>			
Repeat requests for documents	£70.60	£70.60	0.00%
Photocopying Charges:	£6.90	£6.90	0.00%
Houses in Multiple Occupation Licensing (Additional) [new from January 2024]			
		tbc at Council 26/9/23	
<u>Full Fee Applications</u>			
3 to 5	n/a	£964.00	n/a
6 to 12	n/a	£1,116.00	n/a
<u>Discounted Fees</u>			
3 to 5	n/a	£800.00	n/a
6 to 12	n/a	£926.00	n/a
<u>Administrative Charges</u>			
Repeat requests for documents	n/a	£70.60	n/a
Photocopying Charges:	n/a	£6.90	n/a

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Mobile Homes Act 2013 Fees			
Fit and Proper person charge for Caravan operator	£252.00	£277.20	10.00%
Mobile Home Site New Application/Variation Fee			
sites with up to 10 units	£357.00	£392.70	10.00%
sites with 11 to 50 units	£400.00	£440.00	10.00%
sites with 51 to 100 units	£442.00	£486.20	10.00%
sites with more than 100 units	at cost		
Mobile Home Site Annual Inspection Fee			
sites with up to 10 units	£286.00	£314.60	10.00%
sites with 11 to 50 units	£329.00	£361.90	10.00%
sites with 51 to 100 units	£370.00	£407.00	10.00%
sites with more than 100 units	at cost		
Mobile Home Site Re-inspection Fee	£105.00	£115.50	10.00%
Mobile Home Site Administrative Fee	£42.40	£46.60	9.91%
Minimum Energy Efficiency Standards (MEES) Regulations			
Penalty fees for breach of MEES regulations: (Vat not applicable)			
£2,000 for renting out a non-compliant property for less than 3 months	£2,000.00	£2,000.00	0.00%
£4,000 and a publication penalty for renting out a non-compliant property for 3 months or more.	£4,000.00	£4,000.00	0.00%
£1,000 and a publication penalty for providing false or misleading information on the PRS Exemptions F	£1,000.00	£1,000.00	0.00%
£2,000 and a publication penalty for failure to comply with a compliance notice	£2,000.00	£2,000.00	0.00%
Lifeline Services - HRA			
Warwick Response			
WDC tenants living in designated or sheltered schemes Vat exempt			
Disabled tenants Vat zero rated			
All other customers should have Vat added to their charges at the prevailing rate.			
Weekly charges			
Monitoring Service only	£1.95	£2.10	7.69%
Monitoring Service and Equipment Rental (analogue)	£3.65	£4.00	9.59%
Discretionary services (New Tenants only):			
Supply and Install Keysafe	Cost + £35		
Moving Lifeline (i.e. to a different room)	£50.00	£55.00	10.00%
Service call out (faults) *	£50.00	£55.00	10.00%
per hour			
Replacement batteries *	Cost + £35		
Replace lost cables *	Cost + £35		
Replace pendant *			
program / post	Cost + £22		
program / deliver	Cost + £35		
* Charge will be made once the product's warranty expires			
Lifeline Services Equipment and Products			
Tunstall Products (discontinued for new customers)			
Lifeline Vi and My Amie pendant			
installed	£75.00	£80.00	6.67%
My Ami			
posted	£60.00	£66.00	10.00%
installed	£85.00	£93.50	10.00%
Neck Cord			
posted	£5.00	£5.50	10.00%
Thin wrist strap			
posted	£5.00	£5.50	10.00%
Thick wrist strap			
posted	£5.00	£5.50	10.00%
Easy press adapter			
installed	£30.00	£33.00	10.00%
posted	£10.00	£11.00	10.00%
Belt clip			
posted	£5.00	£5.50	10.00%
Key ring			
posted	£5.00	£5.50	10.00%
Minuet watch			
posted	£95.00	£104.50	10.00%
installed	£110.00	£121.00	10.00%
Cair Pendant			
installed	£70.00	£77.00	10.00%
Cair brooch adapter			
posted	£5.00	£5.50	10.00%
Cair clip adapter			
posted	£5.00	£5.50	10.00%
Cair wrist strap			
posted	£12.00	£13.20	10.00%
Cair neck chain			
posted	£12.00	£13.20	10.00%
Bogus caller/panic button			
posted	£55.00	£60.50	10.00%
installed	£80.00	£88.00	10.00%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Tunstall Smoke detector installed with Lifeline only	£50.00	£55.00	10.00%
Vibby Falls Detector Purchase - installed	£125.00	£137.50	10.00%
Miscellaneous Products			
Footprint configured and posted (Price per week - rental option only)	£4.95	£5.40	9.09%
OwnFone configured and posted (Price per week - rental option only)	£3.95	£4.30	8.86%
Replacement items, e.g. cables, lanyards, cradles etc. (postal only)	£10.00	£11.00	10.00%
Pivotell medication dispenser posted	£210.00	£231.00	10.00%
installed	£235.00	£258.50	10.00%
KEYSAFES Supra Keysafe Install at same time as Lifeline install only	£75.00	£80.00	6.67%
Keyguard XL keysafe install only (WDC tenant)	£95.00	£105.00	10.53%
Install at same time as Lifeline (private client) install only (private client)	£45.00	£50.00	11.11%
	£55.00	£60.00	9.09%
	£65.00	£70.00	7.69%
Tynetec Products			
Tynetec Reach IP lifeline with pendant Rental - mail order (price per week rental option only)	£4.50	£5.00	11.11%
Rental - installation charge	£75.00	£80.00	6.67%
Tynetec Reach IP lifeline with falls detector Rental - mail order (price per week rental option only)	£4.60	£5.10	10.87%
Rental - installation charge	£75.00	£80.00	6.67%
Tynetec Falls Detector Purchase - mail order	£100.00	£110.00	10.00%
Purchase - installed	£125.00	£135.00	8.00%
Replacement Tynetec Pendant (lost or damaged) Mail order	£60.00	£65.00	8.33%
Installed	£85.00	£90.00	5.88%
Tynetec Smoke Detector Mail order	£60.00	£70.00	16.67%
Installed	£95.00	£105.00	10.53%
Wearbles pack (postal only)	£10.00	£11.00	10.00%
Careium Products			
CareIP Mobile Lifeline Rental - mail order (price per week rental option only)	£4.25	£4.70	10.59%
Rental - installation charge	£75.00	£82.50	10.00%
Eliza 4G Lifeline Rental - mail order (price per week rental option only)	£4.70	£5.20	10.64%
Rental - installation charge	£75.00	£80.00	6.67%
Smoke Detector - cannot be installed stand alone Installed after Lifeline	Cost + £35		
Heat Detector - cannot be installed stand alone Installed after Lifeline	Cost + £35		
Careium Vibby - cannot be installed stand alone Installed	£100.00	£110.00	10.00%
Wearbles pack (postal only)	£10.00	£11.00	10.00%
Packages (all prices per month, HEROS £5 extra charge) discretionary useage			
Standard monitoring only pack	£19.50	£21.50	10.26%
Safe and well pack (Monitoring and Keysafe installation)	£20.50	£22.60	10.24%
Home response Package (monitoring and HEROS Service)	£24.50	£27.00	10.20%
Falls package (monitoring, 1 x Falls Detector and HEROS service)	£24.95	£27.40	9.82%
Home Safety and Wellbeing package (monitoring service, up to 3 sensors and HEROS service)	£27.95	£30.70	9.84%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Packs without HEROS option			
Falls package (monitoring, 1 x Falls Detector and HEROS service)	£19.95	£21.90	9.77%
Home Safety and Wellbeing package (monitoring service, up to 3 sensors and HEROS service)	£22.95	£25.20	9.80%
HEROS (Home Emergency Response Service)bolt on	£5 per month		
Other Telecare Products (Narrative)			
Lifeline supplies many other subsidiary products that are compatible with our equipment. These are purchased from the supplier of the main Lifeline and are on an adhoc basis.			
The other supplies include items such as bed sensors, flashing beacons, flood detectors etc. they are all supplied at cost per item plus an installation charge (if not purchased at the same time as the Lifeline unit)			
Products are not individually listed on this document as there are hundreds of different options.			
Guest room			
Guest/Relatives of residents - per night	£25.00	£30.00	20.00%
Guest/Relatives of residents - subsequent nights	£20.00	£25.00	25.00%
Homelessness - per night	£20.00	£25.00	25.00%
Community Room Hire (per hour)			
Tenants	from £0 - £5		
Charities and community groups (Vat applies) price shown is net of Vat	£7.50	£8.30	10.67%
Commercial (Vat applies) price shown net of Vat	£20.00	£22.00	10.00%

Neighbourhood and Assets

Cemeteries

(Free of Vat unless otherwise stated)

Sale Of Burial Rights * (For A Period Of 50 Years)

Standard grave with/without kerbstone for coffin/casket up to 6'9" x 25"	£2,084.00	£2,240.00	7.49%
Large Grave	£2,605.00	£2,800.00	7.49%
Selection Fee (Grave space chosen out of rotation)	£570.00	£600.00	5.26%
Selection Fee (as above) - for child, 1/2 Size & Ashes	£285.00	£300.00	5.26%
Child's grave	£925.00	£1,010.00	9.19%
Half size grave for Cremated Remains	£925.00	£1,010.00	9.19%
Exclusive Burial Rights - Garden of Remembrance	£390.00	£420.00	7.69%
Extension of expired rights (standard* grave 5 year extension)	£209.00	£224.00	7.18%

* extension of expired rights for non-standard size graves will be calculated pro-rata per square foot.

Graves purchased for future use will be charged out of rotation fee in addition to the fee for the exclusive right of burial

Interment *

Person aged 17 years and above :			
Adult interment (irrespective of depth)	£1,380.00	£1,515.00	9.78%
Cremated Remains	£290.00	£320.00	10.34%
Cremated Remains - St. Nicholas Church Yard	£290.00	£320.00	10.34%
Children :			
Still-born to not exceeding 1 month (Parents are resident in WDC area)	No charge		
*Still-born to not exceeding 1 month (Parents NOT resident in WDC area)	£180.00	£195.00	8.33%
Child aged between 1 month & 16 years (parents resident in WDC area)	No charge		
*Child aged between 1 month & 16 yrs (parents not resident in WDC area)	£180.00	£195.00	8.33%
Woodland Burial (Oakley Wood)	£1,800.00	£1,850.00	2.78%
Surcharge of 50% for non-residents			
* Fee recoverable from Central Government and is NOT charged to bereaved parents			

Memorial Fees

Headstone and other memorials up to 3' 6" - incl 1st inscript	£300.00	£300.00	0.00%
Vase and other memorials under 1' 0" - incl 1st inscript	£300.00	£300.00	0.00%
Additional Inscription	£150.00	£150.00	0.00%
Kerbstones added to existing headstone	£200.00	£200.00	0.00%
Kerbset memorials (including the first inscription)	£500.00	£500.00	0.00%

Other Charges

Manual search of Burial Registers (per 30 mins or part thereof)			
Search burial register for genealogical research, per deceased <i>Includes email confirmation of details.</i>	£70.00	£77.00	10.00%
Search burial register for genealogical research, per deceased <i>Includes confirmation of details sent by post</i>	£110.00	£121.00	10.00%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Specialist contractor services	Cost + 20%		
Assistance when making arrangements without a funeral director	£115.00	£120.00	4.35%
Assistance when making arrangements without a funeral director - (concession for those eligible to claim for a funeral payment)	No charge	No charge	
Cemeteries			
Use of Kenilworth Cemetery Chapel	£150.00	£155.00	3.33%
Late arrival(charged after 10mins + for every subsequent 15mins)	£265.00	£295.00	11.32%
Transfer exclusive right of burial	£125.00	£135.00	8.00%
Preparing documents for relinquish of grant	£125.00	£135.00	8.00%
Marking out grave	£80.00	£85.00	6.25%
Temporary grave marker (1 year only)	£46.00	£50.00	8.70%
Administration of late, incomplete or incorrect paperwork (after 10am,3 working days prior to burial)	£87.00	£95.00	9.20%
Late cancellation of burial (after 10am, 3 working days prior to burial)	£305.00	£335.00	9.84%
Very Late cancellation of burial-if excavation has already been carried out	Full cost of interment	Full cost of burial	
Late notification of coffin size or incorrect coffin size supplied (after 10am, 3 working days prior to burial)	£305.00	£335.00	9.84%
Personal Delivery of cremated remains to Cemetery or within Warwick District	£155.00	£170.00	9.68%
* Surcharge of 200% for non-residents on sale of burial rights and interments			
Crematorium			
<i>(Free of Vat unless otherwise stated)</i>			
Cremation Fee: (Including use of music system and/or Organ)			
Foetal remains and still-born to 1 month (parent resident in WDC)	No charge	No charge	
Foetal remains and still-born to 1 month (parent NOT resident in WDC)	£180.00	£195.00	8.33%
Child - aged between 1 month and 16 years (parent resident in WDC)	No charge	No charge	
Child - aged between 1 month and 16 years (parent NOT resident in WDC)	£180.00	£195.00	8.33%
Person aged 17 years and above	£990.00	£1,050.00	6.06%
Person aged 17 years and above - non-resident	£990.00	£1,050.00	6.06%
Body Parts	£180.00	£195.00	8.33%
Additional Service Time - per half hour	£260.00	£285.00	9.62%
Late departure	£280.00	£310.00	10.71%
Communal cremation of foetal remains (per Coffin)	£180.00	£195.00	8.33%
Cremation where there is no service	£500.00	£500.00	0.00%
Premium on top of cremation fee for Saturday service	£500.00	£550.00	10.00%
Caskets And Other Memorials (Inclusive of Vat)			
Scattering tube	£30.00	£33.00	10.00%
Mini scattering tube	£18.00	£20.00	11.11%
Ashes casket	£70.00	£75.00	7.14%
Mini ashes casket	£30.00	£33.00	10.00%
Ashes keepsake	£55.00	£60.00	9.09%
Additional Biodegradable Oakley Wood caskets (1 supplied free with ashes that are collected)	£14.00	£15.00	7.14%
Grave Marker (supplied at time of burial)	£46.00	£48.00	4.35%
Carved wooden grave marker (supplied at the time of the burial)	£106.00	£115.00	8.49%
Media Services (Inclusive of VAT)			
USB recording of service	£75.00	Delegated authority for HoS & PfH	
Live streaming of service	£92.00	Delegated authority for HoS & PfH	
Downloadable MP4 video file (only available for live streamed services)	£54.00	Delegated authority for HoS & PfH	
Webcasting & USB recording (including visual tribute)	£174.00	Delegated authority for HoS & PfH	
Webcasting & digital download of recorded funeral service (including visual tribute)	£150.00	Delegated authority for HoS & PfH	
Visual Tribute - single still image	£24.00	Delegated authority for HoS & PfH	
Visual Tribute, without music - Slideshow - Max 25 images	£48.00	Delegated authority for HoS & PfH	
Visual Tribute, without music - slideshow - additional 25 images	£24.00	Delegated authority for HoS & PfH	
Visual Tribute, with music - Slideshow - Max 25 images	£90.00	Delegated authority for HoS & PfH	
Visual Tribute, with music - slideshow - additional 25 images	£24.00	Delegated authority for HoS & PfH	
Visual Tribute - Family video file	£24.00	Delegated authority for HoS & PfH	

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Visual Tribute only - Digital download	£24.00	Delegated authority for HoS & PfH	
Visual Tribute Only - USB	£75.00	Delegated authority for HoS & PfH	
Urgent service - Visual tributes received less than 2 days prior to ceremony	£108.00	Delegated authority for HoS & PfH	
Other Services			
Disposal of remains from other Crematoria	£135.00	£140.00	3.70%
Certified copy of an entry in the Cremation register	£14.00	£14.00	0.00%
Temporary retention of Cremated Remains (per month) - chargeable from the third month following Cremation service	£28.00	£30.00	7.14%
Despatch of Cremated Remains by courier	Cost + 20%	cost + 20%	
Duplicate certificate for cremated remains	£14.00	£14.00	0.00%
Administration of late, incomplete and incorrect paperwork or funeral schedule (after 10am, 2 working days prior to cremation)	£87.00	£95.00	9.20%
Late cancellation of service(after 10am,2 working days prior to cremation)	£305.00	£335.00	9.84%
Assistance when making arrangements without a funeral director	£115.00	£120.00	4.35%
Assistance when making arrangements without a funeral director - (concession for those eligible to claim for a funeral payment)	No charge		
Book Of Remembrance (Inclusive of Vat)			
2 Line Inscription	£172.00	£180.00	4.65%
5 Line Inscription	£230.00	£240.00	4.35%
8 Line Inscription	£305.00	£330.00	8.20%
Crests, etc.	£133.00	£144.00	8.27%
Remembrance Cards (Inclusive of Vat)			
With 2 Line Inscription	£86.00	£96.00	11.63%
With 5 Line Inscription	£115.00	£120.00	4.35%
With 8 Line Inscription	£157.00	£168.00	7.01%
Crests, etc.	£133.00	£144.00	8.27%
Memorial Garden (Inclusive of Vat)			
Sanctum 2000 Unit			
- Supply and 10 year lease including inscription of up to 80 letters	£1,370.00	£1,500.00	9.49%
- Additional 10 year lease	£665.00	£732.00	10.08%
- New plaque (up to 80 letters)	£495.00	£540.00	9.09%
- Inscribed designs A	£275.00	£300.00	9.09%
- Inscribed designs B	£345.00	£375.00	8.70%
- each additional letter	£5.40	£5.90	9.26%
- refurbish existing plaque	POA	POA	
- 2nd interment -80 letters inscrip	£475.00	£520.00	9.47%
Refurbished columbaria with new plaque and 10 year lease	£1,100.00	£1,200.00	9.09%
Vase Block and Inscribed relief tablet -Supply and 10 year lease	£765.00	£840.00	9.80%
- Additional 10 year lease	£335.00	£366.00	9.25%
New plaque (relief)	£240.00	£258.00	7.50%
new plaque (gilded)	£255.00	£270.00	5.88%
- refurbish existing plaque	POA		
Refurbished vase with new plaque and 10 year lease	£675.00	£675.00	0.00%
Wooden Memorial Benches (with one plaque)	£1,980.00	£2,100.00	6.06%
Granite Memorial Benches (with one plaque)	£1,980.00	£2,270.00	14.65%
Granite Memorial Bench (with two plaques)	£2,150.00	£2,440.00	13.49%
Granite Memorial Bench (with three plaques)	£2,380.00	£2,610.00	9.66%
Plaque on communal memorial bench	£535.00	£540.00	0.93%
Refurbish memorial bench	Cost + 20%		
Memorial tree	Cost + 20%		
Habitat memorial (eg bird or bat box)	£235.00	£240.00	2.13%
Additional or replacement plaque (private benches)	£235.00	£240.00	2.13%
Leaf or Acorn plaque	£495.00	£495.00	0.00%
Bird plaque	£530.00	£530.00	0.00%
Sustainable plaque scheme	£495.00	£540.00	9.09%
Parking Services			
Leamington			
Bedford Street, Chandos Street, Covent Garden Surface			
7 Days a week charges (Short Stay)			
1 Hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hour Maximum	£5.00	£5.10	2.00%
Overnight Charge	£2.00	£2.20	10.00%
Rosefield Street			
7 Days a week charges (Long Stay)			
1 Hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.00	£5.10	2.00%
Day rate - all day	£7.00	£8.00	14.29%
Overnight Charge	£2.00	£2.20	10.00%
Adelaide Bridge			
7 Days a week charges (Long Stay)			
1 Hour	£1.30	£1.40	7.69%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.00	£5.10	2.00%
Day rate - all day	£7.00	£8.00	14.29%
Overnight Charge	£2.00	£2.20	10.00%
Bath Place, Court St, Packington Place ('Park & Stride' car parks)			
7 Days a week charges (Long Stay)			
1 Hour	£1.00	£1.00	0.00%
2 hours	£2.00	£2.00	0.00%
Day rate - all day	£3.00	£3.00	0.00%
Overnight Charge	£2.00	£2.20	10.00%
St. Peter's multi-storey car park 7 Days a week charges (Long Stay)			
7 Days a week charges (Long Stay)			
1 Hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.60	£5.70	1.79%
Day rate - all day	£8.00	£9.00	12.50%
Overnight Charge 6pm until 8am	£2.00	£2.20	10.00%
Station Approach and Lower Road ('Park & Stride' car parks)			
7 Days a week Charges (Long Stay)			
1 Hour	£1.00	£1.00	0.00%
2 hours	£2.00	£2.00	0.00%
Day rate - all day	£3.00	£3.00	0.00%
Overnight Charge	£2.00	£2.20	10.00%
Kenilworth			
Abbey End & Square West car parks			
7 Days a week charges (Long Stay)			
1 Hour	£1.20	£1.30	8.33%
2 hours	£2.10	£2.20	4.76%
3 hours	£3.00	£3.10	3.33%
4 hours	£3.90	£4.00	2.56%
Day rate - all day	£6.30	£7.30	15.87%
Overnight Charge 6pm to 8am	£2.00	£2.20	10.00%
Abbey Fields			
7 Days a week charges (Long Stay)			
Up to 2 hours	Free	Free	
3 hours	£3.00	£3.10	3.33%
4 hours	£3.90	£4.00	2.56%
Day rate - all day	£6.30	£7.30	15.87%
Overnight Charge 6pm to 8am	£2.00	£2.20	10.00%
Warwick			
St. Nicholas Park			
7 Days a week charges apply 8am - 6pm (Long Stay)			
Up to 2 hours free after 6pm	Free	Free	
1 hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.00	£5.10	2.00%
Day rate - all day	£7.00	£8.00	14.29%
Overnight Charge 6pm to 8am	£0.00	£2.20	

