

# Overview and Scrutiny Committee

Tuesday 26 June 2018

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A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 26 June 2018 at 6.00pm.

## Membership:

Councillor Mrs Falp (Chairman)	
Councillor Boad	Councillor H Grainger
Councillor Bromley	Councillor Naimo
Councillor Mrs Cain	Councillor Parkins
Councillor D'Arcy	Councillor Mrs Redford
Councillor Davison	Councillor Shilton

## Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

## Agenda

### 1. Apologies and Substitutes

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

### 2. Declarations of Interest

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

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

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

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

3. **Minutes**  
To confirm the minutes of the meeting held on 30 May 2018. **(To follow)**
4. **Review of the Work Programme, Forward Plan and comments from the Executive**  
To consider a report from Democratic Services. **(Pages 1 - 14)**
5. **Finance – Service Area Update**  
To consider a report from Finance. **(Pages 1 - 46)**
6. **Review of Council’s Sustainability and Climate Change Approach**  
To consider a report from Health & Community Protection. **(Pages 1 - 22)**
7. **Warwick District Infrastructure Delivery Plan (IDP)**  
To consider a report from Development Services. **(Pages 1 - 39)**
8. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 27 June 2018**  
  
To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.  
  
**You are requested to bring your copy of that agenda to this meeting.**  
**(Circulated separately)**
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 item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.
10. **Executive Agenda (Confidential Items and Reports) – Wednesday 27 June 2018**  
  
To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.  
  
**You are requested to bring your copy of that agenda to this meeting.**  
**(Circulated separately)**

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

Enquiries about specific reports: Please contact the officers named in the reports.


You can e-mail the members of the this Committee at

[o&scommittee@warwickdc.gov.uk](mailto:o&scommittee@warwickdc.gov.uk)

Details of all the Council's committees, councillors and agenda papers are available via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)

**Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.**

**The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.**

 <b>WARWICK DISTRICT COUNCIL</b>		<b>Overview &amp; Scrutiny Committee – 26 June 2018</b>	<b>Agenda Item No. 4</b>
<b>Title</b>	Work Programme, Forward Plan & Comments from Executive		
<b>For further information about this report please contact</b>	Lesley Dury, Committee Services Officer, 01926 456114 or <a href="mailto:committee@warwickdc.gov.uk">committee@warwickdc.gov.uk</a>		
<b>Wards of the District directly affected</b>	N/A		
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No		
<b>Date and meeting when issue was last considered and relevant minute number</b>	30 May 2018		
<b>Background Papers</b>	N/A		
This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.			

## 1. Summary

- 1.1 This report informs the Committee of its work programme for 2018/19 (Appendix 1) and of the current [Forward Plan - June to August 2018](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports submitted to the Executive on 31 May 2018 (Appendix 2).

## 2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2).

## 3. Reasons for the Recommendation

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.
- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Executive decisions and to feed into policy development.



- 3.3 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.
- 3.4 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.
- 3.5 Appendix 2, Comments from Executive, is produced to create a dialogue between the Executive and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee are formally made aware of the Executive's responses.
- 3.6 Where the Overview & Scrutiny Committee have made a recommendation as opposed to a comment the Executive are required to respond to the recommendation(s) made, including whether or not they accept the recommendation(s).

#### 4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 4.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve month period to give a clearer picture of how and when the Council will be making important decisions.
- 4.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 4.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 4.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 4.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 4.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive

items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.

- 4.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 In reviewing these responses Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the Work Programme.

## Overview and Scrutiny Committee Work Programme 2018

**26 June 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Review of Council's Sustainability and Climate Change Approach	27 June 2017	Written report followed by Q&A	Alice Ellis		June 2019	Annually
Local Plan Infrastructure Delivery Plan	30 June 2015	Written report followed by Q&A at meeting	David Butler / Phillip Clarke		September December March June	Quarterly Update
Portfolio Holder Update - Finance			Councillor Whiting			

### **Actions from 30 May 2018**

Inform the Task & Finish Group (Role of the Chairman) that all contactable past chairmen should be consulted re item 1.2 on the Action List from meeting 14 May 2018 – Amy Barnes was asked to convey this to the T&F Group which she has done. The T&F Group has not met since 14 May 2018.

Lisa Barker was informed that O&S had agreed that a Joint meeting of both Scrutiny Committees could take place ahead of the Scrutiny meetings 26 June. F&A had previously agreed this. But further work is required so this has delayed the presentation on the SCS contract. We are to be kept informed of the position.

**24 July 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Task & Finish Group – Role of Warwick District Council Chairman	O&S Task & Finish Group	Either as part of the Work Programme, or a written report	TBA	Councillors Ashford, Mrs Knight and Margrave	Every meeting until completed	
Review TBA items on the O&S Work Programme	O&S 30 May 2018	Discussion				
Portfolio Holder Update – Housing?						

**29 August 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date

**25 September 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Events Review Update	O&S 6 February 2018, minute 78	Written report followed by Q&A	James Deville / Dave Barber		February, March or April 2019	4 <sup>th</sup> quarter of 2018/19
Portfolio Holder Update – Neighbourhood Services?						

**30 October 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date

**27 November 2018**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Development & Business?						
Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		November 2019	Annually
Current Arrangements for South Warwickshire Community Safety Partnership	Mandatory	Written report followed by Q&A at meeting	Pete Cutts		Late Nov / Early Dec 2019	Annually
Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse	O&S 30 May 2018	Written report followed by Q&A at meeting	David Guilding / Phil Clarke		October 2019	

**8 January 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Chief Executives?						
Vision & strategy for Leamington town centre annual update and progress on Action Plan.	O&S 6 March 2018	Written report followed by Q&A at meeting	Phillip Clarke		January 2020	Annually
Verbal update on the Shared Environmental Enforcement with Rugby Borough Council	4 April 2018	Verbal report	Gary Charlton / Grahame Folkes Skinner			8 January 2019

**5 February 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Progress report on the HEART service	O&S 6 February 2018, minute 75	Written report followed by Q&A at meeting	Mark Lingard			5 February 2019

**5 March 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Cultural Services?						

**2 April 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		April 2020	Annually
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		April 2020	Annually
Member Children's Champions: End of Year Report	Standing Annual Item	Written report followed by Q&A at meeting	Andrew Jones		April 2020	Annually



**May 2019**

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Portfolio Holder Update – Health & Community Protection?						
Elect an Overview and Scrutiny Committee Chairman					May 2019	Annually
Heath Scrutiny Sub-Committee – Appoint members and substitutes					May 2019	Annually

## TBA

<b>Title</b>	<b>Where did item originate from</b>	<b>Format</b>	<b>Lead Officer/ Councillor</b>	<b>Membership of Task &amp; Finish</b>	<b>Next report date if applicable</b>	<b>Completion date</b>
Policy on Regulating the Private Rented Sector - Update(Ref 880)	30 August 2017	TBA	Ken Bruno			
"Mystery Shopper" – testing customer service at the Council	25 July 2017	TBA	TBA			
Housing & Homelessness Strategy	27 September 2016	Written report followed by Q&A at meeting	Charlotte Lancaster			
Phase 2 Leisure Development in Kenilworth	1 June 2016	Verbal Update	Rose Winship		C. Servs to notify when the report can be presented	
CWLEP update	30 June 2015	Verbal Report	Councillor Mobbs		BH to provide a copy of the Board Meeting Dates to LD	Quarterly if an update is available

Council Development Company (Forward Plan Ref 727)	February 2016	Written report followed by Q&A at meeting	Head of Housing		A report cannot be brought forward until housing futures and changes to the Housing and Planning Act have been completed	
Emergency Planning in light of Grenfell Tower and other major incidents (To include: <ul style="list-style-type: none"> <li>• What this Council has done,</li> <li>• Capacity</li> <li>• Staff Learning)</li> </ul>	27 June 2017	Written report followed by Q&A at meeting	Marianne Rolfe		When the results from the Government enquiry into Grenfell Tower are known	
Asset Management Strategy (Corporate Assets) (Forward Plan Ref 641) – Overview and Scrutiny Committee to determine if this should be a Work Programme item	November 2015	Written report followed by Q&A at meeting	Councillor Phillips			

**Response from the meeting of the Executive on O&S Committee's Comments  
– 31 May 2018**

<b>Items no.</b>	3	<b>Title</b>	Student Housing Strategy	<b>Requested by</b>	Labour Group & Green Party
<b>Reason considered</b>		<p><b>Labour Group</b> In order to understand how far it aligns with the recommendations made by the Task &amp; Finish Group- HMOs; and what improvements may be desirable.</p> <p><b>Green Party</b> The Green Party welcomes this in broad terms but would like to discuss some important aspect:</p> <ul style="list-style-type: none"> <li>the aims on page 2 such as: wishing to increase the University of Warwick private renter student population in the district by more than 360 in 3 years (page 10); the definition of 'sustainable locations'; and whether support services can realistically mitigate issues. Clearly these form the foundations for phase 2</li> <li>the importance of non-student renters in the development of this strategy (see page 8)</li> <li>the significance of the intended outcomes in the FFF strands (page 5)</li> </ul>			
<b>Scrutiny Comment</b>		<p>The Overview &amp; Scrutiny Committee welcome and support the Policy in general and welcome that some of the recommendations from the HMO Task &amp; Finish Group are included within the document.</p> <p>The Overview &amp; Scrutiny Committee expressed concerns that the aims did not specifically address the concerns about over-concentration of students in some areas through a dispersal strategy.</p>			
<b>Executive Response</b>		<p>The Executive thanked the Scrutiny Committee for the debate and consideration of this matter and reminded them that, as set out within the report, one of the next steps would be to work with the University of Warwick to promote further on-campus provision and a more dispersed distribution of the student population across Warwick District to enable the district to positively integrate the students and settled populations.</p>			

<b>Items no.</b>	9	<b>Title</b>	Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse	<b>Requested by</b>	Labour Group
<b>Reason considered</b>		In order to understand the options and operational objectives of this proposal.			
<b>Scrutiny Comment</b>		The Overview & Scrutiny Committee welcome and support the report but			

	<p>would like to see robust monitoring of the contract from the outset.</p> <p>(NB The Overview &amp; Scrutiny Committee reviewed recommendations 2.1 to 2.3 because they felt 2.4 onwards were recommendations F&amp;A should consider).</p>
<b>Executive Response</b>	The recommendations in the report were approved.

<b>Items no.</b>	11	<b>Title</b>	MHCLG Rough Sleepers Initiative 2018-20	<b>Requested by</b>	Green Party
<b>Reason considered</b>	<p>The Green Party welcomes this in broad terms but would like to discuss some important aspect:</p> <ul style="list-style-type: none"> <li>• how would this initiative leave the balance of provision between rough sleepers and the hidden homeless?</li> <li>• How would the initiative change if funding is less than anticipated?</li> </ul>				
<b>Scrutiny Comment</b>	<p>The Overview &amp; Scrutiny Committee welcomed the report but had questions on what happens in two years when the MHCLG funding ceased?</p>				
<b>Executive Response</b>	The recommendations in the report were approved.				



## **Warwick District Council Forward Plan July to September 2018**

**Councillor Andrew Mobbs  
Leader of the Executive**

The Forward Plan is a list of all the Key Decisions which will be taken by the Executive in the next four months. The Warwick District Council definition of a key decision is: - a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.

Whilst the majority of the Executive's business at the meetings listed in this Forward Plan will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 that part of the Executive meeting listed in this Forward Plan will be held in private. This is because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those items which are proposed to be considered in private are marked as such along with the reason for the exclusion in the list below.

If you would like to make representations or comments on any of the topics listed below, including the confidentiality of any document, you can write to the contact officer, as shown below, at Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ. Alternatively you can phone the contact officer on (01926) 456114. If your comments are to be referred to in the report to the Executive or Committee they will need to be with the officer 7 working days before the publication of the agenda. You can, however, make comments or representations up to the date of the meeting, which will be reported orally at the meeting. The Forward Plan will be updated monthly and you should check to see the progress of the report you are interested in.

**(943)**

### Section 1 – The Forward Plan June to September 2018

Topic and Reference	Purpose of report	If requested by Executive – date, decision & minute no.	Date of Executive, Committee or Council meeting	Publication Date of Agendas	Contact Officer & Portfolio Holder	External Consultees/ Consultation Method/ Background Papers
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#### 27 June 2018 - No key decisions listed for this meeting at the time of publication

Update on Fit for the Future (FFF) Change Programme (Ref 935)	To seek approval of the next stage of the FFF Change Programme		27/6/2018	19/6/2018	Andrew Jones Cllr Mobbs	
Residential Design Guide & Parking Standards SPDs (Ref 936)	To review the representations of the SPD consultations and approve the final documents		27/6/2018	19/6/2018	Hayley Smith / Lorna Coldicott Cllr Rhead	
Events Review Update (Ref 939)	To review and approve various actions arising from the Events Review		27/6/2018	19/6/2018	James DeVill Cllr Butler	
Increase litter provision (Ref 943)	Increase in funding for litter bin provision in Warwick District		27/6/2018	19/6/2018	Gary Charlton Cllr Grainger	

#### 25 July 2018

Final Accounts 2017/18 (Ref 918)	To report on the Council's outturn position for both revenue and capital		25/7/2018	17/7/2018	Mike Snow Cllr Whiting	
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Canal Conservation Area (Ref 934)	To create a new conservation area to preserve and enhance Warwick District's canal network, and to support sympathetic development and regeneration		25/7/2018	17/7/2018	Roger Beckett Cllr Rhead	
East of Kenilworth Development Brief SPD (Ref 937)	To request to progress with the consultation for the East of Kenilworth Development Brief SPD		<del>27/6/2018</del> Reason 3 25/7/2018	17/7/2018	Andrew Cornfoot Cllr Rhead	
Turpin Court Garage Site (Ref 928)	To seek approval for funding to develop Council houses on this site		<del>27/6/2018</del> Reason 2 25/7/2018	17/7/2018	Charlotte Lancaster Cllr Phillips	
Business rates relief as an inward investment tool (Ref 929)	To agree a draft Business Rates Relief policy for external consultation		<del>27/6/2018</del> Reason 5 25/7/2018	17/7/2018	Suzee Laxton Cllr Butler	
Leamington Car Park Displacement Strategy (Ref 942)	The report gives an update on the implementation of new car parks in Leamington, and sets out further proposals to mitigate parking disruption during the displacement period.		25/7/2018	17/7/2018	Rob Hoof Cllr Grainger	Reports to Planning Committee 9th January 2018: W/17/1700 Covent Garden Multi-Storey Car park, Russell Street, Leamington Spa; W/17/1701 Riverside House, Milverton Hill, Leamington Hill; and accompanying documents Car Park Strategy report, Executive 28th June 2017; Car Park Strategy working papers



						including Leamington Car Park User Survey 31/10/17; Multi-storey car park survey report – update, Executive 29/06/16; Council HQ Relocation and replacement of Covent Garden car park project parts A and B, Executive 20/04/16
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**30 August 2018 – There are no scheduled reports at the time of publication.**

Phase II (Kenilworth) – Leisure Development Programme (Ref 938)	To consider options for Phase II and to agree the options to be included in the public consultation in the coming months		30/8/2018	21/8/2018	Padraig Herlihy; Rose Winship Cllr Coker	The initial round of public consultation will follow the approval of this report
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**Section 2 Key decisions which are anticipated to be considered by the Council between August and October 2018**

<b>Topic and Reference</b>	<b>Purpose of report</b>	<b>If requested by Executive – date, decision &amp; minute no.</b>	<b>Date of Executive, Committee or Council meeting</b>	<b>Publication Date of Agendas</b>	<b>Contact Officer &amp; Portfolio Holder</b>	<b>External Consultees/ Consultation Method/ Background Papers</b>
Fees & Charges (Ref 926)	To propose the level of Fees and Charges to be levied from 2nd January 2018		26/9/2018	13/9/2018	Andy Crump Cllr Whiting	
Christmas Lights (Ref 941)	To review the provision of Christmas Lights in the District and budgetary implications		26/9/2018	13/9/2018	James DeVillie Cllr Butler	

**Section 3 Key decisions which are anticipated to be considered by the Council but the date for which is to be confirmed**

<b>Topic and Reference</b>	<b>Purpose of report</b>	<b>History of Committee Dates &amp; Reason code for deferment</b>	<b>Contact Officer &amp; Portfolio Holder</b>	<b>Expansion on Reasons for Deferment</b>	<b>External Consultees/ Consultation Method/ Background Papers</b>	<b>Request for attendance by Committee</b>
Council Development Company (Ref 727)	To consider a report on establishing a Council Development Company.	<del>Executive</del> <del>9/3/2016</del> <del>2/6/2016</del> <del>29/6/2016</del> Reasons 1 & 2	Bill Hunt Cllr Phillips	Awaiting further information on the implications of the Housing & Planning Act.		

HRA Asset Management and Development Policy (Ref 829)			Bill Hunt Cllr Phillips			
Car Park Strategy (Ref 895)	To seek approval for the proposed car parking strategy 2018-2028	Executive <del>7/3/2018</del> <del>5/4/2018</del> Reason 5	Paul Garrison Cllr Grainger			
Council Chamber PA system and the Recording & Broadcasting of Public Meetings (Ref 840)	To inform members of the investigations into upgrading the PA system in the Council Chamber, the potential to record and broadcast all Council meetings as per the Notice of Motion to Council and the associated costs/risks of these	Council 29/6/2016 Executive <del>5/1/2017</del> <del>8/2/2017</del> Reason 3	David Guilding Cllr Coker	Officers are currently exploring options for a new PA system within the chamber and the potential benefits this could bring to the venue overall. This is led by Arts Manager in liaison with ICT Manager and Democratic Services in developing this proposal.		
Councillors IT (Ref 841)	To report back on the work of the Councillor IT Working Party.	Executive <del>5/1/2017</del> <del>8/2/2017</del> Reason 3	Graham Leach Cllr Mobbs	Awaiting the outcome of Members' Allowances Review.		
WDC Enterprise – New Trading Arm (Ref 817)	To seek approval to establish a Local Authority Trading Company, to expand support provision whilst capitalising on existing skills to maximise income.	Executive <del>2/11/2016</del> Reason5 <del>5/1/2017</del> Reason5 <del>8/2/2017</del> Reason 5	Gayle Spencer Cllr Butler			

HQ Relocation Project – outcome of phase 1 work (Ref 801)	To consider the outcomes of the phase 1 work and, if appropriate, seek approval for commencement of the phase 2 delivery works.	Executive <del>26/07/2017</del> Reason 3	Bill Hunt Cllrs Mobbs, Whiting, Rhead, Butler, Grainger	Timing is dependent on the completion of the planning, marketing and procurement processes.		
Policy on Regulating the Private Rented Sector (Ref 880)	To adopt a revised policy on private rented sector regulation in light of new legislation and guidance.		Ken Bruno Cllr Phillips	Awaiting the publication of government guidance.		
Linen Street Car Park (Ref 861)	To consider recommendations for redevelopment for the Linen Street Car Park facility	Executive <del>28/06/2017</del> Reason 3	Paul Garrison Cllr Grainger			Ward Councillors
Leamington Cemetery North Lodge (Ref 828)	To review the future use of Leamington Cemetery North Lodge.	Executive <del>4/4/2017</del> <del>28/06/2017</del> <del>31/08/2017</del> Reason 3	Rob Hoof Cllr Grainger			
Corporate Asset Management Strategy (Ref 641)	To propose an Asset Management Strategy for all the Council's buildings and land holdings.	Executive <del>29/6/2016</del> Reason <del>5</del> <del>1/9/16</del> Reasons <del>3 &amp; 5</del> <del>5/1/2017</del> Reasons <del>3 &amp; 5</del> <del>8/2/2017</del> Reasons <del>3 &amp; 5</del> <del>26/07/2017</del> Reasons <del>3 &amp; 5</del> <del>31/8/2017</del> Reason 3	Bill Hunt Cllrs Mobbs, Butler, Grainger, Coker & Whiting			

<b>Section 4 – Items which are anticipated to be considered by the Executive but are NOT key decisions</b>						
<b>Topic and Reference</b>	<b>Purpose of report</b>	<b>If requested by Executive – date, decision &amp; minute no.</b>	<b>Date of Executive, Committee or Council meeting</b>	<b>Publication Date of Agendas</b>	<b>Contact Officer &amp; Portfolio Holder</b>	<b>External Consultees/ Consultation Method/ Background Papers</b>
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		27/6/2018	19/6/2018	Jon Dawson Cllr Whiting	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		25/7/2018	17/7/2018	Richard Barr Cllr Mobbs	
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		30/8/2018	21/8/2018	Jon Dawson Cllr Whiting	
Rural Urban Community Initiative Scheme Applications	To consider applications for Rural and Urban Initiative Grants.		26/9/2018	18/9/2018	Jon Dawson Cllr Whiting	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		31/10/2018	18/10/2018	Richard Barr Cllr Mobbs	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		9/1/2019	19/12/2019	Richard Barr Cllr Mobbs	
Review of Significant Business Risk Register	To inform Members of the Significant Risks to the Council		3/4/2019	21/3/2019	Richard Barr Cllr Mobbs	


Delayed reports:

If a report is late, officers will establish the reason(s) for the delay from the list below and these will be included within the plan above:

1. Portfolio Holder has deferred the consideration of the report
2. Waiting for further information from a Government Agency
3. Waiting for further information from another body
4. New information received requires revision to report
5. Seeking further clarification on implications of report

**Details of all the Council's committees, Councillors and agenda papers are available via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)**

**The forward plan is also available, on request, in large print on request, by telephoning (01926) 456114**

 <b>Overview &amp; Scrutiny Committee</b> <b>26 June 2018</b>		<b>Agenda Item No.</b> <b>5</b>
<b>Title</b>	Finance – Service Area Update	
<b>For further information about this report please contact</b>	Mike Snow 01926 456800	
<b>Wards of the District directly affected</b>	N/A	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>		
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	N/A

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	11/5/2018	Andrew Jones
Head of Service	11/5/2018	Mike Snow
CMT	11/5/2018	
Section 151 Officer	11/5/2018	Mike Snow
Monitoring Officer	11/5/2018	Andrew Jones
Finance	11/5/2018	Mike Snow
Portfolio Holder(s)	11/5/2018	Cllr Peter Whiting
<b>Consultation &amp; Community Engagement</b>		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
<b>Final Decision?</b>		Yes/No
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 This report brings together details of the Finance Risk Register, Contract Register, Budget, and service initiatives.

## 2. **Recommendation**

- 2.1 That Overview & Scrutiny Committee should review the Service Area Plan Performance 2017/18 attached at Appendix D and make observations on it as appropriate, being mindful of Appendices A-C.

## 3. **Reasons for the Recommendation**

- 3.1 Following several years of reviewing Service Contract and Risk Registers, it has been requested by members that the two registers for each Service Area should be considered together, along with details of the budget and performance for the relevant service.

- 3.2 Finance is the first Service Area to present a report to Scrutiny Committees that brings together:-

- Finance Risk Register
- Finance Contract Register
- Finance Budget
- Finance Performance report

### 3.3 Risk Register

- 3.3.1 The latest version of the Finance Risk Register is set out as Appendix A to this report. The register was last reviewed by Finance Management Team and Portfolio Holder in April 2018. The register is annotated according to the key on the final page of the register and reflect the fact that the register is a working document.

- 3.3.2 The scoring criteria for the risk register are subjective and are based on an assessment of the likelihood of something occurring, and the impact that might occur.

- 3.3.3 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour, the former-described set of risks are within the area shaded red, whilst the latter-described set of risks are within the area shaded green; the mid-range are in the area seen as yellow.

- 3.3.4 Finance is responsible for a wide range of services. There are 33 risks contained in the risk register. These have been categorised as generic or service specific risks. However, as a support service it will be noted that many of the risks are effectively council-wide, reflecting how the function may be primarily managed by Finance on behalf of the rest of the Council.

- 3.3.5 There is one risk that is shown in the "red", 7. Loss / shortage of staff (leading to loss of skills, knowledge & capacity). This risk is currently shown as high due to the turnover within the Accountancy Team over the last year following a retirement in 2017 and another forthcoming in 2018. Whilst the retirements have been actively planned for, the situation has been exacerbated by the



shortage of suitable candidates. The Register shows the many measures being taken to manage this risk, with a view to reducing it.

- 3.3.6 Most of the risks are shown as “amber” in accordance with the Council’s risk scoring matrix. As with all the risks in the register, it is the controls and mitigations that are being undertaken to control the risk that are of importance. These reflect the tangible actions over which there is more control.

### 3.4 Contract Register

- 3.4.1 The latest version of the Finance Contract Register is set out in Appendix B. There are 21 live contracts listed.
- 3.4.2 Two of the most significant of these contracts relate to the Council’s integrated Financial Management System (Total Mobile) and the Revenues/Benefits Systems (Civica). The contracts for both systems are due to come to an end in 2021 and 2022 respectively. A project team is in place to consider the options for re-procuring the Financial Management System, with soft market testing being arranged with interested suppliers. Public sector frameworks are also being investigated for the procurement of the Revenues/Benefits systems.
- 3.4.3 The Council’s insurance contracts are due to be replaced in 2019. The Council’s Risk and Insurance Officer is working on the procurement plan with the Council’s Insurance Brokers. The brokers are informally working with insurance companies to promote interest undertake soft market testing.

### 3.5 Budget

- 3.5.1 Details of Finance budgets are included as Appendix C. This is based on the relevant pages of the Base Budget report that was considered by Members in November 2017, with these pages now being part of the Council’s Budget Book. With the Council’s accounts virtually closed, the opportunity has been taken to include the 2017/18 Actual Expenditure alongside the Budget for the year.
- 3.5.2 The figures Treasury Management and Investment have not been considered in detail here. However, these will be considered in more detail as part of the Treasury Management Annual Report to Finance and Audit Scrutiny Committee in July.