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Castle Lane, The Butts, Priory Road and West Rock			
7 Days a week charges (Long Stay)			
1 hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.00	£5.10	2.00%
Day rate - all day	£7.00	£8.00	14.29%
Overnight Charge 6pm to 8am	£2.00	£2.20	10.00%
New Street and West Gate			
7 Days a week charges (Short Stay)			
1 hour	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.00	£5.10	2.00%
Overnight charges (6pm - 8 am)	£2.00	£2.20	10.00%
Hampton Road (Formerly St. Mary's Lands Area 2) Including Coach / Motorhome parking provision.			
7 Days a week charges (Long Stay)			
1 hours		£1.00	
2 hours		£2.00	
Day rate - all day	£2.00	£3.00	50.00%
Overnight charges (6pm - 8 am)	£2.00	£2.20	10.00%
Bread & Meat Close (Formerly ST. MARY'S LANDS - Area 3)			
7 Days a week charges (Short Stay)			
Up to 2 hours	Free	Free	
3 hours	£2.50	£2.60	4.00%
4 hours	£3.80	£3.90	2.63%
Overnight charges (6pm - 8 am)	£0.00	£2.20	
Vittle Drive (Formerly ST. MARY'S LANDS - Area 4)			
7 Days a week charges (Long Stay)			
1 hours	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£4.40	£4.50	2.27%
Day rate - all day	£5.00	£5.00	0.00%
Overnight charges (6pm - 8 am)	£2.00	£2.20	10.00%
Myton Fields Picnic Area			
7 Days a week charges between 8am - 8pm Apr-Nov (Long Stay)			
1 hours	£1.30	£1.40	7.69%
2 hours	£2.50	£2.60	4.00%
3 hours	£3.80	£3.90	2.63%
4 hours	£5.10	£5.10	0.00%
Day rate - all day	£7.00	£8.00	14.29%
Coaches - Designated Car Parks only			
	£5.00	£10.00	100.00%
Penalty Charge Notices (Exempt From Vat)			
(Set by Central Government)			
Higher Rate (50% disc if paid in 14 days)	£70.00	£70.00	0.00%
Lower Rate (50% disc if paid in 14 days)	£50.00	£50.00	0.00%
Season Tickets			
<i>Charges exclude Vat. which should be added at the prevailing rate</i>			
Leamington Spa, Warwick & Kenilworth			
Long Stay ONLY (Excluding Pay on Foot Car Parks)			
Per Annum	£936.00	£1,030.00	10.04%
Per Month	£96.00	£106.00	10.42%
Leamington Spa Restricted Locations			
St. Peter's Pay (200 spaces only)			
Per Annum	£720.00	£792.00	10.00%
Per Month	£84.00	£92.00	9.52%
Adelaide Road (20 passes only)			
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
Rosefield Street (20 spaces only)			
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
Leamington Spa (Packington Place, Court St & Bath Place)			
Per Annum	£570.00	£627.00	10.00%
Per Month	£84.00	£92.00	9.52%
Warwick Restricted Location Car Parks			
St. Nicholas Park, Warwick (100 spaces only)			
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
West Rock (10 was 40 spaces only - reserved for Linen St MSCP displacement)			
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
Hampton Road - formerly St Mary's Lands Area 2 (150 spaces)			
Per Annum	£126.00	£139.00	10.32%
Per Month	£18.00	£20.00	11.11%
Vittle Drive - formerly St Mary's Lands Area 4 (60 spaces)			

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
Priory Road, Warwick (10 spaces only)			
Per Annum	£588.00	£647.00	10.03%
Per Month	£84.00	£92.00	9.52%
Kenilworth Restricted Location Car Parks			
Square West (75 spaces only)			
Per Annum	£522.00	£574.00	9.96%
Per Month	£76.00	£84.00	10.53%
Abbey End (75 spaces only)			
Per Annum	£522.00	£574.00	9.96%
Per Month	£76.00	£84.00	10.53%
Abbey Fields (30 spaces only)			
Per Annum	£522.00	£574.00	9.96%
Per Month	£76.00	£84.00	10.53%
resident 12 month permit	£36.00	£40.00	11.11%
Overnight Parking Permits -Park specific (Available for car parks - excludes Myton Fields)			
Overnight Parking: 18:00 - 09:00 only	£58.00	£64.00	10.34%
St Peters and Coten End School Parking permits (term time only parking)			
Per Annum	£45.00	£50.00	11.11%
Administration charge for Season Ticket Amend / Refunds	£8.00	£8.00	0.00%
Release of vehicles from Multi-Storey car parks	£69.00	£69.00	0.00%
Special Event Charge	£8.00	£8.00	0.00%
Skips and Scaffolds on car parks:			
Per Day	£69.00	£69.00	0.00%
Per Week	£265.00	£265.00	0.00%
Disabled Drivers			
Vehicles displaying a valid 'Blue' Disabled Persons badge may park free of charge on any of the Council's Pay and Display car parks. Car Park Regulations and Orders apply. Those parking in pay on foot car parks will need to have their ticket endorsed by the inspector.			
Refuse Collection			
<i>(Vat not applicable)</i>			
Standard wheeled bin (grey, green or blue lidded grey)	£38.00	£39.00	2.63%
Additional refuse bin (140 litres)	£25.00	£26.00	4.00%
Recycling box and lid	£6.50	£6.50	0.00%
Recycling box lid only	£2.00	£2.00	0.00%
Food bin (23 litre)	£10.00	£10.00	0.00%
Kitchen caddy (7 litre)	£5.00	£5.00	0.00%
Replacement waste container charge - waiver			
Any resident who informs the council that they are unable to pay for receptacles, and who are eligible for the Council Tax Reduction Scheme, may have the charges waived (w.e.f. October 2017)			
Bulky Refuse Tickets:			
Collection of 1 item	£52.00	£35.00	-32.69%
Collection of 2 items	£52.00	£45.00	-13.46%
Collection of 3 items	£52.00	£60.00	15.38%
Collection of 4 items	£68.00	£75.00	10.29%
Collection of 5 items	£68.00	£75.00	10.29%
<i>Senior Citizens / Persons in receipt of Income Support or addition to state pension and Registered Disabled Persons</i>			
Collection of 1 item	£26.00	£26.00	0.00%
Collection of 2 items	£30.00	£30.00	0.00%
Collection of 3 items	£34.00	£34.00	0.00%
Collection of 4 items	£40.00	£40.00	0.00%
Collection of 5 items	£48.00	£48.00	0.00%
Green Waste permit	£40.00	£44.00	10.00%
<i>Green waste permit charged from 1st April-31st March</i>			
Green waste reusable bags	£5.00	£5.00	0.00%
<i>Green waste permit needs to be purchased but not displayed</i>			
Waste Collection			
Fixed Penalty Notices - Legislation	Maximum		
Depositing Litter - S87/88 Env Protection Act (EPA) 1990	£2,500.00	£2,500.00	0.00%
Graffiti & fly-posting - S3-47 Anti-Soc Behaviour Act 2003	£2,500.00	£2,500.00	0.00%
Failure to Furnish documentation - s5B(2) Control of (Waste Carriers Licence) Pollution (Amend) Act 1989	£5,000.00	£5,000.00	0.00%
Failure to Produce authority (Waste Transfer Notes) S34A(2) EPA 1990	£5,000.00	£5,000.00	0.00%
Failure to comply with			

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Waste Receptacle Notice S46 & S47 EPA 1990	£1,000.00	£1,000.00	0.00%
Community Protection Notices -S52 ASB Crime& Policing Act 2014	£2,500.00 unlimited in case of a body	£2,500.00	0.00%
Fly-Tipping -Unauthorised deposit of Waste(Fixed Penalties) Regulations 2016	unlimited		
Jephson Gardens - Temperate House			
Charities/Community Groups/Schools - whole day	£68.40	£75.20	9.94%
Charities/Community Groups/Schools - half day (up to 4 hours)	£45.60	£50.20	10.09%
Small scale commercial / internal	£91.30	£100.40	9.97%
Small scale commercial / internal	£60.80	£66.90	10.03%
Large scale commercial	£137.00	£150.70	10.00%
Large scale commercial	£91.30	£100.40	9.97%
Floral displays income			
Hanging basket per unit	£85.00	£93.50	10.00%

Place, Arts and Economy

Royal Spa Centre

With the exception of below, all charges are by negotiation

Catering

When light refreshments are required, please discuss with the Arts Section's Customer Services Team.

For functions requiring licensed refreshments, the Bar will be provided by and under the control of the Council.

Main Auditorium	by negotiation	by negotiation
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The service of the Duty Manager and/or member of the Technical Staff are included in all the hire charges.

Balcony / Conservatory:	by negotiation	by negotiation
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The service of the Duty Manager and/or member of the Technical Staff are included in all the hire charges.

Royal Pump Room

Assembly Room: All By Negotiation Private, Non-Commercial Bookings:	80%	80%	0.00%
Commercial Bookings:	100%	100%	0.00%
Voluntary Organisations:	65%	65%	0.00%
Annexe: Private, Non-Commercial Bookings:	80%	80%	0.00%
Commercial Bookings:	100%	100%	0.00%
Voluntary Organisations:	65%	65%	0.00%
Schools, Colleges & Educational Groups:			
per day	£59.50	£65.50	10.08%
per session (Half day)	£46.30	£51.00	10.15%
Commercial or non-educational hirers - by negotiation with the Head of Cultural Services with a minimum charge of £10 per hour)			
Additional Facilities :			
Piano (Per booking)	£127.00	£140.00	10.24%

Art Gallery And Museum:

Commission on pictures sold	30%	30%	0.00%
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Town Hall

Town Hall Room Hire

Private, Non-Commercial Bookings	80%	80%	0.00%
Commercial Bookings	100%	100%	0.00%
Voluntary Organisations	65%	65%	0.00%

Development Control

Charges apply from 1st April

The Building (Local Authority Charges) Regulations 2010

Notes

1. For a 'full plans' application, the plan fee is required immediately to process the application. This is followed by an inspection fee which is payable on commencement of the building work.

2. For a 'building notice' application the entire fee is required immediately to process the application.

Number of Dwellings

Table 1: New Build Of Houses or Flats (Dwellings / flats up to 300m2)

Full Plans Application : Submission Fee			
	1	£370.00	£410.00
	2	£430.00	£475.00
	3	£500.00	£550.00
	4	£560.00	£615.00
	5	£630.00	£695.00
			10.81%
			10.47%
			10.00%
			9.82%
			10.32%

Description of Charge		Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Full Plans Application : Inspection Fee	6	£700.00	£770.00	10.00%
	1	£660.00	£725.00	9.85%
	2	£850.00	£935.00	10.00%
	3	£1,050.00	£1,155.00	10.00%
	4	£1,250.00	£1,375.00	10.00%
	5	£1,435.00	£1,580.00	10.10%
Building Notice	6	£1,635.00	£1,800.00	10.09%
	1	£1,030.00	£1,135.00	10.19%
	2	£1,280.00	£1,410.00	10.16%
	3	£1,550.00	£1,705.00	10.00%
	4	£1,810.00	£1,990.00	9.94%
	5	£2,065.00	£2,275.00	10.17%
	6	£2,230.00	£2,570.00	15.25%

For sites with more than 6 dwellings please contact us for a quote

For the fee for new houses with floor areas in excess of 300m² please contact Building Control.

The fee for a new house or flat includes the garage whether attached or detached.

For full plans applications the fees are split. The submission fee must be paid with the application.

The Inspection fee can also be paid at the same time or be invoiced once the works have started.

Notes

1. In a domestic property if alterations (up to £5,000 value, window replacement, replacement roof or garage conversions) are taking place at the same time as an extension (not including loft or basement conversions) there is a 50% discount in the fees for the alterations.
2. If there is more than one extension on a single dwelling, the floor areas for each extension are added together for a single overall fee.
3. Where work is concerned with the provision of access or facilities for a disabled person, in certain circumstances there are exemptions from fees. Please contact Building Control .
4. For a 'full plans' application, the plan fee is required immediately to process the application. This is followed by an inspection fee which is payable on commencement of the building work.
5. The floor area is internal, not including the area of the external walls.

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Table 2: Certain Building Work in Dwellings			
<u>Full Plans Application: Submission Fee</u>			
1 Full (or part) garage conversion	£336.00	£400.00	19.05%
1 Replacement windows	£152.00	£200.00	31.58%
1 Domestic Re-roofing up to £10,000 value	£220.00	£250.00	13.64%
Solar panels and replacement thermal elements	£220.00	£250.00	13.64%
2 Erection of a garage or car port up to 60m ²	£336.00	£400.00	19.05%
Domestic extensions up to 40m ²	£200.00	£220.00	10.00%
3 Domestic extensions from 40m ² - 60m ²	£247.00	£270.00	9.31%
3 Loft or basement conversions up to 40m ²	£200.00	£220.00	10.00%
3 Loft or basement conversion from 40m ² - 60m ²	£247.00	£270.00	9.31%
4 Underpinning	£441.00	£485.00	9.98%
<u>Full Plans Application: Inspection Fee</u>			
1 Full (or part) garage conversion	No charge	No charge	
1 Replacement windows	No charge	No charge	
1 Domestic Re-roofing up to £10,000 value	No charge	No charge	
Solar panels and replacement thermal elements	No charge	No charge	
2 Erection of a garage or car port up to 60m ²	No charge	No charge	
Domestic extensions up to 40m ²	£331.00	£365.00	10.27%
3 Domestic extensions from 40m ² - 60m ²	£441.00	£485.00	9.98%
3 Loft or basement conversions up to 40m ²	£331.00	£365.00	10.27%
3 Loft or basement conversion from 40m ² - 60m ²	£441.00	£485.00	9.98%
4 Underpinning	No charge	No charge	
<u>Building Notice</u>			
1 Full (or part) garage conversion	£336.00	£400.00	19.05%
1 Replacement windows	£152.00	£200.00	31.58%
1 Domestic Re-roofing up to £10,000 value	£220.00	£250.00	13.64%
Solar panels and replacement thermal elements	£220.00	£250.00	13.64%
2 Erection of a garage or car port up to 60m ²	£336.00	£400.00	19.05%
Domestic extensions up to 40m ²	£530.00	£585.00	10.38%
3 Domestic extensions from 40m ² - 60m ²	£688.00	£755.00	9.74%
3 Loft or basement conversions up to 40m ²	£530.00	£585.00	10.38%
3 Loft or basement conversion from 40m ² - 60m ²	£688.00	£755.00	9.74%
4 Underpinning	£441.00	£485.00	9.98%
1 There is a 50% discount for replacement windows, replacement roof, garage conversion or other works up to £5,000 value (not including loft of basement conversions) if these works are taking place at the same time as a domestic extension			
2 Garages in excess of 60m ² should be calculated using Table 3.			
3 Domestic extensions over 60m ² should be calculated using Table 3. There is a minimum fee of £755 .			
4 The fees for loft and basement conversions in excess of 60m ² should be calculated using Table 3.			
5 For full plans applications the fees are split. The submission fee must be paid with the application. The Inspection fee will be invoiced once the works have started or alternatively it can be paid with the submission fee.			
<u>Notes</u>			
1. For loft / basement conversions there is a minimum fee of £755			
2. For domestic extensions over 60m ² there is a minimum fee of £755			
3. If a 'full plans' application is being made for work requiring a fee of £400 or less the whole fee is payable upon application. Otherwise, 40% of the total fee will be required with the application form as the plan fee. An invoice will be sent on commencement of the work for the remaining 60%, which forms the 'inspection fee'.			
4. The estimated cost should be in line with recommended RICS rates, not including Vat or fees paid to architects, etc.			
5. Where work is concerned with the provision of access or facilities for a disabled person, in certain circumstances there are exemptions from fees. Please contact Building Control.			
6. If electrical works are part of a larger project, no further fee is payable. The fee for an application purely for electrical works should be calculated on the basis of Table 3, however a BS7671 completion certificate will need to be issued by an electrician registered with an approved 'competent person' scheme. This electrician should be appointed by the applicant.			
Table 3: All Other Building Work			
<u>Full Plans Application: Submission Fee</u>			
£0 to £10,000	£336.00	£400.00	19.05%
£10,001 to £20,000	£189.00	£210.00	11.11%
£20,001 to £40,000	£258.00	£285.00	10.47%
£40,001 to £60,000	£326.00	£360.00	10.43%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
<hr/>			
For works valued over £60,000 please contact us			
<u>Full Plans Application: Inspection Fee</u>			
£0 to £10,000	No charge	No charge	
£10,001 to £20,000	£300.00	£340.00	13.33%
£20,001 to £40,000	£388.00	£440.00	13.40%
£40,001 to £60,000	£478.00	£540.00	12.97%
For works valued over £60,000 please contact us for a quote			
<u>Building Notice</u>			
£0 to £10,000	£336.00	£400.00	19.05%
£10,001 to £20,000	£489.00	£550.00	12.47%
£20,001 to £40,000	£646.00	£725.00	12.23%
£40,001 to £60,000	£804.00	£900.00	11.94%
For works valued over £60,000 please contact us for a quote There is a 50% discount for replacement windows, replacement roof, garage conversion or other works up to £5,000 value if these works are taking place at the same time as a domestic extension.			
For full plans applications the fees are split. The submission fee must be paid with the application. The Inspection fee will be invoiced once the works have started or alternatively it can be paid with the submission fee. Fees are inclusive of Vat.			
Building Regulations - Supplementary Charges			
Following changes to the national guidance governing Building Regulations Fees, the following charges will be introduced with effect from (proposed date) 1st April 2024: (All the following supplementary charges are plus Vat)			
<u>Returned Cheques</u>	£60.00	£66.00	10.00%
Reactivating Archived Files	£60.00	£66.00	10.00%
Additional Inspections	£60.00	£66.00	10.00%
Re-directing Invoices	£60.00	£66.00	10.00%
Copies of decision notices and completion certificates	£30.00	£33.00	10.00%
Research	£60.00	£66.00	10.00%
Pre-application site inspections	£60.00	£66.00	10.00%
<u>High Hedges Complaints</u>	£400.00	£440.00	10.00%
Permitted Development Enquiries (Self Assessment Online Free)	No charge		
Written requests relating to the Planning History of a Site	£360.00	£400.00	11.11%
<u>Pre-Application Advice Fees</u>			
Tier 1: Self service advice via the WDC website	No charge		
Tier 2: Request for a written response to the acceptability of a householder proposal			
per meeting	£120.00	£120.00	0.00%
written response	£120.00	£120.00	0.00%
both	£240.00	£240.00	0.00%
Tier 3: Provision of pre-application advice for small scale non-householder proposals which do not fall with tiers 4 - 6			
per meeting	£360.00	£360.00	0.00%
written response	£360.00	£360.00	0.00%
both	£720.00	£720.00	0.00%
Tier 4A: Provision of pre-application advice for proposals which comprise 1 dwelling			
	£480.00	£480.00	0.00%
	£480.00	£480.00	0.00%
	£960.00	£960.00	0.00%
Tier 4B: Provision of pre-application advice for proposals which fall within the "minor" development category and comprise 2-5 dwellings; a floor area of up to 499 sq. metres or a site area of up to 0.49			
per meeting	£840.00	£840.00	0.00%
written response	£840.00	£840.00	0.00%
both	£1,680.00	£1,680.00	0.00%
Tier 4C: Provision of pre-application advice for proposals which fall within the "minor" development category and comprise 6-9 dwellings; a floor area of between 500 - 999 sq. metres or a site area of between 0.5 - 0.99 ha			
per meeting	£1,200.00	£1,200.00	0.00%
written response	£1,200.00	£1,200.00	0.00%
both	£2,400.00	£2,400.00	0.00%
Tier 5: Provision of pre-application advice for proposals which fall within the "small scale major" development category: i.e. residential proposals of 10 - 199 dwellings or involving a site area of 0.5 - 4 ha; commercial proposals involving between 1,000 and 9,999 sq. m of floor space or a site of 1 - 2 ha			
per meeting	£2,400.00	£2,400.00	0.00%
written response	£2,400.00	£2,400.00	0.00%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
both	£48,000.00	£48,000.00	0.00%
Tier 6: Provision of pre-application advice for proposals which fall within the "large scale major" development category: i.e. residential proposals of 200 or more dwellings or involving a site area of 4 ha or more; commercial proposals involving between 10,000 sq. m or more of floor space or a site of 2 ha			
per meeting	£4,800.00	£4,800.00	0.00%
written response	£4,800.00	£4,800.00	0.00%
both	£9,600.00	£9,600.00	0.00%
A fee will be charged for advice which:			
<ul style="list-style-type: none"> • apply to all development proposals including those following both the grant of outline planning permission (i.e. prior to the submission of reserved matters applications) and the refusal of planning permission. • For any specific development proposal, a fee will not be charged for the first round of advice (provided by means of either a written response or meeting) relating to proposals which:- <ul style="list-style-type: none"> • are brought forward by small charitable organisations that are based within Warwick District where the proposal either i. falls within tiers 2 to 3 or ii where larger schemes falling within tiers 4 to 6 are proposed to directly benefit the users of the charity; • are for residential development and include the provision of at least 90% affordable housing. • assist disabled people: for example, proposals involving modifications to make a more accessible or user friendly. • require Listed Building consent (not including redevelopment schemes where the work to a Listed Building is part of a wider proposal). • are for employment development falling within the B use class. 			
Self-Build Homes Register			
To be included on the register, there will be an entry charge of £55 for Part 1 and £27.50 for Part 2. People entered on Part 1 of the register are to pay a higher fee as there is duty for local authorities to meet the demand on this part of the register. The fee is outside of the scope of Vat.			
5.1 If an application to join the register is unsuccessful then the fee will be refunded in full.			
5.2 After 12 months, entrants in part 1 are required to pay a renewal fee of £20 and re-register otherwise they will be removed.			
Local Land Charges (ringfenced account)			
Search Fee (non-electronic) CON29R Official Search (includes Vat)	£130.00	£143.00	10.00%
Part II - Optional Enquiries CON290 (PARTII) CON290 (PARTII) Enquiry 22 (refer direct to County Council)	£16.00 No Charge	£17.60	10.00%
Other Work Additional (Non-standard) Questions	£32.00	£35.20	10.00%
Additional land parcel (all search types)	£14.00	£15.40	10.00%

All of the above fees are outside the scope of Vat unless otherwise stated.

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase		
Charges For Local Authority Legal Work					
<u>Disposals, Licences, Easements, etc.</u>					
Disposals (excluding those on the open market)	At cost				
Leases	At cost				
Licences	At cost				
Licence to plant in Highway - Initial Fee	At cost				
Rights of Way / Easements	At cost				
Licenses to Assign (Commercial / Residential)	At cost				
(refer to County Council if possible)					
<u>Mortgages</u>					
Supply of Epitome and Abstract of Title: Photocopy charge	see below				
Redemption of Mortgages	No charge				
Council entering into Conveyance releasing part of mortgaged property	At cost				
Postponement of Council's Discount provisions	£115.00	£126.50	10.00%		
Release of one party to mortgage	£320.00	£352.00	10.00%		
Apply for retrospective consents to Property Alterations	£85.00	£93.50	10.00%		
<u>Miscellaneous Agreements concerning the Development of Land</u>					
Sect 106 Agreements - Town & Country Plan Act 1990	available via website				
<u>Photocopying</u>					
A4 Single sided	£0.15	£0.20	33.33%		
A4 Single sided - colour	£1.15	£1.30	13.04%		
A4 Double sided	£0.30	£0.30	0.00%		
A4 Double sided - colour	£2.00	£2.20	10.00%		
A3 Single sided	£0.30	£0.30	0.00%		
A3 Single sided - colour	£2.50	£2.80	12.00%		
A3 Double sided	£0.60	£0.70	16.67%		
A3 Double sided - colour	£4.00	£4.40	10.00%		
A0 Plans	£25.00	£27.50	10.00%		
A0 Plans - colour	£80.00	£88.00	10.00%		
Enterprise Team					
Charges apply from 1st April					
Court Street Creative Arches					
<i>Annual Rent - excluding Vat, which should be added at the prevailing rate.</i>					
All Units - Single or Double Arch	by negotiation				
Althorpe Enterprise Hub					
Monthly Licence Fee - excluding Vat, which should be added at the prevailing rate. (Includes 1 parking space - except Unit 12, which does not have parking allocated)					
Unit Number / No of Desks / Size (m2)					
1	3	16.98	£334.35	£354.40	6.00%
2	3	17.63	£349.68	£370.70	6.01%
3	4	21.67	£427.31	£452.90	5.99%
4	3	19.36	£380.49	£403.30	5.99%
5	2	14.05	£278.85	£295.60	6.01%
6	2	12.79	£254.34	£269.60	6.00%
7	2	12.79	£254.34	£269.60	6.00%
8	2	12.66	£254.34	£269.60	6.00%
9	2	14.07	£278.85	£295.60	6.01%
10	3	19.24	£380.49	£403.30	5.99%
11	4	21.53	£427.31	£452.90	5.99%
12	3	16.20	£318.41	£337.50	6.00%
13	12		£1,301.65	£1,379.70	6.00%
14	3	19.06	£375.45	£398.00	6.01%
15	3	18.58	£365.46	£387.40	6.00%
16	3	19.12	£375.45	£398.00	6.01%
17	6	40.05	£600.00	£636.00	6.00%
18	8	60.52	£890.00	£943.40	6.00%
Service Charges - (plus Vat at the prevailing rate), calculated separately and charged in addition to the above Licence Fees					
Conference Room Hire Charges (excluding Vat. - which should be added at the prevailing rate)					
Althorpe Enterprise Hub Tenants:					
Per Hour			£20.00	£22.00	10.00%
Half Day					
Morning 9.00 am to 12.30 pm			£60.00	£66.00	10.00%
Afternoon 1.00 pm to 4.30 pm			£60.00	£66.00	10.00%
Full Day					
9.00 am to 5.00 pm			£120.00	£132.00	10.00%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Althorpe Enterprise Hub Other Organisations:			
Half Day			
Morning 9.00 am to 12.30 pm	£80.00	£88.00	10.00%
Afternoon 1.00 pm to 4.30 pm	£80.00	£88.00	10.00%
Full Day			
9.00 am to 5.00 pm	£160.00	£176.00	10.00%
NOTE: Times above are for guidance only and can be negotiated			
26HT			
Unit Number / No of Desks / Size (m2)			
1 8 27.68	£596.88	£638.70	7.01%
2 8 28.10	£651.14	£696.70	7.00%
3 3 11.90	£267.43	£286.20	7.02%
4 10 30.41	£705.41	£754.80	7.00%
5 5 15.90	£352.70	£377.40	7.00%
6 4 16.74	£341.07	£364.90	6.99%
7 4 17.16	£341.07	£364.90	6.99%
Monthly Licence Fee - excluding Vat, which should be added at the prevailing rate.			
Service Charges - (plus Vat at the prevailing rate), calculated separately and charged in addition to the above Licence Fees			
Court Street: COWork - Arch 4			
Pricing tariff - (including Vat.)			
Monthly subscription (cost per month)	£275.00	£302.50	10.00%
Dedicated desk package			
P.A.Y.G			
Per day	£15.50	£17.10	10.32%
Per half day	£9.50	£10.50	10.53%
Per hour	£3.75	£4.10	9.33%
Business Support and Events Team			
Markets			
(Free of Vat unless otherwise stated)			
Farmers' Market charge per stall per market to stallholders:			
Warwick (4-5 per year)	£42.00	£46.00	9.52%
Leamington	£48.00	£53.00	10.42%
Leamington (Covent Garden, 9 per year)	£48.00	£53.00	10.42%
Market Contractor charge per stall per market to stallholders:			
Leamington and Warwick	£42.00	£46.00	9.52%
Kenilworth	£33.00	£35.00	6.06%
% of stall income due to Warwick District Council:			
Number of Stalls:	%	%	
Up to 29	22.5%	22.5%	0.00%
Up to 39	27.5%	27.5%	0.00%
Up to 49	32.5%	32.5%	0.00%
Up to 59	42.5%	42.5%	0.00%
60-79	50.0%	50.0%	0.00%
Over 80	50.0%	50.0%	0.00%

Description of Charge	Current Charge 2023/24	Proposed Charge 2024/25	Proposed Percentage increase
Miscellaneous Charges			
Local Charitable/Community Events (Exempt from Vat)			
Deposit	£287.00	£320.00	11.50%
Per Day	£132.00	£150.00	13.64%
Small/Local Commercial Events (Exempt from Vat)			
Deposit	£575.00	£635.00	10.43%
Per Day	£265.00	£300.00	13.21%
Large/National Commercial Events (Exempt from Vat)			
Deposit	Dependant on size		
Per Day	By negotiation		
Circuses And Fairs (Exempt from Vat)			
Deposit	£1,150.00	£1,200.00	4.35%
Up to Seven Days	£2,450.00	£2,550.00	4.08%
Each additional day or part thereof	£414.00	£425.00	2.66%
<i>(Subject to negotiation and agreement by Heads of Finance & Community, Environment & Leisure Services)</i>			
Pump Room Gardens Corner Site (Per Day): (Exempt from Vat)	£231.00	£255.00	10.39%
<i>(Subject to negotiation and agreement by Heads of Finance & Community, Environment & Leisure Services)</i>			
Filming			
Application fee and film permit			
Level 1 Students or good PR	£25.00	£28.00	12.00%
Level 2 small, less than 20 crew	£100.00	£110.00	10.00%
Level 3 medium crew, 21-75	£200.00	£220.00	10.00%
Level 4 large crew, 75-150	£250 - £500		
Crews of over 150 people	by negotiation		
Filming On Wdc Land (Exempt from Vat)			
Full Day	£1,000.00	£1,000.00	0.00%
Half Day	£500.00	£500.00	0.00%
Extra Licences			
Drone or cherry picker	£50 - £200		
Requests not covered by fee structure	by negotiation		
Bowls - Championship Event Parking			
Victoria Park - Car Parking			
National Championship Bowls Events - per day	£5.50	£6.20	12.73%
5 Day Parking Pass	£11.00	£25.00	127.27%

Breakdown of Fees and Charges by Service Area

1 Background/Information

- 1.1 The fees and charges proposed in Appendix A have been driven by the key factors as outlined below by Service Area.

2 Safer Communities, Leisure & Environment

2.1 Leisure Centres

- 2.1.1 Fees and charges at the Leisure Centres that WDC can influence are now limited to a list of Core Charges. These can be seen in Appendix C. The contract stipulates that they will be increased by up to the June RPI figure in the following year.

2.2 Recreation and Sport

- 2.2.1 Club charges including rentals and facilities use are proposed frozen in 2024/25. This includes athletics tracks and sports pitches.

2.3 Tennis

- 2.3.1 Post covid, the Tennis provision has progressed through a procurement exercise and has secured an operator. This is now in place and will provide income to support future refurbishment and maintenance of the courts, which will be ring fenced for this purpose.

2.4 Edmondscote Athletics Track

- 2.4.1 Edmondscote Athletics Track is due to transfer to Everyone Active (EA) (scheduled 1st November pending legal agreement to be completed). Individual prices have been included in this report as they are protected under the contract with EA, but the overall budget has been reduced to zero, this will now be included in the agreement with EA for future years.

2.5 Licensing and Registration

- 2.5.1 The Council is responsible for issuing a wide range of licences, permits and registrations related to premises, various occupations, and activities. Licensing fees and charges need to be costed individually and in line with legislative restrictions, for example some fees are set by Central Government, some are capped, and others are locally calculated. Licensing fees are not intended, or permitted, to generate income for the council and should be calculated to enable the cost of initial applications to be separated from those costs associated with the ongoing administration of a scheme. This is because this latter element cannot be charged to unsuccessful licence applicants. (Income from these charges are also ring-fenced accounts and income should be shown separately). Income from these areas have been removed from the main report and is shown as a separate item, along with other ring-fenced and reserve accounts.

3 Housing

3.1 Houses in Multiple Occupation Licensing

3.1.1 In line with Council approval in September 2023, a new scheme for small HMO Licences (non-mandatory charges) has been included in this Fees & Charges report. This income is expected to be cost neutral (against additional staffing costs) and will be reviewed in 5 years.

3.1.2 Initially an inflationary increase appeared reasonable in the current climate. On further investigation the new mandatory scheme must mirror incoming additional licensing fees; and current fees were already at top end when benchmarked.

4 Housing Revenue Account

4.1 Warwick Response - Lifelines and other charges

4.1.1 The income generated from the Warwick Response Fees and Charges is credited to the Housing Revenue Account, from where the costs of this service are met. Details of the charges are shown in Appendix A.

4.1.2 There has been an increase in the number of products being offered through the service from 2022/23 and continuing into 2023/24, offering greater choice to customers and increasing fee earning opportunities for the service.

4.1.3 Prices have been set to ensure that the service is competitively placed in the market when benchmarked, with prices increasing broadly by up to 10%.

5 Neighbourhood and Assets

5.1 Interment and Cremation fees

5.1.1 Pressures have remained on the capacity within some of the District's cemeteries, particularly in Kenilworth. In recent years action was taken through the fees and charges to deter non-residents, to be able to continue to provide a burial service for Warwick District Council residents, with the additional income being set aside in reserves towards future cemetery provision.

5.1.2 No increase in fees for Woodland burial as to remain competitive with private market place providers

5.1.3 No increase in fees for Direct cremation – cost is the most important factor for customers choosing this type of service, this is to remain competitive with private market place providers

5.1.4 Standard cremation fees 6% increase – this still makes the Council the most expensive local authority in the Warwickshire and West Midlands area. It should be noted that Cremation fees are now subject to scrutiny from Competition and Marketing Authority.

5.1.5 No increase in Media services until 1st April 2024, then delegated authority for Head of Service in conjunction with Portfolio Holder. The contract for the supply of music and media is due for retendering in April 2024, there will be no increase to the current supplier under the current contract, until a new contract is procured new rates are unknown.

5.1.6 No increase in fees for Memorial Permit – WDC are already more than 50% more expensive than the average price in Warwickshire and West Midlands

5.1.7 Income details (exclusive of surcharge premium) for both the Cemeteries and Crematorium for, 2022/23 & 2023/24 are shown below. (The Burial Rights and Interments Surcharge is NOT included in the figures below.)

	Original 2023/24 £ '000	Forecast 2023/24 £ '000	Proposed 2024/25 £ '000
Cemeteries	554	457	481
Crematorium	2,010	1,862	1,875
Total	2,564	2,320	2,356

5.1.8 The original budget and forecast numbers (which are based on those) are not really representative of the levels of income achieved. The forecast for Q1 2024/25 is more realistic and will be reflected in future budgets. A revised Forecast for Q2 will be presented to Cabinet in December.

5.2 Car Parking

5.2.1 The table below shows a summary for car park income:

Income Summary: (Net of V.A.T)	Actual 2022/23 £ '000	Original Budget 2023/24 £ '000	Forecast 2023/24 £ '000	Proposed 2024/25 £ '000
Car Parking	3,191	3,600	3,459	3,667
Season Tickets	280	265	236	240
Excess Charges	105	110	120	125
Other Income	11	10	10	9
Total	3,587	3,985	3,825	4,041

5.2.2 For 2024/25 car park income levels are forecast to remain consistent with 2023/24.

5.2.3 The car parks require maintenance on an ongoing basis to ensure they remain operational. Reviews of our asset base will continue to be carried out to ensure demand is being met across the District.

5.2.4 Parking Services have introduced new ways to pay for parking in WDC car parks in recent years e.g. Ringo, Credit Card/Debit cards and Apple Pay. There are some small costs associated with these initiatives but they have reduced cash collection cost. The initiative is not just about income but also designed to encourage people to shop and stay in WDC's Town Centres.

5.2.5 With the closure of Linen Street Car Park and the part closure of Covent Garden Car Park these budgets have been removed in the figures reported as they were included in previous years estimates. An increase in usage within other Leamington Car Parks has partially offset this overall reduction in income.

5.3 Refuse Collection

5.3.1 The bulky waste collection service continues to see a high level in demand, driven by the numbers of people working from home and a more attractive price range based on one item collections.

5.3.2 Green Waste permits are on track to match budgeted prediction for 2023/24. In addition to the increase in the permit fee, an increase in sales of 5% has been included in the budgets for 2024/25 based on the continued property growth within the District.

6 Place, Arts and Economy

6.1 Building Control

- 6.1.1 Building Control is subject to competition from the private sector and has to set charges that are competitive, otherwise they will lose customers to the private sector. The proposed charges for domestic properties are considered to be fair and balanced in the current competitive market. Fees for commercial projects are done on a bespoke basis, taking into account how many inspections will be needed, how long the project is likely to take and whether any additional professional services need to be brought in. Having said that, fees have increased by 10% in the main and some by a little more. (This is a ring-fenced account and income is shown separately).
- 6.1.2 It should be noted that Daventry District Council left the shared building control service from April 2023 (as this was to be provided in-house by their own local authority) and therefore the service lost that element of income generated previously, a small reduction in expenditure has been offset against income lost. This is reflected in the forecast for 2024/25.
- 6.1.3 There's been a significant drop in planning applications which has affected income in the current financial year and has been reflected in the fee projections for next financial year. This is due to the current financial climate.
- 6.1.4 Planning fees (apart from pre applications) are not included in this report as the fees are mandated by the government and we do not have control over them. However, the current fees do not cover the cost of delivering the service, as costs have continued to rise on an annual basis, with the key driver being the staffing resource requirement.
- 6.1.5 Following consultation with Local Authorities, many of which would have also been in a similar situation to ourselves, the Government has mandated increases in fees of 25% for small applications and 35% for major applications from 2024/25 to help address this issue. For reference, our forecast income from planning fees for 2023/24 is £0.614m. If application numbers stayed stable in 2024/5 our forecasted income would increase by £0.180m.

6.2 Markets

- 6.2.1 Filming on Council land has 100% increases proposed. A review identified we have been undercharging compared to other locations.

Controllable Fees and Charges - Leisure Contract

Contract Definition –

The Contractor shall review the following core products and prices in September of each year and submit any proposed changes to the Authority for approval (the “Fees and Charges Report”):

1. Concessionary Swim (based on the list of concessions listed in paragraph 10.2 below)
 - a. Those in receipt of a disability benefit
 - b. Those in receipt of Job Seekers Allowance and those not working and in receipt of Universal Credit
 - c. Juniors (5 – 18yrs)* Note this should have been 5 – 17yrs; ie pay full price from 18yrs
 - d. Individuals in receipt of state pension
 - e. Students – full time of any age; any student under 25yrs
 - f. Exercise Referral clients
2. Junior swimming lesson
3. Casual concession gym session
4. Casual concession fitness class
5. School swimming lesson (currently calculated as a price per child)
6. Exercise Referral session

Free admission for:

- a. Children aged 4 and under (only casual swimming)
- b. Individuals in receipt of Carers Allowance when accompanying the person for whom they care
- c. Children accompanying an adult in receipt of Job Seekers Allowance or Universal Credit. (only casual swimming)

2024 Core Controllable Prices

Concession Swim To the following groups at the facilities		Newbold Comyn and St Nicholas Park Leisure Centres	Abbey Fields	Castle Farm
	Those in receipt of disability benefit	£4.90	Site Closed	N/A
	Those in receipt of Job Seekers allowance or universal credit	£4.90		
	Juniors 5 -17yrs	£4.10		
	Individuals in receipt of state pension	£2.60		
	Students fulltime any age, any student under 25years	£4.65		
	Exercise Referral Session	As per Everyone Health scheme		
Swim Lesson Fee	Junior Lesson Fee	£8.60	Site Closed	N/A
	Concessionary Junior Lesson fee	£5.95		
	School swimming lesson	£46.00		
Fitness	Casual Concession Gym Session	£6.10		£6.10
	Casual concession fitness class	£6.25	£6.25	
Exercise Referral	Exercise Referral Session	As per Everyone Health scheme.		

Title: Corporate Strategy 2030

Lead Officer: Chris Elliott

Portfolio Holder: Councillor Ian Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	13.10.2023	Cllr Ian Davison
Finance	13.10.2023	Andrew Rollins
Legal Services		N/A
Chief Executive	13.10.2023	Chris Elliott
Director of Climate Change	13.10.2023	Dave Barber
Head of Service(s)	13.10.2023	Darren Knight
Section 151 Officer	13.10.2023	Andrew Rollins
Monitoring Officer	13.10.2023	Graham Leach
Leadership Co-ordination Group	13.10.2023	LCG
Final decision by this Committee or rec to another Cttee / Council?	No - recommendation to Council for approval.	
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)?	Yes, Forward Plan item – scheduled for November 2023.	
Accessibility Checked?	Yes.	

Summary

A corporate strategy is a key document that sets out the Council's priorities, goals and how success will be measured. The strategy provides the basis for the Council to set resources against agreed priorities, inform policy direction and provide the framework to help prioritise future opportunities that arise.

Recommendation(s)

1. That Cabinet reviews the draft Corporate Strategy and recommend its approval by Council.
-

1 Reasons for the Recommendation

- 1.1 Following the change in the Council's administration, a revised Corporate Strategy was needed to reflect a new set of strategic priorities.
- 1.2 A corporate strategy is a key document that sets out the Council's priorities, objectives and how success will be measured. The strategy provides the basis for the Council to set resources against agreed priorities, inform policy direction and provide the framework to help prioritise future opportunities that arise.
- 1.3 The strategy will inform the Council's performance framework that explains how the priorities, values and vision are aligned and woven into the fabric of the organisation - known as the 'Golden Thread'.
 - 1.3.1 The draft Corporate Strategy is set out in appendix 1.

2 Alternative Options

- 2.1 Without a Corporate Strategy in place, the Council will be operating without an agreed framework of priorities and objectives. A Corporate Strategy is a critical document to ensure strategic direction, focuses prioritisation of resources and one of the key components of good corporate governance.

3 Legal Implications

- 3.1 There are no legal implications arising from the recommendations contained in this report. Proposals and actions contained within, and arising from the new Corporate Strategy may, where necessary, be the subject of legal advice and support.

4 Financial Services

- 4.1 The corporate strategy will inform the Council's Medium Term Financial Strategy to ensure that there are resources in place to help deliver the priorities as proposed. In addition, the corporate strategy will be reviewed on a bi-annual basis to take into account the Council's evolving budgetary position.
- 4.2 The Council will also look to maximise opportunities for external funding to help support the implementation of the strategy. Businesses cases will be developed as the strategy progresses, which will set out how projects will be delivered and funded.

5 Environmental/Climate Change Implications

- 5.1 The main strategic driver of the corporate strategy is ensuring sustainability and environmental considerations are at the heart of the Council's decision-making processes.

6 Analysis of the effects on Equality

- 6.1 Projects and initiatives taken forward from the Corporate Strategy will be subject to equality impact assessments (where applicable) to ensure decision makers fully understand the impact of any decisions made.

7 Data Protection

- 7.1 There are no data protection implications identified because of this report. Data protection implications will be considered and identified on a project-by-project basis.

8 Health and Wellbeing

- 8.1 There are no health and wellbeing implication identified because of this report.

9 Risk Assessment

- 9.1 Any risks that result from the implementation of the Corporate Strategy will be incorporated into the WDC significant risk register which is regularly reviewed and assessed by Cabinet and the Senior Leadership Team.
- 9.2 The approach to risk management will be guided by the Council's Risk Management Strategy.