### 3.6 Performance

- 3.6.1 Details of the performance of Finance against the Service Plan were reported to Executive in April within the Service Area Plans for 2018/19 & Annual Performance Reports for 2017/18. The 2017/18 performance report has been updated to reflect the full year and is available as Appendix D. The 2018/19 Service plan can be found [here](#).

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council’s FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The Benefits function directly helps to support people to be able to afford their homes.	The work by Finance assists to provide finances for all of the Council’s main services.	The work by Finance assists to provide finances for all of the Council’s main services.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
As a service, Finance is committed to developing and supporting staff to achieve their potential.	As a service, Finance is very committed to customer’s and making optimum use of digital technology.	The work of Finance includes managing the Council’s overall finances. This includes ensuring the Council’s finances are sustainable, and also that, as public money, all resources are properly used and accounted for.

## **4.2 Supporting Strategies**

There are several policies and strategies for which Finance takes the lead, with these being applicable across the Council. These primarily are:-

Code of Financial Practice  
Code of Procurement Practice  
Financial Strategy  
Anti-Fraud Strategy  
Procurement Strategy 2017-2019

## **4.3 Changes to Existing Policies**

This report does not propose any changes to existing strategies

## **5. Budgetary Framework**

5.1 Details of the Finance Budgets are discussed in para 3.5. and Appendix C.

5.2 In addition to managing the specific Finance Budgets, Finance also co-ordinate all other budgets as part of managing the overall finances of the Council. Budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive. The next Executive report, is due in July which will detail the overall outturn; this will support the Statement of Accounts for 2017/18 which will be reported to Finance and Audit Scrutiny Committee.

## **6. Risks**

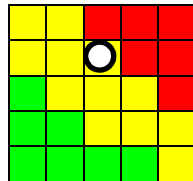
6.1 Details of the Finance Risk Register has been included in para 3.1 and Appendix A.

6.2 Members will note from the report on this agenda from the Audit and Risk Manager considering Internal Audit reports issued in quarter 4 of 2017/18, that the Finance has been subject to many routine reviews by internal audit. The reviews in respect of Banking and Income Management (Paris) were awarded Moderate level of assurances. Where possible, the recommendations within these reports have been already acted upon, with plans in place for the other actions to be resolved. There were no "High Priority" recommendations within these reports.

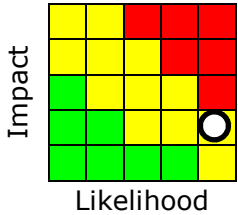
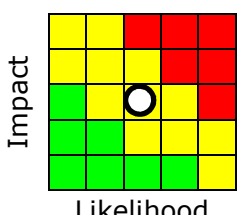
## **7. Alternative Option(s) considered**

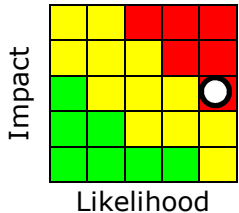
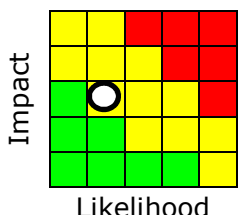
7.1 As this report is primarily for information, at the request of the Scrutiny Committees, no other options are proposed.

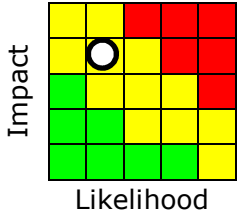
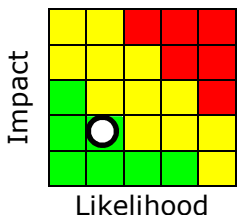
### Finance Risk Register – Post FMT Review 26 April 2018

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
<b>Generic Risks</b>						
1. Loss of IT.	<p>Computer breakdown. Technology problems. System problems, including hacking. Reliance on key staff. Acts of God e.g. fire, hurricane, flood. Power failure. Malicious acts by employee. Reliance on key staff.</p>	<p>Unable to issue bills update accounts, provide information, take recovery action, issue receipts, collect money. Loss of revenue to Council and other Local Authorities (depends on timing). Cost implications. Poor data. Uncontrolled budgets. Dissatisfied customers (and staff). Damaged reputation. Resource implications for rectification. Unable to pay benefit claimants, suppliers, staff Staff morale. Loss of switchboard.</p>	<p>IT support. System provider helpdesk. Contract with software supplier to maintain FMS training needs. Well trained staff. Adequate cover. Business Continuity Plan. Back-ups. Manual records for certain activities. System controls. Duplicate records. Procedure notes. Audit testing. Good plans. Auto save Regular testing of Card Readers at home. CSTeam to re-locate to area in RSH backed up by generator. Amend answerphone messages on telephony system to provide alternative contact numbers.</p>	<ul style="list-style-type: none"> <li>• <b>Ongoing</b> Review upgrade and test of Business Continuity Plans.</li> <li>• <del>Divs to review and update their BCPs – all to be complete by end April 2017.</del> <b>Completed.</b></li> <li>• Strategic Finance Manager's HSBC action – use of non-WDC equipment. Strategic Finance Manager- <b>Head of Finance</b> has referred this back to <del>Head of Helpdesk</del> <b>Head of ICT</b>.</li> <li>• Managers in Finance to be given access to 'Resilience Direct' so that BCP and RR can be stored there in the event of WDC systems failure. Training with Safer Communities Team Leader to be arranged <del>once all BCP plans complete.</del></li> <li>• <b>Issue regular</b> Reminder to staff about suspect emails.</li> </ul>	<p>Divisional managers.</p> <p>Head of Finance</p>	<p>Impact</p>  <p>Likelihood</p>

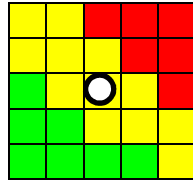
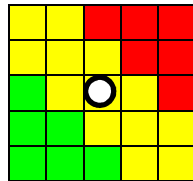
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
2. Loss of key records.	System failure. Accidental disposal. Theft – particularly of IT servers. Inadequately trained staff. Out of date Document Retention Policy.	Unable to provide service. Possible litigation. Financial loss. Bad publicity. Reputation damage. Loss of confidence. Resource implications for replication. Staff morale. Pressures on staff. Qualified Audit Opinion.	IT able to restore systems. Staff training. Secure storage and disposal of sensitive paper documents. GCSX secure communication line (name has changed). Corporate Document Retention and Disposal Policy. CoCo compliance Archiving options reviewed in line with corporate retention policy.	<del>Graham has agreed to complete review of Corporate Document Retention Policy and issue revised guidance by end of calendar year. Head of Finance to monitor progress.</del> Further issues being clarified as part of GDPR preparations.	Democratic Service Manager and Deputy Monitoring Officer / Head of Finance.	<div> <div>Impact</div> <div>Likelihood</div> </div>
3. Loss of office accommodation.	Fire. Denial of access.	Unable to provide services. Staff morale. Financial loss.	Work at home. IT disaster recovery plan. Business continuity plan critical services identified. Homeworking for banking arrangements, including payments. Procedure Manual (with BCP) Telephone answerphone messages amended to provide alternative contact numbers – included in BCP. BCP has been issued to Community Protection Services Team Leader, Health & Community Protection.	Continue to revise review BCP.	Head of Finance/Divisional Managers.	<div> <div>Impact</div> <div>Likelihood</div> </div>
4. Physical harm to staff.	Customer dissatisfaction. Accident. Intruders in offices. Staff in building very early and / or very late. Violence / threatening customers.	Verbal abuse. Actual physical injury. Infection. Health and safety investigation. Traumatised staff. Stress. Staff pressures. Death. Staff morale.	Health and Safety. Mobile phones. Compliance with lone worker procedures. Staff alert list. <del>Tunstall procedure. Exchequer Manager: "We are exploring with Central Control piloting a new lone worker procedure and therefore moving away from Tunstall – waiting for demo."</del> Physical security measures. e.g. screens, working in pairs, personal alarms. Training. Policies. Reporting / monitoring procedures.	Review Lone Working Procedure in line with guidance to be issued by Head of Health & Community Protection. (Exchequer Manager.)		<div> <div>Impact</div> <div>Likelihood</div> </div>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
5. Fraud (non Benefit) / Corruption.	Dishonest staff, customer, suppliers. Collusion. Lack of controls. Poor systems. Abuse. Exploitation. Poor control mechanisms. Poor audit processes. Poor management. Fraudulent insurance claims. Aggrieved staff.	Financial loss. Resource implications for investigation. Reputational damage. Adverse publicity. Loss of credibility. Staff morale.	Monthly / quarterly budget review. Established documented procedures. DBS checks (where appropriate). Procedure manuals. Audit Regime. Audit trails. <del>Annual petty cash certification.</del> Petty cash no longer used. National Fraud Initiative. Robust computer systems. Good IT security. Codes of conduct. System and processing controls e.g. segregation of duties. Whistle blowing policy. Fidelity guarantee insurance. Anti fraud & corruption strategy. Membership of NAFN. Reconciliations (e.g. bank recs) Cash checks undertaken by Internal Audit. New corporate fraud team.			
6. Failure to communicate effectively	High workload. Reliance on key staff. Staff absence. Human error. Home working. Inappropriate form of communication. Poor communication with partners/providers. Poorly trained customer service staff.	Incorrect information used to carry out work. Financial loss. Additional workload. Staff morale. Stress. Reputational damage. Service failure. Failure to relay messages.	Monthly team meetings. One-to-ones. E-mail. <del>Core brief.</del> No longer relevant. Intranet. Circulation of minutes from meetings. Corporate communication strategy. Staff training. Cultural changes. Whistle-blowing policy. SMT de-briefings. Continue to bring significant issues to line management attention as they arise. (All staff – ongoing) Staff Voice. Managers Forum. Rumour Mill.			

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
7. Loss / shortage of staff (leading to loss of skills, knowledge & capacity).	Dependency on key staff. Long term sickness. Redundancy. Retirement. Union action. Bereavement. Threat of work transferring to DWP due to roll out of universal credit. Time taken to recruit. Pay and competition from neighbouring authorities.	Unable to supply service. Financial loss. Error. Reduced Service. Potential breach of law. Increased pressure on staff. Staff morale. Customers waiting an unreasonably long time for payments of Housing Benefit resulting in homelessness. Fraud going undetected. Reduced resilience / capacity from reducing staff numbers.	Operational / procedures and controls. External assistance. External expertise, use of agency staff. Appropriate cover by other team members. Use of agency staff and apprentices. Workforce planning e.g. Succession planning. Prioritisation of work plan. Treasury Management Practices. Management of staff leave & absence. Experienced staff. Proactive anti fraud campaign Recruit apprentices on short term contracts to protect current experienced staff. Provide ongoing re-assurances to current staff. Introduction of E forms and Risk Based verification and practices and procedures. Ongoing review and updating of Procedures and Practices. Employment of agency staff. Handover with replacement or other staff	Make better use of I-drive rather than H-drive – move non-management related items across. (Immediate.) Update operational / procedures and controls. (By 31 December 2018.) Update Treasury Management Practices. (By 31 December 2018.)	Head of Finance / Divisional Managers.	
8. Provision of incorrect information / advice to stakeholders (benefit claimants, taxpayers, suppliers, WDC staff, members, business rate payers).	Untrained staff. Not up to date with legislative changes. Short deadlines. Pressure on staff. High turnover of staff.	Financial loss. Embarrassment. Loss of credibility. Judicial review. Compensation. Reputational. Greater pressure on back office. Qualified Audit Opinion.	Training. Guidance notes. Procedures. CPD. External professional advice. Legal advice. Internal/external audit. Secure systems. All frontline staff, i.e. Call centre and one-stop shop staff, trained and scripts up to date. Keep Procedures Notes and Procedure Manuals up-to-date.			

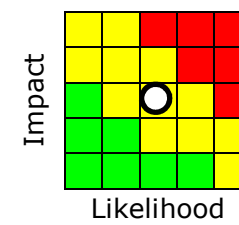
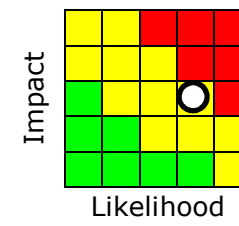
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
9. Breaches of Health and Safety legislation.	Home working. Driving for work. DSE/VDU usage. Manual handling. Person falling from height. Items falling from height. Deteriorating condition of Riverside House.	Sickness absence. Stress. Injury. Death. Legal action. Penalties/Fines.	Corporate health and safety policy including Home working and Driving at work. Eye tests. Regular DSE assessments. Health and safety risk assessments (AssessNET). Training available. Insurance cover. Health & safety on team meeting agendas. Home working policy. Ongoing DSE assessments. Review of DSE assessments by SMT. Regular health & safety reviews.			
10. Failure to deliver projects and / or programmes within the service e.g. on-line returns, auto-scanning.	Lack of resources. Poor planning. Lack of time. Lack of knowledge. Staff absence.	Core work disrupted. Financial loss. Reputation damage. Staff morale. Qualified Audit Opinion.	Project planning. Prince II. Project risk registers. Consultation.			

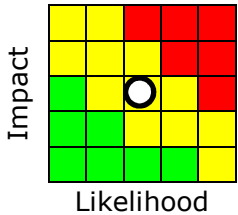
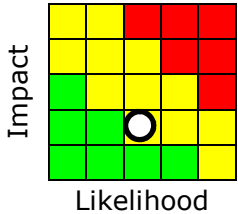
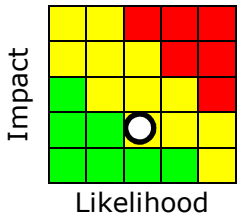


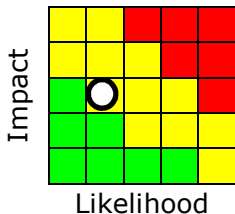
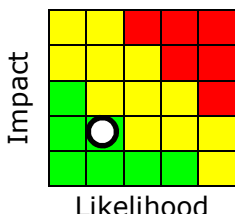
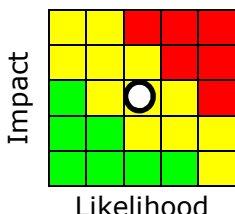
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
11. Data protection <b>General Data Protection Regulations</b> and Freedom of Information compliance breach.	Poor / inadequate training of staff. Give out personal information. Hold inappropriate information. Information not stored securely. Staff absence. Misdirection of post. Information/subject access requests not promptly actioned. Letters sent to wrong people containing personal data Impacts of GDPR	Breach Data Protection legislation. Investigation. Litigation. Financial loss – fines, compensation. Reputational damage.	Adequate training for staff. Document retention policy. Encryption of data. GCSX. Information security policy. Data protection policy / staff guidelines. Stapling letters Checking regime prior to passing to printroom. Implementation of meta compliance. Maintenance of Data Audit Matrix. Letters to contractors and suppliers (who hold personal data).	<b>Ongoing</b> Corporate review of data protection / FoI governance by Democratic Services Manager. (Head of Finance to pursue.) Head of HR & OD confirmed that Meta Compliance training will be given as part of corporate training programme following the review by Democratic Services Manager. <b>(Further training planned.)</b> <b>Investigations on systems archiving ongoing.</b> <b>Issue letters to contractors (Head of Exchequer to speak with GDPR Officer.)</b> <b>Ongoing discussions with contractors. (Head of exchequer.)</b>	Head of Finance. System owners.	 <p>Likelihood</p> <p>Likelihood rating increased due a lack of knowledge and lack of certainty. (Impact rating kept the same pending implementation.)</p>
<b>Service-specific Risks</b>						
12. Failure to correctly monitor / manage Finance budget.	Poor estimating. Poor control mechanisms.	Over / under spends against agreed Budget. Not factored in to future years' projections. Failure to identify incorrect payments.	Monthly Budgetary Review system and reconciliations in place. Appropriate financial training for relevant Finance staff. Realistic budgets. Ongoing Review of Budget Review System. Training provided on Code of Financial Practice.			 <p>Likelihood</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
13. Inaccurate medium term financial plans / forecasts (excluding external factors identified in SBRR).	<p>Decision-making on a whim (Unplanned decision-making).</p> <p>Changed local priorities.</p> <p>Lack of specific guidance on funding from central government.</p> <p>Lack of clarity in Corporate Planning and co-ordination with service requirements.</p> <p>Service changes not communicated to staff in Finance.</p> <p>Human error.</p> <p>Unexpected council tax funding decisions by central government.</p> <p>Introduction of 100% business rate retention.</p>	<p>Savings under / overstated.</p> <p>Unstable finances.</p> <p>Stop-go expenditure.</p> <p>Impact on service provision.</p> <p>Big surprise politically at council tax and budget setting.</p> <p>Local implications of unexpected council tax funding decisions by central government.</p> <p>Loss of credibility.</p> <p>Figures potentially inaccurate.</p>	<p>Good linked service planning / risk management and budget preparation.</p> <p>Continual updates and reporting.</p> <p>Monitoring the political environment.</p> <p>Regular reconciliations.</p> <p>Presentation to Members.</p> <p>Improved communications to promote awareness of all future developments.</p> <p>Scrutiny of Executive reports.</p> <p>Budget review process.</p> <p>Ensuring liaison between Service Heads and Portfolio Holders.</p> <p>Access to specialist consultancy advice.</p> <p>Provision of 4-year financial settlement, making amount of external funding less critical.</p>			<p>Impact</p> 

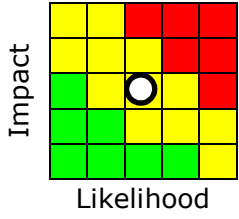
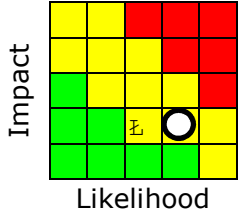
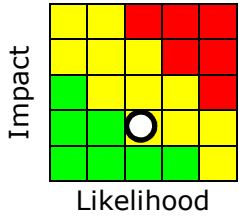
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
14. Poor day to day treasury management of bank balances; borrowing; cash flow; investments and interest rate volatility.	<p>Inexperienced staff.</p> <p>Lending outside of Council's counterparty lists or exceeding deposit limits with individual borrower.</p> <p>Collusion.</p> <p>External pressure to achieve unrealistic returns.</p> <p>Out of date information.</p> <p>Investing in wrong part of market.</p> <p>Not able to carry out daily function.</p> <p>Dependence on key staff.</p> <p>Unforeseen economic events e.g. recession.</p>	<p>Financial loss.</p> <p>Reputational loss.</p> <p>Adverse publicity.</p> <p>Failure to achieve PIs.</p> <p>Council has inappropriate bank accounts.</p> <p>Poor budgeting as a result.</p> <p>Unable to finance statutory payments.</p>	<p>Fully-trained staff.</p> <p>Adherence to Code of Practice / Treasury Management Policy and Strategy, TM Strategy approved by Members.</p> <p>Separation of duties.</p> <p>Up to date counterparty (bodies we invest with) lists.</p> <p>Use of, and regular meetings with, Treasury Management consultants.</p> <p>Up-to-date procedure manual and duplicate records.</p> <p>Continuous updating of counter-party list.</p> <p>Review of credit ratings.</p> <p>Regular reports to F&amp;A.</p> <p>Scrutiny committee.</p> <p>Treasury Management Practices.</p> <p>HSBC authorisation.</p> <p>Recent intervention has improved robustness of service.</p> <p>HRA self-financing project board risk register.</p> <p>50-year HRA business plan.</p> <p>Housing Interim Project Board.</p> <p>Workforce planning</p> <p>Regular audits</p>			<p>Impact</p> <p>Likelihood</p>

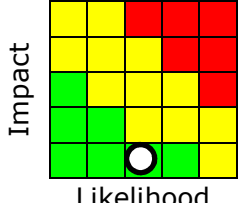
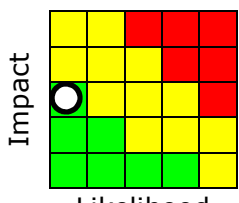
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
15. Additional Value Added Tax liabilities.	<p>Loss of key staff.</p> <p>Lack of up to date knowledge.</p> <p>Staff not properly informed by Service Areas.</p> <p>Lack of understanding.</p> <p>Lack of engagement by services areas with Finance staff.</p> <p>VAT implications of new projects not considered.</p> <p>Finance not involved in projects at early stage so VAT implications of new projects not considered.</p> <p>Improper administration.</p> <p>Delays in processing.</p>	<p>Failure to meet deadlines and errors leading to financial loss - penalties, fines.</p> <p>Reputation.</p> <p>Staff morale.</p> <p>Partial exemption breached.</p> <p>Opportunities to recover VAT are missed.</p> <p>Increased project costs.</p>	<p>VAT return reviewed by line management and another accountant.</p> <p>Access to VAT Help Desk.</p> <p>Internal audit.</p> <p>VAT audit.</p> <p>Robust, well-trained staff in service areas (particularly FSTeam).</p> <p>Coverage from Asst. Accountant.</p> <p>VAT accountant and cover advise on project structure.</p> <p>Monitoring against limit.</p> <p>Provide and maintain up-to-date guidance on VAT and make available to all staff.</p> <p>Procedure notes for calculations.</p> <p>Adequate training.</p> <p>Careful scrutiny of Executive Reports.</p> <p>Finance representation on project boards.</p> <p>Delays in manually processing VAT allocations.</p> <p>Implementation of automatic allocation of VAT at source.</p> <p>Debtors Training run.</p> <p>Greater centralisation of sundry debtor invoices.</p> <p>Alert VAT accountant to any issues which could affect VAT claim.</p>	Ensure relevant staff are up-to-date with VAT rates and changes. (Assistant Accountant – ongoing)	Strategic Finance Manager.	
16. Insufficient Housing Benefit Subsidy and Admin Grant received from Central Government.	<p>Lack of guidance / support from central government.</p> <p>Poor estimating.</p> <p>Poor monitoring mechanisms.</p> <p>Universal credit.</p> <p>Cut in grant.</p> <p>Reduction subsidy.</p> <p>Increased take-up.</p> <p>Poorly trained staff.</p> <p>Incorrect calculation of awards.</p>	<p>Negative material budget variations.</p> <p>Uncertainty of consequences regarding universal credit.</p> <p>Financial pressure for the council.</p> <p>Repayment of subsidy.</p>	<p>Quarterly estimate update</p> <p>Additional Benefit team leaders enable accuracy checking for individual staff.</p> <p>Monthly monitoring.</p> <p>Scheme for council tax reduction</p> <p>Monitoring the economic environment (e.g. through LG Futures).</p> <p>Internal and external audit.</p> <p>Where auditing regime identifies errors, ensure appropriate action taken.</p>			

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
17. Failure of a banking service e.g. BACS or systems at one bank	Failure of BACS system Failure of CHAPS WDC website unavailable Failure of bank systems Telecommunication failure Failure of Capita system Failure of Epay	Customers and suppliers not paid causing hardship Customers unable to pay WDC resulting in recovery action Complaints Bad publicity Litigation Cash flow Financial loss Unable to reconcile bank balances. Cyber security breached.	Use available alternative payment methods e.g. typing up cheque, going down to bank, obtaining cash, purchasing card. We ask tenderers to provide confirmation, by an independent Certification Body acceptable to the Authority, that they meet fully the requirements of the Cyber Essentials Scheme. Information Security Risk Statement received from HSBC Dec 2017.	<del>Epay upgrade to take place to make compliant — statement of compliance to be requested.</del> Complete.	Exchequer Manager	
18. Ineffective / inappropriate insurance cover.	Poor risk analysis. Inadequately trained staff. Poor procedures. Lack of internal communication particularly regarding projects. Exclusions within policy wording. Insurance invalidated by actions of WDC or contractor. WDC fined. Claim for uninsurable risk e.g. compensation due under statute, asbestos exposure, Chancel repair liability, TPO work refusal. Liability claim received where insurer no longer exists.	Financial loss. Increased premiums. Loss of reputation. Political embarrassment. Losses not insured. Insurers don't pay.	Operational/procedures and Manual. Brokerage assistance. Insurer expertise. Risk Management Group. Claims handling system. Annual and Quarterly Reports to SMT raising awareness of need to notify Insurance Officer. Staff cover arrangements put in place. Insurance arrangements publicised on intranet so that services are aware of their obligations e.g. to notify Insurance & Risk Officer of insurable events and risks. Reserves for uninsured losses.	Possible review of security of some operational buildings.	Audit and Risk Manager	
19. Insufficient provision to meet liabilities under MMI scheme of arrangement.	Receipt of new claim which should be covered under insurance which was held with MMI.	Insurance reserve insufficient as only provided for current known potential liability.	Insurance reserve covers 100% towards known potential clawback levies. On-going monitoring of the situation. Level of insurance reserve reviewed.			