10 Consultation

- 10.1 Drafts of the developing Corporate Strategy have been reviewed by Cabinet, Overview & Scrutiny Committee, WDC tenant's forum, the Senior Leadership Team and through the Council's Manager Forum. This process has also included consultation with a range of external organisations some of which include town and parish councils, health, local chambers of trade, Heart of England Forest, Act on Energy, Warwickshire County Council and others.

Background papers:

None.

Supporting documents:

None.

Warwick District Council

Corporate Strategy Warwick District 2030



Foreword

Warwick District is a fantastic place, with historic buildings, green spaces, vibrant communities and growing digital and creative industries. However, we are not immune to the challenges many people are facing with high energy bills, inflation, and pollution, which affect so many parts of the country.

We are proud that Warwick District is a vibrant, distinctive, local area; so we are not looking to merge or disappear. We remain committed to achieving the best possible outcomes for our residents, communities and businesses.

This corporate strategy sets our vision for enhancing the district by playing to our strengths without shying away from tough decisions to tackle long-standing issues. It provides the basis to inform, prioritise and shape where the Council will focus its efforts, time and resources to help make the district a great place to live, work and visit by improving lives and our environment.

We believe that one way our district is 'great' is by being ambitious, innovative and embracing new ways of living and working, whilst cherishing our history and traditions. We will strive to simultaneously be 'improving lives and our environment' by seeking the balance between idealism and pragmatism. This means we must always remember that ambitious changes need to be good value for money.

Our overarching objective for Warwick District is to ensure that by having sustainability at the heart of our decision making, the district is well placed for future generations to enjoy. We aim to achieve this objective by delivering on our 3 strategic priorities.

Our first strategic priority is to ensure we deliver high-quality services. As local government continues to operate in a challenging financial environment, we will use careful financial planning and our strong asset base to ensure that we continue to operate on a sustainable footing. This will allow us to continue to invest in our services and projects throughout the district.

We are living in an increasingly digital world; our residents are looking for efficient and easy access to council services. We will redesign and reimagine our services to make it easier and quicker to do business with the Council.

To play our role in tackling the climate emergency, we will focus on things we can directly change and influence. So our second strategic priority is to reduce energy bills for Council tenants, helping private homeowners and renters to reduce theirs as well, and reducing carbon emissions associated with Council-owned buildings.

Our final strategic priority focuses on our role in fostering a sustainable and safe environment that enables our communities and businesses to thrive. Alongside this, we will ensure that support is there for our most vulnerable residents.

Warwick District has many strengths which include natural assets with its stunning environment and tourism sector, as well as excellent creative, digital and green industries. Our strategy for business growth and the creation of new jobs must make use of these strengths, to ensure our communities and industries thrive.

The Council is undertaking numerous major initiatives across the district to improve residents' lives. These include leisure and sport developments, regenerating Leamington's creative quarter, a new country park and substantial infrastructure for new housing estates. These strategic priorities are designed to benefit our communities across the district, including by regenerating areas, reducing heating bills and promoting healthier, safer, stronger communities.

Of course, this corporate strategy will only succeed with public participation, community engagement and constructive dialogue with our many partners. We look forward to working with all groups to improve our services and to play our role in helping to make Warwick District a great place to live, work and visit by improving lives and our environment.



A handwritten signature in black ink that reads "Ian Davison".

Cllr Ian Davison
Leader of the Council



A handwritten signature in black ink that reads "Chris King".

Cllr Chris King
Deputy Leader of the Council





About Warwick District

Warwick District is a roughly heart shaped district in the heart of England. It has a reach which is local, regional, national and international by virtue of its significant and good communication links via roads, trunk roads, motorways, rail and proximity to 3 airports – Birmingham, East Midlands and Heathrow. Its accessibility makes it a highly desirable place to live, to visit and to do business.

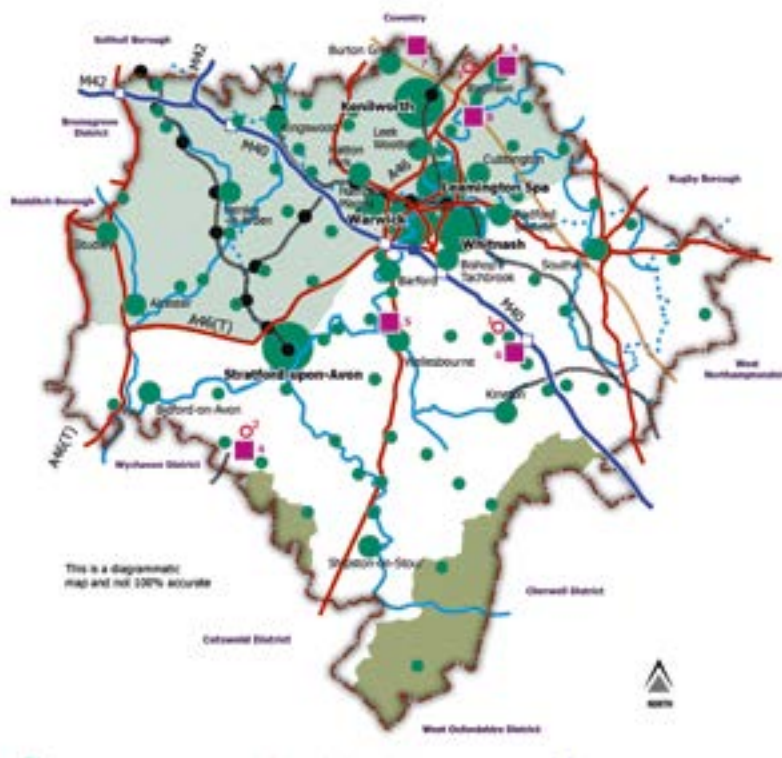
That desirability as a place to live is also reflected in the quality of the environment with 80% of the district in the Green Belt; with the historic towns of Royal Leamington Spa, Warwick, Kenilworth and Whitnash with their splendid architecture and quality open spaces, and the 20 or so villages that make up the communities of the district. The towns and villages of the district have regularly featured in indices and assessments of good quality places to live – such as the Sunday Times Best Place to Live.

That quality is also reflected in the presence of a world leading University – University of Warwick and the Warwickshire College Group – one of the country's best colleges and high performing secondary and primary schools.

Unsurprisingly this attractiveness is also reflected in the economy where there are a large number of small and medium sized enterprises as well as the district being home to national companies such as National Grid. The local economy is already witnessing the transition to more tech-based and green-tech companies and the district is now one of the leading national clusters for Games companies.

Although the district has a large number of strengths it has significant challenges in terms of environmental quality especially climate change; air pollution; water quality and biodiversity. Economically, not everyone has benefited from the prosperity largely experienced in the district and there are both neighbourhoods and sections of our communities that feel left behind. Our town centres are challenged by the impact of the pandemic and the internet. Affordability and availability of housing is also a challenge in the district.

Despite this the district of 28,000 hectares has grown in population and continues to grow. It is home to around 62,600 households (148,500 people) as at 2021 and it is forecast to grow to around 173,000 by 2029. Our communities are highly educated for the most part, certainly outspoken and are diverse geographically, socio-economically and ethnically. The district has a vibrant and wide-ranging set of community, cultural and voluntary organisations and high levels of participation.



Our Vision for Warwick District

“To make Warwick District a great place to live, work and visit by improving lives and our environment.”

Corporate Strategy Principles

The delivery of the Corporate Strategy will be underpinned by the following seven principles:



Sustainability will be at the heart of our decision making.



Plan and invest for the long-term benefit for the people and environment of the district.



Good governance and transparent decision making.



Use data, including insight from our customers, residents, businesses, and visitors to help us make the right decisions.



Social value and inclusive growth will underpin the investments we make throughout the district to help ensure all our communities prosper.



Consultation and engagement with stakeholders will be used to help inform and shape how we deliver improvements and change.



We will evaluate how we make the best use of resources to offer the best service at the best value.

Our Values

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



We will find a better way

– we will find creative, innovative and practical solutions to problems.



We will make it happen

– we are determined and take responsibility in all we do.



We will show respect

– we will value everyone, support each other and work objectively without bias or prejudice.



We will be collaborative

– we will work together with our partners and stakeholders to achieve shared goals.

Strategic Priorities

The three strategic priorities of the Council are:

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.

2. Low cost, low carbon energy across the district

The Council will look to find ways to reduce energy consumption and bills in Council civic buildings, Council housing, and help others to do the same, such as privately owned homes, businesses and other public and voluntary sector organisations. Support programmes and initiatives will be developed that meet national standards of accreditation to ensure performance in use is optimised. A performance measurement approach will also be developed to assess the long-term benefits of the improvements made.

3. Creating vibrant, safe and healthy communities of the future

We will work with communities, businesses and public sector partners to enable and support improvements where people's community, economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities and businesses to thrive in a sustainable and safe way.

How we will deliver our Strategic Priorities

The framework below sets out what the Council wants to achieve within each of the Council's three strategic priorities.

This will inform and shape how:

- Service areas develop, review, and update their service area actions plans.
- External funding bids will be targeted.
- Suitable projects will be identified for consideration.
- Our communication priorities will be set.
- The strategy informs the performance framework that explains how the priorities, values and vision are aligned and woven into the fabric of the Council.

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.

Strategic Goals What we want to achieve	Ways we will deliver this	Lead portfolio
Ensure sustainability is at the heart of our decision making.	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	Climate
Continue to ensure the Council's finances remain on a firm and sustainable footing.	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	Resources
	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.	Transformation and Resources

Achieve and demonstrate delivery of high-quality services.	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	All
	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.	Transformation
	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.	Transformation
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.	Resources
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.	Housing and Assets
We want to attract and retain the best talent to deliver our ambitions.	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.	Transformation
Ensure the best use of the Council's assets and resources to deliver the Council's wider corporate aims and support the circular economy.	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.	Housing and Assets
	We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound.	Place

2. Low cost, low carbon energy across the district

The Council will look to find ways to reduce energy consumption and bills in Council civic buildings, Council housing, and help others to do the same, such as privately owned homes, businesses and other public and voluntary sector organisations. Support programmes and initiatives will be developed that meet national standards of accreditation to ensure performance in use is optimised. A performance measurement approach will also be developed to assess the long-term benefits of the improvements made.

Strategic Goals What we want to achieve	Ways we will deliver this	Lead portfolio
Reduce energy consumption and carbon emissions from the council's public buildings.	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	Climate
	Assess the creation of an investment fund for energy conservation and energy generation projects.	Climate
Reduce energy consumption and carbon emissions from the existing Council Housing	<p>Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030.</p> <p>Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities.</p> <p>This will include developing the toolkit to measure and assess impact.</p>	Climate
Provide homes which are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.	Housing and Assets
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges.	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.	Climate
Explore multiple, innovative approaches to make it easier for others in the districts.	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs.	Climate

3. Creating vibrant, safe and healthy communities of the future

We will work with communities, businesses and public sector partners to enable and support improvements where people’s community, economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities and businesses to thrive in a sustainable and safe way.

Strategic Goals What we want to achieve	Ways we will deliver this	Lead portfolio
<p>Support all our communities, urban and rural, to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and environment.</p>	<p>Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy.</p> <p>This will include taking forward the future high street fund and the progression of the creative quarter.</p>	Place
	<p>Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.</p>	Arts & Economy
	<p>Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation.</p> <p>Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.</p>	Arts & Economy
	<p>Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council’s and Milverton Homes’ home building activity.</p> <p>This will help meet demand for housing and help tackle rough sleeping and homelessness.</p>	Housing & Assets

Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.

Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.

Arts & Economy

Build on our reputation as a home for national and international sporting events.

Communities and Leisure

Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.

Communities and Leisure

Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact.

Strategic leadership

Using our joint WDC/SDC new Local Plan to:

- prioritise housing development on brownfield sites.
- minimize use of greenfield sites where possible.
- promote new developments using 20-minute neighbourhood/settlement designs.
- ensuring convenient access to services and shop.
- protect existing community identities.
- ensure the provision of appropriate infrastructure is available to support new and existing development.

Place

In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.

Place

Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.

Place

Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.	Neighbourhood
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities.	Neighbourhood
To champion new and innovative ways of working together to improve health, safety, wellbeing and tackle inequalities – focussing on prevention and building resilience in communities.	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.	Communities and Leisure
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio-economic or isolated backgrounds.	Communities and Leisure
	Working with partners to deliver community safety interventions to address ASB and fear of crime.	Communities and Leisure

Some of the ways the Strategy will benefit the residents, communities and businesses of Warwick District

Residents

- ✓ It will be quicker and easier for residents to contact and receive help and services from the Council.
- ✓ More time and resources freed up to help those most in need.
- ✓ Increase in job opportunities.
- ✓ More new affordable social homes that will help reduce the housing waiting list.
- ✓ Lower energy bills for Council tenants.
- ✓ Improved leisure and sport facilities that improve sport and wellbeing opportunities.
- ✓ Safe, Clean, and Green environment.
- ✓ A better understanding of our residents needs through improved engagement.

Communities

- ✓ Reduction in carbon emissions and air pollution.
- ✓ Community hubs that provide community support facilities.
- ✓ Local improvements and support from social value achieved resulting from Council investments in the district.
- ✓ Enhanced living environments resulting from sustainable regeneration.
- ✓ More opportunities to participate in sport and leisure opportunities.
- ✓ Improved community wellbeing.
- ✓ Council will have a better understanding of its communities and their needs.

Businesses

- ✓ Increase in visitors to Warwick District that will support the tourism and hospitality sectors.
- ✓ More skilled local people.
- ✓ Further strengthening of the creative and digital sector will support business growth and the local economy.
- ✓ More business opportunities for the local supply chain and green industries.
- ✓ Increased town centre footfall.



How success will be measured

The Corporate Strategy will be assessed through measures that will develop and evolve through the life of the strategy. The table below sets out for each priority, some success measures that may be used to identify trends and hence indicate the impact of the strategy between now and 2030. The measures developed will be informed where possible through benchmarking and other evaluation techniques.

Strategic priority	Sample success measures
<p>Delivering Valued, Sustainable Services</p>	<ul style="list-style-type: none"> • MTF5 and balanced budget underpinned by in-year revenue. • Number of customers transacting with the Council via digital services. • Value of non-cash efficiencies realised to free up resources to help those most in need. • % customer satisfaction with Council services. • Improved SAP rating of performance. • Recruitment and retention data. • Number of apprentices that secure a permanent role with the Council. • Improvements in Decent Homes Standards • Amount of external funding secured.
<p>Low cost, low carbon energy across the District</p>	<ul style="list-style-type: none"> • Reduction in total energy consumption (gas and electricity) from WDC assets excluding housing in previous 12 months. • Renewable energy produced within WDC buildings or land – kWh in previous 12 months. • Number of carbon reduction measures implemented in non-council housing in the last year as a result of WDC actions. • % of WDC homes.
<p>Creating Vibrant, Safe and Healthy Communities of the Future</p>	<ul style="list-style-type: none"> • % overall resident satisfaction in Warwick District as a place to live. • Increases in biodiversity as identified through the Biodiversity Action Programme. • Increases in footfall to the high street. • % reductions in carbon emissions against 2018 baseline. • Number of digital and creative businesses moved to or opened up in the district. • Amount and type of social value achieved. • % footfall at active leisure activities. • Positive outcomes from community wardens scheme. • Number of additional net zero social houses built.

Our approach to managing risk

We have an ambitious plan for Warwick District and therefore need to ensure that as we take initiatives forward to improve the quality of life and environment, we actively consider, evaluate and manage risks.

Our approach to risk will be that of being 'risk aware rather than risk averse'.

This approach will be underpinned by our Risk Management Policy that informs how we identify, assess, review, control and manage risks across the Council.

How progress will be monitored

The Council will monitor and review the progress of this strategy in the following ways:

- A set of key performance indicators will be developed and incorporated into service area action plans that show how services are performing and how progress will be tracked over over time.
- Our project register will allow us to monitor and manage progress and plan resources.
- Completed projects will be reviewed to assess if we have achieved all the benefits expected.
- Where possible, we will regularly use external benchmarking to help inform how we are progressing.
- Publish case studies around the impact of the improvements we have made.
- Regular reporting of progress to Cabinet and Council.
- Progress of the strategy and actions will be subject to an annual review by the Council's Overview and Scrutiny Committee.
- Review of feedback from stakeholders including, residents, communities, businesses, and public sector partners.
- The strategy will be reviewed on a bi-annual basis to reflect any changes in the internal and external operating environments.
- Every three years undertake an independent resident satisfaction survey.



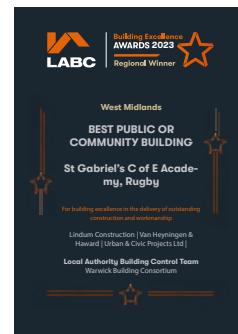
Just some of the organisations we work in partnership with





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Title: Corporate Strategy - Addendum
Lead Officer: Chris Elliott
Portfolio Holder: Councillor Ian Davison
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder		Cllr Ian Davison
Finance	2/11/23	Andrew Rollins
Legal Services		N/A
Chief Executive	2/11/23	Chris Elliott
Director of Climate Change	2/11/23	Dave Barber
Head of Service(s)		Darren Knight
Section 151 Officer	2/11/23	Andrew Rollins
Monitoring Officer	2/11/23	Graham Leach
Leadership Co-ordination Group		LCG
Final decision by this Committee or rec to another Cttee / Council?	Yes.	
Contrary to Policy / Budget framework?	No.	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No.	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item – scheduled for November 2023.	
Accessibility Checked?	Yes.	

1. Addendum

- 1.1 Following the publication of the agenda and meeting of Overview & Scrutiny Committee it was noted that a few areas need refinement of the wording.
- 1.2 For clarification the Strategy will be reviewed every two years and under how success will be measured it should read **"% of WDC Homes reaching EPC C"**. The map within the strategy will also be updated prior to going to Council.
- 1.3 In response to the request from the Overview & Scrutiny Committee to provide clarity on review process because the "who, what, when and how" this will be set out in the first annual report to Overview & Scrutiny Committee in November 2024.
- 1.4 In recognition of the points of clarification an additional recommendation is proposed that authority be given to the Deputy Chief Executive, in consultation with the Leader to review the strategy for grammatical or spelling errors and update it prior to its final publication.

Title: Abbey Fields Swimming Pools Project
 Lead Officer: Pdraig Herlihy (01926 456228)
 Portfolio Holder: Councillor Ian Davison
 Wards of the District directly affected: Districtwide, but especially
 Kenilworth Abbey and Arden Ward

Approvals required	Date	Name
Portfolio Holder	09/10/23	Councillor Ian Davison
Finance	05/10/23	Richard Wilson/Betty Gong
Legal Services	05/10/23	Kathryn Tebbey
Chief Executive	05/10/23	Chris Elliott
Director of Climate Change	05/10/23	Dave Barber
Head of Service(s)	05/10/23	Darren Knight
Section 151 Officer	05/10/23	Andrew Rollins
Monitoring Officer	05/10/23	Graham Leach
Leadership Co-ordination Group	16/10/23	
Final decision by this Committee or rec to another Cttee / Council?	No Recommendation to: Council	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	Yes – Appendix A is exempt by virtue of Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Accessibility audits have been conducted earlier in this project	

Summary

The project to construct a new Abbey Fields Swimming Pools building has found significant medieval remains under the previous building. This has required a redesign of the foundations of the building and a reappraisal of the construction methods to be employed in order to ensure that the remains are protected as much as possible. The Council is working closely with Historic England to ensure this outcome is achieved. These two elements have already added considerably to the cost and time of the project and will also add considerably to the cost and time required to complete the construction. The purpose of this report is to seek authority to continue with the project. This will entail entering into a revised contract with the main contractor with a revised contract sum and a revised programme for the works, and related actions.

Recommendations

- (1)** That Cabinet delegates authority to the Chief Executive, in consultation with the Leadership Coordination Group, to enter into a revised contract with Kier Construction Ltd trading as Kier Construction-Eastern with a revised programme and a revised contract sum, always provided that the total project capital cost for the Abbey Fields Swimming Pools project from January 2021 to the completion of the works does not exceed a ceiling set out within the private and confidential Appendix A to this report and an appropriate level of contingency can be maintained within this ceiling at the start of the contract.
- (2)** That, subject to Recommendation (1) being approved, officers are to undertake other tasks including the continued employment of Mace Consult Ltd as project managers and cost consultants in order to deliver the project as cost effectively and as expeditiously as possible.
- (3)** That Cabinet recommends to Council that Recommendations 1 and 2 to this report are funded by external borrowing from the Public Works Loan Board (PWLB), with the revenue cost of the borrowing to be factored into the Medium Term Financial Strategy (MTFS).

1 Reasons for the Recommendations

1.1 The project to date

- 1.1.1 The project to replace the previous Abbey Fields Swimming Pools has been a key priority for the Council since the project began in 2018.
- 1.1.2 The previous swimming pool building has been demolished and minor construction works on the site had already started but have been halted whilst the Council makes a decision to continue or not.
- 1.1.3 The project works at Abbey Fields have found significant medieval remains under the previous building. The Council is working closely with Historic England, the County Archaeologist and Archaeology Warwickshire to decide how best to preserve the key elements of these remains underneath the new building. The foundations of the new building are being carefully re-designed to avoid the remains as much as possible. The recording and mapping of these remains has been a slow and painstaking process, and this has delayed work on this project.
- 1.1.4 Constructing a building on this site will now be more expensive and will take a longer time than was previously expected. This is because additional

requirements will be placed on the construction team, in order to ensure that damage to the medieval remains from the construction process is limited as much as possible.