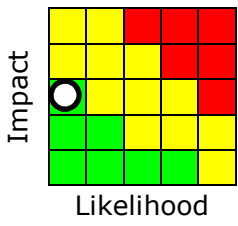
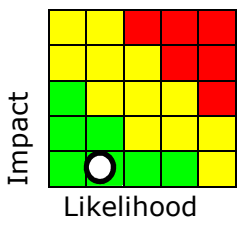
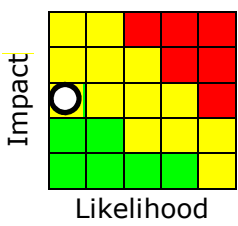
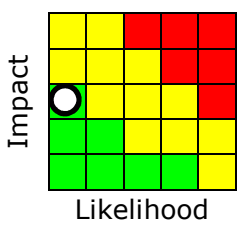
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
20. Increase in insurance claims numbers and/or cost.	Ministry of Justice reforms Departments settle claims without going through insurance and set precedent for claims being paid. Word gets round that claims are being settled.	Financial loss. Claims being settled too high. Insurance cover invalidated. Premium increase.	Good record-keeping. Contact details for claims are on new intranet. Code of Financial Practice 14.4 Details of how to claim are on the website. Monitoring plus analysis of claims. Inspection regime – health and safety inspections. Responsive planned repairs. Training arranged for Senior Officers in March by Audit & Risk Services. Code of Financial Practice training. Ensure ad-hoc updates provided when claims settled. Continue issuing SMT updates and Core Briefs. (Insurance & Risk Officer – Ongoing.) All new starters automatically receive Code of Financial Practice training as part of the Meta Compliance.	Quarterly reports to SMT on claims and incidences. (Insurance & Risk Officer – Ongoing.) Ensure inclusion in all service risk registers and/or service area plans. Deal with at RMG meetings. (Audit & Risk Manager.)	Head of Finance Heads of all Service Areas.	
21. Failure of insurance company.	Market conditions. Recession. Major disaster. Company has not been underwriting risks profitably.	No external insurance provision. Financial loss. Uncertainty. Need to arrange quickly alternative emergency cover that may be expensive and not as good.	Credit risk of insurer. Insurance reserves. Procurement process. External broker advice. Reserves.			
22. Council tax, NNDR and customer bills can't be issued or are delayed.	Postal Strike. IT failure. Failure of DMC / Print Services. Software supplier fails to deliver changes correctly or timely. Referendum. Delay in setting Council Tax. Legislative changes. Contractor failure	Bills not paid by customers. Loss of revenue to Council and other Local Authorities (depends on timing) Cost implications of rectification. Bills not served in accordance with legislation. Cash flow issues. Software unable to cope with changes in timely fashion.	In-house production and dispatch of bills. IT support. System provider helpdesk. E-billing. Weekend working. Overtime. Treasury Management. Alternative year-end back-up plan (council tax setting delayed) Revert to contingency plan			 <p>More certainty over referendums and govt.'s stance.</p>

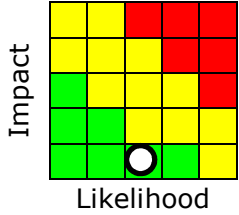


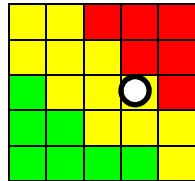
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
23. Failure to pay Housing Benefits, delay in making payment, incorrect amount paid, failure to calculate and advise as to entitlement.	System failure. Staff shortage. Poorly trained staff. Increased workload. Introduction of universal credit and uncertainty thereof. Increase in staff turnover. DWP/Job Centre delays in sending information, or sending incorrect information. Legislative changes. Contractor failure	Customers distressed due to rent arrears. Staff stressed. Absence and health issues. Financial loss. Tenants made homeless. Reputational. Software unable to cope with changes in timely fashion.	Weekly performance monitoring (service plan). Internal audit. Grant claim is externally audited. Forward Planning. Team Leaders monitor performance. Ongoing training. Checks by senior staff. Agency staff. Regular meetings with all relevant bodies, including DWP. Service restructured to meet new challenges			
24. Qualified opinions; Late accounts; Late Government Returns.	Dependence on key staff. High workload. Staff shortages e.g. long term sickness. Change of duties of staff. IT system failure. Guidance coming out late. Flawed guidance. Accounts challenged by members and public. Inadequate and inaccurate record-keeping. Early closure of accounts. <b>Legislative requirements.</b> <b>Changes to Accounting Code of Practice.</b>	Inappropriate information. Reputation. CPA Governance failure. Absence and health issues for staff. Morale. Financial penalties. Increased audit fees. Staff time / additional pressure.	Timetables for closure of accounts and budget setting. Monitoring of key returns / reconciliations. Rotation in staff duties allows sharing of knowledge. Asset reconciliation work. System and processing controls (SPC). Audit liaison. Officer training. CPD. Workforce planning. Project set up to manage early closure. Project has its own risk register. Use of temporary staff.			 <p>Increase in Likelihood Rating based on reality.</p>
25. Shared service failure	Termination by third party.	Loss of resilience. TUPE implications. Cost. Staff morale. Service failure. No fraud resource.	Memorandum of understanding. Letter of variation. Regular meetings. <del>18 month</del> Notice period. Supplier has appropriate contingency arrangements. Separate risk register in place.			

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
26. Creditor payment error e.g. overpaying, paying twice.	Human error. Staff shortage. Duplicate invoices. System error / failure. Fraud (including fraudulent invoices).	Financial loss. Reputation. Additional workload. Loss of investment interest.	National Fraud Initiative. Staff knowledge. Staff cover. Code of financial practice. Separation of duties. Manuals. Reconciliations. Budget monitoring. System controls (to prevent fraud). Ongoing review of processes and process manuals. NAFN membership. Centralised processing of invoices. Ongoing Order training. Utility invoices now entered on Total and they go to fsteam top process payment. <b>Implementation of creditor payment auto-scanning system.</b>	<del>Auto-scanning project.</del> (DUE FOR COMPLETION 2018.)		
27. Procurement of services by Finance non-compliant with legislation.	Finance Dept not following Procurement Code of Practice. Staff shortage. Absence of key staff. Lack of staff training.	Financial loss. Litigation. Loss of reputation. Confidence of contractors. Delay in awarding contract. Failure to secure best value. Cost of rectification. Morale. Staff pressures. Successful challenge.	2 Procurement Business partners appointed Procurement documentation in place. Procurement training. Procurement software in place. Procurement action plan. Working with other network groups e.g. centre of excellence. Insurance. Use of external expertise. Ongoing Order training. Ongoing reviews of contract register. Procurement partnership with WCC.			



Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
28. Council Tax set is illegal, late or incorrect.	Incorrect resolution. No estimates. Other preceptors don't deliver information or it is incorrect (e.g. typing error). Referendum. Reduction. Government changes to Regulations / Intervention.	Rebilling. Cost of rectification. Cash flow issues. Reputational damage. Legal challenge. Staff morale. Staff pressures.	Monitoring timetable. Budget timetable. Keeping up to date with developments. Checking of figures and papers. CTB1 reconciliation spreadsheet checks.			
29. Failure to produce cheques.	Failure of equipment. System failure. Inadequate stock level. Staff shortages.	Customers don't get paid causing hardship. Bad publicity. Dissatisfied customers. Staff morale.	Manual production of cheques. 81% of customers now paid by BACS. More customers encouraged to receive payment by BACS payments. Make payment by CHAPS. Procedure notes. Use available alternative payment methods e.g. typing up cheque, going down to bank, obtaining cash.			
30. Inadequate Internal Audit Plan.	Limited or ineffective consultation. Incompetent head of internal audit. Senior management and/or Members misdirect resources.	Poorly prioritised assignments. Problems go undetected. Reduced assurances re Annual Governance Statement. More external audit – unable to rely on internal audits.	Extensive consultation process. Properly qualified and experienced head of internal audit. Senior management and Member support for internal audit function. Peer review of internal audit function. Professional standards.			
31. Internal Audit Plan substantially uncompleted.	Staff turnover. Diversion of resources. Poor productivity. No cooperation / management support.	Problems undetected. Reduced assurances re Annual Governance Statement. More external audit – unable to rely on internal audits.	Prioritisation mechanism. Buy in resources. Peer review action plan. Finance & Audit Scrutiny Committee.			

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
32. Failure to collect all Council Tax income.	<p>Debts not being collected or controlled.</p> <p>Lack of clear debt recovery policy.</p> <p>Changes to Bailiff Charging Scheme.</p> <p>Council tax avoidance tactics.</p> <p>Poor procedures and / or lack of manual.</p> <p>Irregular monitoring.</p> <p>System failure.</p> <p>Lack of procedures manual.</p> <p>Change of customer circumstances e.g. unemployment.</p> <p>Loss of staff expertise.</p> <p>Diminishing knowledge base regarding specialist debts.</p> <p>Changes in Council Tax Reduction Scheme.</p> <p>Council Tax reforms.</p> <p>Economic environment.</p> <p>Increase in number of people claiming reduction.</p> <p>Council tax reduction scheme not fit for purpose.</p> <p>Growth in properties.</p> <p>Introduction of Universal Credit may have impact on collection of Council Tax (customer may, incorrectly, stop claiming CTR).</p>	<p>Incorrect message to debtors.</p> <p>Cash flow.</p> <p>Injustice.</p> <p>Financial loss.</p> <p>Complaints.</p> <p>Adverse publicity.</p> <p>Staff morale.</p> <p>Cost to Collection Fund.</p> <p>Many small debts to chase from people with limited resources.</p> <p>Liabilities are reduced and therefore less money is due to be collected than estimated.</p> <p>Backlog.</p> <p>Lower collection rates (as a result of late billing).</p>	<p>Formal monthly monitoring of outstanding debt.</p> <p>Recovery timetables.</p> <p>Documented control systems.</p> <p>Use of automated procedures in systems.</p> <p>Use of new enforcement agents.</p> <p>Property debts control group.</p> <p>Code of Financial practice.</p> <p>System / credit control.</p> <p>Internal audit.</p> <p>Careful authorisation of write-offs.</p> <p>Staff knowledge.</p> <p>Staff cover.</p> <p>Encourage pre-payment.</p> <p>Encourage direct debit payment.</p> <p>Ongoing review of procedures.</p> <p>Recovery and Corporate Debt Policies reviewed.</p> <p>Service restructured to meet challenges</p>	<p><del>Staffing Restructure Review. (EFFECTIVE FROM January 2018.)</del></p> <p>Complete.</p> <p>Implementing Open channel. (February July 2018.)</p>	<p><del>Exchequer Services Manager</del></p> <p>Exchequer Manager</p>	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Required action	Responsible Officer	Residual Risk Rating
33. Reduction in Business Rates Income.	<p>Economy.</p> <p>Decline in collection rates.</p> <p>Increase in Insolvencies.</p> <p>Business Rate avoidance tactics.</p> <p>Major companies relocating/closing.</p> <p>Business growth not matching RPI.</p> <p>Pooling partners may suffer loss in business rates income.</p> <p>Revaluations and appeals against RVs.</p> <p>CIL too high.</p> <p>Uncertain business rate retention scheme.</p> <p>Implementation of Local Plan.</p> <p>Planning decisions.</p> <p>Future changes to Business Rate Retention Scheme including:</p> <ul style="list-style-type: none"> <li>– re-set (worst case is that growth in tax base is taken off us)</li> <li>– Fair Funding Review (how much we need)</li> <li>– 75% Business Rate Retention Scheme.</li> </ul>	<p>Financial Loss.</p> <p>Unable to balance the budget.</p> <p>Incorrect medium term financial planning.</p> <p>Deter development.</p> <p>Risk of local plan being unsound or delayed.</p>	<p>Robust recovery procedures for collection of Business rates.</p> <p>Resilience in Business Rates Team through shared service with Stratford DC.</p> <p>Safety net payments through business rate retention scheme.</p> <p>Risk Sharing through Pooling with other authority/s.</p> <p>Monthly monitoring of Net Debit and co-ordination with Development Services of new properties coming on line-</p> <p>Visiting team undertake pro-active initiatives.</p> <p>“Yellow Box” initiative. (Or Electronic version.)</p> <p>Liaison with Development Services.</p> <p>Quarterly meetings with partner authorities.</p> <p>Healthy Business Rate Volatility Reserve.</p> <p>Consultants (Analyse Local) appointed to identify additional properties and future projections.</p> <p>Service restructured to meet challenges</p>			 <p>The potential number of challenges/appeals is making it High Likelihood.</p>

**Key:**

⌚ = Previous risk score (and direction)

New narrative

Transferred narrative

Removed narrative

Comment for “self-noting”.

Query

**Special Note:** This risk register comprises Finance’s own service risks. The Council’s significant financial risks are contained in the Significant Business Risk Register.

Contract Reference Number	Procurement Procedure	Agreement Type	Contract Title	Description	Supplier	Contact	Start date	End date	Review Dates	Annual budget £	Contract value £	2016-17 Spend against contract £	Extension Option	Comments - including price change provisions and review dates.	Signed Contract Agreement is with CST (Deed Store) YES / NO. If the answer is NO please give reasons why . The Deed Store reference number is also required!	Electronic copy of Contract Agreement? - if YES - please supply file location path. All electronic copies should be stored centrally on the L drive: L:\Works Contracts for Procurement\Electronic contracts
F111CO0314	Collaborative Agreement	Contract/Service Agreement	Business Rates 'Analyse' Software solution	Software licence for analysis of Business Rates appeals and potential new development	Inform CPI	David Leech	01/01/2015	31/12/2018	31/10/2018	3,000	12,000	29,000	To be reviewed after 12 months - Reviewed and signed for additional 2 years	Additional cost based on performance and identification of new Business Rates development. We will be charged 10% of any new rateable value identified by 'Analyse Local'. This is on top of the Contract Value. Collaboration contract lead by North Warks Borough Council and used by all Warwickshire Councils & Coventry. Updated 11/06/15 - exempt from further competition and approval by Executive as per clause 6.4.1 of COPP. Jan 2018: Extended for a further year	YES A25	
F138CO0118	Collaborative Framework	Contract/Service Agreement	ICT Internal Audit	ICT internal audit service with scope for non-ICT audit work as required	TIAA Ltd	Richard Barr/Ian Davy	01/04/2018	31/03/2022	01/01/2019	21,800	764,000	N/A	None	The provider has been awarded to all Lots on the framework. The contract is provided via a collaboration agreement with Warwickshire County Council.  Procurement was lead by WCC, though WDC was involved in the evaluation. Although the total contact value is £764,000, the WDC portion of that is £87,000.		
F102CF0411	Collaborative Framework	SLA with other orgs	Credit Checks & Fraud Information	Financial credit checks on companies and individuals for Council contracts or benefit fraud investigations	NAFN c/o Tameside MBC ( National Antifraud Initiative ) ( Experian )	Andrea Wyatt	01/04/2011	31/03/2019	01/01/2019	2,500	15,000	2,591	Ongoing - 3 months notice required from either party	This is a membership based contract terminated by agreement by 3 months notice. Membership is renewed annually. As a membership, this is exempt from the code of procurement practice.	YES A35	
F112LV0414	Open: Published Invitation to Tender	Contract/Service Agreement	Insurance Broker	Brokerage services to the Council for insurance	Gallagher Heath	Christine O'Rourke	01/04/2014	31/03/2020	01/12/2019	2,800	21,609	2,970	Option to extend for final 2 X 12 month periods taken 2018	Contract Value includes an uplift for each financial year and an additional fee for supporting the tender process.	YES C33/2014	
IT12NK0410	Open: Published Invitation to Tender	Contract/Service Agreement	FMS system	FMS system	Totalmobile Computacenter ( Government Procurement RM865/1 )	Andy Crump	01/04/2018	30/04/2021	01/04/2019	22,000	522,000	19,826	Ongoing - 12 months notice required from either party	At time inflation was agreed at Average earnings Index from Bank of England. Ad hoc services agreed as an when.  Also includes payments to Northgate for PARIS as Northgate is a sub contractor to Totalmobile.  June 2017 - exemption granted to direct award support contract for 3 years from 01/05/2018, with VEAT notice issued. New contract lined to be set up ready for April 2018 for 3 year fixed term contract. Project group to be organised to review software and procure a new solution. Project within 2018/19 Service Plan.	YES - C3/2005	<a href="#">YES - L:\Works Contracts for Procurement\Electronic contracts\Finance\Pre-2015\IT12NK0410_Financial Management_System</a>
F114DA0914	Collaborative Agreement	Contract/Service Agreement	In-Tend Eprocurement system	Provision of an online shared service eprocurement system. Shared between councils within Coventry, Solihull and Warwickshire	In-Tend	Rebecca Reading	01/09/2013	31/08/2018	31/06/2018	2,000	12,000	0	Option to extend at the end of the contract period	Shared service provision with councils within Coventry, Solihull and Warwickshire. Although each LA has its own contract with In-Tend. Joint decision will be made to continue with the service provision. Agreement held with Solihull MBC as the lead Authority. To complete exemption to extend 5 years along with other LAs. Final updated contract awaited, will be a new line within CR. <b>New contract has been signed and is due to start 01/09/2018.</b>	<b>NO</b>	
F123XXXXXX	Shared Service	SLA with other orgs	External Audit	External Audit	Grant Thornton via PSAA	Mike Snow	01/09/2013	31/08/2018	01/05/2018	70,597	352,985	69,665		Whilst we pay GT for this, we are not the contracting authority, and do not hold or negotiate the contract. Contract signed and held by PSAA.  Annual Fees were set by the Audit Commission and are currently frozen. 5 year contract set up by the Audit Commission.  New contract to be secured thorough a Framework arranged by LGA/PSAA.	<b>NO - opted into using PSAA and subsequently their chosen supplier.</b>	
F139CF1217	Shared Service	SLA with other orgs	External Audit	External Audit	Grant Thornton via PSAA	Mike Snow	01/04/2018	31/03/2022	01/01/2020	41,290	206,450	N/A		Whilst we pay GT for this, we are not the contracting authority, and do not hold or negotiate the contract. Contract signed and held by PSAA.  New contract secured thorough a Framework arranged by LGA/PSAA.	<b>NO - opted into using PSAA and subsequently their chosen supplier.</b>	
F137DA0417	Direct Award by Exemption	Contract/Service Agreement	LACHS	Insurance claim system	J C Applications Development Ltd	Christine O'Rourke	01/07/2017	30/06/2019	30/03/2019	3,100	6,200	nil	2years with option to extend 2x1year		NO	L:\Works Contracts for Procurement\Electronic contracts\Finance\2017_18\LACHS
F132DA1015	Direct Award	Contract/Service Agreement	Enforcement Officer Services	Enforcement Officer Services	Bristow and Sutor	David Leech	01/10/2015	30/09/2019	01/09/2018	0	0	0	2 x 12 months	Contract award lead by WDC utilising the Rotherham Metropolitan Borough Council Bailiff and Debt Collection Services Contract 12-012. 16/02/17 - 24 month extension being taken.	YES C5/2011, C39/2015	
F110OJ1112	Open: Published Invitation to Tender	Contract/Service Agreement	Insurance Warwick District Council ( various )	Council wide insurances	Zurich Municipal	Christine O'Rourke	01/11/2012	30/10/2019	01/12/2018	520,400	3,642,800	£495,704 excl IPT	Not Applicable	final 2 year extension taken at 2017 renewal	YES shelf F18 doc store, C14/2002	

Contract Reference Number	Procurement Procedure	Agreement Type	Contract Title	Description	Supplier	Contact	Start date	End date	Review Dates	Annual budget £	Contract value £	2016-17 Spend against contract £	Extension Option	Comments - including price change provisions and review dates.	Signed Contract Agreement is with CST (Deed Store) YES / NO. If the answer is NO please give reasons why . The Deed Store reference number is also required!	Electronic copy of Contract Agreement? - if YES - please supply file location path. All electronic copies should be stored centrally on the L drive: L:\Works Contracts for Procurement\Electronic contracts
F117DA0115	Framework: Direct Award	Contract/Service Agreement	Treasury Management Services	Treasury Management Services	Link Group - Treasury Solutions	Principal Accountant Capital and Treasury Management	06/01/2015	05/01/2020	05/09/2018	Year 1 £9000 Year 2 £9250 Year 3 £9500	35,250	9,250	Option to extend for a further 2 years at year 4 £9750 year 5 £9750	Total contract sum increased by £7,500 to reflect fee for additional services in respect of Corporate Equity Fund selection.  Contract to be extended for the 2 years, subject to due dilligence check. Only one other provider on the Market. They do not recognise smaller scale organisations such as Warwick District Council. 13/10/17: Contract extension signed and returned.	YES - C43/2015	
F116OJ1214	Open: Published Invitation to Tender	Contract/Service Agreement	Banking Services	Banking Services	HSBC	Principal Accountant Capital and Treasury Management	01/03/2015	29/02/2020	01/03/2019	24,692	123,460	22,593	further 5 years	Contracts Signed	YES C6/2015	
F124XXXXXX	Framework: Mini Competition	Contract/Service Agreement	Finance Lease for Dog Warden Van	Dog Warden Van	JCB (lease agreement)	Procurement of Van - Pete Cutts. Arranging Finance Lease - Principal Accountant Capital and Treasury Management	10/03/2014	09/03/2022	09/03/2022	2,442	19,536	2,442	Lease can be extended into a secondary rental period with no end date	Health & Community Protection procured the van. Finance arranged the financing of the purchase  Procurement of Dog Van - Health & Community Protection. Finance for arranging finance	YES C2/2011	
F118XXXXXX	Invitation to Quote (2+ Suppliers)	Contract/Service Agreement	Terrarius Asset Register	Annual support and maintenance of fixed assets register	Logotech	Principal Accountant Capital and Treasury Management	01/07/2009	30/04/2021	30/09/2018	1,500	13,500	1,500	Rolling contract, renewal decision taken each year	We are committed to annual support & maintenance charges for as long as we continue to use the Asset Register. To be reviewed as part of the FMS procurement exercise 2018-2020  No formal contract - agreement to supply goods and services forwarded to DMC Extension date to coincide with main FMS.	NO	<a href="#">YES: L:\Works Contracts for Procurement\Electronic contracts\Finance\Pre_2015\F118XXXXXX_Terrarius Asset Register</a>
F134FDA0916	Direct Award	Contract/Service Agreement	VAT and All Taxes helpline	VAT advice and one meeting a year	KPMG	Jenny Clayton	01/04/2010	31/03/2019	01/03/2019	1,800	1,800	1,800	To be reviewed annually	Market testing carried out 2016 to establish best value being achieved. Service provided on a rolling basis, to be reviewed every year. 22/11/17: Procurement Advice - Go back out to market 2020. KPMG still cheapest 21/3/2018	Yes - C39/2016	
F131XXXXXX	Invitation to Quote (2+ Suppliers)	Contract/Service Agreement	Civica OpenRevenues	Benefits, Council Tax and Business Rtaes	Civica UK Ltd	David Leech	21/10/2003	30/06/2022	01/11/2018	87,400	1,136,200	183,000	None	Exemption granted to investigate system and undertake procurement exercise. VEAT issued. The 2016/17 expenditure includes the up-front cost of the E-Forms for Benefits claims.	YES C15/2014, C15/2015	
F138CO0218	Shared Service	SLA with other orgs	Corporate Fraud Investigations	Corporate Fraud Investigations	Oxford City Council	Andrea Wyatt	01/04/2018	01/04/2023	01/03/2019	53,000	265,000	N/A	Review annually	SLA agreement with Oxford City Council to provide two officers to carry out Fraud Investigations on behalf of Warwick District Council. Warwick District Council will contribute towards the salaries of the 2 officers provider. This agreement has no end date, but will be reviewed annually.		
F140DA0418	Shared Service	SLA with other orgs	Procurement Strategic Partnership	Strategic Procurement Support	Warwickshire County Council	Mike Snow	01/04/2018	31/03/2019	30/09/2018							
F141DA0418	Framework: Direct Award	Contract/Service Agreement	Certification Audits	Audit of grant claims	Grant Thornton UK LLP	Mike Snow	01/04/2018	31/03/2020	30/11/2019	16,550	33,100		Option to extend to 2020/21.	2018/19 Audit will be carried out in Summer/Autumn 2019, hence initial review late 2019.	No. Award only just made, contract sill being signed.	
F142DA0518	Framework: Direct Award	Contract/Service Agreement	Civic appeals processing		CIVICA	Andrea Wyatt				10,000	10,000	N/A	None	1 year contract awarded through the Kingston Framework: Revenues & Benefits and associated services		

## Item 5 - Appendix C

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>FINANCE PORTFOLIO</u></b>					
S1410 FINANCE MANAGEMENT	-	(100)	2,000	-	(13,800)
S1417 PROCUREMENT	4,988	-	600	1	20,000
S1418 FINANCIAL SERVICES TEAM	-	(200)	-	-	-
S1425 ACCOUNTANCY	-	(500)	27,000	(2)	87,200
S1440 NON-DISTRIBUTED COSTS	140,734	151,500	151,500	224,145	148,900
S1460 TREASURY MANAGEMENT	101,719	79,200	77,700	55,201	78,800
S1461 CONTINGENCY BUDGETS	-	392,300	162,100	-	935,000
S1465 CORPORATE MANAGEMENT	639,312	642,800	696,200	625,704	690,100
S1468 PARISH COUNCIL SUPPORT	148,379	92,600	92,900	91,615	34,800
S1578 AUDIT & RISK	-	(400)	-	1	-
S3050 REVENUES	638,290	608,100	818,200	830,519	752,800
S3250 BENEFITS	318,077	465,700	473,500	461,974	613,300
S3661 CUP - UNITED REFORM CHURCH	33,170	30,200	32,100	34,844	48,200
<b>TOTAL FINANCE PORTFOLIO</b>	<b>2,024,669</b>	<b>2,461,200</b>	<b>2,533,800</b>	<b>2,324,002</b>	<b>3,395,300</b>
<b><u>SUBJECTIVE ANALYSIS:</u></b>					
<b><u>EXPENDITURE:</u></b>					
Employees	2,522,819	2,701,700	2,931,500	2,861,056	3,443,200
Premises	4,534	22,300	1,500	4,152	1,500
Transport	6,911	11,200	11,200	10,680	8,800
Supplies and Services	630,733	869,000	672,300	539,434	921,700
Third Party Payments	106,417	80,100	82,600	80,095	73,600
Transfer Payments (Housing Benefit)	28,636,563	28,969,500	27,040,100	27,960,056	27,040,100
Support Services	1,799,787	1,888,400	2,131,800	2,066,077	2,143,800
Capital Charges	51,766	53,600	53,600	57,803	76,300
<b>TOTAL EXPENDITURE</b>	<b>33,759,530</b>	<b>34,595,800</b>	<b>32,924,600</b>	<b>33,579,353</b>	<b>33,709,000</b>
<b><u>INCOME:</u></b>					
Government Grants	(29,629,326)	(29,961,900)	(28,106,400)	(28,981,644)	(27,986,600)
Other Grants and Contributions	(81,267)	(79,400)	(79,400)	(84,501)	(79,400)
Other Income	(20,202)	(11,200)	(18,400)	(31,600)	(13,700)
Fees and Charges	(357,709)	(400,000)	(365,000)	(344,262)	(380,000)
Recharges	(1,646,357)	(1,682,100)	(1,821,600)	(1,813,344)	(1,854,000)
<b>TOTAL INCOME</b>	<b>(31,734,861)</b>	<b>(32,134,600)</b>	<b>(30,390,800)</b>	<b>(31,255,351)</b>	<b>(30,313,700)</b>
<b>NET COST OF FINANCE</b>	<b>2,024,669</b>	<b>2,461,200</b>	<b>2,533,800</b>	<b>2,324,002</b>	<b>3,395,300</b>

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b>S1410 FINANCE MANAGEMENT</b>					
<b>DIRECT EXPENDITURE</b>					
Employees	106,997	106,600	117,300	119,039	118,300
Transport	508	300	300	545	300
Supplies and Services	6,727	7,000	7,000	6,763	(8,900)
Third Party Payments	3,524	-	2,000	739	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>117,756</b>	<b>113,900</b>	<b>126,600</b>	<b>127,086</b>	<b>109,700</b>
<b>DIRECT INCOME</b>					
Other Income	(20)	-	-	(20)	-
<b>TOTAL DIRECT INCOME</b>	<b>(20)</b>	<b>-</b>	<b>-</b>	<b>(20)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>117,736</b>	<b>113,900</b>	<b>126,600</b>	<b>127,066</b>	<b>109,700</b>
Support Services	63,222	55,900	64,400	61,978	77,700
Recharges	(180,958)	(169,900)	(189,000)	(189,044)	(201,200)
<b>NET (INCOME) / EXPENDITURE</b>	<b>-</b>	<b>(100)</b>	<b>2,000</b>	<b>-</b>	<b>(13,800)</b>

The Head of Finance is responsible for providing a comprehensive financial service to the Council via the following five divisions of the Business Unit:

Procurement

Exchequer:

- Revenues
  - Collection of Council Tax
  - Collection of Business Rates
- FSTeam
  - Creditors
  - Sundry Income

Accountancy

- Accounting and Budgeting
- Treasury Management
- Financial Advice

Audit and Risk

- Internal Audit
- Risk Management
- Insurances

Benefits

- Housing Benefits
- Council Tax Reduction
- Benefits Fraud
- Customer Support Team
- Reception/One Stop Shop

Work is undertaken under the direction of the Head of Finance who will perform his duties in compliance with the appropriate regulations and standards expected of Local Government, as promoted by the Chartered Institute of Public Finance and Accountancy.

The cost of this service is recharged to users based on staff time allocations.

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S1417 PROCUREMENT</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	83,424	97,700	83,500	85,054	103,100
Transport	538	800	800	1,269	800
Supplies and Services	1,866	3,100	1,300	1,044	3,100
Third Party Payments	7,219	600	13,600	13,918	20,600
<b>TOTAL DIRECT EXPENDITURE</b>	<b>93,047</b>	<b>102,200</b>	<b>99,200</b>	<b>101,285</b>	<b>127,600</b>
Support Services	37,356	30,300	43,100	42,534	58,000
Recharges	(125,415)	(132,500)	(141,700)	(143,818)	(165,600)
<b>NET (INCOME) / EXPENDITURE</b>	<b>4,988</b>	<b>-</b>	<b>600</b>	<b>1</b>	<b>20,000</b>

The Procurement Section's role is to ensure that all procurement projects are undertaken within the Council's Code of Contract Practice and Code of Financial Practice, and EU legislation. Whilst procurement is devolved to all budget holders within the authority, the procurement team are actively involved in all tender opportunities. Our aim is to provide value for money on supplies and services bought and leased by the council. This does not mean the cheapest but a balance between cost, quality and performance.

From 1 April 2018 the Council has entered into a partnership with Warwickshire County Council for Strategic Procurement support.

**S1418 FINANCIAL SERVICES TEAM**

<b>DIRECT EXPENDITURE</b>					
Employees	165,546	182,400	199,900	191,446	193,700
Transport	42	100	100	11	100
Supplies and Services	6,535	9,000	9,000	4,069	9,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>172,123</b>	<b>191,500</b>	<b>209,000</b>	<b>195,526</b>	<b>202,800</b>
<b>DIRECT INCOME</b>					
Other Grants and Contr	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)
<b>TOTAL DIRECT INCOME</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>	<b>(8,500)</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>163,623</b>	<b>183,000</b>	<b>200,500</b>	<b>187,026</b>	<b>194,300</b>
Support Services	45,921	66,700	57,000	41,488	56,400
Recharges	(209,544)	(249,900)	(257,500)	(228,514)	(250,700)
<b>NET (INCOME) / EXPENDITURE</b>	<b>-</b>	<b>(200)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FINANCIAL SERVICES (FSTeam)**

The FSTeam provides support to Service Areas across the Council which are of a financial nature. The team also prepares and manages the support services of creditor and debtor invoice processing.

The cost of this service is recharged to services using a variety of basis ranging from staff time allocations, numbers of staff and numbers of



	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S1425 ACCOUNTANCY</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	504,240	475,300	541,300	550,900	605,300
Transport	694	1,000	1,000	522	1,000
Supplies and Services	47,789	52,400	55,100	50,067	51,600
Third Party Payments	-	-	2,000	2,000	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>552,723</b>	<b>528,700</b>	<b>599,400</b>	<b>603,489</b>	<b>657,900</b>
<b>DIRECT INCOME</b>					
Other Income	(11)	-	-	(6)	-
<b>TOTAL DIRECT INCOME</b>	<b>(11)</b>	<b>-</b>	<b>-</b>	<b>(6)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>552,712</b>	<b>528,700</b>	<b>599,400</b>	<b>603,483</b>	<b>657,900</b>
Support Services	127,562	119,100	152,300	154,728	153,800
Recharges	(680,274)	(648,300)	(724,700)	(758,213)	(724,500)
<b>NET (INCOME) / EXPENDITURE</b>	<b>-</b>	<b>(500)</b>	<b>27,000</b>	<b>(2)</b>	<b>87,200</b>

The Accountancy Division is directed by the Strategic Finance Manager (a qualified accountant), and is comprised of 4 Principal Accountants, 6 Assistant Accountants and an Accountancy Assistant. The services provided are as follows:

- Co-ordination of annual revenue budgets, fees and charges reports and capital budgets;
- Preparation of statutory final accounts and associated returns, grant claims etc.;
- Provision of financial advice, training and assistance in budget monitoring for all Service Area managers at all levels;
- Maintenance and development of the Council's Financial Management, Asset Register;
- On site support to Service Areas, including advice in respect of VAT;
- Treasury Management;
- Collection Fund Accounts;
- Financial support and direction on various projects undertaken within the Council.

The Accountancy Division works to the following timescales:

- |                                 |  |
|---------------------------------|--|
| - Accountancy advice            | - 10 working days                          |
| - Response to Committee Reports | - 5 working days                           |
| - Routine requests for advice   | - 2 working days                           |
| - Emergency / urgent work       | - on demand, subject to staff availability |

Although in the majority of cases, the Division responds within a far shorter timescale.

The work is undertaken according to CIPFA accounting standards and is subject to external / internal audits each year.

The division continues to review the way the Council's Budgets are monitored and reported, enhancing them should the opportunities arise. The team will also continue to support and work with other Service Areas, who are reviewing their practices under the Council's Fit for the Future

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S1440 NON-DISTRIBUTED COSTS</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	134,565	147,300	147,300	209,808	138,300
<b>TOTAL DIRECT EXPENDITURE</b>	<b>134,565</b>	<b>147,300</b>	<b>147,300</b>	<b>209,808</b>	<b>138,300</b>
Capital Charges	26,690	28,500	28,500	33,775	34,900
Recharges	(20,521)	(24,300)	(24,300)	(19,438)	(24,300)
<b>NET (INCOME) / EXPENDITURE</b>	<b>140,734</b>	<b>151,500</b>	<b>151,500</b>	<b>224,145</b>	<b>148,900</b>

Non-Distributed Costs are defined as comprising:

- The costs associated with unused shares of IT facilities;
- The costs of shares of other long-term unused but unrealisable assets;
- The proportion of employer's pensions contributions which actuaries certify to be attributable to back funding (i.e. current contributions towards the cost of increases in the pensions earned by past services).

**S1460 TREASURY MANAGEMENT**

<b>DIRECT EXPENDITURE</b>					
Supplies and Services	67,377	35,800	32,100	20,228	30,800
Third Party Payments	-	2,100	-	406	2,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>67,377</b>	<b>37,900</b>	<b>32,100</b>	<b>20,634</b>	<b>32,900</b>
<b>DIRECT INCOME</b>					
Other Income	(6,902)	-	-	(13,156)	-
<b>TOTAL DIRECT INCOME</b>	<b>(6,902)</b>	<b>-</b>	<b>-</b>	<b>(13,156)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>60,475</b>	<b>37,900</b>	<b>32,100</b>	<b>7,478</b>	<b>32,900</b>
Support Services	44,344	44,300	48,700	50,823	49,100
Recharges	(3,100)	(3,000)	(3,100)	(3,100)	(3,200)
<b>NET (INCOME) / EXPENDITURE</b>	<b>101,719</b>	<b>79,200</b>	<b>77,700</b>	<b>55,201</b>	<b>78,800</b>

Costs associated with the Council's banking arrangements, including the management of the investments and borrowings.

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S1461 CONTINGENCY BUDGETS</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	-	104,800	147,700	-	559,600
Premises	-	22,300	-	-	-
Supplies and Services	-	265,200	14,400	-	375,400
	<u>-</u>	<u>392,300</u>	<u>162,100</u>	<u>-</u>	<u>935,000</u>
<b>NET (INCOME) / EXPENDITURE</b>	<u>-</u>	<u>392,300</u>	<u>162,100</u>	<u>-</u>	<u>935,000</u>

This budget comprises general contingencies:

- A general provision for pay awards;
- A general provision for the introduction of an Apprenticeship Scheme;
- A general provision for National Employment Savings Trust (NEST);
- A general prices inflation allowance;
- A general contingency budget;
- A general allowance for over-recovery of income not included in specific service budgets.

**Contingency Budgets:**

Employees:

- National Employment Savings Trust (NEST)	-	63,800	63,800	-	128,200
- Additional Superannuation costs	-	15,300	-	-	-
- IAS 19 Adjustments	-	25,700	83,900	-	151,100
- Additional 1% Pay Award above 1% included in budget	-	-	-	-	132,300
- Apprenticeship Scheme	-	-	-	-	100,000
- Impact of National Living Wage	-	-	-	-	48,000
<b>Subtotal</b>	<b>-</b>	<b>104,800</b>	<b>147,700</b>	<b>-</b>	<b>559,600</b>

Premises:

- Office Cleaning Contract - re-letting	-	22,300	-	-	-
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Supplies and Services:

- Contingency Budget	-	200,700	14,400	-	325,400
- General Price Inflation Allowance	-	64,500	-	-	50,000
<b>Subtotal</b>	<b>-</b>	<b>265,200</b>	<b>14,400</b>	<b>-</b>	<b>375,400</b>

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S1465 CORPORATE MANAGEMENT</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	-	19,400	-	-	-
Supplies and Services	104,280	63,400	63,400	5,488	62,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>104,280</b>	<b>82,800</b>	<b>63,400</b>	<b>5,488</b>	<b>62,500</b>
<b>DIRECT INCOME</b>					
Other Income	-	-	(6,600)	(6,642)	-
<b>TOTAL DIRECT INCOME</b>	<b>-</b>	<b>-</b>	<b>(6,600)</b>	<b>(6,642)</b>	<b>-</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>104,280</b>	<b>82,800</b>	<b>56,800</b>	<b>(1,154)</b>	<b>62,500</b>
Support Services	553,132	578,100	657,500	644,958	645,700
Recharges	(18,100)	(18,100)	(18,100)	(18,100)	(18,100)
<b>NET (INCOME) / EXPENDITURE</b>	<b>639,312</b>	<b>642,800</b>	<b>696,200</b>	<b>625,704</b>	<b>690,100</b>

It is recognised that certain costs only arise because local authorities are multi-purpose, elected organisations, i.e. the costs are over and above the sum of those that would be needed to manage all the various services if they were run by single-purpose authorities. Such costs are now gathered under the heading of "Corporate Management". Under the Service Reporting Code of Practice, the costs that can be charged to Corporate Management are strictly defined.

Corporate Management is defined as:

- Costs of the Chief Executive except where duties are concerned with the direct management of services or the provision of advice and support to members;
- Maintaining statutory registers, e.g. of politically sensitive posts, unused land, payments to members and members' interests – except when those statutory registers are defined specifically as a function of direct services;
- Providing information required by members of the public in exercise of statutory rights (other than about specific services);
- Completing, submitting and publishing staffing returns, statements of accounts, annual reports, public performance reports and local performance plans;
- External audit liaison;
- Best Value external inspections;
- Responsible Financial Officer functions relating to precepts, standard spending assessments, corporate budgets, capital programmes, budget monitoring of the corporate position, reviewing the

**S1468 PARISH COUNCIL SUPPORT**

<b>DIRECT EXPENDITURE</b>					
Supplies and Services	95,045	63,400	63,400	63,223	31,700
Third Party Payments	50,590	26,500	26,500	25,295	-
<b>TOTAL DIRECT EXPENDITURE</b>	<b>145,635</b>	<b>89,900</b>	<b>89,900</b>	<b>88,518</b>	<b>31,700</b>
Support Services	2,744	2,700	3,000	3,097	3,100
<b>NET (INCOME) / EXPENDITURE</b>	<b>148,379</b>	<b>92,600</b>	<b>92,900</b>	<b>91,615</b>	<b>34,800</b>

**Supplies and Services:**

The treatment of Council Tax Benefits changed from a national to a local council tax reduction scheme with effect from 1 April 2013. Under the local scheme the council tax reductions are now built into the Council Tax Base as a disregard, thus reducing the Council Tax Base. To counter this reduction in the Council Tax Base the Town and Parish Councils receive a Council Tax Support Grant. National Government funding to compensate councils for this reduced Taxbase is being withdrawn. In line with this the support grant to Town and Parish Councils will also be withdrawn over a 3 year period from 2017/18.

**Third Party Payments:**

There are services which are carried out by parish councils in their areas that are carried out by the District Council in the urban areas of Royal

**S1578 AUDIT & RISK**

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b>DIRECT EXPENDITURE</b>					
Employees	229,891	229,600	252,900	255,661	255,000
Transport	561	1,100	1,100	421	1,100
Supplies and Services	22,195	32,200	32,200	29,800	29,200
Third Party Payments	7,500	5,000	5,000	1,094	5,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>260,147</b>	<b>267,900</b>	<b>291,200</b>	<b>286,976</b>	<b>290,300</b>
<b>DIRECT INCOME</b>					
Other Income	(11,772)	(11,200)	(11,200)	(10,139)	(13,700)
<b>TOTAL DIRECT INCOME</b>	<b>(11,772)</b>	<b>(11,200)</b>	<b>(11,200)</b>	<b>(10,139)</b>	<b>(13,700)</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>248,375</b>	<b>256,700</b>	<b>280,000</b>	<b>276,837</b>	<b>276,600</b>
Support Services	44,329	54,400	55,300	54,316	54,000
Recharges	(292,704)	(311,500)	(335,300)	(331,152)	(330,600)
<b>NET (INCOME) / EXPENDITURE</b>	<b>-</b>	<b>(400)</b>	<b>-</b>	<b>1</b>	<b>-</b>

The Internal Audit Service comprises provision of assurance to management on the state of internal control and governance in respect of all of the Council's functions, activities and systems.

The services provided also include the following:

- Assistance on projects
- General advice on controls and risk
- Promotion of an anti fraud and corruption culture
- Investigations into suspected cases of fraud and corruption.

The audit work is undertaken in compliance with professional auditing standards as laid down by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Chartered Institute of Internal Auditors (CIIA). The Council's external auditors, Grant Thornton, review and report annually on the activities of Internal Audit (the cost of which is included within the Corporate Management budget).

The service is delivered through a combination of in-house staffing and, especially for IT audits, external contractors.

The Audit and Risk Manager reports quarterly to the Head of Finance on the activities of Internal Audit. The Finance and Audit Scrutiny Committee oversees achievement of the annual internal audit plan and receives reports on a quarterly basis to enable them to fulfil this function.

In terms of risk management, the Audit and Risk Manager provides advice to services to help them manage their risks effectively. Risk registers are in place for all Council services and these are reviewed regularly by the Finance & Audit Scrutiny Committee. A report is issued to members annually on progress in embedding risk management across the organisation.

The cost of this service is recharged to services based on staff time allocations.

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S3050 REVENUES</u></b>					
<b>DIRECT EXPENDITURE</b>					
Employees	600,888	614,500	678,800	684,872	675,300
Transport	1,469	2,500	2,500	1,371	1,300
Supplies and Services	112,724	104,400	154,400	170,338	104,200
Third Party Payments	33,448	25,800	25,800	25,768	25,800
<b>TOTAL DIRECT EXPENDITURE</b>	<b>748,529</b>	<b>747,200</b>	<b>861,500</b>	<b>882,349</b>	<b>806,600</b>
<b>DIRECT INCOME</b>					
Government Grants	(216,796)	(214,400)	(214,400)	(221,611)	(214,400)
Other Grants and Contr	(72,767)	(70,900)	(70,900)	(76,001)	(70,900)
Other Income	12,966	-	-	-	-
Fees and Charges	(357,255)	(400,000)	(365,000)	(343,542)	(380,000)
<b>TOTAL DIRECT INCOME</b>	<b>(633,852)</b>	<b>(685,300)</b>	<b>(650,300)</b>	<b>(641,154)</b>	<b>(665,300)</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>114,677</b>	<b>61,900</b>	<b>211,200</b>	<b>241,195</b>	<b>141,300</b>
Support Services	523,613	546,200	607,000	589,324	611,500
<b>NET (INCOME) / EXPENDITURE</b>	<b>638,290</b>	<b>608,100</b>	<b>818,200</b>	<b>830,519</b>	<b>752,800</b>

The Revenues Service is responsible for the levying and collection of both the Council Tax and Business Rates .

Council Tax - Introduced in April 1993, is a tax on domestic properties. Each domestic property is placed in a 'band' from A to H based on the capital value of that property in April 1991. The banding exercise was carried out and is maintained by the Valuation Office, an Executive Agency of central Government.

Each year in late February, or early March, the Council, as the Billing Authority, fixes the charges that will apply for the upcoming financial year. The amount of tax levied will include precepts on behalf of Warwickshire County Council and Warwickshire Police and Crime Commissioner, as well as precepts by the appropriate parish or town councils.

Business Rates - All businesses in the area have a 'rateable value' ascribed to them by the Valuation Office Agency. Business Rates are subject to a revaluation every 5 years [although the Autumn Budget 2017 proposed that this will take place every 3 years moving forward] when the values are updated to reflect market changes in rental values. The Latest revaluation took effect from 01 April 2017. The Government fixes the rate-in-the-pound that the Council must use to calculate charges which are then levied on the occupiers or owners of the relevant properties. There is a system of 'transitional relief' which helps cushion the effects of substantial changes following a revaluation.

In both cases, the Revenues Service is responsible for calculating the charges, allowing any discounts, benefits or reliefs as appropriate, and then sending out bills in accordance with the regulations. If payment is not forthcoming, then recovery action as set out in the regulations is followed in order to secure payment.

The council's website at [www.warwickdc.gov.uk](http://www.warwickdc.gov.uk) gives more details about council tax and rates and also gives details of how to go about applying

**S3250 BENEFITS**

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b>DIRECT EXPENDITURE</b>					
Employees	697,268	724,100	762,800	764,276	794,600
Transport	3,099	5,400	5,400	6,541	4,200
Supplies and Services	166,195	233,100	240,000	188,414	233,100
Third Party Payments	4,136	20,100	7,700	10,875	20,100
Housing Benefits	28,636,563	28,969,500	27,040,100	27,960,056	27,040,100
<b>TOTAL DIRECT EXPENDITURE</b>	<b>29,507,261</b>	<b>29,952,200</b>	<b>28,056,000</b>	<b>28,930,162</b>	<b>28,092,100</b>
<b>DIRECT INCOME</b>					
Government Grants	(29,412,530)	(29,747,500)	(27,892,000)	(28,760,033)	(27,772,200)
Other Income	(14,463)	-	(600)	(1,636)	-
Fees and Charges	(454)	-	-	(720)	-
<b>TOTAL DIRECT INCOME</b>	<b>(29,427,447)</b>	<b>(29,747,500)</b>	<b>(27,892,600)</b>	<b>(28,762,389)</b>	<b>(27,772,200)</b>
<b>NET DIRECT (INCOME) / EXPEN</b>	<b>79,814</b>	<b>204,700</b>	<b>163,400</b>	<b>167,773</b>	<b>319,900</b>
Support Services	354,004	385,600	438,000	416,166	429,200
Recharges	(115,741)	(124,600)	(127,900)	(121,965)	(135,800)
<b>NET (INCOME) / EXPENDITURE</b>	<b>318,077</b>	<b>465,700</b>	<b>473,500</b>	<b>461,974</b>	<b>613,300</b>

Universal Credit is gradually replacing Housing Benefit (HB) for working age customers, however Local Authorities are expected to continue to administer the HB scheme until all customers have migrated and the Housing Benefit administration grant is gradually reducing to reflect the reduction in Housing Benefit claimants. The Housing Benefit caseload has reduced as a result of Universal Credit, however the Department for Work and Pensions have recently announced that no further claims to Universal Credit will be made in our area until October 2018 and as a result we expect to see an increase in claims until then. The administration grant is expected to be reviewed to reflect this change in policy. Administration of HB for pensioners will remain the responsibility of the Local Authority until Universal Credit has been fully rolled out. The HB scheme enables people on a low income to obtain financial assistance towards their rent.

Local authorities are responsible for determining their own Local Council Tax Reduction Scheme (LCTRS) for working age claimants, the rules for pensioners are prescribed by Government. Claimants who are on a low income can have their council tax liability reduced by up to 85% for working age and 100% for pension age claimants.

**Principal Features:**

Entitlement is assessed in relation to total financial resources and "applicable amounts".

- Households on Income Support, Jobseekers' Allowance, Pension Credit (Guarantee Credit) and Employment Support Allowance (income related) should be able to get the maximum level of assistance less, where applicable, a deduction for any non dependants living in the household. Other households whose income is not included in this list may also qualify and the level of entitlement is assessed based on income and capital compared to the circumstances of the household.
- Applicants with more than £16,000 assessed capital do not qualify for benefit unless they are in receipt of Pension Credit (Guarantee Credit).
- Income from employment is assessed on net income.

Number of claimants:

	2016	2017
HB	6,200	6,000
CTR	7,200	6,600

Since February 2015, DWP have been responsible for Housing Benefit fraud, however we retain responsibility for dealing with any fraudulent activity which occurs in relation to our other services, this service is currently provided on our behalf by Oxford City Council

In February 2016, calls to the service were repatriated to the District Council, the benefit service now includes a team of customer service advisors, the

	ACTUAL 2016/17 £	ORIGINAL BUDGET 2017/18 £	LATEST BUDGET 2017/18 £	ACTUAL 2017/18 £	ORIGINAL BUDGET 2018/19 £
<b><u>S3661 CUP - UNITED REFORM CHURCH</u></b>					
<b>DIRECT EXPENDITURE</b>					
Premises	4,534	-	1,500	4,151	1,500
<b>TOTAL DIRECT EXPENDITURE</b>	<b>4,534</b>	<b>-</b>	<b>1,500</b>	<b>4,151</b>	<b>1,500</b>
Support Services	3,560	5,100	5,500	6,665	5,300
Capital Charges	25,076	25,100	25,100	24,028	41,400
<b>NET (INCOME) / EXPENDITURE</b>	<b>33,170</b>	<b>30,200</b>	<b>32,100</b>	<b>34,844</b>	<b>48,200</b>

The Creative Uplift Programme (CUP) scheme in respect of phase 2 development of Spencer's Yard was dependent on Government funding through Advantage West Midlands.

The new Government formed following the Parliamentary elections held in May 2010 abolished Advantage West Midlands and cancelled all outstanding schemes.



## **Finance**

### **Service Area Plan Performance 2017/18**

#### **1. Background**

The customers of Finance can be broadly categorised in three ways:-

##### *Corporate/Strategic*

Finance is responsible for managing the Council's overall finances. This includes maintaining the Medium Term Financial Strategy, Budget setting and monitoring expenditure/income against Budget.

##### *External customers*

These customers include all those responsible for the payment of council tax and business rates, for which there are approximately 63,500 and 5,200 respective properties (as at March 2018). Housing Benefit claimants currently total 5,900 (value £26m pa), with there being 6,450 (value £6m pa) households in receipt of Council Tax Reduction (previously council tax benefit).

Finance also administers the Rural and Urban Capital Initiative Scheme for which for which the budget was agreed at £150,000 for new grants to be awarded in 2017/18.