- 1.1.5 In order to satisfy Historic England that the new building will not cause substantial harm to the medieval remains, it is proposed to raise the foundations of the building by 50cm, as well as moving from a ground-bearing slab to a suspended slab construction. This will raise the ridge of the building by 35cm as the rest of the increase in height can be absorbed by minor changes within the structure of the building. There will be some amendments to the construction process within the remainder of the building, but the general layout and design of the building will remain identical to the existing Planning Permission.
- 1.1.6 These changes will require the submission of an application for a Material Amendment to the existing Planning Permission under Section 73 of the Town and Country Planning Act 1990. This submission has now been made. It is hoped that a decision can be given by early 2024. If permission is granted and the Council agrees Recommendation 1 of this report then work can begin as soon as the contractor can mobilise, assuming a revised contract has been signed.
- 1.1.7 The Design Team has been progressing the conceptual work on the changes required to the foundations in order to reduce the impact on the medieval remains. Historic England has confirmed in writing that they are now content with the proposals that have been made. They have effectively reinstated our Scheduled Monument Consent and the Council can continue with the new design. The Design Team will now proceed with the detailed design of the revised foundations.
- 1.1.8 The on-site work to analyse the medieval remains is now largely complete but the financial and time consequences for the project are not yet precisely known. There will be delays and additional costs caused by the archaeological works and also by the different construction process now required. It is clear that costs and time will both be significant.

1.2 **Cost, risk and programme implications**

- 1.2.1 In reaching a decision on whether to proceed with the project, the Council will have to consider the cost, risk and programme implications of continuing at Abbey Fields.
- 1.2.2 Due to the submission and consideration of a Section 73 Material Amendment to the Planning Permission and the redesign of the foundations of the building, if the Planning Permission is granted, the start on site date will be delayed until February or March 2024.
- 1.2.3 Should the Council decide to continue with the scheme, there are a number of factors that will extend the construction period from the previous estimate of 74 weeks to a new estimate of 114 weeks. The relevant factors include restricted access routes across the site to preserve the medieval remains; a constant watching brief from Archaeology Warwickshire until all ground works are complete; the possibility of additional archaeological finds; more restrictive work practices in order to reduce hazards and use of smaller machines. This gives a revised predicted completion date in the summer of 2026.
- 1.2.4 The main influences on the predicted increase in costs are prolongation of the works as shown above; re-tendering of all the works packages because the previous prices are all now out of date; waning interest from some sub-

contractors due to the time delay; archaeological watching brief and inflation due to previous and future delays.

- 1.2.5 The contractor Kier has provided two scenarios for the increase in the costs – a 'lower assessment' and a 'higher assessment'. This is to provide an element of range in the figures, and to demonstrate that these are early indications which require substantially more detailed work before they can be finalised. These figures are therefore confidential as they represent one position in the negotiation between the contractor and the Council.
- 1.2.6 In addition to these potential increases, there will be additional sums for increases to demolition contract and site supervision, reinstatement of a project contingency at a rate of 5% of the Kier budget forecast (This is to cover currently unknown problems or opportunities during construction) and the increase in professional fees for Mace Consult Ltd and other consultants that will be payable due to the prolongation of the project.
- 1.2.7 It is intended that detailed negotiations on cost will be undertaken with Kier to establish a new and agreed contract price before any final decision to proceed can be made. In this way it will be possible to reinstate the existing balance of the risk between the Council and the contractor, as shown in the existing contract between the parties. There is a fine balance to be made in these negotiations on price. The Council needs to ensure that their cost consultants Mace Consult Ltd will be working hard with Kier to minimise the increase in cost, but it is also important that the agreed price is achievable as the Council does not want to be in a position of facing requests for further increases at a later date.
- 1.2.8 It is a requirement of the management of a project on a Scheduled Monument that a full and complete record of the historical and archaeological importance of the medieval remains found on the site are recorded in detail within the County Archive. Discussions have already been held with the County Archaeologist to make sure that this duty is discharged as thoroughly as possible.
- 1.2.9 The Council is also determined to ensure that the educational benefits of the discovery of the medieval remains are maximised in future engagement with local schools. The Council's Arts team will devise one or more educational projects to deliver in local schools, based on the medieval remains found.

2 Alternative Options

- 2.1 In considering Recommendation 1 of this report, Councillors will need to decide whether to continue with the project at Abbey Fields. In making this decision, it is appropriate for the Council to compare the new projected costs and programme at Abbey Fields with theoretical alternative options and theoretical alternative sites, to establish whether it would be quicker and/or cheaper in theory to cancel the project at Abbey Fields and begin a new theoretical alternative project on a new theoretical site.
- 2.2 This theoretical comparison is intended at this stage to assist with the decision as to whether to proceed with the project at Abbey Fields. If it was decided not to proceed with the project at Abbey Fields, then a full options appraisal process would have to begin again, if it was decided to still seek to provide a swimming pool facility for Kenilworth. At that time other sites would be appraised, alternative designs considered and public consultation undertaken.

- 2.3 There are many variables that are hard to define with any certainty at this time in making a comparison between the option of continuing with the project at Abbey Fields and moving to a new site.
- 2.4 A new site might be less problematical for the construction process and it would cause less interim and permanent disturbance within the Abbey Fields.
- 2.5 However, the opportunity cost of any alternative site would be substantial since to avoid using Green Belt land existing housing sites would need to be used and they are very valuable. (see also paragraphs 2.11 and 2.12 below). Other than sites that the Council owns it would not be possible to guarantee that land would be available for such a purpose. Using any development site would reduce the number of houses that can be built. Designing a new building on a new site and obtaining planning permission could take at least two years. Inflation in the construction industry will continue to rise during that time. The Council has already spent £3.39m on developing this design on this site and demolishing the previous building.
- 2.6 The Council would have to decide what to do with the existing site. Historic England has confirmed that it would require that the site was returned to amenity grassland or wildflower meadow to ensure the least damage to the remains. It could not, therefore, be opened as an attraction or educational resource. Construction on another site in Kenilworth would be likely to cause disruption to people living near to the site, both during construction and when the building was in use.
- 2.7 In planning terms, the District Local Plan says that "all town centre options should be thoroughly assessed before less central sites are considered. First preference should be given to town centre locations". Any Planning Application for a less central site than Abbey Fields would have to establish whether or not the increased cost and construction programme at Abbey Fields was sufficient reason to move to a less central site.
- 2.8 In programming terms, the project at Abbey Fields is predicting a start on site date in early 2024, with a 114-week construction period, giving an opening date in the summer of 2026. A project on a theoretical alternative site would need to go through the whole options, feasibility and design process, including several periods of public consultation. This would lead to a start on site date of at least September 2026. An anticipated 74-week construction period, (depending on site conditions and what may be found below ground) would lead to an earliest possible opening date in the Spring of 2028, which is approximately one and a half years after the Abbey Fields programme.
- 2.9 It should be noted that the programme for an alternative site contains substantially more risk than at Abbey Fields, as there are more steps required within the process. The current site at Abbey Fields is recognised as an extremely complex site with high levels of risk. However, the site does have an agreed design, Planning Permission (although a new Section 73 application will be required) and a contractor in contract (although price will have to be renegotiated). Many of the risks on this site are now known and allowance has been made within the costings calculated. A new design on a new site will be open to risks relating to site conditions, planning permission, commercial viability, procurement of a contractor and inflation in the intervening period.
- 2.10 Private and Confidential Appendix A to this report shows a cost comparison with a theoretical alternative. This comparison is taken from this point forward. It is acknowledged that £3,390,000 has been spent to date on the Abbey Fields site on design, project management, demolition and managing the implications of

the medieval remains. This is included within the figures in the table in the Appendix A for both options as the money has already been spent by the Council.

- 2.11 The figure for the cost of land in Appendix A is based on market rates for land in Kenilworth. It also includes various additional costs that the Housing Revenue Account (HRA) would incur if the land were to be taken from one of the Council's housing sites in Kenilworth. The Council's housing sites are the only potential sites in Kenilworth that are owned by the Council, and there is no certainty that any other sites would be available for purchase.
- 2.12 However, it should also be noted that there is a significant risk that use of one of the Council's existing housing development sites could incur additional costs to the Council. The Council has received £9,591,000 from Homes England for the delivery of the new school and 516 dwellings in Kenilworth. The agreement with Homes England says that the Council is to use its best endeavours to deliver the full amount of this housing or there will be a requirement to repay all or part of the grant received. If the Council chooses to place a swimming pool building on one of these sites, then it could be hard to prove that it had used its best endeavours to maximise the housing provided, and there is a significant risk that some or all of the grant would be reclaimed.
- 2.13 The table assumes that a new swimming pool building on a new site would have the same construction cost as the expected cost of the pools at Abbey Fields before the discovery of the medieval remains, plus 1.8 percent, which is the predicted increase necessary to comply with the new Building Regulations, which would apply to a new facility. This has been compared with national data and is considered to be a reasonable sum for a facility of this type. It is then necessary to add the loss of income to the Council from the houses that could not be built; inflation in the period before construction can start; the cost of a new design process from scratch and the cost of cancelling the current contract with Kier to this option. When these items are added it is predicted that a new swimming pool building on a theoretical new site would cost more than the project at Abbey Fields, at the lower estimate and the higher estimate for that project.
- 2.14 It is also considered that any other site would take almost one and a half years longer to open to the public. As well as additional cost and time, the proposal to consider an alternative site would carry a higher risk in a number of factors than continuing at Abbey Fields. These risks include such items as site availability, ground conditions on the new site, obtaining Planning Permission, Planning Conditions required, procuring a new contractor in a competitive market and construction inflation in the intervening period.
- 2.15 A further consideration with regard to the use of an alternative site is income to be generated from the new swimming pool in either location. Recent benchmarking work by officers on financial forecasts show that any new swimming pools facility will run at a loss for the first few years whilst the programme is developed. This loss is reduced once the site and user base is established.
- 2.16 If this general trend were to continue beyond the end of the existing contract it is not unreasonable to assume that the facility would be producing a franchise fee (payment to the Council) from year 5 onwards, rather than a management fee (payment from the Council).
- 2.17 Although the figures could reasonably be expected to be small, it appears that the sooner the facility is open to the public the sooner the performance can be

improved until it is generating a small income to the Council, rather than a cost. If an alternative site took longer to open to the public then the production of a small income to the public would not be delivered until a later date.

- 2.18 The other option would be to terminate the project to build a new swimming pool building for Kenilworth. This would provide a substantial saving on the capital budget and create less disturbance to local residents and users of Abbey Fields.
- 2.19 This option would mean that people in Kenilworth would have to travel to other towns to swim, leading to a substantial loss of amenity for local residents and increase in carbon emissions. Sport England would confirm that the Council was not providing the necessary swimming facilities for local residents, contrary to the Council's own Local Plan and Sports Facility Strategy.
- 2.20 The cost of this option going forward could be estimated to be £2,375,402, as this is the predicted cost of cancelling the contract with Kier and returning the site at Abbey Fields to grassland. It should also be borne in mind that the Council has already spent £3,390,000 with a number of bodies including Kier on developing the design for the Abbey Fields site and demolishing the previous building.

3 Legal Implications

- 3.1 If the recommendations in this report are agreed, it will be necessary to agree a revised contract with Kier at a new contract sum and a new programme. Legal advice has already confirmed the limitations applicable to contract modifications, including value and scope – these limitations will be kept firmly to the fore in negotiations to ensure compliance.
- 3.2 If the recommendations are agreed it will also be necessary to agree to a revision of the timescales and costs of contributing to the project for various other consultants, including Mace Consult Ltd.
- 3.3 If the recommendations in this report are not agreed, it will be necessary to negotiate the cancellation of the contract with Kier. The contractor is entitled to certain payments on termination and the precise amount of those payments is decided by a process of negotiation.
- 3.4 Appendix A to this report is confidential because of information relating to the financial or business affairs of any particular person (including the authority holding that information) by virtue of the fact that the Appendix contains information on the resources that may be required to complete a revised contract with Kier and this detail might put the Council at a disadvantage in its negotiations with Kier and may also be of commercial interest to Kier's competitors.
- 3.5 Appendix B to this report is confidential as it consists of the Confidential Addendum added to Item 6 of the Cabinet Report entitled Revenue and Capital Budget 2022/23 as submitted to the February 2022 meeting of the Cabinet. This was confidential at the time because of information relating to the financial or business affairs of any particular person (including the authority holding that information) by virtue of the fact that it contained information on the negotiations with Kier at that time.

4 Financial Services

- 4.1 Financial, contractual and procurement implications are central to this report and are contained within the body of the report.

- 4.2 The current budget, last approved within the Budget Setting 22/23 report (February 2022 – Item 6, Confidential Addendum), outlined provision for the Abbey Fields development totalling a maximum of £14.3m. This report is included as private and confidential Appendix B to this report.
- 4.3 The remaining financial implications are contained within the private and confidential Appendix A to this report (see paragraph 3.4 above).
- 4.4 The contractual negotiations on price with Kier have already commenced. These are confidential because they involve the Council’s financial negotiations with an identified third party. They are therefore included within the private and confidential Appendix A to this report.
- 4.5 Appendix B to this report shows the confidential addendum from Item 6 – Revenue and Capital Budget 2022/23 submitted to the Cabinet on 10th February 2022 for Members’ information.

5 Business Strategy

- 5.1 The proposal to build two new swimming pools at Abbey Fields in Kenilworth is a key project within the Business Strategy of Warwick District Council.
- 5.2 The project is central to the theme of Health, Homes and Communities. The presence of good quality facilities for the sport and activity of swimming is important to the providing of opportunities for local residents and visitors to choose to adopt healthy lifestyles.
- 5.3 The project has been carefully designed to meet the Green, Clean and Safe theme. The building includes all appropriate sustainability design features and the safety of its users has been the most important factor in the overall design.
- 5.4 The facility is also important for the Infrastructure, Enterprise and Employment theme. The building itself will be a central part of the social infrastructure of the town. The construction process itself will monitor the amount of local employment that it generates, and the subsequent management of the facility by Everyone Active will provide jobs and career opportunities for local people.
- 5.5 The project will contribute to the Effective Staff theme by offering colleagues in a number of departments experience in the managing of major capital projects, and the implications of such projects.
- 5.6 The project is a mainstay in the Maintain or Improve Services theme. The provision of affordable and flexible opportunities to take part in swimming in Kenilworth is a vital and central service to be offered to residents in Kenilworth and across the wider District, as well as to visitors to the area.
- 5.7 In order to contribute to the Firm Financial Footing over the Longer-Term theme the negotiations with Kier will be carried out rigorously, to ensure that the Council gets the best possible value for money, given the challenges of the site.

6 Environmental/Climate Change Implications

- 6.1 In order to comply with the Council’s policies on sustainability and its Climate Emergency Action Plan the Project Team considered all potential sustainability features for the design of the building. Every feature which paid for itself within its design life and which could be included within the footprint was incorporated into the design. The Project Team continue to monitor new innovations and only two months ago changed the water treatment method to be used to a newer and more sustainable alternative to the previous specification.
- 6.2 The Project Team will also continue to monitor developments in this field as the

project develops, if the decision is taken to continue, in order to ensure that any building constructed utilises all appropriate new technologies.

7 Analysis of the effects on Equality

7.1 An Equality Impact Assessment for the project and for the design has been completed. The design of the building has had equality as one of its central themes. The changing facilities will be on the 'Village Change' principle, which is acknowledged as the most flexible and equitable way of providing changing facilities for swimming pools for many people with specific requirements. The building contains a number of design features aimed at customers with a disability or other access needs. These include a 'Changing Places' changing room for customers with profound disability and 'pool pods' to enable customers with a disability to enter the water easily under their own supervision. The Equality Impact Assessment is provided as a background document to this report.

8 Data Protection

8.1 There are no specific Data Protection implications of the proposal.

9 Health and Wellbeing

9.1 The project will make a significant contribution to the health and wellbeing of the residents of Kenilworth, residents of the wider District and visitors to the area. The facilities will offer good quality facilities for the sport and activity of swimming on a year-round basis, contributing to the health and wellbeing of many people. The ancillary facilities such as the café and toilets will be open to all visitors to Abbey Fields, encouraging people to visit the facility even if they do not wish to swim, reducing social isolation. The 'Changing Places' changing room will be available to all users of Abbey Fields, meaning that families which include someone with profound needs will have a greater opportunity to get out into the open space of Abbey Fields.

10 Risk Assessment

10.1 The Risk Register is included as Appendix C to this Report.

11 Consultation

11.1 As the design of the facility has not changed in any significant way following the discovery of medieval remains, no further consultation on the design has been undertaken. Detailed and extensive consultation was undertaken at several stages in the design process for this facility. Since the discovery of the remains, a public update report has been widely circulated and a public meeting was held to inform the public of the current situation with the project, and the decision that would need to be taken in considering this report. A public open day was also held to allow the public to see the medieval remains before they were covered for their own protection, which was attended by over 1,000 people.

Background papers:

Public Update Report for Abbey Fields Swimming Pools Project

Archaeology on the Abbey Fields Swimming Pools Site

Equality Impact Assessment Report for Abbey Fields Swimming Pools Project

Appendix C - Risk Register Abbey Fields Swimming Pools

RISK IDENTIFICATION				RISK ASSESSMENT - POTENTIAL RISK			COUNTERMEASURE/ MITIGATION	RISK ASSESSMENT - RESIDUAL RISK			Action Date	COMMENTS
Ref	Date reviewed	Risk	Impact	Prob.	Severity	Risk Score	Countermeasure	Prob.	Severity	Risk Score		
Strategic Risks												
S1	Oct-23	The project capital costs rise above the £27 million ceiling set in the Council decision, after construction has started.	Any additional funding required would need to be found within the Medium Term Financial Strategy. This would impact on Council funds.	1	3	3	Three contingencies have been allowed for in budgets. Change control processes will be rigorously enforced and Mace will monitor the budget closely.	1	3	3	2024 - 26	The project will be closely monitored and managed to reduce the risk of any additional costs. The contract with Kier will control costs.
S2	Sep-23	Risk of additional cost and delay once work commences on site, due to one or more additional archaeological finds.	Additional delay could cause prolongation costs and a delay to the provision of the new facility for the local residents.	2	3	6	Kier EWN 67 captures the 40 weeks' additional programme and budget which is partly to allow for the risk of prolongation due to archaeological finds.	1	2	2	Jan-24	Risk also mitigated by 'proving' the entire site by digging over the top 1.5 metres of soil. This complete over almost all the site.
S3	Oct-23	The contractor could be more successful in the negotiations on price than the Cost Consultants working for the Council.	This would mean that the Council would be paying too much for the services and materials provided as part of the contract.	1	2	2	An open-book process has been agreed, where Mace will see and can challenge all sub-contractor packages. An independent review will also be held on costs.	1	2	2	Jan-24	Mace are a nationally-recognised company and their scrutiny of the figures will be thorough and on an open book basis. It will also be overseen.
S4	Oct-23	The main contractor Kier ceases trading. Although unlikely, this has happened before in the industry.	If Kier ceased trading the Council would need to procure a new contractor to complete the works. This could be costly and slower.	1	3	3	The Council will ensure that it maintains full records of the work completed by the contractor, so that it is in a position to pass on the work to others.	1	3	3	2024-26	It is difficult to provide countermeasures to reduce this risk, as the performance of the company is outside the control of the Council.
S5	Oct-23	The main contractor Kier is unable to construct in accordance with the demanding specification of the building.	A failure to construct to the demanding specification for the building could have a number of consequences for the Council.	1	3	3	The Project Team will maintain a close supervision of the work of Kier, to ensure that they are delivering in accordance with the specification.	1	2	2	2024-26	Kier are a nationally recognised company with a reputation for delivering on complicated and demanding construction specifications.
Operational Risks												
O1	Sep-23	One or more pile locations prove to be unacceptable to Historic England.	If one or more pile locations are not acceptable to Historic England the foundation design would have to change again.	1	2	2	Full catalogue of all pile locations being prepared for Historic England's approval	1	2	2	Nov-23	Catalogue complete and awaiting sign off by Historic England.
O2	Sep-23	Risk of soil contamination in parts of the site that have not yet been tested.	Soil contamination would require the treatment or removal of the soil in question.	1	2	2	Remaining area to be 'proof dug' in next few weeks.	1	2	2	Nov-23	
O3	Sep-23	The condition of the existing drainage has been unknown and if it is poor it may need replacing.	The drainage needs to be surveyed by CCTV and a decision made as to the need for replacement.	3	1	3	CCTV surveys will confirm the state of the existing drainage before the contract price is agreed.	2	1	2	Nov-23	CCTV surveys will certainly be required. It is known that some drainage will need to be replaced. This will be costed in the contract price.
O4	Sep-23	There may be insufficient gas mains pressure from the existing supply.	If there is insufficient pressure a gas booster would be required to ensure sufficient pressure in the building.	1	2	2	This will be an early priority for a MEP sub-contractor.	1	2	2	May-24	It is not considered likely that a gas booster will be required.
O5	Oct-23	There may not be sufficient material on site to provide a piling mat of the required thickness due to the 500mm rise in the building.	As the building will now be lifted by 500mm there may not now be sufficient material on site to complete the piling mat.	2	2	4	AR Demolition has undertaken to source additional material if it is required. This will be at an additional cost.	1	2	2	Nov-23	The additional cost can be included within the contingency spend.
O6	Sep-23	The main entrance drive to the building may not be wide enough to accommodate a fire engine.	The building will require access by a Fire Engine, but any widening of the Main Drive will be costly and difficult to achieve.	1	3	3	Several meetings have been held with the Fire Service to discuss this and related issues. A decision is expected soon.	1	3	3	Nov-23	It is hoped that the fact that the drive was acceptable access to the old building will persuade the Fire Service to accept no change.
O7	Sep-23	The design process was put on hold pending discussions with Historic England in order to avoid abortive work.	If the design work is not re-commenced then there may be a delay in starting work on site.	1	2	2	It has been agreed that design work should recommence, following Historic England's approval of the revised foundation proposals.	1	1	1	Oct-23	This will facilitate a prompt start on site.
O8	Sep-23	Hoarding around the site is not in the correct position and needs to be moved before the construction period starts.	The location of the hoarding has prevented the 'proving' of the entire site. It needs to be moved outwards and the ground proved.	2	1	2	The hoarding will be moved after the area has been strimmed, and then the ground will be proved.	1	2	1	Nov-23	This additional work will be completed before the final contract price is agreed.
O9	Sep-23	Delays and uncertainty to the access date due to the need for a decision on the Section 73 Material Amendment and mobilisation.	Any delays to the access date will delay the completion of the works and may result in prolongation costs.	2	2	4	The calculation of the maximum contract price has assumed a start on site date of May 2024, It is intended to do better than this date.	1	2	2	May-24	The project team will work very hard to begin on site as quickly as possible whilst avoiding abortive works.