##### *Internal customers*

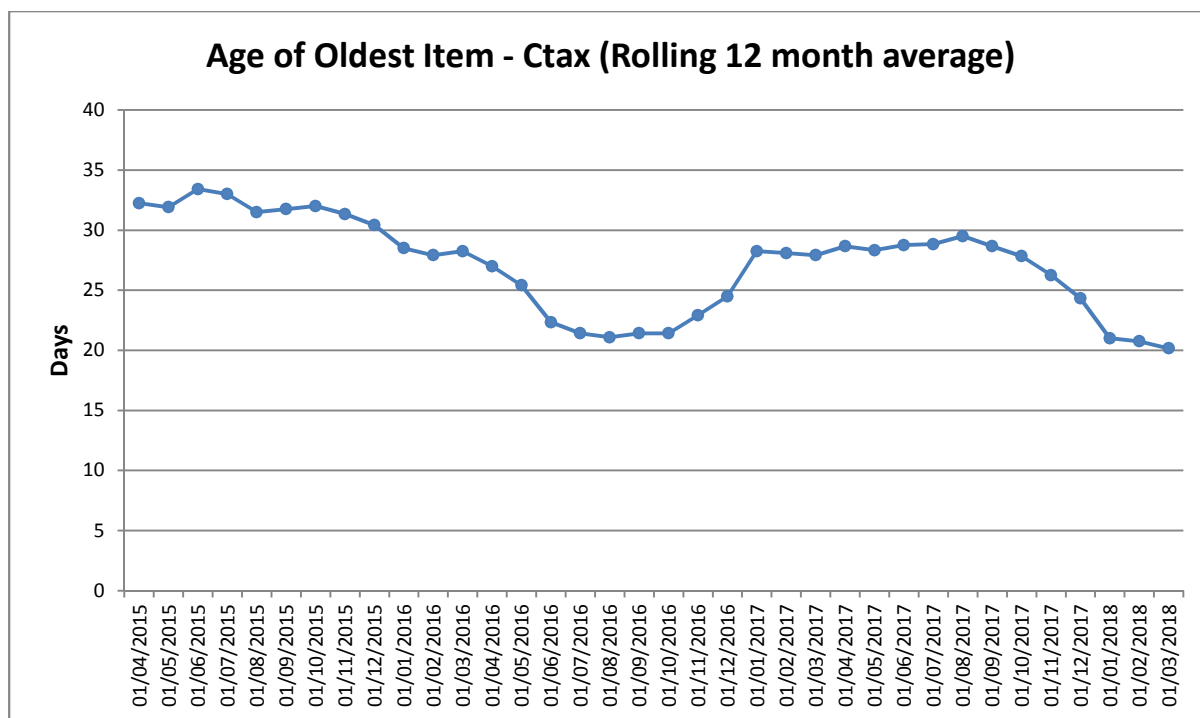
Much of Finance is a support service, primarily providing services to the Council's officers and councillors. The services here include:-

- Accountancy (including Budgetting and Treasury Management)
- Internal Audit and Risk
- Procurement
- Payments and sundry debtors

#### **2. Performance**

##### *Council Tax/Business Rates*

The processing time for council tax correspondence has improved in the current year from 28 days in March 2017 to 21 for January 2018 (based on a rolling 12 month basis, to remove the impact of seasonal swings). Whilst there is some annual seasonality in these figures, this represents a significant improvement compared to the peak of 48 days in June 2015. Recent staff turnover has impacted upon the service in recent months. The position for the last three years is shown in the chart overleaf:-



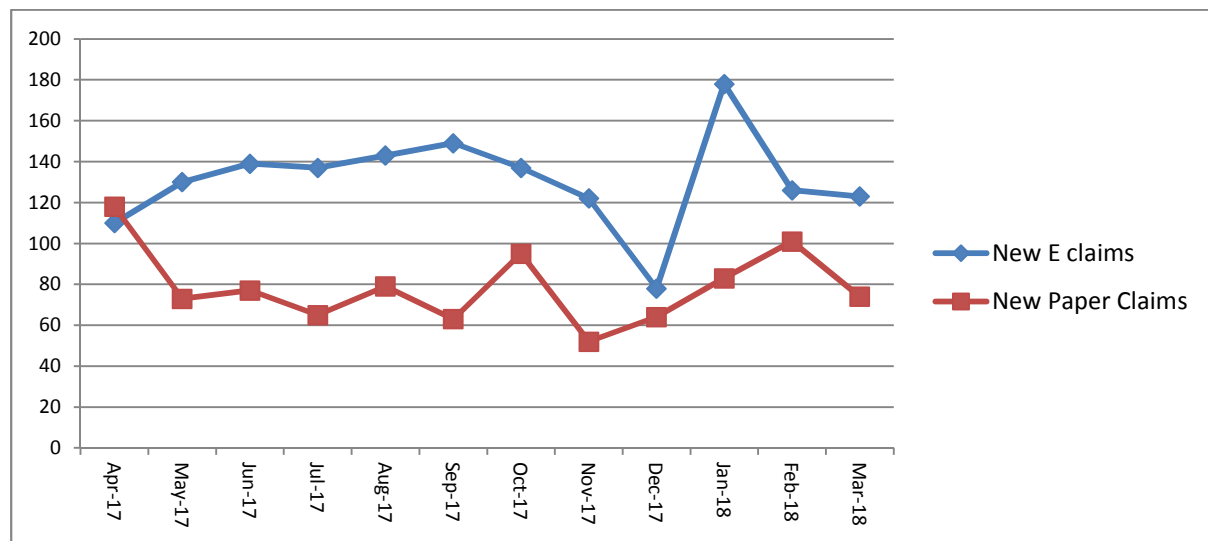
The improvement reflects the dedication of the team and the many initiatives. These include:-

- The change to generic working within Council Tax/Business Rates has helped to reduce processing times. This was piloted ahead of being agreed by Employment Committee in January.
- Staff doing some weekend and out of hours working
- Changing the way we process the work queue to minimise repeat callers
- The Customer Service Team, who provide a more specialised service and provide processing support during quiet times.
- In line with the Digital by Design agenda, a project is underway to provide residents with the ability to "self serve" in respect of their council tax account. Open Channel will enable customers to complete and submit a series of on line forms to inform the Council of a property move which will, subject to data validation, automatically update the account without the need for back office intervention. This project is currently being piloted. However it is not expected that this service will have an instant impact on the workload of the Service, but as the number of properties in the District continues to grow over future years and customers increasing expect to be able to self-serve, Open Channel will increase the processing capacity of the service.

#### *Housing Benefits/Council Tax Reduction*

The introduction of "E-Forms" for new housing benefit/council tax reduction claims and notification of changes in circumstances has proved a success. The table below shows the proportion of new claims now being received electronically.

## New Benefits Claims

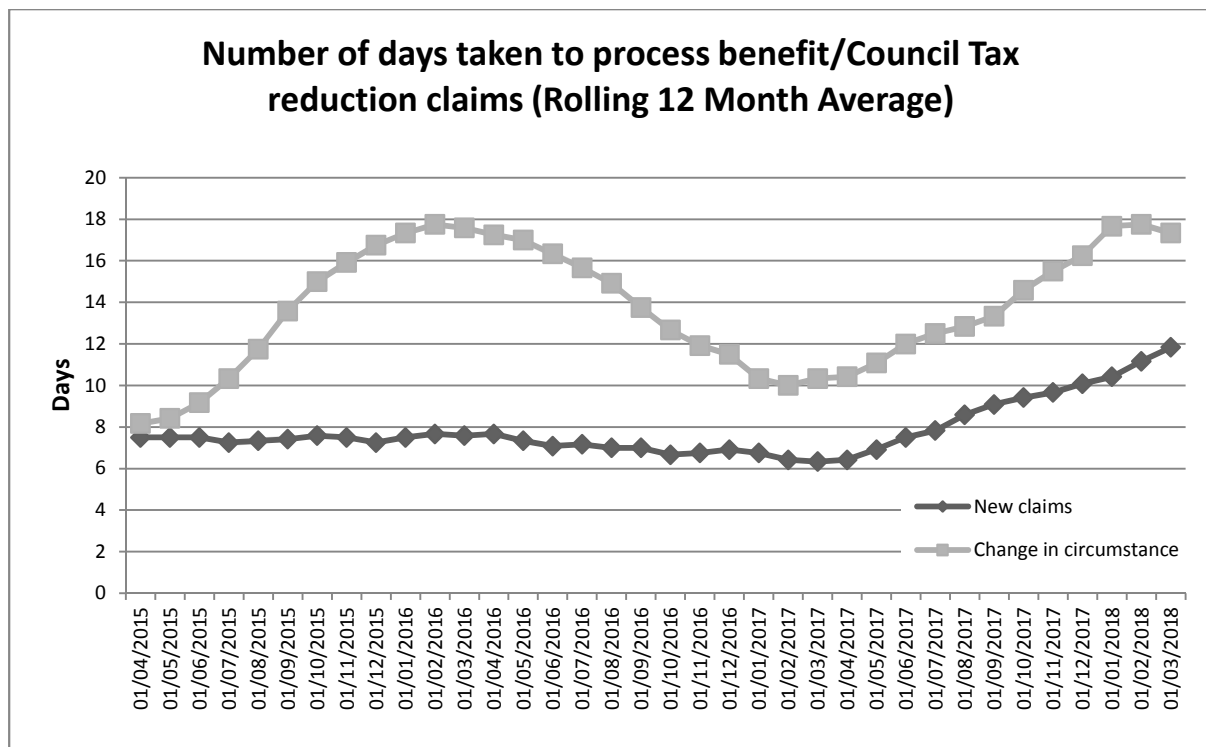


There are many benefits associated with the process, for the customer and the Council:-

- The system tells the claimant what specific documentation is required to support the claim, and how this is to be provided.
- Claims are quicker to submit.
- There is no scanning required of the claim.
- Data entry is greatly reduced.
- With claims being more complete, the requests for further information from claimants are greatly reduced.
- Claims are processed and benefit awarded much faster.

These improvements all amount to improved customer service and efficiencies for the Council. Greater promotion of the E-forms is planned, along with more training to ensure that Reception/One Stop Shop staff actively encourage on-line claims. With WDC responsibility for Front Line staff and One-Stop Shops under the Benefits and Fraud Manager (alongside the Revs/Bens Customer Service Team), it is envisaged the service will be better prepared to support the roll out of Universal Credit, now scheduled locally from October 2018.

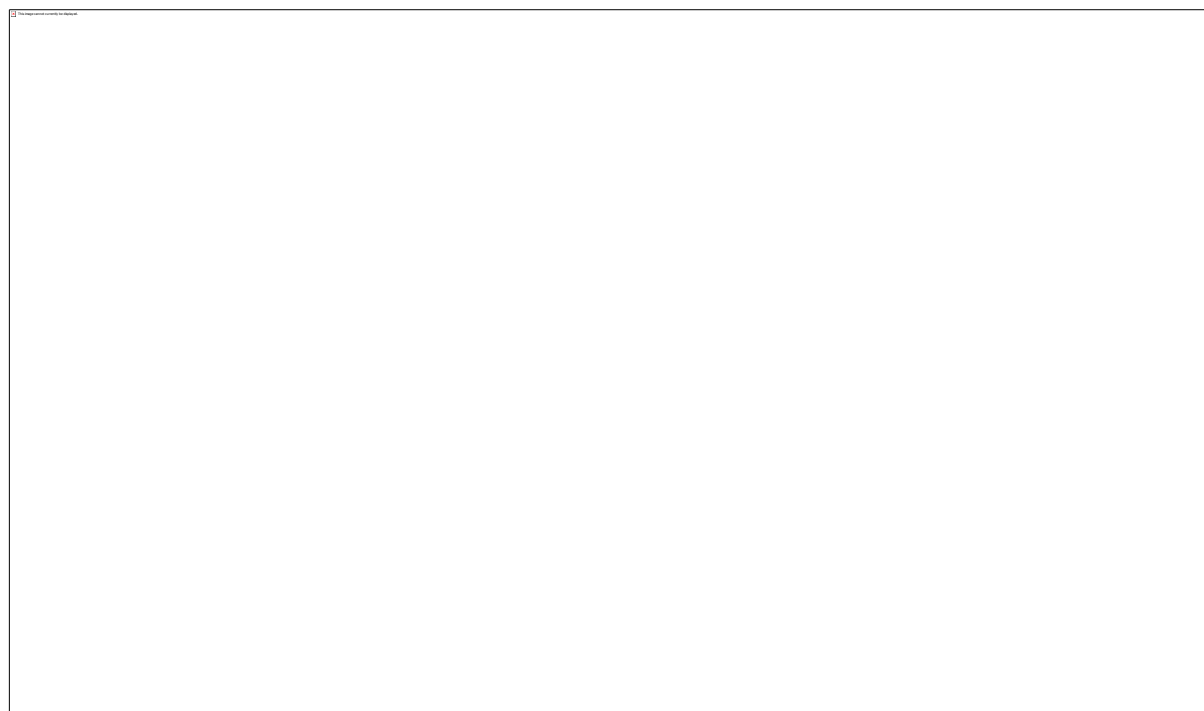
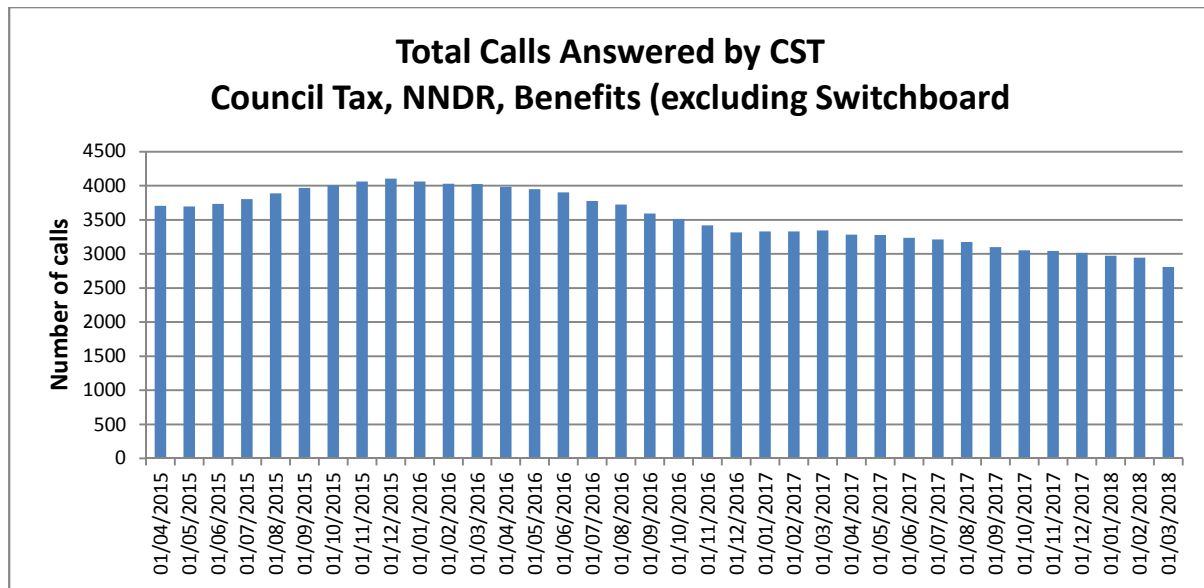
The time taken to process benefits claims is actively monitored as shown below. The recent increases in processing time have again resulted from staff turnover. Following a recruitment campaign, several new appointments have been made, with these new members of staff undergoing an intensive training process. In addition, over the last year, the amount of work on current claims has increased as there have been more referrals from DWP under the Real Time Information initiative. These are up to 500 a month.



As at the middle of February 2018, the oldest new claim awaiting processing was 8 days, and change in circumstance was 13 days.

#### *Customer Service Team*

The Customer Service Team process Benefits and Revenues calls. Whilst all calls should be to direct dial numbers, there are still an increasing number of calls that are received on the switchboard number. The Customer Services Team manage these calls on behalf of the Council. It was originally envisaged that these calls would be very few in number. However, they continue to average 200 per week. As the team were not resourced for these calls, these calls were impacting on the overall performance of the team, so reducing their ability to deal with Revenues and Benefits Calls. A trial is on-going for selected other services areas to help with the switchboard calls. The initial feedback is this is helping to manage the switchboard calls and the service calls.



### *Accountancy*

The 2016/17 Statement of Accounts was signed off by the external auditor in August. This was one month earlier than previously. From 2017/18, the accounts must be signed off by 31 July. The intention was to pilot early closure in 2017 so as to meet that date. Whilst the end of July target was missed, the auditors would have been ready to sign off in early August. Following the review of the 2016/17 closedown, including discussions with the external auditors, a project is now in place for the 217/18 closedown, following a detailed timetable.

The Contract for the Financial Management System has been extended under an Exemption to the Procurement Code of Practice. Whilst not incorporated into the

2017/18 Service Plan, initial scoping work was undertaken in the year. This is now a project commencing from 2018/19.

#### *Internal Audit and Risk*

By the end of December 2017 18 reviews had been completed by Internal Audit, against a target completion of 21. These are reported to Finance & Audit Scrutiny Committee as part of the quarterly audit plan progress reporting. The team are confident of being able to complete all the Audit Plan by 31 March 2018.

Following on from the external review of Internal Audit to comply with the Public Sector Internal Audit Standards, the action plan of improvements was reported to Finance & Audit Scrutiny Committee in June 2016. In addition a review of Risk Management across the organisation was undertaken by Zurich Insurance. With regard to the former all actions have been completed, substantially in 2016/17, whilst in the case of the latter two actions remain for 2017/18 which are due to be completed by 31 March 2018.

#### *Procurement*

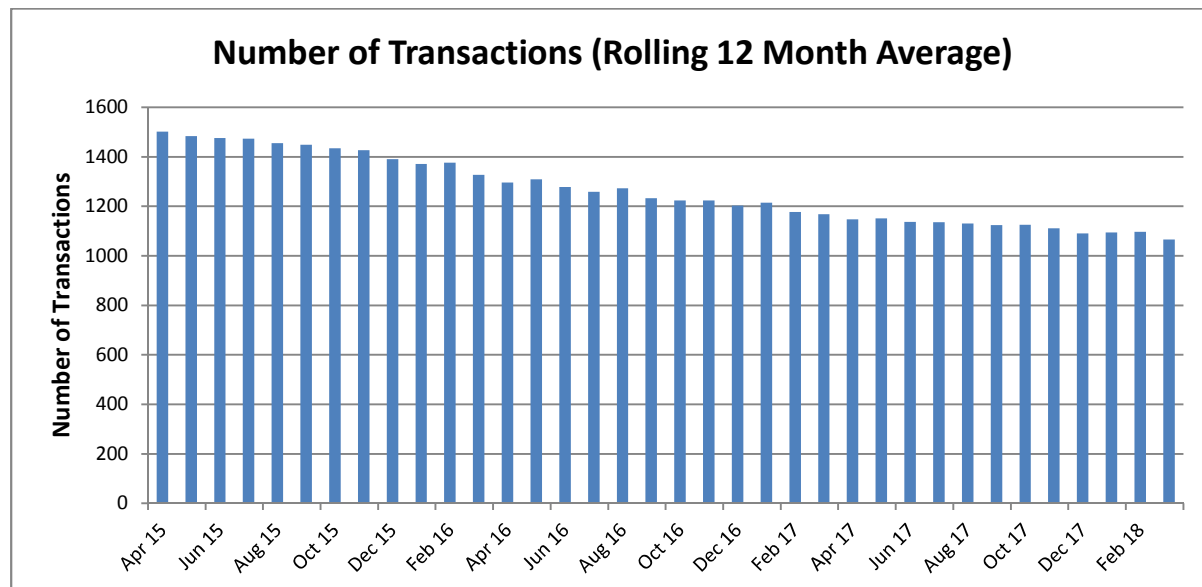
The new Procurement Team has continued to strive to embed good procurement practices across the authority whilst providing support to procurement projects. The updated Code of Procurement Practice was agreed by members in April 2017. Many guides and supporting documents have been produced to support officers in procuring goods and services, which are available on the Council's intranet.

With the retirement of the Procurement Manager, a review was undertaken to determine the best way to resource the function so as to maintain the quality of the service and ensure resilience. Following on from this, reports were presented to the Executive and Employment Committee in January 2018 to seek agreement of a trial WDC/WCC Procurement Partnership from April 2018.

The Procurement Team won a national award from the Federation of Small Businesses for having the best "Small Business Friendly" Procurement Policy. The team continue to work with small and local business to seek to support them in tendering for contracts with the Council.

### *Financial Services Team*

The Financial Services Team are responsible for processing the Council's payments and the collection of sundry debts. The numbers of transactions (invoices paid and orders raised) are shown below.



The team continue to introduce efficiencies so as to reduce the numbers of transactions to be processed, as can be seen from the chart. The initiatives include:-

- Consolidated billing
- Annual orders
- Use of procurement cards
- Collaborative procurement and contracts

### **3. Risks**

The Finance Risk Register has continued to be reviewed throughout the year, and is due to be presented to Finance & Audit Scrutiny in 2018, alongside the Contract Register and review of Budget, this being the inaugural review of this nature by Finance and Audit Scrutiny Committee. There are no risks that score in the "red". Risks are regularly considered at Finance Management Team meetings, and the register is also reviewed quarterly in conjunction with the Finance Portfolio Holder.

### **4. Workforce Planning**

A staffing review involving changes to the Exchequer and Benefits functions was reported to Employment Committee in January 2018. This sought to provide greater resilience to the teams, especially in view of the increasing number of properties across the district, but also with impending changes such as Universal Credit.

One of the Principal Accountants retired last July, with a further one retiring in May 2018. In the short/medium term this undoubtedly putting a strain on the Accountancy Section, with use being made of temporary resources pending the appointment of permanent replacements.

Some functions within Finance have been subject to substantial staff turnover in recent years, whilst others have continued to have a very stable workforce. In all cases workforce planning is a priority so as to seek to ensure staff are trained and able to progress as opportunities arise. In doing so, we seek to ensure continued quality service provision and enable staff to progress. This includes seeking to develop existing staff and also to appoint apprentices.

## **5. Budget**

The Finance budget for 2017/18 included the Council-wide 1% reduction to discretionary budgets. There was also an assumed £50,000 additional investment interest included from the use of alternative investment vehicles.

In view of the continuing low investment interest returns, the 2016/17 Treasury Management Strategy included Equity Funds as a new investment instrument with the aim of getting an increased return on some of the Council's investment portfolio whilst protecting the Council's investment. Following an appointment, two fund managers were appointed in March 2017, with £3m paid into each fund in April. These investments need to be regarded as long term investments since the returns may be somewhat erratic in the short term. A review of the performance on these funds is planned to Finance and Audit Scrutiny Committee.

In terms of the overall Council Budget, the Accountancy Team actively works with Budget Managers across the Council to review the current year expenditure and income and that for future years. In addition, the medium term financial strategy is maintained and updated – this driving the Council's overall finances. The Medium Term Financial Strategy (MTFS) is an intrinsic part of the Council's overall planning. Since 2010, the Council has seen reductions of over £7m to its external financial support (primarily Revenue Support Grant), but has been able to maintain services in this period, whilst holding the level of council tax at the same for many years. The MTFS (as reported to Executive in February 2018), and the assumptions behind it, show that further savings of £700k need to be made by 2022/23. Outside of the agreed Budget and MTFS, the Council faces additional costs in maintaining its assets in the future so as to maintain its services into the future; many of these costs still need to be funded. The team constantly monitors the savings required, and the profile behind it, utilising internal and external income. With significant uncertainty over the future of New Homes Bonus, and proposed changes to Business Rate Retention, it is vital that prudent assumptions are maintained, whilst the Council endeavours to build up reserves for any future volatility.



Following on from the 2015/16 surplus, there has continued to be tighter monitoring of significant income budgets such as planning fees, parking and cremations. These budgets can be difficult to forecast, which has led to some overly cautious forecasting in recent years. Whilst the surplus was greatly reduced, monitoring of these budgets is continuing to be refined, with accountants and budget managers working closely together to ensure the correct level of core income is reflected in the Medium Term Financial Strategy.

## Finance Service Plan 2017/18

### Planned Changes, Major Workstreams and Projects

Change/Project	Milestones
Early Closure of Accounts – for 2016/17 inc de-cluttering, improved electronic WPs, planning for 2018/19 closedown.	Audited Statement of Accounts approved by Finance and Audit Scrutiny Committee 30th August 2017. Post Mortem Meeting with External Audit 30th October 2017. 2017/18 closedown timetable and project now in place.
Re-write HRA Business Plan Model	Established that this is not required
Budget Review – increase engagement across all Services	Ongoing each month – improved reporting Comparison to Final Accounts
Revenues Visiting Officer mobilisation	As the focus of the Visiting team has dramatically changed so that the majority of work undertaken is revenues based, particularly given the level of new build in the area, the team now reports to the exchequer Manager. Active consideration is being given to using office based information gathering via known contacts at major sites and information already available through other services within the Council e.g. Planning, Street Naming and Numbering. It is also intended to trial mobile working using the web forms on the website and designing extra ones which when completed out in the field will directly integrate with Civica. Once testing of this initiative has been completed it will be possible to review if and how the project proceeds.
Universal Credit – prepare for June 2018 rollout to new working age housing benefits claimants.	The recent restructure of the Benefits service should make the service more responsive to the changed requirements. One Stop Shops and Reception responsibility now under Benefits and Fraud Manager which should further help support UC roll out.
Auto-matching for Creditor invoices – implement across Council	Soft launch of system in live for Housing invoices, to be live across Council from May 2018.
Council Tax “Self Serve” (Open Channel) module	From February first form being used “in house” for people moving into the District ahead of formal rollout on website. Further forms to follow in 2018/19.
Total (Financial Management	Upgrade Oct 2017

<b>Change/Project</b>	<b>Milestones</b>
System) Upgrade	
Progress actions from January 2016 Risk Management Review	<p>All actions that were scheduled for 2016/17 have been completed.</p> <p>The two remaining ones, scheduled for 2017/18, are as follows:</p> <p>Consider whether some of the principles applied to contract risk management can be applied equally to partnerships – by March 2018</p> <p>Review the criteria for evaluating project risks to make it more specific to time, cost and quality of delivery – by March 2018</p>
Progress actions from April 2016 Internal Audit Review	Completed, mostly in 2016/17.
Review of Procurement function.	Reports presented to Executive and Employment Committee January 2018. New Procurement Partnership with WCC to commence April 2018.
Enhance use being made of Intend system for reports etc to assist procurement process.	Currently revisiting Intend system capability to make it fit for purpose with regarding to: low value quoting self-service, contract storage and online mandatory questions and scoring.
Updated Code of Procurement Practice and Procurement Strategy – rollout across organisation.	<p>Updated Code of Procurement Practice- agreed by Council April 2017. Code being reviewed in light of WDC/WCC Procurement Partnership with a view to alignment of documents where appropriate.</p> <p>Procurement Strategy – to be presented to April 2018 Finance and Audit Scrutiny Committee.</p>
Review Contract storage	Electronic copies of documents referenced within Contract Register. Further advice on use of electronic documents sought from WCC Lawyers. and ICT. Potential to utilise Intend for this process in the future as currently under development.
Contract Register – review with ICT format held, how shared and accessed.	This project has now been integrated into the ICT overall project plan, in place of the staff resources previously allocated to this project. Awaiting to be advised of the ICT lead and planned completion date.
Review Support Service provision to make savings from Service in line with Medium Term Financial	Savings mostly achieved, as to be reported as part of Base Budget in November. Some savings will not be achievable, primarily in respect of Internal Audit where the original figures were overstated.

Change/Project	Milestones
Strategy.	

## Service Area Plan 2018/19

**Part 1 - Service Information/links to policy**

**Part 2 – Managing Service Delivery**

**Part 3 – Managing and Improving People**

**Part 4 – Budget**

**Part 5 – Managing Planned Changes/Projects**

<b>Service Area :</b>	Finance
<b>Service Area Manager:</b>	Mike Snow – Head of Finance
<b>Deputy Chief Executive:</b>	Andrew Jones
<b>Portfolio Holder(s):</b>	Councillor Peter Whiting

### 1 Purpose of the Services Provided

- To seek to ensure that the Council's finances are well managed, in accordance with best practice whilst ensuring best value and value for money is always obtained.
- To ensure that suppliers can do business with the Council and be able to tender fairly on an equal basis along with all other prospective businesses.
- To provide sound and understandable financial advice and a responsive support service to enable members and officers to make the right decisions and to ensure the Council's services are properly managed.
- To seek to provide assurance that all risks are being properly managed and controls are in place.
- To provide the right benefits that claimants are due at the right time.

#### 1.1 Linkages to Fit For the Future Strategy

<b>External</b>	<b>Direct</b>	<b>Indirect</b>
<b>Service</b>		Finance provides the funds to provide

<b>(Green, Clean and Safe)</b>		services, and seeks to ensure that funds are correctly used, whilst presenting value for money.
<b>People (Health, Homes and Communitites)</b>	Benefits service assists tenants afford their homes, by awarding housing benefits and council tax reduction. Administration of the discretionary housing payments scheme for claimants receiving housing benefit to prevent homelessness. RUCIS grants.	
<b>Money (Infrastructure, Enterprise and Employment)</b>	Benefits and Procurement assist in providing funding which will circulate in the local economy. Using our discretionary powers in Business Rates enables businesses to get assistance by way of discounts	Procurement joined Better Business for all group (BBFA) to support local businesses in procuring council contracts to help build the local economy

<b>Internal</b>	<b>Direct</b>	<b>Indirect</b>
<b>Service (Maintain or Improve services)</b>	Customer services telephones and face to face are aiming to encourage and support customers to self serve in line with the digital by default policy.	The Audit and Risk service provides an assurance framework to ensure all resources are correctly deployed, whilst providing value for money. The Procurement service provides a contract management framework to ensure contracts achieve value for money and best performance.
<b>People (Effective Staff)</b>	Procurement are partnering with other services to empower them to carry out best procurement practices effectively.	
<b>Money (Firm Financial Footing over long term)</b>	Ensuring the Council's finances are on a firm footing is a key priority for Finance.	

	<b>Direct</b>	<b>Indirect</b>
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	Direct	Indirect
<b>All Themes</b>	The support services within Finance (Accountancy, Audit/Risk, Procurement, FSTeam), and Council Tax/Business Rates directly and indirectly contribute to all the themes by providing finance and support services for the Council's services.	

## 2 Managing Service Delivery

### 2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand	
<b>Accountancy</b>	<b>Budget/Council Tax Setting</b>	Ensure council tax and budget setting complies with legislation, meets Council priorities and is within available resources.	Statutory Requirement	
	<b>Budget Review</b>	To monitor income and expenditure on an on-going basis and assess implications for medium term financial strategy, reporting regularly to SMT and members.	11 Budget Review Reports to SMT, 6 Reports to Executive	
	<b>Final Accounts</b>	Ensure annual accounts closed down correctly and promptly. Production of Annual Statement of Accounts within statutory deadlines. Liaison with external auditors.	Statutory Requirement	
	<b>Treasury Management</b>	Manage the Council's investments to minimise risk whilst securing the optimum return. Manage the Council's cashflow and borrowing. Funding the Council's Capital Programme.		£90m investment peak as at 1 February 2018
	<b>Financial advice</b>	Advise officers and members of the financial implications of proposed actions and decisions and		

	<b>Service Being Delivered</b>	<b>Priorities (with Justification)</b>	<b>Service Demand</b>	
		provide appropriate challenge.		
	<b>Financial Planning</b>	Forecast the Council's income and expenditure for the General Fund and Housing Revenue Account as part of the Medium Term Financial Strategy and HRA Business Plan.		
	<b>Parish/town council support</b>	Arrange payments to parish/town council in respect of precepts and grants in respect of council tax (2018/19 final year).		
<b>Audit &amp; Risk</b>	<b>Internal Audit</b>	Provision of comprehensive internal audit service for management in line with the Internal Audit Strategic Plan.	Statutory requirement.	Approx.38 audits completed p.a.
	<b>Risk Management</b>	Promote and advise on good risk management across the authority.	Statutory requirement. Effective corporate governance.	
	<b>Insurances</b>	Ensure that the Council is appropriately insured in the provision of its services and manage any resulting claims.	Effective corporate governance.	
	<b>Investigations</b>	Undertake ad-hoc internal investigations on behalf of management.	Effective corporate governance.	
<b>Benefits &amp; Fraud</b>	<b>Housing Benefits</b>	Assessment and payment of claims for housing benefit in line with DWP scheme.	Changes processed p.a New claims determined p.a	22,000 1,900
	<b>Council Tax Reduction</b>	Assessment of council tax reduction claims in line with Council's scheme. Including administering discretionary housing payments to housing benefit	Changes processed p.a New claims	17,600 2,240



	<b>Service Being Delivered</b>	<b>Priorities (with Justification)</b>	<b>Service Demand</b>	
		and universal credit customers.	determined p.a	
	<b>Fraud investigation</b>	Undertake investigations into fraud against the council in respect of services such as council tax, business rates, house lettings. Promotion of fraud awareness.		
	<b>Customer Service Team</b>	Take Revenues, Benefits and Switchboard telephone calls	Service calls pa Switchboard calls	46,000 12,000
	<b>Reception/One Stop Shops</b>	To work with WCC to ensure customers can obtain the services they need efficiently and effectively as possible.	No of District face to face enquiries pa	????????
<b>Exchequer</b>	<b>Collection of Council Tax</b>	Maintenance of council tax records, award of reliefs, calculation of tax due, billing and recovery thereof.	Council tax payers Reliefs & discounts	63,500 23,000
	<b>Collection of Business Rates</b>	Maintenance of business rates records, award of reliefs, calculation of rates due, billing and recovery thereof.	Business Rate payers Reliefs & discounts	5,100 2,,750
	<b>Recovery of CT, BR and Benefit overpayments</b>	Take appropriate action to recover sums due to the Council, including use of magistrates courts.	Summonses Reminder notices Collectible per annum	6,000 26,500 £180m
	<b>Payment of suppliers</b>	Arrange payment to suppliers for goods ordered.	Transactions Paid to suppliers	10,000 £48m
	<b>Recovery of sundry debts</b>	Raise sundry debt accounts for sums due to the Council, and recovery thereof.	Transactions Collected pa	13,000 £7.0m
	<b>Rural and Urban Capital</b>	Manage the Council's RUCI scheme, making	Budget	£150,000

	Service Being Delivered	Priorities (with Justification)	Service Demand	
	<b>Initiatives Scheme</b>	recommendations to Executive on grant awards, payment and monitoring of awards agreed.	Applications per annum	10-12
<b>Procurement</b>	<b>Manage corporate procurement</b>	Review and develop the Council's approach to procurement, management of the Council's Procurement Strategy and completion of the Procurement Action Plan.		
	<b>Maintain contracts registers</b>	Work with officers across the Council to ensure that the Council's contract register is correct, is duly published, and contracts within the register are appropriately managed.	Approx 260 contracts on Contracts Register	
	<b>Lead/advise on procurement and tenders</b>	Advise and assist officers in the procurement of goods and services in line with the Council's Code of Procurement Practice and EU Regulations.		

## 2.2 Measures

### Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qtr. 1	2	3	4
Average number of days from receipt of all information to determine new benefit/reduction claims.				
Number of new benefit/reduction claims awaiting processing				
Prompt payment of invoices within agreed payment terms				
Unqualified audit statement on Statement of				

Accounts				
Average number of days from receipt of all information to determine changes to benefit/reduction claims.				
Timely and informed Budget and Financial Forecasts				
Number of Benefits/Revenues calls to Customer Service Centre.				
Efficient & timely CTax processing (Age of oldest item) - Days				
Number of CTax correspondence awaiting processing				
Efficient & timely NNDR processing (Age of oldest item) - Days				
Number of NNDR correspondence awaiting processing				
Number of formal legal challenges received and upheld against the total number of tenders				
Number of local suppliers actively registered on CSWJETS E Portal				
% Percentage of suppliers on CSWJETS for contracts awarded for the period located within Warwick District				
Number of local suppliers that submitted a tender				
<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b> Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4
Sundry Debt balance outstanding over 90 days				
Numbers of transactions – orders, creditor invoices, sundry debtor invoices				
Value cashable and non-cashable fraud savings detected.				
Council tax collection rate				

NNDR collection rate				
Business Rate Growth (Rateable Value)				
Completion of Internal Audit Plan (percentage variation to profiled plan)				
No of Outstanding appeals (Business Rates)				
% Private Sector suppliers with a formal contract agreement				
Number of Approved Exemptions below £20k				
Number of Approved Exemptions above £25k				

## 2.3 Managing Risk

<b>Risk</b>	<b>Planned Actions during year</b>	<b>Comments</b>
Budget	<ul style="list-style-type: none"> <li>Regular budget monitoring</li> <li>Achievement of savings target for 2018/19, and other FFF savings agreed by members.</li> </ul>	
Procurement	<ul style="list-style-type: none"> <li>Management of corporate procurement</li> <li>Continue provision of Procurement training.</li> <li>Attendance of key officers at in-house training.</li> </ul> Maintenance of Finance and Council Contract Register	
Contract Management	Attendance of appropriate officers on Contract Management training.	
Audits	<ul style="list-style-type: none"> <li>Internal Audits of various Finance functions scheduled for year in accordance with Internal Audit Plan.</li> <li>External Audit of Statement of Accounts and grant claims.</li> </ul>	
Risk Management	<ul style="list-style-type: none"> <li>Risks reviewed at management team meeting and on on-going basis</li> <li>Quarterly risk register review with portfolio holder.</li> <li>Risk Management Action plan being formulated for 2017/18 based on external review of Risk Management.</li> </ul>	

<b>Risk</b>	<b>Planned Actions during year</b>	<b>Comments</b>
Service Assurance	<ul style="list-style-type: none"> <li>• Actions arising out of Annual Service Assurance Statement include: - <ul style="list-style-type: none"> <li>○ Provision of Procurement training</li> <li>○ Update of Business Continuity Plan</li> </ul> </li> </ul>	
Corporate Health and Safety	<ul style="list-style-type: none"> <li>• Completion of H&amp;S Assessments.</li> </ul>	
Service Delivery	<ul style="list-style-type: none"> <li>• New WDC/WCC Procurement Partnership.</li> <li>• Shared Services for Business Rates and Fraud Investigation.</li> </ul>	

## Part 3 – Managing and Improving People

### 3.1 Staff Resource

There are currently 71 FTE posts in the department.

### 3.2 Workforce Planning

<b>Category</b>	<b>Sponsor</b>	<b>Activity</b>	<b>Budget Impact</b>	<b>Impact on other Service Areas</b>	<b>Milestones</b>
<b>1. Workforce Planning</b>	Head of Service and Divisional Managers	Encourage training, coaching, mentoring etc of staff; assist them to maximise their potential and roles within the organisation.		Support from HR	On-going
	Divisional Managers	Employment of apprentices.	Funded from corporate budget and Levy	Support from HR	Appointment and subsequent completion of apprenticeship.

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
<b>2. Skills, Training, Competency Needs</b>	Head of Service and Divisional Managers	Formal staff training / professional qualifications to encourage them to maximise their potential.	Cost of professional training courses.	Support from HR	Staff commencing formal training. Staff completing formal training.
	Divisional Managers	On-going CPD training for staff.	Met out of existing budgets.		On-going, March 2019
<b>3. Service Changes</b> –	Head of Service	Complete recruitment to new Procurement Business Partner post.		Support from HR	
	Head of Benefits and Fraud	Review OSS/Front Line staff and interaction with Customer Service Team and Back Office.		Potentially all service areas.	
<b>4. Determining the need for additional resource</b>					

#### Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2018/19	2019/20	2020/21
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<b>Activity</b>	<b>Budgetary Impact</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Corporate savings requirements accommodated within 2018/19 Budget.				
Support Service savings included within Budget as part of FFF review.				
Court fees income continuing to be volatile.	Budget overstated. Budget reduced from 2018/19	£20,000 recurring reduction		
Reduction in Benefits Admin Subsidy	Reduced subsidy included in 2018/19 Budget	£41,000 reduction.		
Cost of new Financial Management System			TBC	

## **Part 5 – Managing Planned Changes, Major Work streams and Projects**

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
Investigate feasibility of using of Meta Training for improving employee awareness of risk management.	Audit and Risk Manager			Compilation of mini report on feasibility of using Meta Training for improving employee awareness of risk management.	March 2019.
Customer Service Team – review telephony enhancements to improve customer service.	Benefits and Fraud Manager	Potential request for Service Transformation Reserve funding		Reduction in calls received.	March 2019
Universal Credit – prepare for October 2018 rollout to	Benefits and Fraud Manager			Appropriate online and budgetary support is in	October 2018

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
new working age housing benefits claimants.				place. Training provided to all relevant people.	
Customer service team face to face. Review service delivery.	Benefits and Fraud Manager				March 2019
Review Discretionary Housing Payments policy in view of new Homelessness legislation.	Benefits and Fraud Manager		Housing		March 2019
Review options for Council Tax Reduction Banded Scheme	Benefits and Fraud Manager			Draft options to Executive	July 2018
Visiting Team – improve efficiency and effectiveness of working practices.	Exchequer Manager		Development Services, Street Naming/Numbering, ICT	Fill vacant admin role/consider current working arrangements/review JDs/	June 2018
Auto-matching for Creditor invoices – implement across Council	Exchequer Manager		All.	System live across Council	May 2018
Explore local discount/relief schemes for council tax and business rates.	Exchequer Manager	Potential cost on collection fund. Possible long term gains from local business investment.		Paper on options for 2 schemes including pros and cons of policy	July 2018
Council Tax “Self Serve” (Open Channel) module	Exchequer Manager			Moving out form  Moving within form  Single person discount form	May 2018 July 2018 Aug 2018



<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>Date</b>
Production of Spend Analysis	Exchequer Manager/Senior Procurement Business Partner.	Potential for future savings from improved collaborative procurement.	Potentially all.	Agreement on what data to be analysed	September 2018
WDC/WCC Procurement Partnership – progress new arrangements. Review of success to Executive	Head of Finance		Potentially all.	Report to Executive	March 2019.
Contract Register – review with ICT format held, how shared and accessed.	Senior Procurement Business Partner.		Potentially all.		March 2019
Early Closure of Accounts – for 2017/18 inc improved electronic WPs, planning for 2018/19 closedown.	Strategic Finance Manager				July 2018
New Financial Management System	Strategic Finance Manager	One of Capital Cost, potentially additional revenue support costs (but not in 2018/19)	All service areas are stakeholders who will need to be consulted and involved throughout the process.	Soft Market testing. Production of specification.	??
Budget Review – increase accuracy of process and year end projections.	Strategic Finance Manager		All		On-going

 <b>Overview &amp; Scrutiny Committee</b> <b>26 June 2018</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Review of Council's Sustainability and Climate Change Approach	
<b>For further information about this report please contact</b>	Alice Ellis, Sustainability Officer, Health & Community Protection Alice.Ellis@warwickdc.gov.uk Tel: 01327 456102	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No If yes state why	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Date of meeting when issue was last considered: 26 November 2016	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	Yes

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		
Head of Service		
CMT		
Section 151 Officer		
Monitoring Officer		
Finance		
Portfolio Holder(s)		
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Consultation with the Sustainability Officer Group.		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 This report summarises the Council's latest position in relation to Sustainability & Climate Change including a refresh of the Sustainability Approach document and the Council's achievements in the last year.

## 2. **Recommendation**

- 2.1 The committee note the achievements of the council against the thematic priority of Sustainability.

## 3. **Reasons for the Recommendation**

- 3.1 Significant achievements have been made by the council in delivering against the sustainability agenda.

## 4. **Policy Framework**

### 4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects for 'Green, Clean and Safe'.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Homes that are warmer and more energy efficient directly improve the health and wellbeing of residents.	The Sustainability approach directly links to projects that link to the objective of improving air quality Delivering here against	Energy efficiency measures and technological advancements improve the performance of the local business economy.

	clean and green	
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
A greener staff culture will help empower staff to feel they can make a positive contribution to reducing their impact on the environment.	Embedding sustainability within the organisation rather than it being a stand-alone area of work will help improve our processes.	Improved energy efficiency will lower operational costs particularly as energy prices are expected to continue to rise.

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant one for this proposal is the Sustainability Approach. There are other strategies that link to the sustainability agenda but which are addressed by other means; these aspects include strategies at a District level, for example, the Warwick District Air Quality Strategy, and other strategies that are more widely set at a County level, such as Warwickshire's Municipal waste Management Strategy.

## 4.3 Changes to Existing Policies

None.

## 4.3 Impact Assessments – Not applicable

## 5. Budgetary Framework

5.1 There are no budget implications for this report.

## 6. Risks

By not delivering on the Sustainability Approach, carbon emissions will remain the same, if not increase, contributing to global warming, and local air quality will not be improved which will have adverse affects on the health of local residents. This will, in turn, risk adverse negative opinion from the local community. Where particular projects require investment, financial risks will be identified and approval sought through the appropriate channels.

## **7. Alternative Option(s) considered**

- 7.1 Not applicable as the report is providing an update of the work against the Sustainability Approach.

## **8. Background**

- 8.1 In 2016, an annual review of the Council's Strategic Approach to Sustainability, shown in Appendix 1, was undertaken to ensure that the emphasis was in the right areas and actions were being delivered.
- 8.2 In 2018, a Sustainability Officer was appointed to coordinate the delivery of the Sustainability Approach and to facilitate progress which has resulted in a re-energised Sustainability Officer Group (SOG) with meetings are being held on a regular basis with representation from across the authority.
- 8.3 The SOG is responsible for reviewing progress against the Sustainability Approach, raising any issues of concern and identifying new opportunities for improvement. There is a lot of enthusiasm within the group currently to look even further at the Council's current position to make improvements in relation to the Council's operations, to help residents lower their energy bills and to adopt low-carbon technologies within local communities.
- 8.4 There are three Strategic Aims of the Sustainability Approach are as follows:
- Strategic Aim 1 – Embed sustainability at a strategic level within the organisation (Warwick District Council).
  - Strategic Aim 2 – Address our own impacts relating to sustainability and ensure our physical assets and operations remain resilient in the face of a changing climate.
  - Strategic Aim 3 – Promote and enable sustainability and climate change resilience in the wider district.
- 8.5 For each of these strategic aims, a number of specific objectives were defined based around the priorities which are shown in Appendix 2.
- 8.6 Sitting behind the Strategic Aims and the Priorities is the Acton Plan in Appendix 3, where the progress is clearly visible.

## **9.0 Strategic Aims Progress**

The following provides an update against each of the Strategic Aims.

### **Strategic Aim 1**

- 9.1 A 'Clean, Green, Safe' element has been included in the Fit for the Future (FFF) table contained within all report templates and construction of supporting guidance to authors on how to complete the Clean, Green and Safe element are in draft. Since the introduction of the FFF table, 85 reports at Council and Executive have had to consider their green impact, with a whole host of other reports at other committees also being assessed.

- 9.2 An intranet page has been developed for the Sustainability Officer Group which contains relevant information about the group. Further information will be added over time to inform staff on initiatives as they occur.
- 9.3 National Energy Action fuel poverty training has been delivered to 35 frontline staff and Members to provide information about home energy efficiency advice along with national and local projects.

## **Strategic Aim 2**

- 9.4 The District Heating scheme has moved onto the next stage with a tender being awarded to Encraft Ltd who have now started work to deliver feasibility studies of District Heating schemes within the areas of Myton Gardens and Leamington Spa Town Centre.
- 9.5 Since 2016, five electric and hybrid pool vehicles have been leased for two years, using Office of Low Emission Vehicles (OLEV) funding. The use of these vehicles proved to be successful, and it has been agreed for four-year leases to be taken on new replacement vehicles. In addition, further electric vehicles are being explored for the pest control team and neighbourhood services.
- 9.6 The new HQ is expected to achieve at least a BREEAM (Building Research Establishment Environmental Assessment Method) 'very good' rating with provision to be made for the installation of solar PV, LED lighting, a highly energy efficient air-conditioning system and high levels of insulation. Cycle infrastructure storage and showers for cyclists will be provided. In addition, a starting number of 86 electric vehicle chargepoints are to be installed including provision for additional chargepoints in the future.
- 9.7 It should be noted that one area of further improvement relates to benchmarking of the Council's own data in relation to carbon emissions and waste and recycling. Although targets have been set to reduce energy consumption per employee, realistically these are only likely to be achieved once council employees have moved into the new HQ. Paper use is being monitored monthly and initiatives to further reduce paper will be considered by the Sustainability Officer Group.

## **Strategic Aim 3**

- 9.8 The Service Level Agreement with Act on Energy has been renewed with a greater focus on delivering a few key projects.
- 9.9 An initiative to contact private sector landlords with Energy Performance Certificates (EPCs) of 'F' and 'G' has been undertaken, and we have signposted such landlords to information to help make improvements. Over 130 landlords have been contacted so far, with further work to be undertaken, and 27 follow-ups have been undertaken so far.
- 9.10 An Expression of Interest has been submitted and approved by the Ultra-Low Emission Bus Scheme to have electric buses and charging infrastructure on Route 67 (Sydenham – Leamington – Cubbington). This was submitted by a consortium of organisations including Warwick District Council; Volvo, Stagecoach Midlands, Warwickshire County Council, Stratford District Council and Greenwatt Technology. A full commercial bid being drafted.

- 9.11 ECO (Energy Company Obligation) funding is provided by energy providers and is aimed at householders on means tested benefits to help cover the cost of installing boilers and insulation measures. A Statement of Intent has been signed in relation to ECO Flex, which is an extension of ECO. The 'flex' element enables the Council to provide funding to vulnerable residents not necessarily on means tested benefits such as those on a low income, with small children, a disability or health condition and on a pre-payment meter. There have been over 40 grant referrals during 2017/18.
- 9.12 Two 'Save in Summer. Be Warm in Winter' home energy drop-in sessions for residents have been held at the Brunswick Healthy Living Centre, and the Packmores Centre, with a further session planned at the Sydni Centre. These were aimed at all residents to advise them on grants available and other free help offered by Act on Energy. Those held so far have not been attended by a large number of people, however the fuel poverty strategy aims to identify a number of other ways to effectively communicate home energy efficiency help that is available to residents.

## **10.0 Upcoming Significant Projects of Interest**

- 10.1 There are a number of significant additional projects currently being explored, including a bike share scheme and electric chargepoint installations.
- 10.2 In addition, two students from The University of Warwick will be supporting the Health and Community Protection Team over the summer months of 2018 on a number of projects; this includes helping to develop the fuel poverty strategy, exploring the usefulness of green and living benches/walls as a way of improving air quality, researching the contribution of taxis to local air quality, and further work on home energy efficiency improvements in relation to private sector landlords.



# **Warwick District Council's Strategic approach to sustainability and climate change 2016 to 2020**

**Issue 4, June 2018**

Warwick District Council  
Riverside House  
Milverton Hill  
Leamington Spa  
CV32 5HZ



# **Strategic approach to sustainability and climate change for Warwick District Council**

## **Introduction**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. Each strand of the FFF Strategy has several supporting strategies of relevance to this strategy are the 'Clean, Green and Safe'.

In line with FFF, this document outlines how the Council is on its journey to make the District more sustainable, by addressing key issues such as climate change, energy security and depletion of natural resources. It defines our strategic aims and associated objectives, and presents an action plan - covering the period 2016-2019 - which describes how the aims and objectives will be fulfilled in the short-to-medium term.