Appendix C - Risk Register Abbey Fields Swimming Pools

RISK IDENTIFICATION				RISK ASSESSMENT - POTENTIAL RISK			COUNTERMEASURE/ MITIGATION	RISK ASSESSMENT - RESIDUAL RISK			Action Date	COMMENTS
Ref	Date reviewed	Risk	Impact	Prob.	Severity	Risk Score	Countermeasure	Prob.	Severity	Risk Score		
O10	Oct-23	There is a need to include the reconstruction of the tennis courts and the duck-feeding platform in the project.	The reconstruction of the tennis courts and the duck-feeding platform will now be included in the scope of the project.	3	1	3	Allowance has been made in the project budget for both of these activities. They will be completed at the end of the main project.	1	1	1	Summer 26	Tennis courts will probably be completed by Kier as an additional task. The duck feeding platform will be completed by others after completion.

Mitigation/Countermeasure

Sometimes known as mitigation, the countermeasure is what we plan to do to prevent the risk from happening. Generally, Countermeasures fall into one of 6 types:

Prevention: steps are taken that removes the threat or completely stop it from happening.

Reduction: steps taken reduce the chances of the risk developing or limit the impact.

Acceptance: it is decided to accept the risk and do nothing. This is almost always taken in the belief that the risk will not occur or the impact negligible. It is particularly important to record that this is the approach being taken.

Contingency: actions are planned to come into force only if the risk occurs.

Transference: Usually a specialist form of risk reduction where the impact is passed to someone else. e.g. insuring against a risk, or invoking penalty clauses against suppliers.

Exploit: Can the risk be turned into an opportunity?

Probability Categories

Description		Probability	Scale Value
H	Probable	>70%	3
M	Could happen	30-70%	2
L	Improbable	<30%	1

Severity Categories

Description	Guide Scenario	Scale Value
H	Critical Failure that involves significant rework, modification or reassessment	3
M	Serious Failure or setback that causes additional work and reassessment but not critical	2
L	Marginal Impact has some effect causing rework or reassessment but easily resolved	1

Risk Category & Action

	Key/ Critical Risks - closely monitor, manage & develop fallback plans
	Intermediate Risks - monitor and manage to mitigate/ include specific risk allowances in cost estimate/ programme
	Minor Risks - general allowance in base cost estimate & programme

Residual Risk

Even with a mitigation strategy, it is unlikely that all elements of the risk will be eliminated. Those risks, which are not prevented, or transferred by countermeasures, are known as residual risks. Probability and impact is assessed in the same way to identify their RAG level. This helps to identify what more needs to be done and whether the countermeasure is sufficient.

Risk Scoring Matrix

Severity	High/ Critical	3	3	6	9
	Medium/ Serious	2	2	4	6
Low/ Marginal	1	1	2	3	
		1	2	3	
		Low/ Improbable	Medium/ Could happen	High/ Probable	
		Probability			

Title: Local Government Association Corporate Challenge Report and Action Plan

Lead Officer: Chris Elliott

Portfolio Holder: Councillor Ian Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	13.10.2023	Cllr Ian Davison
Finance	12.10.2023	Andrew Rollins
Legal Services		N/A
Chief Executive	12.10.2023	Chris Elliott
Director of Climate Change	12.10.2023	Dave Barber
Head of Service(s)	12.10.2023	Darren Knight
Section 151 Officer	12.10.2023	Andrew Rollins
Monitoring Officer	12.10.2023	Graham Leach
Leadership Co-ordination Group	12.10.2023	LCG
Final decision by this Committee or rec to another Cttee / Council?	Yes.	
Contrary to Policy / Budget framework?	No.	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1400	
Accessibility Checked?	Yes.	

Summary

As part of the Council's commitment to continuous improvement, Warwick District Council took part in a Corporate Peer Challenge from the Local Government Association. This report includes the Corporate Peer Challenge findings and the Council's action plan in response to the recommendations.

Recommendations

1. That Cabinet acknowledges the 2023 Local Government Association Corporate Peer Challenge Report, as set out at Appendix 1 to the report.
 2. That Cabinet endorses the Corporate Peer Challenge Action Plan as set out at Appendix 2 to the report.
 3. That Cabinet record their thanks to the Local Government Association and the Corporate Peer Challenge team.
-

1 Reasons for the Recommendation

- 1.1 Warwick District Council (WDC) is a member of the Local Government Association (LGA) and within that membership enables a number of benefits, one of which is taking part in a Corporate Peer Challenge.
- 1.2 Corporate Peer Challenges (CPC) are a sector led improvement tool facilitated by LGA to support local authorities with continuous improvement. This involves a team of elected members and senior officers from other authorities who spend time at the reviewed authority to provide challenge and share learning.
 - 1.2.1 The purpose of this report is for Cabinet to acknowledge the CPC report; its findings and recommendations and endorse the resulting action plan, which sets out how the Council will take forward the recommendations.
- 1.3 The Council's peer review was undertaken between the 11 and 13 July 2023 and appendix 1 sets out the CPC report, which includes the executive summary, recommendations and summary of the approach taken.
- 1.4 Appendix 2 sets out sets out the action plan, which confirms how the recommendations will be responded to. Progress of recommendations has already commenced.
- 1.5 The CPC process includes a six-month check-in session, which provides space for the Council's senior leadership to update peers on its progress against the action plan and discuss next steps.

2 Alternative Options

- 2.1 No other options were considered, as the Council is supportive of sector led improvement initiatives.

3 Legal Implications

- 3.1 As outlined in appendix 2 Recommendation 6, there is an action proposed to provide further support for corporate policy and performance through the provision of an additional officer.
- 3.2 The cost of that would be £65k per annum. It is expected that the post will commence from January, with 2023-24 costs (£16.3k) to be funded from the Services Transformation Reserve, and subsequently built into the budget on an

ongoing basis as growth within the budget setting process.

4 Financial Services

- 4.1 Any financial implications associated with this report will be followed up as part of the budget setting process.

5 Environmental/Climate Change Implications

- 5.1 There are no environmental or climate change implications associated with this report.

6 Analysis of the effects on Equality

- 6.1 There are no equality implications associated with this report.

7 Data Protection

- 7.1 There are no data protection implications associated with this report.

8 Health and Wellbeing

- 8.1 There are no health and wellbeing implications associated with this report.

9 Risk Assessment

- 9.1 There are no risks identified because of this report. Risks that may be identified from the implementation of the peer challenge action plan will be incorporated into the Council's risk register, as set out in the Council's Risk Management Strategy.

10 Consultation

- 10.1 The CPC process involved engagement with a range of internal stakeholders such as elected members, representative sample of employees and representatives from external organisations such as the County Council, voluntary sector, Police and Health.
- 10.2 The CPC report has been circulated within the Council and published on the website.

Supporting documents:

[Principles of peer challenge | Local Government Association](#) [Principles of peer challenge | Local Government Association](#)

Title: Local Government Association Corporate Challenge Report and Action Plan - Addendum

Lead Officer: Chris Elliott

Portfolio Holder: Councillor Ian Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder		Cllr Ian Davison
Finance	2/11/2023	Andrew Rollins
Legal Services		N/A
Chief Executive	2/11/2023	Chris Elliott
Director of Climate Change	2/11/2023	Dave Barber
Head of Service(s)		Darren Knight
Section 151 Officer	2/11/2023	Andrew Rollins
Monitoring Officer	2/11/2023	Graham Leach
Leadership Co-ordination Group		LCG
Final decision by this Committee or rec to another Cttee / Council?	Yes.	
Contrary to Policy / Budget framework?	No.	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No.	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item – scheduled for November 2023.	
Accessibility Checked?	Yes.	

1. Addendum

- 1.1 Following the publication of the agenda it was noted that the legal and financial implications of the report were not correctly stated within the report. These are set out below:

3 "Legal Implications"

- 3.1 *There are no legal implications arising from the recommendations contained in this report. Proposals and actions contained within, and arising from the peer review action plan, where necessary, will be subject of legal advice and support.*

4 Financial Services

- 4.1 *As outlined within the Action Plan appended to the report, there is an action proposed to provide further support for corporate policy and performance through the provision of an additional officer.*
- 4.2 *The cost of that would be £65k per annum. It is expected that the post will commence from January, with 2023-24 costs (£16.3k) to be funded from the Services Transformation Reserve, and subsequently built into the budget on an ongoing basis as growth within the budget setting process."*

- 1.2 There should also be an additional recommendation included in respect of the inclusion of the money within the budget, set out in section 4 on an ongoing basis as follows:

"That ongoing provision is made in the budget of £65,000 for additional officer resource and to support corporate performance and policy within the Council"

- 1.3 The funding from service transformation budget, for this value, is delegated to officers so does not need to be considered by Cabinet. The Cabinet should note before this decision the current balance of the Service Transformation Reserve is £553k.

LGA Corporate Peer Challenge

Warwick District Council

11th – 13th July 2023

Feedback report



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1. Executive summary

There is much to be proud of at Warwick District Council (WDC) and the Members and officers the peer team met demonstrated a passion for improving the District. Its ambitions around growth, regeneration and climate change are particularly impressive.

In the timing of this Corporate Peer Challenge (CPC) the peer team recognise that WDC is in a period of transition following the recent elections in May 2023, with a new administration now in place. This is still in the very early stages of the new Council and WDC is in the process of pivoting to the aspirations of the new Cabinet for the forthcoming period. Relationships and ways of working are forming. Whilst early work has been undertaken on developing a new Corporate Strategy, the approach being taken needs to be set out and articulated more clearly so it is understood and shared by Members and officers to ensure any preparatory work undertaken is not divergent. The process must be politically-led and supported by officers.

There are some significant factors in the recent past which have left a legacy at the Council: the Covid-19 response and move to hybrid working; the Council's long standing and ongoing commitment to an office move; and the aborted merger between WDC and Stratford-on-Avon DC (SDC). The peer team underline the importance of not underestimating the impact of these on the workforce going forward.

The Council's ambition and its commitment to the District as a key player is valued and it is clearly an important partner to those the peer team spoke to. Partners spoke very highly of the visible role which the Council has. This is an ambitious Council with a wide programme of projects which it should rightly be celebrated for. Alongside the ambition, and the scale and breadth of projects being implemented, there is a concurrent increase in the level of financial risk exposure, meaning the importance of robust and effective governance is even more important. Establishing

a clear, transparent project evaluation process will help ensure that the ambitions that the Council has are assessed, prioritised, monitored, scrutinised and delivered in a way which achieve the best outcomes whilst maintaining effective corporate grip and oversight. In such circumstances the role of statutory officers, particularly the Monitoring Officer and s151 Officer are crucial in ensuring the Council does not over-extend itself and gets the balance right between risk and reward.

WDC's financial position is complex. This is not unlike many councils but given the complexity of the work it is doing, particularly around economic growth and housebuilding, further work can be done to ensure transparency and understanding of the Council's financial position in order to facilitate decision-making and effective risk management.

The Council has recently introduced a new performance management process, and this is a first building block for providing an essential overview and analysis of WDC's service delivery. However, this is currently underdeveloped, lacks maturity in the use of information and deserves some further attention to ensure it can support the services to achieve expected standards and outcomes. By strengthening the Council's corporate core and investing in building capacity, capability and processes WDC can be assured it has "brilliance in the basics" which will fully support the higher profile projects.

In the context of wider sector workforce pressures, the peer team recognises that WDC has some innovative ideas and tools, but a more substantial intervention is required to address the challenges with recruitment and retention of staff. The peer team heard from staff how the aborted merger with SDC has had an impact on organisational stability and the predominance of remote working, whilst effective, appears to have weakened organisational connections further. The Council's plan to move to the new offices is an opportunity, and the establishment of a more balanced hybrid working model, emphasising the continuing importance of 'face to face' working, alongside remote, can be used as a catalyst for the reinvigoration of the 'heart' of WDC, and restoration of the "Warwick Way" identity and its credentials as

an attractive employer.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the Council:

2.1 Recommendation 1

Invest time in developing the relationships and ways of working between the new administration and the senior officer team to build a shared understanding of new corporate priorities and how they will be delivered

2.2 Recommendation 2

Consider and set out clearly the Corporate Strategy development process, with clear timescales for completion and consideration of how the organisation's 'golden thread' will be established to ensure effective delivery

2.3 Recommendation 3

Build on the existing processes to further strengthen and ensure transparent and robust governance. Ensure that there is a clear politically-led process for identifying and delivering priorities and sufficient capacity and authority to manage the level of risk of the organisation. Review the effectiveness of the Programme Advisory Boards, and replicate good sectoral practice such as establishing formal, regular statutory officer meetings

2.4 Recommendation 4

Consider how to establish a clearer narrative in reports and briefings regarding the Council's financial position which aids understanding and decision making across the organisation. Clarifying the assumptions driving good financial management, decision making and determining the need for savings are particularly important

2.5 Recommendation 5

Ensure that whatever ambitions the Council may have are balanced with the need to ensure sufficient focus and grip on the performance of core service delivery and

“brilliance in the basics”

2.6 Recommendation 6

Invest in the ‘corporate core’ establishing dedicated resource for performance, risk, project management, and policy development and transformation

2.7 Recommendation 7

Review and further develop the Council’s Corporate Performance Framework, ensuring performance information can be used effectively to support service, corporate and public needs and as a vehicle to inform decision making, celebrate success and support risk identification and service improvement

2.8 Recommendation 8

Consider the standard pay rates and the influence and impact these may have on addressing workforce challenges

2.9 Recommendation 9

Use the move to the new offices to redefine the identity of the Council, ‘the Warwick Way’ to reinvigorate the corporate ‘heart’ of the organisation. Central to this will be establishing a framework for hybrid working which provides clarity and expectations and maximises the benefits and balance of home/remote/office working

3. Summary of the peer challenge approach

3.1 The peer team

Peer challenges are delivered by experienced elected Member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Edd de Coverly (CEX, Melton BC)
- Cllr Zoe Nicholson (Leader, Lewes DC)
- Cllr Alyson Barnes (Leader, Rossendale BC)
- Lukman Patel (CEX designate, Burnley BC)

- Caroline Ryba (Chief Finance Officer, Cambridge City Council)
- Deborah Johnson (Director of Customer Services and Organisational Development, Newark and Sherwood DC)
- James Millington (Peer Challenge Manager, LGA)

3.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the Council asked the peer team to provide some thoughts on its workforce challenges: 'to recruit and retain the right people to join the Council to develop an organisation that is fit for the future'.

3.3 The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by

people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent three days onsite at WDC, during which they:

- Gathered information and views from more than 40 meetings, in addition to further research and reading
- Spoke to more than 100 people including a range of Council staff together with members and external stakeholders

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and Members.

4. Feedback

4.1 Local priorities and outcomes

At the time of the CPC the recent elections had resulted in a change from a no overall control Conservative and Independent context to a no overall control Green and Labour administration. This is important background for this CPC and particularly the peer team's reflections on the Council's priorities, set out below.

The Council's Business Strategy 2020-23 which articulated WDC's vision for the District "to make Warwick District a great place, to live, work and visit, and carbon neutral by 2030" was clearly set out – with the Council's climate ambitions writ large. The change in administration following the election is still very recent but work has started on developing a new Corporate Strategy, which will be the cornerstone of WDC for the forthcoming period and central to the allocation of resources. The peer team heard how the process for developing this was not wholly aligned and therefore felt it would be helpful for the Cabinet and the Senior Leadership Team (SLT) to pause on the work which has been done to date, and first focus on agreeing a

process and timescale which is owned and understood by Cabinet, officers and wider Members. A clearer plan which WDC can articulate is important and investing time to do this collaboratively is vital.

Externally, WDC is viewed positively as a shaper of place which is making an impressive impact and is '*punching above its weight*' according to partners. The Council is seen as delivering for its communities and the peer team heard about the entrepreneurial spirit of WDC. This has served the Council well and officers and Members are proud of these achievements. This has included WDC taking opportunities to creatively attract funding to deliver its priorities, for instance in securing £10.7M from the Future High Streets Fund to support projects to regenerate areas within Leamington Spa, improve connectivity and repurpose the Town Hall. There is an impressive regeneration and affordable house building programme which WDC is leading on, adding housing stock to the District, which is making an important positive contribution to the place and its communities.

WDC demonstrates an appetite for rising to the challenge and taking on new and exciting projects – with 47 current projects referenced to the peer team. The Council is ambitious for the place and this should be commended. Given the scale of this, additional consideration about the capacity of the Council to deliver this is needed. The process by which projects are identified, and evaluated against political and corporate priorities would benefit from further review as this is not always clear to those the peer team spoke with. Establishing and communicating a clear process will be transparent and lead to greater understanding and assurance that WDC is not being stretched too thinly, and help secure wider buy-in from Members, officers and other stakeholders. The conversations now taking place with the new administration around priorities presents a good opportunity to do this.

The emphasis given to the monitoring of day-to-day core service delivery was less clear to the peer team. Recognising that the current system is in its first year, performance management is not as developed and embedded as it could be. For example, the peer team heard frustrations around service responsiveness from some

stakeholders around housing repairs and green space – which can be fairly typical at other councils too - but without sufficient data analysis and benchmarking it is more difficult for the Council to answer whether it is delivering a good level of performance, and to be able to communicate that clearly. A more mature and sophisticated framework would allow WDC to celebrate the things it is doing well, as well as identify those which it may wish to pay closer attention to. This will provide assurance on its day-to-day core delivery and provide opportunities to make conscious judgements about the level of service which it is aiming to provide.

The LGA's [LG Inform](#) can be utilised as part of this to explore data for benchmarking with other areas and provide important information for WDC to evaluate service delivery. For instance, reviewing the performance of [WDC services compared with its CiPFA near neighbour councils](#) (accessed Sept 2023 – figures correct at time) shows:

- WDC is performing well against the measure of the numbers of minor planning applications processed on time (98%) and is above the average for the group (86%), but is performing less well on the processing of major applications (80% decided on time) compared with the average (96%). *Figures for Q4 of 22/23.*
- The Council is performing well against the measure of the total number of households on the waiting list at 1449 compared to the average of 1745; and the numbers of households in temporary accommodation 1.2 per 1,000 households (compared with 1.45 per 1,000 households average for the group). *Figures for Q3 of 22/23.*
- WDC is a ranked third highest (5 days) for the mean time taken to process housing benefits claims and change events – the average is 4 days. *Figures for Q4 2022/23.*

Measures from this LGInform report are an example, and not all of the performance metrics in the report will be suitable, and indeed the Council may have more up to date figures to include, but WDC may wish to continue to explore its performance and benchmarking further in this way. This information and other measures can

provide a valuable contribution to the Council's performance framework and assist its approach in evaluating and improving service delivery. Also in the context of the Office for Local Government, now is a good time for WDC to ensure it reflects this in the progression of its performance framework.

The Council has a clear focus on working with community partners. The peer team heard about the valued role it has in supporting the third sector, in developing four community hubs and embedding Community Development Workers within the Housing Team. This aspect of Council work is important to it and investing in its communities in this way with partners is a good illustration of how it is collaborating well with local agencies.

The peer team consider the Council is particularly innovative and sector leading in its focus on addressing climate change. This is core to the ambitions of WDC and anchored in its declaration of a Climate Emergency in 2019. The commitment to this resulted in a Climate Change Action Programme (CCAP), where WDC undertook a 10 session Citizens Jury (People's Inquiry) to help identify the priorities, with progress reported to the Council's Overview and Scrutiny Committee. Activity through this agenda is impressive and underpins a lot of WDC's thinking, permeating a huge amount of its activity. For instance, this can be seen in: the ambitions of the Local Plan for 'a climate resilient and net zero carbon South Warwickshire'; development of a hydrogen hub; an extensive 160,000 tree planting programme; development of cycle infrastructure; a planning policy requirement of Net Zero Carbon buildings; developing new low carbon council homes; and establishing an advice service for residents around retrofitting properties to reduce energy costs and carbon. There is much that the sector can learn from WDC on this and the Council should champion its approach further for others to learn from.

4.2 Organisational and place leadership

The CEX and Deputy CEX are experienced and well respected – both strategically and operationally – and the peer team heard this numerous times from colleagues

and stakeholders. The Leader has also quickly established himself as supportive and professional, and is working with the Cabinet who are keen to establish their priorities and strengthen service delivery. The peer team felt there were good ingredients in place at this formative stage of the new Council for moving forward positively and productively.

There are strong and collaborative external partnerships in place which are delivering positive outcomes for the District. When asked to reflect on the Council, partners from the County Council, VCS, Police and Health felt that *“for the size of the authority they have done some seriously impressive things”* and were *“very committed to doing things collaboratively”*. WDC is viewed positively by this range of key partners and it was obvious that the Council is making an effort to work together for the benefit of its communities. For instance, individual partners respected the contribution WDC makes to the place agenda, including through the CEX’s role as co-chair of the South Warwickshire Place Board and the Council’s role in establishing the Leamington Transformation Board – with an independent chair. These strong partnerships are making a tangible difference locally, for example in attracting Government funding.