*Why do we need to define a strategic approach to sustainability?*

Sustainability is a complex, multi-faceted and ever-evolving issue, and one which frequently involves making choices between competing priorities. Therefore, if it is to be addressed effectively, aims and objectives need to be defined and priorities set.

The Council recognises that in its role as a public authority, service provider and community leader it is uniquely placed to make a significant difference to the sustainability of the District, both through the actions it takes to address its own impacts and vulnerabilities and its influence in the wider community.

## **Priority issues relating to sustainability to be addressed by this strategic approach Greenhouse gas emissions**

It is widely accepted that climate change is happening and that greenhouse gas emissions - primarily of carbon dioxide resulting from the burning of fossil fuels to generate energy for domestic, commercial / industrial and transport uses are the main cause. The UK is committed under the Climate Change Act 2008 to reducing greenhouse gas emissions by 34% by 2020 and 80% by 2050, using 1990 as a baseline.

In March 2011, the Secretary of State for Energy and Climate Change and the Vice-Chair of the Local Government Association signed a Memorandum of Understanding<sup>1</sup> designed to recognise the pivotal role that local councils have in taking action to combat climate change by taking action to:

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<sup>1</sup> DCLG & LGA, 2011. *Memorandum of Understanding between the Local Government Association and the Department of Energy and Climate Change*

- reduce energy consumption from their own estate and from homes, businesses and transport;
- create more renewable energy generation; and,
- Participate in national initiatives at the local level.

## Climate change

Climate change adaptation is high on the central government agenda, the Department for Environment, Food and Rural Affairs (DEFRA) having stated *"Local Government plays a central role in leading and supporting local places to become more resilient to a range of future risks and to be prepared for the opportunities from a changing climate."*

The UK Climate Change Risk Assessment 2017 states there has been a global increase in temperature of 0.85°C since 1880 and this is mirrored in the UK climate with higher average temperatures and some evidence of extreme weather events. There is a trend towards milder winters and hotter summers in recent decades. In addition sea levels have risen by 15-12cm since 1990. Whilst natural variability in the climate will have a considerable influence on individual weather events, the recent episodes of severe and sustained rainfall are consistent with the climate change projections.

The earth's climate is changing, and projections indicate that, regardless of what actions are taken now and in the future to reduce emissions of greenhouse gases, weather patterns will continue to change over the coming decades as a result of historic emissions. We therefore need to take actions to enable us to adapt to these changing climatic conditions.

Unless we are able to adapt, this will result in adverse impacts on human health, habitats and biodiversity, food security, and infrastructure. Along with increasing temperatures, we will see reduced summer rainfall, with projections indicating a 20% reduction by 2080. Summer droughts are therefore likely to occur much more frequently. Winters, on the other hand, are likely to be warmer and wetter, with rainfall predicted to increase by 5% by 2020 and 18% by 2080. Rainfall events are also likely to become more intense, resulting in more frequent flooding and storm damage, with areas already vulnerable becoming more so if interventions are not made.

The impacts of climate change are already being felt in the District, and have led to significant disruption and costs in dealing with emergencies and repairing the damage. Despite implementation of a number of recent alleviation schemes, river flooding is still a cause of concern. Historically, rainfall events of sufficient severity to cause widespread flooding have occurred approximately every two or three decades, but the frequency of such storms is steadily increasing and they are now occurring at a frequency of every ten years or less, with major events recorded in 1998, 2007 and 2016, together with a near miss in 2012. The District also experienced heat waves in 2003 and 2006, gales in 2005 and cold snaps in 2009 and 2010.

The Council recognises that climate change poses a threat to its services and includes it the organisation's Significant Business Risk Register. The impacts of

climate change will be felt across all service areas, and robust plans are needed in order to mitigate the risks.

### **Energy efficiency in buildings**

Reducing energy consumption produces a wide range of benefits including: cost savings; carbon emissions reductions; creation of jobs; greater security of energy supply; and, protection against future increases in fuel costs. It is an area that we as a local authority, in our position as domestic and commercial landlord, private sector housing regulator, energy consumer and community leader, are in a position to significantly influence.

Under the provisions of the Home Energy Conservation Act 1995 (HECA), the Council has a legal duty to promote domestic energy efficiency in the District, and every two years is required to prepare a report setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area.

One of the biggest challenges in reducing domestic energy use in the District is with the existing privately-owned stock. Despite a history of grants and incentive schemes designed to encourage homeowners to install energy efficiency measures, there still remain a large number of unfilled cavities and poorly insulated lofts, leaving scope for significant improvements in this area.

Where the Council's own housing stock is concerned, whilst almost all have been fitted with energy efficient boilers, minimum levels of loft insulation and, where appropriate, cavity wall insulation, there are still a significant number of so-called 'hard to treat' properties, which are older dwellings with uninsulated solid walls. A full condition survey of the entire stock has been carried out, which will inform a long-term investment strategy. This will include options for upgrading energy efficiency ratings.

In terms of the Council's operational buildings, for the larger properties we are required each year, by law, to produce a Display Energy Certificate (DEC), which provides a benchmark of how much energy they use. The DEC ratings for applicable buildings for 2017-18 are shown in Appendix 1.

Performance varies greatly between the buildings, as do the opportunities for improvement. The future of the stock is currently under consideration and options for potential future energy efficiency improvements and reducing running costs will be a key consideration in reaching decisions.

Despite Warwick District's relative affluence, the latest fuel poverty data that is available (2015 data that was issued by BEIS in 2017) identifies that 12.3% of households within the district live in fuel poverty an increase on the previous year where it was 10.8% in 2014 and 11.1% in 2013. Warwick and neighbouring district of Stratford-upon-Avon have the highest levels of fuel poverty of any local authority area in Warwickshire. The average for the county is 12.2%, whilst for the West Midlands it is 13.5% and for England as a whole 11%.

This is a serious issue and with rising fuel costs one which without concerted effort is likely to become much more pronounced in the future.

The Council has a Service Level Agreement with the local charity Act on Energy and works with agencies across the District, on a variety of initiatives. Progress on fuel poverty is addressed through the Sustainability Officer Group, Health and Wellbeing Group and Financial Inclusion Group. At a County level, there is the Health & Wellbeing Group and partnership meetings with others working with Act on Energy.

## **Renewable and low-carbon energy**

### *Solar photovoltaics (PV)*

According to the latest Department of Energy and Climate Change statistics in 2014, there are over 1000 domestic solar photovoltaic systems in the District for which the Feed-in Tariff is being paid, together with 40 non-domestic systems here are also a large (2MW) rooftop array at the Wolseley headquarters, plus two solar farms within the district.

Encraft estimates that that around 28% of the District's housing stock (approximately 17,000) properties) are theoretically suitable for a roof-mounted solar PV or solar thermal system.

### *Wind energy*

The 2014 published statistics state that there is 1 small-scale system currently registered to receive the Feed-in Tariff. There are no large turbines in the District.

According to Encraft estimates, there are a sufficient number of suitable rural locations to install small- and medium-scale wind turbines which are realistically deployable by 2026.

### *Hydro electricity*

There are currently no hydro schemes within the District. Due to the complexities of the permitting regime and the limited number of locations suitable for hydro, the realistic potential is small. However, the council will continue to review all possible options.

### *Renewable and low-carbon heat technologies – biomass, heat pumps (water, air and ground source), solar thermal, biogas/biomethane*

Renewable and low-carbon heat technologies are particularly suitable for properties that are off the gas grid, because for these properties fuel costs are usually significantly higher than for grid-connected properties. In 2015 within Warwick District, some 13% of dwellings were off-grid, (approximately 7,800).

Encraft estimates that at least 21.8MW of renewable and low-carbon heat technologies are realistically deployable across the District up until 2026.

### *Council's own estate*

The Council has installed a number of solar PV arrays and biomass boilers for its housing stock, and has embarked upon a programme of converting several buildings with communal heating into biomass-fuelled systems. In the past, consideration has been given to installing hydro turbines at Jephson Gardens and Princes Drive and the proposals were not progressed, mainly due to technical and financial uncertainties that were relevant at the time. However, opportunities for renewable and low-carbon energy are planned as part of new office headquarters.

### **Staff travel**

In order to conduct the functions of the council, staff must travel for business purposes. In 2014 staff travelled 273,000 miles on business, and travel-related carbon dioxide emissions were responsible for just under 10% of our total carbon footprint. In 2015, the figure was 245,892 miles, in 2016 it was 173,615 miles and in 2017 173,055 miles. Cycling claim mileage accounted for 33 miles in 2016 and 132 miles in 2017. In terms of staff commuting, a travel survey carried out in November / December 2013 revealed that 88% of staff usually travel to work by car (79% as the sole occupant and 9% as car sharers), despite the fact that 46% of employees live within 5 miles and 66% live within 10 miles of their place of work. A refresh of the 'Travel Plan for Warwick District Council 2016-19' is currently being undertaken and more recent data is to be obtained, The Council are working towards lowering the impact of staff travel arrangements.

### **Other aspects of sustainability**

As sustainability is such a wide subject area. There are either aspects of the sustainability agenda not covered in this strategy or are given less emphasis than the issues discussed above. This is because they are issues over which the Council has little influence and/or because they are addressed through other means. However we will continue to contribute to the wider sustainability agenda in these areas.

These aspects include:

- **Waste**, addressed primarily through Warwickshire's Municipal Waste Management Strategy<sup>2</sup>;
- **Air quality**, covered by the Warwick District Air Quality Action Plan<sup>3</sup>;
- **Water quality**, dealt with primarily by other agencies, for example the Environment Agency and DEFRA by means of river basin management plans. Warwick District is covered by the Severn River Basin Plan<sup>4</sup>;
- **Transport**, addressed by the Warwickshire Local Transport Plan<sup>5</sup> and the Warwick and Leamington Sustainable Transport Strategy; and,
- **Biodiversity**, covered by the Warwickshire, Coventry and Solihull Local

<sup>2</sup> Warwickshire Waste Partnership, 2013. *Warwickshire's Municipal Waste Management Strategy. Adopted October 2005, Updated December 2013*

<sup>3</sup> Warwick District Council, 2008. *Warwick District Air Quality Action Plan 2008.*

<sup>4</sup> Department for Environment and Rural Affairs & Environment Agency, 2009. *Water for life and livelihoods. River Basin Management Plan for Severn River Basin District*

<sup>5</sup> Warwickshire County Council, 2011. *Warwickshire Local Transport Plan 2011-2026*

Biodiversity Action Plan<sup>6</sup> and, at the District level, by the Green Space Strategy<sup>7</sup> and management plans covering specific sites, for example Jephson Gardens<sup>8</sup> and Oakley Wood<sup>9</sup>.

However, any cross over with this approach action plan will be reported through the action plan successes.

## **Strategic aims and objectives**

Given the size and complexity of the challenge of addressing the risks and opportunities presented by sustainability and climate change, the Council cannot act in isolation, but rather must engage and work in partnership with the wider community. Therefore, in defining this strategy, three overarching aims have been set, as follows:

1. Embed sustainability at a strategic level within the organisation;
2. Address our own impacts relating to sustainability and ensure our physical assets and operations remain resilient in the face of a changing climate; and,
3. Promote and enable sustainability and climate change resilience in the wider district.

For each of these strategic aims, a number of specific objectives were defined in 2016, based around the priorities discussed in Section 2. These objectives are shown in Appendix 2.

## **How the strategic aims and objectives will be achieved**

The means by which each of these objectives will be achieved is detailed in the Action Plan presented in the Appendix 3 to this document. The Plan will be updated on an ongoing basis, to reflect updated information and new opportunities as they arise.

A Sustainability Officers Group has been established to ensure the delivery and the integration of the sustainability agenda into the operational delivery of council services and activities.

Where an action has significant budgetary implications a business case will be produced, and if the expenditure is approved it will be incorporated into the relevant Service Area Plans(s) for the appropriate year(s).

## **Monitoring and reporting**

Monitoring of progress made towards meeting the aims and objectives of this strategy will be the responsibility of the Sustainability Officer, reporting through the Head of Health and Community Protection to the Senior Management Team on

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<sup>6</sup> Warwickshire, Coventry and Solihull Biodiversity Action Partnership, 2014. *Warwickshire, Coventry and Solihull Biodiversity Action Plan*

<sup>7</sup> Warwick District Council, 2012. *Green Space Strategy for Warwick District 2012-2026*

<sup>8</sup> Warwick District Council, 2013. *Jephson Gardens and Mill Gardens Management Plan 2013-2018*

<sup>9</sup> Warwick District Council, 2009. *Woodland Management Plan 2009-2029: Oakley Wood, January 2009, updated March 2009*

a half-yearly basis. The strategy will be reviewed annually. The next review is due in June 2019.

## Appendix 1: DEC ratings for Council—owned buildings

Building	2017/18 Rating
26 Hamilton Terrace	C - 74
Althorpe Enterprise Hub	C - 68
Edmonscote Pavilion	B - 42
Harbury Lane	A - 11
Jubilee House	G - 187
Newbold Comyn Pavilion	G - 159
Oakley Wood Crematorium	F - 128
Pageant House	E - 124
Riverside House	C - 75
Royal Pump Rooms	E - 120
Royal Spa Centre	B - 41
Spencers Yard	C - 53
Temperate House	G -203
Town Hall	C - 75
Victoria Park Bowls Pavilion	B - 29
Victoria Park Cricket and Tennis Pavilion	A - 15



## Appendix 2: Sustainability Approach 2016-2020

Our aims	To embed sustainability at a strategic level	To address our own impacts	To promote and enable sustainability in the wider district
Our priorities	<ul style="list-style-type: none"> <li>• Ensure our policies, strategies, plans &amp; projects address sustainability</li> <li>• Engage &amp; enable staff / elected members to incorporate sustainability into their roles</li> </ul>	<ul style="list-style-type: none"> <li>• Become more efficient in our use of energy</li> <li>• Seek to use more energy from renewable &amp; low-carbon sources</li> <li>• Use other resources more efficiently</li> <li>• Adopt more sustainable forms of travel</li> <li>• Integrate sustainability into procurement processes and practices</li> <li>• Seek to ensure our assets and services remain resilient in the face of a changing climate</li> </ul>	<ul style="list-style-type: none"> <li>• Seek to reduce fuel poverty district-wide</li> <li>• Improve the energy efficiency of our housing stock and engage with our tenants on reducing fuel bills</li> <li>• Ensure we meet our legal obligations as landlords relating to energy efficiency</li> <li>• Engage with third parties (community groups, local businesses, educational establishments &amp; public bodies) to achieve mutual aims on sustainability</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>• Percentage of major decisions subject to a sustainability impact assessment</li> <li>• Percentage of major plans &amp; projects considering sustainability throughout the process</li> <li>• Percentage of staff and elected members receiving relevant information and training</li> </ul>	<ul style="list-style-type: none"> <li>• Energy consumption (MWh/annum, MWh/employee/annum)</li> <li>• Water consumption (m<sup>3</sup>/annum)</li> <li>• Paper use (reams/annum)</li> <li>• Carbon emissions (tCO<sub>2e</sub>/annum, tCO<sub>2e</sub>/employee/annum)</li> <li>• Level of compliance with sustainable procurement requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Number of households in fuel poverty</li> <li>• Average SAP rating of WDC housing stock</li> <li>• Number of WDC tenants receiving energy advice and assistance</li> <li>• Level of compliance with landlord legal requirements</li> <li>• Number of third parties engaged with</li> </ul>
What success looks like	<p><i>By 31<sup>st</sup> March 2019:</i></p> <ul style="list-style-type: none"> <li>• A sustainability impact assessment process has been put in place for major decisions</li> <li>• All of our staff and elected members have received relevant information and training and plans are in place for the ongoing identification of training needs</li> </ul> <p><i>By 31<sup>st</sup> March 2020:</i></p> <ul style="list-style-type: none"> <li>• Every major decision is subject to a sustainability impact assessment</li> <li>• All major projects consider sustainability as part of the process</li> </ul>	<p><i>By 31<sup>st</sup> March 2019:</i></p> <ul style="list-style-type: none"> <li>• We have produced a sustainable travel plan</li> <li>• We have produced a sustainable procurement toolkit</li> <li>• We have identified and assessed the viability of additional energy &amp; resource efficiency measures and set post-2018 targets</li> <li>• We have assessed the viability of renewable &amp; low-carbon energy schemes and set post-2018 targets</li> <li>• We have updated our climate change risk assessment</li> </ul> <p><i>By 31<sup>st</sup> March 2020:</i></p> <ul style="list-style-type: none"> <li>• Our energy consumption per employee has reduced by 10%</li> <li>• Our paper use has reduced by 10%</li> <li>• Our carbon footprint per employee has reduced by 5%</li> <li>• Sustainable procurement requirements are fully complied with</li> <li>• We will meet additional targets relating to our energy, water and paper consumption, installed capacity of renewable / low-carbon energy, and carbon footprint</li> </ul>	<p><i>By 31<sup>st</sup> March 2019:</i></p> <ul style="list-style-type: none"> <li>• We have completed our housing stock condition survey and produced an investment strategy to improve our stock's energy efficiency</li> <li>• We have produced a district-wide fuel poverty strategy</li> </ul> <p><i>By 31<sup>st</sup> March 2020:</i></p> <ul style="list-style-type: none"> <li>• All of our tenants have been provided with advice and/or assistance (as required) relating to reducing fuel bills</li> <li>• Rates of fuel poverty in the district have reduced.</li> </ul>



## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
Strategic Aim 1 - Embed sustainability at a strategic level within the organisation							
1.1	A sustainable impact assessment process has been put in place for major decisions, policies and strategies	All executive decisions to be subject to a sustainability impact assessment.		Alice Ellis	On-going	AMBER	Introduction of the Fit For the Future (FFF) table in the report templates and construction of supporting guidance to authors on how to complete the Clean, Green and Safe element in draft. All since introduction of the new report format. New policies and strategies to include sustainability considerations. Since the introduction, 85 reports at Council or Executive have had to consider their green impact, with a whole host of other reports at other committees also being assessed.
1.2	All of our staff and elected members have received relevant information and training and plans are in place for the ongoing identification of training needs	Percentage of staff and elected members receiving relevant information and training.	Update intranet pages regarding the Sustainability Officer Group and other information.	Alice Ellis	On-going	GREEN	A SOG page is set-up including SOG meeting documents and further content will be added on an on-going basis.
			New starters online metacompliance training to be developed for all staff and Members.	Alice Ellis and Karen Weatherburn	July/August 2018	AMBER	Members were updated on the Sustainability Approach strategic aims in Sept. 2017 in conjunction with a Community Partnership Team update. Members attended National Energy Action fuel poverty training in November and March. Met with KW to discuss developing metacompliance training; this has been included in the HR training plan for launch in the Autumn. KW will require the information by end of August.
Strategic Aim 2 - Address our own impacts relating to sustainability and ensure our physical assets and operations remain resilient in the face of a changing climate							
2.1	Have produced a sustainable travel plan	Number of staff walking, cycling and car sharing to work. (Baseline data to be established).	Set-up a sub-group on sustainable travel to i) Review the Green Travel Plan for Riverside House and ii) Link this to the Green Travel Plan for the office relocation.	Graham Folkes-Skinner and Alice Ellis	End June 2018	AMBER	Two meetings with GFS and AE have taken place to review the current Green Travel Plan. GFS is progressing with cycling actions through the Bicycle User Group. The main challenge is obtaining staff travel to work data - have been unable to do this through the upcoming staff survey. Will need a separate survey that can comply with GDPR.
			Complete a review of the usage of the pool cars to seek approval from SMT for the renewal of these.	Alice Ellis, Ian Rourke and Zoe Court		GREEN	Leasing of 5 electric vehicles for staff use. SMT have agreed to continue with the 5 electric / hybrid pool vehicles. These are being ordered, with a lead in time of 3 months. An electric pest control van is also being considered and a van for Neighbourhood Services.
2.2	Produced a sustainability procurement toolkit.	Sustainable procurement requirements are fully complied with.	Include sustainability considerations in the procurement policy.	Alice Ellis and John Roberts	End March 2018	GREEN	Sustainable procurement policy in place. Consideration of using local suppliers. Sustainability included in procurement activities. Social Value Policy is in place. Plastics Statement is being developed.

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
<b>2.3</b>	<b>Identified and assessed the viability of additional energy and resource efficiency measures</b>	Consumption of electricity (kWh), gas (KWh), LPG (m <sup>3</sup> ), biomass (tonnes)	Data on energy use available for 2016/17. Data on biomass to be obtained.	Daljeet Matharu	On-going	AMBER	Energy consumption data is available and work on greenhouse gas emissions reporting is underway.
		Water consumption (m <sup>3</sup> ) (establish baseline data)	Calculate water consumption per head for Riverside House. Assess if any quick wins can be achieved e.g. to report and repair leaks.	Daljeet Matharu	End June 2018	AMBER	Meter reading on 17/12/2016 was 21,384m <sup>3</sup> . The reading on 22/12/2017 was 26,267m <sup>3</sup> . Therefore during this period of just over a calendar year 4,883 m <sup>3</sup> of water was used. Based on 350 staff this is 54 litres water used per person /day (4883,000 (m <sup>3</sup> x litres) / 91,000 (350 staff x 260 days)). A typical office average is 50 litres water per person / day.
		Display Energy Certificates (DECs) and Energy Performance Certificates (EPCs) are up-to-date and all buildings fall within A to E rated.	Assess if more can be done in relation to WDC's other buildings based on EPC information.	Daljeet Matharu	End March 2019	AMBER	There are 1,748 EPCs out of 5,500 properties which is about 25% of the housing stock of which only 16 were rated E, F or G. Improvement works are carried out only in the void period for any property at E, F or G to work towards a rating of D. DM to consider an action to get to a position where there are details of properties below D and plans to improve. In the private sector private landlords are no longer able to let a property rated below E. Private sector housing have sent out advice to landlords on this in relation to F and G rated properties where EPCs are registered.
<b>2.4</b>	<b>Assessed the viability of renewable energy schemes</b>	District Heating scheme is delivered for Warwick District.	District Heating tender exercise. View applications for consideration. Further actions to be agreed.	Marianne Rolfe and Alice Ellis	On-going long-term project	AMBER	Tender awarded to Encraft who have now started work to deliver District Heating schemes within Myton Gardens and Leamington Spa Town Centre. Myton looks most feasible. Biomass options may be more favourable. Phase 1 report review has taken place with initial comments provided.

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
2.5	<b>Our carbon footprint has reduced from our buildings and mileage</b>	Reduction of carbon footprint by 18% against 2009/10 (based on 2018/19 data). Reduce 2018/19 mileage by 20% against 2014.	1. Switch off and energy awareness days to be promoted. 2. New HQ building - consider installing a Building Management System. 3. Identify further actions to take regarding energy efficiency on buildings. 4. Report for SMT in relation to pool vehicles and renewal. 5. Consider an electric pool vehicle for the Environmental Health pest control team. 6. Obtain the most recent electricity and gas information along with CO2.	1. All SOG 2. Duncan Elliott and Alice Ellis 3. Daljeet Matharu and SOG Members. 4. & 5. Alice Ellis. 6. Daljeet Matharu / Ryan	End March 2019	AMBER	There has been a CO2 reduction of 16% since 2009/10 based on 2015/16 data. 150Kw Biomass boiler at Sayer Court (carbon emissions 25% less than minimum standard). New HQ is aiming to be at least BREEAM (Building Research Establishment Environmental Assessment Method)'very good' and an initial assessment based on plans showed BREEAM 'Excellent'. Other progress includes: Forced air cooling in data centre to reduce reliance on air conditioning for cooling (reduced power consumption). Use of server virtualisation has reduced number of physical servers from 120 to 5. Desk top PCs replaced with thin clients has reduced power consumption. Pool vehicles and electric charging points at Riverside House and Acorn Court. PC Switch off promotion via the intranet took place to advise staff of an annual £5k saving from switching off PCs and monitors at the end of the day - this took place in September 2017. Use of agile working technology reduces the need for travel (home & on site working). Invested money in super broadband which allows agile working of persons within the district (reducing travel). Using Electric and Electric Hybrid cars. 21,597 miles travelled in vehicles. SPA Centre - LED lighting improvements being investigated along with solar PV, the latter could be installed the same time as the roof is being repaired. More recent carbon saving data is being obtained with potential to include CCTV.
2.6	<b>Climate risks assessed and measures in place to mitigate risks where practicable</b>	Climate Local actions are considered.	Review the Climate Local actions and report on progress.	Marianne Rolfe and Alice Ellis	31st August 2018	GREEN	Climate Local agreement and the Sustainability approach are one and the same on the Climate Local website. Agreed that no further action is required as climate mitigation actions are covered in the SOG action plan and adaptation 'weather impact' measures are included in contingency / emergency plans.