There are also good relationships with other districts within the County and these have continued to improve since Covid-19. SDC also remains an important partner, through the Local Plan and shared services, notwithstanding the impact of the merger with SDC which did not proceed. The peer team heard a great deal about the legacy of the aborted merger during the course of the CPC.

A huge amount has happened to WDC over the last few years. This has included: the Covid-19 response and move to hybrid working which the Council has embraced; the ongoing office move which is impending; and the aborted merger between WDC and SDC. Following discussions with staff the peer team would remind WDC to not underestimate the ongoing impact of these factors on the organisation and the stability of the Council. Cumulatively these factors have created, in some areas, a feeling of a level of insecurity, and lack of connection with the organisation. For instance, the peer team heard this is impacting on staff retention as a consequence

of the aborted merger where staff have chosen to leave the organisation.

For WDC there have been many advantages in hybrid working. For staff this has included opportunities for an improved work/life balance and utilising online tools for collaboration. However, there is a consequence to this which is impacting on the connectedness and the sense of identity across WDC. From conversations the peer team had, the Council appears to feel something more like a remote working model, with occasional interaction, instead of hybrid. Staff do not feel the value or benefit of being in the office as the current office is largely vacant due to the impending move so the opportunities of working and meeting together face-to-face are lost. Staff felt there was currently a lack of a 'core' and place for officers to connect to, and with one another, and the impact of this is eroding the sense of shared identity. The view of an absence of a framework which validates the best of both virtual and face-to-face interactions is something which needs to be addressed to support both manager and staff wellbeing and ways of working. The peer team are not suggesting bringing staff back into the office and losing the benefits of hybrid working but WDC may want to consider how communications and opportunities to meet face-to-face through staff meetings, get togethers, or social events might rebuild the sense of wider community. Staff told the peer team they would appreciate this.

Connected to this, the peer team heard from staff that "*who we are and what we offer is not clear at the moment*". There is an opportunity to reconsider the identity and narrative of WDC in 'the Warwick Way' and explore this further with staff. People were expressing a diminution of the clarity of identity which WDC had previously enjoyed. This is not uncommon to other organisations following Covid-19 but does need to be considered.

The peer team heard mixed perspectives on the Council's communications – with positive views on the internal mechanisms such as the 'Five Things', Big Button and the Chief Executive and Leader's Weekly Update - but there was a suggestion that "*news can feel massaged*" and that staff feel key events are not always fully explained in a way which makes sense to them. This was most clearly expressed to

the peer team in reference to the aborted merger, where the explanation provided as to why this did not proceed was perceived by some to not be rational, with significant financial implications, and as a consequence has led to some staff expressing anxieties that WDC could be capable of making other irrational decisions in future. A huge Council effort and focus towards the merger was made over an extended period and its failure to move forward is still impacting today. Staff raised this with the peer team consistently, with some relief that the merger didn't progress but also an uncertainty in the future. WDC may want to consider the impact of this and the lessons learned to make sure that the issues which arose from this are not repeated in the future.

In moving forward on many of these areas the peer team recognise there is a clear opportunity in the significance of moving to a new building. This presents a catalyst to reinvigorate the 'heart of the organisation' and reset the corporate narrative. WDC can think carefully about how the new building can feel like a place which is the heart of the Council and how staff and residents can interact in a meaningful way.

4.3 Governance and culture

The peer team heard that there are productive and respectful Member to Member relationships, recognising that it is still in the early period since the elections and some of the relationships are new – there were 22 new councillors elected, representing almost 50% of the Council. The peer team were encouraged to hear what has worked well over the previous four year period where without exception colleagues spoke about this being a collaborative time, with activity progressed largely by consensus with efforts made by Members to move forwards together. The peer team would encourage WDC to reflect on the consensus built through the last Council and the positives of this to take forward.

The peer team heard that scrutiny has been effective and that there was positive support for chairs of committees, who are engaged in their briefs and have cross-

party support. WDC had developed Programme Advisory Boards (PABs), comprised of backbench Members from all parties to provide advice to the portfolio holder about policies, projects or work areas. The peer team heard mixed feedback on the effectiveness of these. Established in the previous Council the PAB's ambition was to forge a more collegiate approach and although the original intention was clear, now would be a good time to review how they could work and be more effective, for instance considering the political balance or a task and finish type approach. The peer team recognise this will need cross-party support and would encourage group leaders to work together to continue to foster a collaborative approach.

WDC established a Leadership Coordinating Group which identified core mandatory training for all councillors. Members were generally positive about the Council's support and also the induction process which followed the recent elections, with a sense that councillors are supported well in their roles.

The peer team heard there are good Member - officer relationships, with colleagues speaking well of how they work with one another. Good relationships are key and investing time in building these is important for any Council following a change of administration. In this early stage of the new administration the peer team would encourage the WDC Member and officer leadership team to spend time together to further develop relationships as an effective top team – by meeting face-to-face and building a shared understanding of the future agenda together. There is also value in reviewing the structure and processes to support the new Cabinet Members in their roles and understanding their expectations, including a programme of ongoing support and engagement that is necessary between the Cabinet and officers.

Important to all councils, and especially so due to the external ambitions of WDC, is strong and robust governance. This may benefit from some additional attention due to the impending departure of the experienced MO, so that it supports the new MO and the Council's relatively new s151 Officer. The Council should ensure it continues to recognise the authority and importance of its Statutory Officers in the CEX, s151 and MO. These roles discharge functions that are critical in securing good

governance for the Council and ensuring they have sufficient authority to challenge is important. With the recent personnel changes it would now be a good time to ensure this is reinforced, and widely understood. Formal meetings of 'the golden triangle' of Statutory Officers is considered to be best practice in ensuring they have time to discuss the corporate health of the organisation regularly.

The peer team heard about effective relationships with key partners and good management relationships with Everyone Active as its leisure contractor and Biffa as the waste contractor, through a joint contract with SDC. The peer team felt this could be built on further and more could be done to foster corporate connections which other parts of WDC may benefit from. WDC may want to consider its contract management arrangements are sufficiently robust and transparent for its needs, as currently there does not appear to be a formal approach for corporate or Member oversight.

The Council's ambition for the District should rightly be celebrated. However, given its exposure to debt and economic pressures this inevitably increases the level of risk WDC is exposed to compared with other councils. This finding is not to stunt its ambition but WDC should acknowledge and be clearer about this, as the peer team felt that it is not always clear how the Council can satisfy itself that it is not overreaching. There was not clarity around how the Council will know whether there is 'one project too many', making it harder to assess at which point things may become unsustainable. The peer team think there is benefit with increasing the robustness of WDC's risk management, as corporately this appears to be working well but more focus could be placed to ensuring service-level and overall management of risk is sufficiently robust. WDC will want to maintain a close oversight and overview of risk to ensure that it is not placing itself in a vulnerable position.

This is also significant as the peer team heard from staff that a key reason for why the planned merger did not go ahead from WDC's point of view was largely due to a perceived difference in culture in the two councils' approach to risk. Following the

aborted SDC merger, whilst some positive collaboration continues, there is an opportunity to reframe what happened and move the conversation away from being about the 'clash of cultures', to instead the potential for learning from each other and the experience. Staff the peer team spoke to would value this. For instance, there may be some learning around risk which WDC may be able to take from SDC and there may be other aspects of WDC's work which could be shared with SDC.

4.4 Financial planning and management

The Council has good controls in place in relation to finance and Members and officers are focused on meeting the financial challenges. The MTFS presents a likely forecast deficit of £1.290M for 2022/23 and £3.624M for 2023/24, and while it has been possible to balance the budget in these years through the use of available reserve balances, recurrent savings of £1.5M still need to be delivered, with a peak deficit of £4.334M in 2024/25. WDC has the principles agreed for its change management programme and now these need to be brought to life and put into action. The principles of the financial approach were agreed with the previous administration and will now need to be discussed with the new administration.

WDC has a strong reserves position, with earmarked reserves of £23.3M and a general fund reserve of £2.7M - totalling £26M. This level of reserves provides the Council with some assurance as to its financial resilience, but the use of reserves to balance the budget underlines the message about ensuring a sustainable future. There is good understanding of the one-off nature of reserves and plans for their use to deliver and replenishment in the short to medium term.

The Council's finances are well managed but there is a challenge around the clarity of understanding across the organisation. From the people the peer team spoke to there is no shared understanding on the financial position of the Council. WDC should consider how to achieve this and the benefits of reviewing and implementing a clear financial framework for budget setting, reporting and decision-making. Given

the Council's level of risk and exposure to debt - which is high compared to others - WDC needs to ensure there is a clarity and consistency of understanding so that Members are presented with full and relevant evidence-based information, and options and impact are fully explained. This will enable them to make good decisions. Reports that 'tell the story' in a clear, concise and simple way and support the figures with a narrative would be beneficial.

A requirement for recurring savings has been identified. However, the need for savings, as currently articulated in the MTFs, is not universally recognised and understood by those we met. WDC should consider reviewing the underpinning assumptions for MTFs development, ensuring that the impact of each is understood by officers and Members, and that the resulting savings requirement reflects the risk appetite of the Council. Scenario planning can help assist in the understanding of the level of risk within the MTFs, and to set out the range of possible savings required. Clarifying the position so it is less complex and better understood is more likely to result in good policy and resourcing decisions. As plans are not yet in place to deliver these savings, the peer team would encourage more work to be done to identify savings and plan for their delivery.

The Council's strategic delivery on growth is supporting the financial pressures it is facing and WDC has been successful through the growth agenda in securing additional income. This includes the innovative approach to income generation alongside the provision of social, affordable and private-owned and rented housing. But these recent developments, including the Housing Investment Programme and the partnership with Countryside Partnerships and Local Housing Company, Milverton Homes, to enable the building of 620 homes, has increased the Council's financial complexity and risk. On-going issues with the financial management system which has been flagged by the external auditor also add to these risks. In this context WDC should consider whether its finance function is adequately resourced, skilled and experienced to support the Council in the light of these emerging risks.

There is a lack of clear understanding of the Council's financial position and WDC

may want to think about how it handles assumptions and how finances are managed and monitored throughout the year. There appears to be inconsistency of budget monitoring, forecasting and management, with overspends forecast and near balance achieved at outturn. The peer team recognise that there are reasons for this, but it may be worthwhile considering reinforcing budget management as part of a manager's role, providing more training and support for forecasting and implementing the forecasting module of the financial management system. This may also help Members to better understand the position and provide increased clarity on the budget position.

4.5 Capacity for improvement

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. There were no consistent major issues raised to the peer team around the workforce being under significant pressure and struggling day-to-day. Whilst officers are busy there does not appear to be an issue with insufficient capacity or staff being completely overwhelmed. The resourcing within teams appears to be acceptable, notwithstanding that there will be pressure points at certain times during the year which the Council will need to continue to balance.

The Council is pragmatic on the use of external support and brings in professional advisors when required to de-risk projects as part of its agenda. This was evident where WDC engaged Trowers to advise on establishing the joint venture and Bevans to advise around Milverton Homes. This demonstrates a maturity of the organisation in managing this activity.

WDC will want to keep the position regarding staff capacity and the need to bring in external support under close review, particularly in the context of its ambitious growth

agenda, the aspirations of a new administration and the desire to deliver its change programme. Consideration needs to be given as to whether the resources and requisite skills are within the Council to manage this and if not the plans for managing this.

The peer team heard that there has been investment in the ICT programme development resource at the Council but we heard examples of underused systems (iTrent) and an absence of corporate support. 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.

The peer team feel that in supporting WDC in its future ambitions and improvement there is an underdeveloped corporate core. This is evidenced through an absence of corporate team/group that concentrates on performance data and analysis, policy, transformation and risk. There has been an absence of this at WDC since 2010 when lack of available funding led to a reduction in this area but reinvestment in a small resource would help with the establishment of processes for the Council to keep a close hold on service delivery at the same time as delivering its big projects. There are decisions to make around this as there are pros and cons on having a centralised or more distributed support, and WDC will want to consider what is right for the Council.

As mentioned previously, WDC has recently introduced an updated performance framework and it will want to look further at building on this. This will help better inform Members and services to understand performance, and help identify capacity/skills challenges and gaps and support evidence based decision-making. The peer team has not found evidence to suggest that WDC services are not working, but equally has not been able to identify and test this sufficiently as there are challenges in the level and sophistication of the information currently used. The peer team has heard from managers and teams they are keen to do more, but are currently lacking the systems and processes in place for this. Consideration of how to: gather and present this; communicate in an engaging way to officers and

Members in order to drive improvement; and how to utilise the performance framework for multiple forums will benefit from some further thought. The use of scorecards may be helpful here.

The peer team heard that WDC is a '*comfortable place*' to work with staff valuing support they are provided with and others expressing views that the organisation is not challenging all staff equally. WDC may want to consider this further in the context of its capacity for improvement in terms of the balance between supporting the organisation and caring for its staff at the same time as having high expectations around progress and improvement. Higher expectations may exist more evidently within the delivery of projects but this appears to be less visible within services as there appears to be inconsistency in approaches to performance management across WDC. Staff felt that it would be helpful if there was a clearer direction on this from SLT.

WDC asked that the CPC team provide feedback on the Council's workforce challenges 'to recruit and retain the right people to join the Council to develop an organisation that is fit for the future'.

Culture, Morale and Ways of Working

Staff feel a sense of job satisfaction and they identify as dedicated public servants who feel a real affinity to those they serve. However, they do feel 'bruised' following the aborted merger and there has been a loss of trust as they feel it was put to them as being essential for to the financial future of WDC, yet as it didn't proceed and the Council appears financially sustainable, staff are uncertain about what the future holds.

Hybrid working at WDC has been reported to range from no one being mandated to attend the office to having to respond to deliver to business need. Staff feel that the hybrid approach is not working for everyone, the framework to work to is not widely known and they are looking for more direction. Some middle managers also felt they

were compromising on business need to meet the flexible system which a significant proportion felt was too flexible.

Staff feel that the current office space at Riverside House is tired, uninspiring and as it is due to be vacated soon is not now operating as a welcoming building. A significant proportion of staff came into the office only occasionally and found it empty and staff the peer team spoke to currently did not have a positive impression of the impact of the move to a new building.

Recruitment and Retention

The HR and Communications Team are small but dedicated and their enthusiasm, knowledge and skills are apparent. The team has a well thought out and ambitious plan to reinvigorate the organisation around recruitment and retention, as well as a wider wellbeing agenda. This excellent work needs to be continually reinforced by all members of the senior management team. WDC may want to consider whether there is sufficient capacity of HR to manage the change and support the organisation.

WDC is behind the curve in some areas, having only relatively recently moved to the iTrent platform from a paper based system. It is acknowledged that this system could provide much more for the team and the organisation but this will need development. As mentioned previously, whether sitting within the HR and Communications Team or as a wider consideration of a 'corporate core' resource there is a gap in terms of business/data analysis. It is difficult to be sure whether the actions in the plan will solve the issues identified as there is no data to accurately define them.

Recruitment and retention issues are sector wide. WDC is currently running at over 17% staff turnover. Whilst this is higher than ideal, it reflects only the top end of a normal band – current data shows around 15%. The difficulty sits below this overarching picture, where without the data and analysis which would identify if this is evenly split across WDC or whether any particular areas of service have higher rates,

it is difficult to analyse. This data along with statistics around the number of applicants for each role and number of roles with zero appropriate applicants would provide a richer picture to measure the action plan and the success it achieves. This data should become available to the Council as it develops the iTrent system.

WDC can look at how it can leverage its reputation as a good partner to work with to address collective challenges. For instance, WDC is not able alone to solve the issues around a lack of professionals in particular areas, such as Planning and there may be opportunities to address this with other districts and partners to do this collaboratively, for instance through building on some of what WDC is doing already and developing planning academies and apprenticeships.

Recruitment and Retention/People Strategy

The peer team was asked to review the Action Plan and consider if it is missing any key elements. The plan is comprehensive but the following observations and recommendations may be considered:

- **Pay** - is a sector wide issue, however WDC appears to pay a lower rate than other councils in some areas, e.g. planning. Although completed fairly recently, a further benchmarking exercise could be helpful as the fundamental basic pay will be key to showcasing WDC as an employer of choice. WDC has already done some work around incremental progression but there is more that it may wish to do to compete more effectively with others, within the boundaries of affordability and in line with the sectoral approach.
- **Staff engagement** – the importance of understanding staff voice is crucial and the plan suggests a range of ways in which WDC fulfils this. The Council undertakes a number of wellbeing surveys and this has good support and there is an imaginative tool kit for supporting recognition and engagement (e.g., Applause Box). However, the services which have the greatest number of employees are repeatedly the areas where there is least engagement in survey responses, for instance 117 employees within the Housing Service with only 21 completing the survey, which equates to 18%. It is necessary to understand the views of both Housing and Place/Arts/Economy teams and this could involve the HR team

visiting those areas. It is noted that those teams with a base in the corporate head office are those that consistently are more engaged.

- **Job families** – the reasons WDC are considering using this approach are well thought out and articulated. However, the actual categories may need expanding around the manager definition – there will be a number of levels of managers including supervisors and team leaders. This also presents a good opportunity to review naming conventions of roles.
- **Market supplements** – these are a way of trying to recruit to a role to attract candidates, however, whilst WDC would give the same supplement to anyone already occupying that specific role it could cause friction with similar but not identical roles. Also, where there is a key member of staff likely to seek alternative employment a retention payment could be considered, this should be on the basis of performance related retention, again this is more difficult where there are a number of staff in one role and a level of confidentiality when using this would be recommended.
- **Equality and Diversity** – WDC has set out that it wants to make a meaningful approach to recruiting in a way which helps it to better reflect the diversity of the community it serves. Some significant effort has been made to promote the completion of equality monitoring forms. However, it is legally something which can only be voluntary to complete and it is unlikely that any further effort will improve the number of returns. Instead, WDC can review the latest census data and use judgement as to where the Council's makeup does not match. WDC can use this to make specific changes to where and how job vacancies are advertised to attract applicants. For instance, often local community groups who match the underrepresented groups are the ideal place to forward adverts to for sharing, alongside the more traditional channels.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings. Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in session, which provides space for the Council's senior leadership

to update peers on its progress against the action plan and discuss next steps.

In the meantime, Helen Murray, Principal Adviser for the West Midlands, is the main contact between your authority and the Local Government Association. Helen is available to discuss any further support the Council requires via helen.murray@local.gov.uk.

Warwick District Council – Local Government Association 2023 Peer Review Action Plan:




RAG Status key:

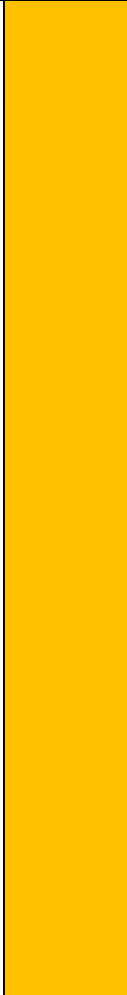
Not started	In progress	Completed
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Peer Review Recommendations	Lead Officer(s)	Actions to respond to the recommendation	Progress against actions	Target date	Status
1. Invest time in developing the relationships and ways of working between the new administration and the senior officer team to build a shared understanding of new corporate priorities and how they will be delivered.	CE DK	SLT/Cabinet away day with facilitation from the Local Government Association Cabinet/senior officer meetings to be scheduled on a weekly basis	<ul style="list-style-type: none"> LGA have been contacted and waiting for a response. Meetings now in the diary and happening. 	Dec 2023	
2. Consider and set out clearly the Corporate Strategy development process, with clear timescales for completion and consideration of how the organisation's 'golden thread' will be established to ensure effective delivery	CE DK	Corporate Strategy to be considered by: Partners to be asked for comments on emerging draft in August. Staff asked for contributions from August.	<ul style="list-style-type: none"> Corporate Strategy drafted. Timeline established. Cabinet report written. Internal and external consultation and engagement undertaken. 	Nov 2023	

		<p>Emerging draft considered by O&S in October</p> <p>Final draft to be considered by Cabinet in November 2023</p> <p>Final draft to be considered for approval by Council in November 2024</p> <p>Comms Strategy for public, partners and staff to be agreed.</p>	<ul style="list-style-type: none"> Corporate Strategy going to Cabinet and Council in November 		
<p>3. Build on the existing processes to further strengthen and ensure transparent and robust governance.</p>	<p>GL DK</p>	<p>Review of Scrutiny being led by the O&S Cttee to explore ways to further improve effectiveness.</p> <p>Develop action plan to support effectiveness improvements.</p>	<ul style="list-style-type: none"> Scoping meeting booked with the Chair of Overview & Scrutiny to action plan areas of improvement. O&S have been asked to review their remit, role and capacity (Dec) 	<p>March 2024</p>	
<p>Ensure that there is a clear politically-led process for identifying and delivering priorities and sufficient capacity and authority to manage the level of risk of the organisation.</p>	<p>GL DK</p>	<p>Review of Corporate Projects including reporting of progress and risks between SLT and Cabinet</p> <p>Review project management and business case approval processes and procedures</p>	<ul style="list-style-type: none"> Central corporate project register updated and currently being reviewed. Project management action plan has been developed. 	<p>Review March</p>	

<p>Review the effectiveness of the Programme Advisory Boards, and replicate good sectoral practice such as establishing formal, regular statutory officer meetings.</p>	GL	Clarify and improve reporting governance	Agreement from SLT on report deadlines for their meetings and reminders gone to all report authors on report deadlines.	Completed	
	GL	Review effectiveness of programme advisory boards	<ul style="list-style-type: none"> Now expecting engagement through a services of specific working parties and informal focus groups as required. Potential for Shadow Portfolio Holders as well. 	Review Feb 2024/ongoing	
	CE AR GL	Regular meetings of Statutory Officers to be scheduled.	<ul style="list-style-type: none"> Bi-Monthly meetings of Statutory Officers now scheduled and first one held 	Completed	
<p>4. Consider how to establish a clearer narrative in reports and briefings regarding the Council’s financial position which aids understanding and decision making across the organisation.</p> <p>Clarifying the assumptions driving good financial management, decision making and determining the need for savings are particularly important.</p>	AR	<p>Engagement with Committee Chair and Portfolio holder to provide greater clarity within narrative and explanations of complex financial processes.</p> <p>Engagement with key stakeholders across the Council (member training / bi-annual updates to managers via managers forum and open sessions for wider staff to attend</p>	<ul style="list-style-type: none"> Initial meeting has taken place upon review of the Q1 Budget Report, with agreed recommendations to be taken forward and implemented for Q2. 1st sessions of Member training delivered, with further sessions to follow. Delivery of Finance update at managers forum in September 	<p>Dec 2024</p> <p>Sept 223</p>	

<p>5. Ensure that whatever ambitions the Council may have are balanced with the need to ensure sufficient focus and grip on the performance of core service delivery “brilliance in the basics”</p>	<p>DK</p>	<p>Updating of the service area actions plans to include any new performance metrics. Development of the change programme business case</p> <p>Review corporate performance reporting.</p>	<ul style="list-style-type: none"> • Change programme business case scoping has commenced. • Service area action plans currently being reviewed. • Member awareness sessions being planned. 	<p>Review Feb 2024</p>	
<p>6. Review and further develop the Council’s Corporate Performance Framework, ensuring performance information can be used effectively to support service, corporate and public needs and as a vehicle to inform decision making, celebrate success and support risk identification and service improvement.</p>	<p>DK GL</p>	<p>Review of corporate performance framework to underpin the new corporate strategy.</p> <p>Review and implementation of improved quarterly reporting on measures of both Councillors and public to access</p> <p>Review of the Council’s approach to risk management</p>	<ul style="list-style-type: none"> • Additional corporate resource to support corporate policy and performance, being considered 	<p>April 2024</p>	
<p>7. Consider the standard pay rates and the influence and impact these may have on addressing workforce challenges.</p>	<p>TD</p>	<p>Standard pay rates reviewed Nov 22 and options assessed.</p>	<ul style="list-style-type: none"> • Action - ‘Working for Warwick Award’ April 2023 and April 2024 (increase 1 increment each year). 	<p>Completed</p>	

<p>8. Use the move to the new offices to redefine the identity of the Council, ‘the Warwick Way’ to reinvigorate the corporate ‘heart’ of the organisation. Central to this will be establishing a framework for hybrid working which provides clarity and expectations and maximises the benefits and balance of home/remote/office working.</p>	<p>SLT</p>	<p>Key events in the progression to agile working have included: Engagement with Managers/Staff/Cllr through ongoing surveys and communications: ‘Steps to Recovery’ (May 2020) ‘Thrive’ Health and Well-being Survey’ (Nov 2022) ‘Pulse’ (June 2023) ‘Green Travel Plan’ Survey (Jan 2023) Training: ‘Remote Working Virtual Masterclass’ (2020 – 2021) Engaging and Motivating Hybrid Teams (2022) ‘Ways of Working Managers Guide’ (June 2022) with a ‘toolkit’ of support and information ‘Agile Working Guidelines’ (March 2023)</p>	<ul style="list-style-type: none"> • Consider the groups/meetings/activities across the Council (not just linked to S1) and revise the requirement for hybrid, face to face or virtual. This is a pragmatic approach to provide the ‘human’ connection through existing avenues. • Re-launch of the ‘Ways of Working – Managers Guide’ linked to the peer review recommendation which highlights a toolkit of support for these discussions to be reinvigorated. • This should Improve middle manager confidence in business need over flexibility requests. • Progress the ‘Induction’ review project to include considerations from the Peer Review. 	<p>Review progress Sept 2024</p>	
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Title: Future of Hydrogen Hub Project
Lead Officer: Dave Barber & Katie McAuley-White
Portfolio Holder: Councillor James Kennedy
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	12/10	James Kennedy
Finance	12/10	Andrew Rollins
Legal Services		
Chief Executive	12/10	Chris Elliott
Director of Climate Change	9/10	Dave Barber
Head of Service(s)	9/10	N/A
Section 151 Officer	12/10	Andrew Rollins
Monitoring Officer	12/10	Graham Leach
Leadership Co-ordination Group	16/10	
Final decision by this Committee or rec to another Cttee / Council?	Yes Recommendation to: Cabinet	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No, but has a confidential appendix	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, if recommendation 4a is accepted, a further report will be brought to Cabinet in Spring 2024.	
Accessibility Checked?	Yes	

Summary

The Council has been exploring the potential to develop a hydrogen hub within the District, linked to decarbonising the refuse collection fleet and bringing wider benefits for the green economy. Given the level of risk and uncertainty that still remains, this report seeks Cabinet approval to stop the hydrogen hub project. It is recommended that the decarbonisation options for the Council's refuse collection vehicles are reassessed by 2025/26, including reviewing the possibility of a hydrogen fleet, battery-electric or any alternatives that come forward in the next 2 years. This report recommends that HVO be explored as a short-term, stop-gap solution to reduce carbon emissions from the existing fleet of RCVs.

Recommendation(s)

- (1) That work on the hydrogen hub feasibility be stopped and that proposal does not progress to formal live project status.**
 - (2) That, subject to recommendation 1 being agreed, the Hydrogen Strategy adopted at Cabinet in September 2022 be reviewed and further report brought to Cabinet to consider changes to the Strategy.**
 - (3) That Cabinet note that there is a risk the £75,000 of UK Shared Prosperity Fund funding allocated for the hydrogen project for financial years 2023-24 and 2024-25 may need to be returned, unless alternative proposals can be identified that deliver similar outcomes.**
 - (4) That work continues to be done to meet the Climate Change Action Programme's ambition to reach net zero for our contracted services by 2030, including:**
 - a. working with the contractor and Stratford District Council to explore Hydrogenated Vegetable Oil (HVO) as an interim means of reducing our RCV fleet's carbon emissions, with a further report to Cabinet in Spring 2024.**
 - b. Reviewing options for decarbonising the Refuse Collection Fleet in 2025/26, to enable a longer-term solution to be place by 2030.**
 - (5) That the remainder (approximately £45,000) of the £90,000 agreed at July 2022 Cabinet to support the continuation of the hydrogen hub feasibility work be returned to the Climate Change Reserve.**
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1 Reasons for the Recommendations

- 1.1 The cross-party Climate Change Action Programme Review Working Group discussed the hydrogen hub briefing paper at its meeting on Monday 2nd October 2023, and provided a steer as to the future of the hydrogen project, which has in turn informed the recommendations of this Cabinet report. The briefing paper and its appendices that were considered at this CCAP Working Group meeting are included at Appendix 1.
- 1.2 Whilst recognising the potential benefits of producing hydrogen locally, the CCAP Working Group considered that the potential costs and continuing uncertainties and risks around both hydrogen production and the future technology options for refuse collection vehicles are too significant at this time and that resources (both financial and officer time) could be better used on

other projects in line with the emerging Corporate Strategy, such as decarbonising buildings.

- 1.3 There is a careful balance to be struck between giving time to allow low carbon technologies for refuse collection vehicles to mature and allowing enough time to plan for alternatives ahead of a new waste collection contract and ahead of the existing commitment to decarbonise Council contracts by 2030. The decision to stop the hydrogen project and pause any further work on fleet decarbonisation until 2025/26 seeks to strike this balance, although it must be recognised that given the uncertainties, there are risks that revisiting this as late as 2025/26 might impact the Council's current ambitions to reach net zero by 2030 including contracted services. It is for this reason that it is recommended that further thought be given to HVO as an alternative fuel for the next 5-6 years, before a new fleet of vehicles is procured. In the meantime, officers will continue to keep abreast of technology innovations in this area and should opportunities arise earlier than 2025/26 these can be shared with members for consideration.
- 1.4 The Hydrogen Strategy that was adopted at Cabinet in July 2022 sets out a clear timeline to build a hydrogen hub, aiming for the first provision of hydrogen for public service vehicles in 2024/25. If recommendation 1 is agreed, a significant element of the hydrogen strategy will become unachievable, and it will therefore be necessary to review this strategy. It is therefore recommended that this review takes place over the next 3 to 6 months in the context of the new Corporate Strategy, with a view to bringing forward a further report to Cabinet for consideration.
- 1.5 Officers recommend that Cabinet acknowledge the possibility of needing to return the £75,000 of UKSPF funding that had been allocated to the hydrogen project to Central Government (£30,000 CapEx for FY 2023-24 and £45,000 CapEx for FY 2024-25). Officers will explore the potential to apply to funding to alternative project that could meet the same outcomes and could therefore be acceptable to the SPF funders. However, there is a limited amount of time to achieve this, so it would need to be a project that is already being progressed, but is not funded. Potential examples might include EV charging infrastructure or solar panels. However, until further discussions have taken place it is not known whether the funders will be satisfied that alternative projects will comply with the intended interventions: which are:
 - R&D grants supporting innovative product & service development
 - Development of innovation infrastructure at the local level
 - Supporting decarbonisation whilst growing the local economy
 - Support relevant feasibility studies
- 1.6 Following the outcome of this Cabinet meeting, officers will consult with DLUHC to discuss the matter of this UKSPF funding, including any flexibility around the interventions given the change in project scope.
- 1.7 With regards Recommendation (5), at the Cabinet meeting of July 2022 where the hydrogen paper was discussed, there was an additional £40,000 approved for continuation of the technical feasibility work by Kingscote Enterprises and £50,000 approved for specialist commercial partnership advice.
- 1.8 It is important to note that the original contract for Kingscote (at a value of up to £50,000) was awarded through an exemption and was for the technical work on phase 1 of the project, including the feasibility study itself that was brought

to Cabinet in July 2022. This takes the value of the Kingscote contract up to a maximum of £90,000, but there is a unspent balance for the more recent £40,000 extension part to this contract.

- 1.9 Since July 2022, there has been considerable technical work carried out by Kingscote Enterprises,, including an update to the feasibility study to reflect recent market developments, and an in-depth location appraisal report, resulting in the selection of a preferred location for the hydrogen hub, if we were to continue with the project. This is in addition to supporting a number of premarket engagement sessions with hydrogen industry key players. However, there was further technical work envisaged, should the hydrogen project continue, therefore we have some underspend on this £40,000 extension to the original contract, which can be reallocated internally.
- 1.10 Since July 2022, Local Partnerships were appointed as our specialist commercial partnership advisors. Some DLUHC funding has meant that a significant proportion of their work on our hydrogen project has been funded externally, but we have paid for the remainder of their work to date, supporting on procurement routes and potential delivery models, weighing up risk/reward balance of each, as well as their attendance at the aforementioned premarket engagement sessions. We also have underspend for this piece of work, given we had further plans to work with Local Partnerships to establish our route forward in terms of procurement route and delivery model, if the hydrogen project were to continue. This can also be reallocated internally.
- 1.11 It is estimated that the combined underspend across the two contracts will be around £45,000 with the precise figure to be confirmed once outstanding commitments are paid.
- 1.12 Given the current waste contract is a shared contract with Stratford District Council, it is important that we continue to liaise with SDC around our fleet decarbonisation plans in the short-term, such as potentially trialing HVO in some RCVs and smaller vehicles.
- 1.13 In addition to this, given the complexity of the procurement of a waste contract and the need for extensive soft market testing, it is recommended that 2025/26 is an appropriate time for discussions to be had around the future waste contract(s) across South Warwickshire. This is particularly relevant when discussing low carbon RCVs, such as hydrogen fuel-cell or battery-electric, as whichever option is chosen, a significant amount of infrastructure work will need to be planned out and implemented in advance of a new fleet's operation.
- 1.14 The question around the continuation of the shared waste contract is particularly important when comparing the geography of the two districts and the impact this would have on vehicle optimisation. One vehicle technology may be more suited to an urban round, but where a contract spans the more rural areas of Stratford District as well, the solution may not be as straightforward. It is currently understood that a hybrid approach (installing a hydrogen refuelling station and battery electric charging station) can be difficult to implement due to the need for two different types of extensive infrastructure installation.

2 Background

- 2.1 The hydrogen briefing paper that was discussed at the CCAP Working Group on 2nd October forms the basis of the background to the hydrogen project and how we came to this point. The decision around the recommendations for this Cabinet report was made at the aforementioned CCAP Working Group meeting, following review of the paper at Appendix 1.

- 2.2 The Cabinet reports from July 2022 and September 2022 give further background on the hydrogen project and ambitions.

3 Alternative Options

- 3.1 There were three alternative options set out in the briefing paper at Appendix 1. The simplest alternative would be to do nothing until 2029/2030 and instead place all onus on the contractor when we go out to procurement for the new contract. This option is still possible, depending on the decision made in 2025/26, but it was not recommended now as this removes all control or influence the Council may have on the decarbonisation of the fleet and means we would make no progress towards our net zero targets in the meantime.
- 3.2 Another alternative was to launch into the hydrogen project immediately, commencing the process of converting the existing RCVs to dual-fuel diesel-hydrogen and aiming to procure a private sector company to help develop the hub itself, aiming for local hydrogen production by 2027. This was seen as the riskiest option, as it is understood to be a significant investment committing to a technology that could be argued to be new and unproven in this sector. There were multiple ways this option could have been delivered, depending on delivery model for the hub. Some options may require direct investment from the Council, while other options would adopt a lease or concession model whereby no direct investment from the Council is required and a hydrogen hub could still be developed on our preferred site, at the cost and risk of the private sector. A downside to the latter would be limited control over pricing of hydrogen and a lack of revenue stream coming in from the sale of hydrogen. This is in addition to the Council needing to commit to purchasing a level of 'anchor demand' hydrogen from the private sector company in order to attract their investment in the site, so the 'lease' option has significant risks of its own, albeit no direct financial investment from the Council required. Bringing forward either of these delivery model options would require a considerable amount of officer time. Regardless of delivery model, this option to launch into the hydrogen project immediately was considered too risky to commit to in 2023.
- 3.3 A third option followed a similar route to that set out in 3.2, but instead sought to use HVO as a means of reducing the current RCVs' carbon emissions (with no dual-fuel conversions). This also lessened the urgency of having the hydrogen hub up and running ahead of 2029/30 (as there would be no fleet requirement for hydrogen), so the timelines were pushed about 2 years back, but otherwise reflected the key project milestones of the option set out in 3.2.
- 3.4 A further option was considered, following a briefing with relevant Portfolio Holders on 12th September. Officers recommended that a portion of the remaining funding for the hydrogen project (approx. £45,000 as previously mentioned), be used instead to commission a detailed study into all low carbon alternatives for RCV fleet decarbonisation (namely hydrogen, battery-electric and HVO). This would theoretically remove the doubts and concerns with regards to committing to a new technology. For example, if the new study recommended hydrogen would be most suited to either Warwick District or South Warwickshire's RCV fleet, the Council could be more reassured that the development of a hydrogen hub in the district is worthwhile and less 'risky'. Equally, for a battery-electric fleet, there would need to be a considerable amount of research into electricity grid capacity in the area, as well as potential battery storage (and associated costs) so this study could provide us with this, to compare and reach an informed decision on the way forward. It was recommended that we review all options in 2025/26 and not commission this

study now.

4 Legal Implications

4.1 No legal implications.

5 Financial Services

5.1 As set out in paragraphs 1.8 to 1.11, there is likely to be an unspent balance of approximately £45,000 from the £90,000 agreed by Cabinet for the Hydrogen Feasibility work at its meeting in July 2022. As this funding was drawn from the Climate Change reserve, it is appropriate that this underspend should be returned to the reserve.

5.2 The other financial implication is the risk that we will need to return the £75,000 of UKSPF funding that has been allocated to the hydrogen hub project. However efforts will be made to meet the specific conditions set out previously in the report, to reallocate this funding to an alternative project.

5.3 It is also important to note the original £50,000 Kingscote contract for this project, which paid for phase 1 of the technical feasibility work, including the feasibility study brought to Cabinet in July 2022. This was funded from the then Climate Action Fund.

6 Business Strategy

6.1 The Corporate Strategy will be considered by Cabinet on the same agenda as this report. Anticipating that the emerging Corporate Strategy is agreed by Cabinet and approved by Council in November, the recommendations for the Hydrogen Feasibility study set out in this report, are consistent with the emerging Corporate Strategy and in particular, the potential to reallocate funding and staff resources to emerging priorities will support the delivery of the new corporate strategy.

6.2 **Health, Homes, Communities** – Given the nature of the project as an infrastructure project that should not impact on the waste collection service (as the service should remain the same for residents regardless of fuel type), it is not considered that the recommendations within this report impact homes/communities. However, should there be no action taken to reduce carbon emissions of our RCVs following this report, it could be said to have a negative impact on air quality and therefore the health of our residents.

6.3 **Green, Clean, Safe** – It is possible that the recommendations within this report will impact our ability to meet our ambitions for carbon emission reductions in the district. However recommendation 4 seeks to minimise this impact whilst minimising risk.

6.4 **Infrastructure, Enterprise, Employment** – A key strand of the Hydrogen Strategy, adopted at Cabinet in September 2022, was to develop a hydrogen economy in the district, creating green jobs and attracting green investment to the area. In the event that a cost effective hydrogen hub could have been delivered, the recommendations in this report could be considered to have a negative impact on this aim. However given the risks and uncertainties that remain regarding local hydrogen production, the impact on this aim is unknown. .

6.5 **Effective Staff** – This report provides the potential to reallocate staff time to workstreams that align directly with the emerging corporate strategy.

6.6 **Maintain or Improve Services** – Arguably, the decarbonisation of our RCV fleet could be seen as an improvement to our service, given the experience for

the resident should not change but the carbon emissions would be reduced. Depending on the decision to use HVO in the short-term, it could be argued that the recommendations in this report have a negative impact on the 'improve services', aspect if carbon emissions are not reduced, but should not impact our ability to maintain the existing service.

- 6.7 **Firm Financial Footing over the Longer Term** – The recommendations in this report remove any possibility of Council investment in a hydrogen hub within the next 3 years, which could be seen as a positive influence on this strategic aim. Given the residual risks and uncertainties involved with the hydrogen hub and conversion of the RCVs, the recommendations of this report remove any financial risks to the Council, at least until the review in 2025/26.

7 Environmental/Climate Change Implications

- 7.1 As set out in paragraph 1.3, the recommendations within this report pose a risk to the CCAP's ambition to deliver net zero by 2030 for contracted services as the time required to plan for a low carbon waste collection service will be more limited. As around a third of the Council's carbon emissions arise from the refuse collection vehicles, taking no further action would not be appropriate. Recommendation 4, therefore seeks to provide a way forward to reduce RCV carbon emissions for both the interim and long-term. However there are significant concerns about HVO and in particular the finite supply of truly sustainably-sourced HVO in the context of increasing demand. This will need to be given careful consideration in the work to explore this as an alternative.

8 Analysis of the effects on Equality

- 8.1 No equality impacts identified for this report.

9 Data Protection

- 9.1 No data protection issues within this report.

10 Health and Wellbeing

- 10.1 No health and wellbeing impact identified other than potential detrimental impact on air quality should no further action be taken in terms of RCV decarbonisation for the next 3 years and beyond.

11 Risk Assessment

- 11.1 The risks of all options in the briefing paper at Appendix 1 are set out in Section 4 of the paper. The specific risks identified for the recommendations of this Cabinet report are as follows:
- 11.2 Unknown lead times for key pieces of kit for either hydrogen or battery-electric refuelling facilities if kit ordered following a decision in 2026 or after. Could cause significant delays to readiness of fuelling infrastructure and means we may have zero-carbon vehicles with no zero-carbon fuel.
- 11.3 Technologies are always advancing, therefore by 2026 there may still be no clear 'winner' so some form of informed risk will need to be taken when committing to our decarbonised fleet from 2030.
- 11.4 The hydrogen project currently has a considerable amount of momentum behind it, which has built over the last two years, engaging with national and regional stakeholders as well as the hydrogen industry. This is essential to the business case, especially in terms of offtakers, and would need to be built up over time again if hydrogen was our preferred option in 2026.

- 11.5 If HVO is not deemed to be suitable for short-term use, there would be no reduction in carbon emissions for our RCVs until at least 2026 or beyond.
- 11.6 Other local authorities are already looking into RCV fleet decarbonisation options. It is possible that a number of authorities will announce the implementation of hydrogen, battery-electric, dual-fuel or other low carbon fleets in the coming months and years, which could raise questions from residents on our lack of action.
- 11.7 There are alternative uses being considered for the preferred site and if we do not specifically request land for the hydrogen hub, we will have lost the opportunity for a hydrogen hub at this site, for the duration of the lease.
- 11.8 Access to the local renewable energy source may be lost if the project is not progressed and it is unknown whether there will be alternative green energy sources after 2025/26.

12 Consultation

- 12.1 Briefing with the Leader and relevant portfolio holders on 12th September 2023.
- 12.2 Consideration by the cross-party Climate Change Action Programme Working Group meeting on 2nd October 2023.

Background papers:

APPENDIX 1 (Private and Confidential)

080923 Finalised Hydrogen Briefing Paper

- Appendix 1 – Delivery Model Options LP
- Appendix 2 – Local Authorities looking into hydrogen
- Appendix 3 – Executive Summary of May 2022 Feasibility Study
- Appendix 4 – RCV Options

(Please note the 4 appendices are included within the one private and confidential document at Appendix 1).

Supporting documents:

Cabinet reports from both July and September 2022 (Continuation of Hydrogen Hub project and Hydrogen Strategy respectively)