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
2.7	<b>Paper use has reduced</b>	Reduction of paper use by 10% against 2016/17. (0.3 million sheets in 2016/17)	Obtain paper copy/printed data from the new multi-function devices and establish departmental usage.	Alice Ellis	End April 2018	AMBER	Progress and achievements: Forms used to replace 30 page hard copy benefit claim forms. Reduced distribution of budget books to reduce use of paper. Encouraging the use of Direct debits and online payments rather than paper bills or paper mandates. No longer printing large licensing information and application packets. Reduction in mass leafleting. Increased use of social media and website. Increase of 0.3 million sheets of paper (9.6%) against previous year caused by the number of elections in 2016/17. All Paper is 80% recycled material. Monthly data on print and copy numbers and costs by team is being obtained in relation to the multi-function devices since they were installed. Historical data on paper ordered and costs has been obtained. To then be discussed at the next SOG.
			Run a campaign for reducing paper use by employees.	All SOG	End March 2019		
			Consider if there could be an electronic 'opt-in' printing scheme for committee papers.	Graham Leach	End March 2019		
2.8	<b>Additional targets related to Neighbourhood Services</b>	Monitoring in place regarding greenspace management work and other areas including biodiversity, litter and recycling.	Gather information on good work that is happening in Neighbourhood Services and other teams.	Dave Anderson	On-going	AMBER	<p>Reduced annual bedding and not replaced in certain areas or replaced with sustainable planting (self seeding)</p> <p>Reduced the amount of peat being used.</p> <p>Reduced the amount of watering required.</p> <p>Use of drought tolerant plant species.</p> <p>Reduced mowing regimes</p> <p>Introduced meadows which are easier to maintain.</p> <p>Planting and management of trees and woodlands and replace those trees that are lost where appropriate</p> <p>Source FSC certified timber products</p> <p>Reuse timber from tree/forestry products</p> <p>Waste in Riverside recycled</p> <p>Range of recycling options provided through waste collection.</p> <p>Recycling green waste which can be composted or as mulch.</p> <p>Recycling litters collected in parks</p> <p>Supporting volunteers who use more environmentally friendly methods of maintenance.</p>

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
<b>Strategic Aim 3 - Promote and enable sustainability and climate change resilience in the wider district</b>							
<b>3.1</b>	<b>Have completed our housing stock condition survey and produced an investment strategy to improve our energy efficiency</b>	Act on Energy partnership in place.	1. Review the Act on Energy Service Level Agreement. 2. Promote Act on Energy to all residents.	Alice Ellis	On-going	GREEN	Act on Energy SLA reviewed and revised in November 2018 to year end. Promotion of Act of Energy on-going via media team and actions below. Two 'Save in Summer. Be Warm in Winter' energy 'drop-in' events have been completed at Brunswick Hub and Packmores and a further one planned for Sydni.
		Housing stock condition survey is completed.	Update required on the survey and potential areas of work.	Daljeet Matharu	End December 2018	AMBER	Programme of improvement in own housing stock including 393 energy efficient boilers installed, loft insulation, cavity wall insulation installed.
		Average Energy Performance Certificate (EPC) rating of housing stock is known.	Obtain EPC data for housing stock.	Daljeet Matharu	On-going	AMBER	Average property SAP 2015-17 D (40.2%), 39% properties fall into A-C. There are 1,748 EPCs out of 5,500 properties (25% of the housing stock) of which only 16 were rated E, F or G. Improvement works are undertaken in the void period for any property at E, F or G to work towards a rating of D. There is a need for an action to get to a position where we have full details of properties below D and plans to rectify this.
		Landlord compliance with EPC requirements	1. Complete a mail out to private sector landlords or inefficient properties advising of the new EPC Regulation requirements from 1st April 2018. 2. Review progress with mailout in January 2018.	Paul Hughes and Alice Ellis	End March 2018	GREEN	In partnership with Act on Energy, a mailout to 150 landlords in ownership of 'F' and 'G' rated properties has been undertaken. 20 landlords have contacted the Private Sector Housing Team so far for advice. Further promotion of ECO Flex is needed to help residents living in rented properties. Further work to be undertaken linking EPCs to Council Tax data.
		Third parties engaged with	Consider actions to engage with third sector.	Alice Ellis and Liz Young	End September 2018	AMBER	NEA fuel poverty training took place in November 17 and was delivered to some third sector organisations. As part of the energy drop-in sessions, the plan is to widen the scope of partners involved for the Autumn/ Winter events to include Age UK, Citizens Advice and others.
<b>3.2</b>	<b>Have produced a district wide fuel poverty strategy</b>	Fuel Poverty Strategy in place.	Work with a range of partners to develop the Strategy.	Alice Ellis, Simon Brooke, and Paul Hughes	End March 2019	AMBER	Actions contained within the Health and Wellbeing strategy. Fuel poverty is a new priority of the Countywide Financial Inclusion Group. Countywide Health & Wellbeing Steering Group have a specific focus on fuel poverty, health and grant funding. Support with the Strategy to come from placement students at the University of Warwick during the Summer.

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status


Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
3.3	<b>All of our tenants have been provided with energy advice and or assistance as required relating to reducing fuel bills</b>	WDC tenants have received energy advice and assistance.	1. Create energy efficiency messages and include in tenant information packs and via social media. 2. Target 70 high rise properties to offer pre-payment fuel switching information.	Daljeet Matharu, Jaz Kundi, and Alice Ellis	End March 2019	AMBER	Progress so far: 650 households provided with energy information in St John Kenilworth during 2016/17. High-rise properties mailout completed in February. A meeting has taken place with Act on Energy and Sustaining Tenancies Team to develop a plan to help lower electricity costs for tenants in the blocks; this has included opportunities to provide further advice on energy switching and storage heater controls. Smart meter opportunities will come later in the year with the Generation 2 meters roll-out. Act on Energy advised that upgrading to more efficient storage heaters would be a better energy saving option for tenants option than electric boilers.
3.4	<b>Rates of fuel poverty in the district have reduced</b>	Fuel poverty levels are reduced.	1. Explore options for a Collective Energy Switching Scheme working with WCC. 2. Ensure information is available on the website to help residents in this area. 3. Consider if the WDC Affordable Warmth Group needs re-energising. 3. Project being investigated to advise 70 residents in high rise flats on better pre-payment meter tariffs.	Paul Hughes, Alice Ellis and John Gallagher	End March 2019	AMBER	Initiatives to reduce fuel poverty are being achieved through the County Warm and Well Steering Group, WDC Financial Inclusion Group and regular Act on Energy consortium meetings. Frontline training on fuel poverty took place in November to 35 staff, organised by NEA. Actions also contained within the Health and Wellbeing strategy, Health and Wellbeing Board 2017-18 and the County Financial Inclusion Group. Fuel poverty levels in Warwick District are as follows. 2013 11.1%, 2014 12.1% and 2015 13.6% (Note: the data was last published by BEIS in 2017 and is always two years behind). Cabinet paper approved to run an iChoosr collective energy switching scheme across the County along with funding. A WCC led soft launch has taken place across the County - further work is needed on the flyer which WCC produced to clarify the scheme for residents.

## Appendix 2 - Sustainability Officer Group Action Plan 2018/19 - Quarter 1 Status

Ref.	Performance Target	Indicator Measures	Actions	Responsibility	Timescale	Status R/A/G	Progress Update
<b>Strategic Aim 1 - Embed sustainability at a strategic level within the organisation</b>							
3.5	<b>Cleaner Buses and Taxis operational in the District</b>	Electric buses and taxi opportunities are explored	1. Work with local bus companies to apply for funding for new battery electric buses. Explore partnerships with Volvo and University of Warwick. 2. Explore taxi contribution to air quality and a low emission lease arrangement project that would enable taxi companies to lease vehicles from WDC.	Marianne Rolfe, Matthew Shirley and Alice Ellis	Ongoing. 2018/19	AMBER	Meeting with Stagecoach has taken place to consider low emission buses; there are potential opportunities for the new development at Kenilworth. Meeting also with Warwick University. Supportive of electric buses 60% of the university fleet is electric and they are aiming for charge points at a rate of 1 to 6 spaces. They will be installing a rapid charger on the taxi rank. EOI submitted to and approved by to the Ultra-Low Emission Bus Scheme to have electric buses and charging infrastructure on Route 67. The EOI has been submitted by a consortium of the following: WDC, Volvo, Stagecoach Midlands, WCC, SDC and Greenwatt Technology. Full application for grant funding in draft to be submitted by deadline extended until 16th July 2018
3.6	<b>Additional electric vehicle charging infrastructure in place</b>	Provision of electric vehicle chargepoints across the District (establish current numbers)	1. In line with WCC Electric Vehicle Strategy, pursue areas suitable for on-street charging.	Alice Ellis, Matthew Shirley and Paul Garrison	Ongoing. 2018/19	AMBER	Discussions have taken place with WCC on increasing electric charging provision. A number car parks look set to have chargepoints including Cape Road, Barrack Street and Saltisford. Joint bid with WCC to be worked up for £100k EST funding for these and additional car parks near residential areas.
			2. Review Office of Low Emission Vehicle (OLEV) funding and other funding sources available.	Alice Ellis	Ongoing. 2018/19	GREEN	The main funding is outlined above and is being administered by EST. This will provide 75% of funding for electric chargepoints. Midcounties Cooperative are keen to do work in this area.

Date Last Revised: 13/06/2018

**R/A/G Status Key: RED - No plan in place and/or target not met. AMBER - Plan in place and on target to achieve. GREEN - Near completed or completed.**

 <b>Overview &amp; Scrutiny Committee 26 June 2018:</b>		Agenda Item No. 7
<b>Title</b>	Warwick District Infrastructure Delivery Plan (IDP)	
<b>For further information about this report please contact</b>	David Butler, Business Manager Policy & Delivery <a href="mailto:David.butler@warwickdc.gov.uk">David.butler@warwickdc.gov.uk</a> 01926 456017	
<b>Wards of the District directly affected</b>	All Wards	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	1st June 2016 Report – September 2016 Briefing Note. February 2017 F&A, Item 8 September 2017 F&A, Item	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	In O & S work programme
<b>Equality Impact Assessment Undertaken</b>	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12/06/18	Chris Elliott and Bill Hunt
Head of Service	12/06/18	Dave Barber
CMT	12/06/18	Bill Hunt
Section 151 Officer	12/06/18	Mike Snow
Monitoring Officer	12/06/18	Andrew Jones
Finance	12/06/18	Mike Snow
Portfolio Holder(s)	12/06/18	Cllr Rhead
Consultation & Community Engagement		
N/A		
Final Decision?		No
<b>Suggested next steps (if not final decision please set out below)</b> Further progress reports will be prepared for Scrutiny Committee on a 6 monthly basis.		



## **1. Summary**

- 1.1 The purpose of this report is to update Members on progress made regarding the Infrastructure Delivery Plan (IDP) that is associated with the District's future growth requirements to 2029. The IDP continues to be updated to reflect the latest information arising from ongoing discussions with infrastructure providers and to reflect emerging infrastructure requirements necessary to support the Local Plan.

## **2. Recommendation**

- 2.1 That the Committee note the contents of the report, Appendix 1 (update on key infrastructure), Appendix 2 (updated IDP Table) and Appendix 3 (Q4 S106 Update).
- 2.2 That Officers report back to Committee in 6 months' time with a further IDP update.

## **3. Reasons for the Recommendation**

- 3.1 As Members will be aware, in order to progress the implementation of the Local Plan and assimilate the associated growth during the plan period successfully, it is necessary to prepare and continually monitor progress of an Infrastructure Delivery Plan (IDP).
- 3.2 The updated IDP is set out in Appendix 2. This will continue to be refreshed to reflect Infrastructure requirements and progress of their implementation throughout the plan period. In particular members should note that "S106 Paid" column has had 2017/18 figures added and that work is underway to complete the "S106 agreed" column prior to publication on the website.
- 3.3 The compilation and monitoring of the IDP continues on a collaborative basis involving officers within Development Services; other officers across the Council; colleagues at WCC, Stratford and Coventry Councils; as well as other external agencies (for example Highways England, SWFT, Sport England).
- 3.4 Detail on key recent progress across all sectors of the IDP is set out in Appendix 1 of this report.
- 3.5 Monitoring of development is a critical part of the process, ensuring timely billing of S106 contributions takes place. Work has been underway in detailed monitoring and reporting, and an example of this work is included as Appendix 3. To further aid this work, a Development Monitoring Officer has been recruited to the Policy & Delivery team.
- 3.6 Finally, members should note that a comprehensive annual summary of Section 106 and CIL receipts will come forward at the same time as the Authority's Monitoring Report in early Autumn.

## 4. Policy Framework

### 4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u>  Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u>  Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and Anti-Social Behaviour (ASB)	<u>Intended outcomes:</u>  Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Will help co-ordinate the timely provision of infrastructure such as schools, community spaces, medical facilities that are essential to enable the growth required in the Local Plan	Will help co-ordinate the timely provision of infrastructure such as new parks, play areas and open spaces that are essential to enable the growth required in the Local Plan	Will help co-ordinate the timely provision of infrastructure such as roads that are essential to enable the growth required in the Local Plan
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>

<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
None	None	None

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FF strands. The IDP helps support the evidence base of the Plan, as well as ensuring the delivery of appropriate infrastructure in order to enable the growth required through the plan period.

## 5. Budgetary Framework

- 5.1 Infrastructure funding will be derived from a range of sources, as set out in the IDP. To justify this funding (whether Section 106 or external grants), a strong evidence base needs to be provided by infrastructure providers. The comprehensive infrastructure planning set out in the IDP will support this by providing a strategic tool regarding requirements and costs.
- 5.2 The component parts of the IDP will require partnership working with a variety of agencies in order to identify relevant funding streams/initiatives throughout the plan period. This will be essential to augment finance derived from developer contributions.
- 5.3 Financial planning in relation to infrastructure will be a major challenge for WDC and other Local Authorities/agencies and will require a range of strategies and approaches to secure fully funded projects and their delivery going forward. As the IDP is a continually evolving document, it is expected to be delivered through the lifetime of the Local Plan. It is not possible to have an IDP that is fully funded at present as, for instance, infrastructure not required until 2025 is likely to be funded from sources that cannot currently be anticipated.
- 5.4 There are no direct financial implications associated with this report.

## 6. Risks

- 6.1 In view of the nature and scale of the development proposals that are to be delivered across the District within the new Local Plan period, the absence of a robust and detailed IDP system and complimentary S106 monitoring regime had been identified as a key risk to the Local Plan's success and its future implementation. However, a dedicated Development Monitoring Officer has been recruited, along with a CIL Officer, and these will help ensure timely monitoring and collection of relevant CIL and Section 106 income streams.
- 6.2 Without an IDP, the Council will not have a point of reference to inform the successful organisation and timely implementation of the District's infrastructure requirements.
- 6.3 There is an inherent risk that it will not be possible to fund all the infrastructure requirements set out in the IDP and that at some point certain infrastructure matters will have to take priority over others and utilise available funding at the cost/ delay of other less critical projects.
- 6.4 The specific risks associate with the IDP are set out below

Risk	Nature of Risk	Likeli-hood	Impact	Mitigation
Infra-structure funding and delivery	<p>The issues around pooling S106 agreements are now less of a significant risk given that we have a CIL scheme in place.</p> <p>Further, the recent government consultation on proposed changes to guidance may lead to the removal of pooling restrictions in areas that have a CIL scheme in place. Adoption of the new guidance is due to occur late summer 2018</p>	4	3	Continue to work closely with Infrastructure providers to ensure they grasp the importance of providing robust evidence and the risks associated with pooling. The Site Delivery Officers will continue to play a key role in this.
Forward funding of major infra-structure items	There could be significant issues if schools and some transport infrastructure cannot be provided in advance of new development. However forward funding options are difficult and carry significant risks/costs	4	2	<p>For a lot of infrastructure, it would be possible (though certainly not desirable) to provide after developer contributions have been received and without forward funding</p> <p>Issues around funding for secondary schools, remain important. The strategy for secondary education at Kenilworth is likely to enable timely provision. For South of Coventry free school funding may be required. The</p>

				approach proposed for south of Warwick is funded from established sources until 2022. After that funding for Free Schools will be required.
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## **7. Alternative Option(s) considered**

- 7.1 Given the importance of infrastructure planning to the success of Warwick District over the forthcoming Local Plan period (and beyond) it is not considered practical to progress without an IDP to inform decision making and to assist in the monitoring of development progress. Furthermore there will be no clear understanding of how local plan proposals will be delivered without an IDP.
- 7.2 For the reasons identified in paragraph 6.1 and 6.2 above, the option of not proceeding with an appropriate monitoring regime has been discounted.

## **8. Background**

- 8.1 The IDP has been developed in association with the District's Local Plan and is a necessary component of the development plan process as prescribed by the National Planning Policy Framework (NPPF).
- 8.2 It is important to recognise that the IDP is a strategic document. It seeks to contain enough detail to demonstrate that strategic sites can be delivered and that there are plans in place regarding how this can be accomplished. In this way the IDP is an important part of the development process. It not only supports the delivery of the Local Plan, it also provides developers and infrastructure providers with high level information which can be used to inform detailed master-planning, viability and site delivery.
- 8.3 However, the IDP should not be seen as a final comprehensive document providing all the detail of the costs and requirements. This level of detail needs to be developed during pre-application discussions and agreed through the assessment of planning applications and finalised through Section 106 agreements. Detailed evidence needs to be provided, linked directly to the specific application under consideration. Part of this evidence also needs to take account of other funding streams such as government grants and direct on-site provision of land and facilities.

## **Appendix 1: Update on specific infrastructure**

### **1. Education**

- 1.1 The provision of school places and the development of new schools require a targeted approach to ensure they are delivered and available at the appropriate time. Collaborative working and close monitoring of development will ensure that schools are delivered and operational at the appropriate time in the development process.
- 1.2 Heathcote Primary School (the first of three primary schools serving the southern sites) opened in September 2017 admitting Reception and Year 1 pupils. Initially this is a one form entry school although has the expansion capability to take a second form as and when required.
- 1.3 Discussions with the developer at Grove Farm regarding the location and layout requirements regarding a second primary school are ongoing, although development will not take place until growth numbers require.
- 1.4 Current government policy is that all new primary schools should be two form entry, or at least have the potential to expand to two form if pupil numbers require. The initial provision plan for Kenilworth had been 2 x one form entry primary schools and thus this plan is now being reconsidered with capacity for a 1 x two form entry primary school provision being incorporated within the development area. Further work has shown that a 420 pupil school will be required, and further detail will be brought forward as part of the East of Kenilworth SPD.

### **Secondary Education**

- 1.5 The timing of the delivery of secondary school places is also critical. The successful implementation of school construction projects to provide pupil places associated with development South of Warwick and Leamington, Kenilworth and at Kings Hill will be a priority. The approach for secondary education in each of these three areas is set out below:

#### **South of Warwick and Leamington**

- 1.6 The County Council is proposing a three phase approach to meeting the education requirements of development across this area:
  - Phase 1 (up to September 2018) involves filling existing school places
  - Phase 2 (2018 to 2022) involves expanding Campion School (due by 2019) and over time filling the resulting capacity
  - Phase 3 (2022 onwards) involves new school provision at Europa Way.
- 1.7 Funding of the first two phases through to 2022 will be met from approved Section 106 developer contributions. Section 106 agreements

have already been secured to contribute to the overall strategy. Although trigger points mean that the receipt of the S106 income can take some time, the phased delivery of the proposal means that substantial funding will be available to deliver the project. The phased approach also ensures that pooling restrictions can be avoided by ensuring the contributions are made to specific infrastructure projects within the overall strategy and enables the County Council to guard against over-provision.

#### Kenilworth

- 1.8 It is intended that the current secondary school at Kenilworth (currently delivered over split sites) is relocated to land at Southcrest Farm. It is anticipated that this will be delivered and operational in September 2021.
- 1.9 In order to deliver the new single school site, the school need to sell their current sites and build out the new school, whilst remaining operational. A paper was approved at Executive of 31 May to allow WDC into negotiation for the in-principle purchase of the land, with the potential for advancing a loan being fully explored, that will help facilitate the relocation of the school.
- 1.10 Potential sources of funding for the school are as follows:
- Sale of land occupied by the existing school for housing
  - CIL/Section 106 contributions
  - Department for Education / EFA funding

£9.6m of funding via the Housing Infrastructure Fund (HIF) has been secured

#### Kings Hill & South Coventry

- 1.11 As a result of the addition of up to 4,000 new houses in Kings Hill, there will be a need for the equivalent of two new primary schools (a total of five form entries) located on site and a new secondary school. Coupled with the adjacent developments in and around Westwood Heath, this may rise to six or seven forms at secondary age. The first outline application has been received (W/18/0643), for ca 2500 dwellings, 1 x primary school and the secondary school. The education authorities are carefully appraising the proposals to ensure that the right facilities are provided without detrimentally impacting on existing provision.

## **2. Primary Health Care, GP Facilities**

- 2.1 South Warwickshire CCG continues to seek S106 contributions towards the expansion of existing GP places. This will see the expansion of existing

premises as well as the delivery of new buildings to support the merger of existing practices.

- 2.2 South Warwickshire Foundation Trust request S106 funding to cover running costs rather than capital build.
- 2.3 Work is progressing on a feasibility study to explore where and how to provide a new "health hub" in Lillington to replace both the Cubbington Road surgery and Crown Way Clinic. A multi-agency project group is being established to include the South Warwickshire Foundation Trust, CCG, Public Health & Strategic Commissioning (formerly known as Public Health Warwickshire – part of Warwickshire County Council) and Warwick District Council. A report on this was considered separately by Executive on 31st May, approving WDC involvement. One of the roles of this Project Group will be to establish a timetable for delivery of the hub

### **3. Transport and Highways**

#### A452 Europa Way Corridor

- 3.1 A project board has been convened to ensure that the phased development of the Corridor is co-ordinated, effective and minimises disruption. The full improvement scheme is likely to take a minimum of six years.
- 3.2 First phase of the works are due to commence mid-June and is likely to last 10 months.
- 3.3 Creation of design code is underway to ensure that the setting and treatment of the improvements is consistent and appropriate.

#### A46 Stoneleigh Rd and Dalehouse Lane roundabout

- 3.5 The County Council and Coventry City Council have provisional agreement from the Department for Transport (DfT) to formally agree the reallocation of Growth Deal 1 funding to deliver improvements at the A46 Stoneleigh junction. A project board has been established to work on the delivery of this scheme. The board is supported by a Project Manager and WCC's highways design team, and include input from WDC, CCC and Solihull BC.
- 3.6 Application for Phase One was submitted in December 2017, and work is ongoing to resolve Highways England issue, this is expected to conclude imminently and for the application to be determined.
- 3.7 Work is also being undertaken on the second phase of the A46 project, with an 'Issues and Options' paper likely to go to consultation towards the end of 2018.



- 3.8 Further improvements in Kenilworth have been identified as part of the evidence gathering required in preparing the East of Kenilworth SPD. These feature as updates in the IDP, and will be detailed in the forthcoming SPD, due before Executive (in pre-consultation form) over the next few months.
- 3.9 Stanks Island: Construction expected to commence summer 2018 and some site clearance already undertaken

#### **4. Other Infrastructure Proposals**

##### Indoor Sports / Leisure

- 4.1 Phase 1 of the development of St Nicholas Park leisure centre is now complete, with the final elements being completed for Newbold Comyn in August 2018. Phase 2 professional services contract has been tendered, and an initial report is due to Executive in August, with public consultation in the Autumn and final proposals and costs due in Spring 2019.

##### Tach Brook Country Park

- 4.2 The brief to appoint a design team is likely to go out in July 2018 with public consultations expected to take place over Summer / Autumn 2018. A report to the Executive will follow in November / December regarding the agreed design and procurement of the works contract and to approve the submission of a planning application.

Infrastructure Type / Project	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding				Funding secured					
		CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	Total funding	Funding gap	CIL	S106 agreed	S106 recd	S278	Committed Funding	Total
Transport Infrastructure Total	£124,100,000	£16,200,000	£29,143,000	£25,757,000	£71,100,000	£9,700,000	£33,300,000	£114,100,000	-£10,000,000	£0	£16,387,481	£3,306,085	0	£9,700,000	£29,393,566
Utilities Total	£575,000	£460,000	£0	£0	£460,000	£115,000	£0	£575,000	£0	£0	£0	£0	£0	£115,000	£115,000
Education Total	£81,460,000	£5,040,000	£42,900,000	£0	£47,940,000	£20,000	£0	£47,960,000	-£33,500,000	£0	£5,699,323	£4,940,509	£0	£20,000	£10,659,832
Health Total	£67,690,000	£12,900,000	£7,254,000	£0	£20,154,000	£12,536,000	£31,000,000	£63,690,000	-£4,000,000	£0	£0	£1,437,281	£0	£12,536,000	£13,973,281
Emergency Services Total	£2,350,000	£1,000,000	£1,350,000	£0	£2,350,000	£0	£0	£2,350,000	£0	£0	£0	£0	£0	£0	£0
Indoor Sports Total	£28,590,000	£5,200,000	£1,329,000	£0	£6,529,000	£2,000,000	£0	£8,529,000	-£20,061,000	£0	£0	£606,110	£0	£2,000,000	£2,606,110
Cultural Facilities Total	£5,355,000	£4,200,000	£155,000	£0	£4,355,000	£0	£1,000,000	£5,355,000	£0	£0	£0	£13,462	£0	£0	£13,462
Green Infrastructure Total	£13,250,000	£7,300,000	£5,950,000	£0	£13,250,000	£0	£0	£13,250,000	£0	£0	£2,046,720	£429,474	£0	£0	£2,476,194
Open Spaces Total	£5,250,000	£3,100,000	£2,150,000	£0	£5,250,000	£0	£0	£5,250,000	£0	£0	£0	£331,353	£0	£0	£331,353
Playing Pitches Total	£3,785,000	£3,150,000	£635,000	£0	£3,785,000	£0	£0	£3,785,000	£0	£0	£0	£0	£0	£0	£0
Community Facilities Total	£4,800,000	£2,400,000	£2,400,000	£0	£4,800,000	£250,000		£5,050,000	£250,000	£0	£0	£0	£0	£250,000	£250,000
Monitoring Total	£750,000	£0	£750,000	£0	£750,000	£0	£0	£750,000	£0	£0	£0	£26,227	£0	£0	£26,227
IDP Total	£337,955,000	£60,950,000	£94,016,000	£25,757,000	£180,723,000	£24,621,000	£65,300,000	£270,644,000	-£67,311,000	£0	£24,133,525	£11,090,501	£0	£24,621,000	£59,845,026
				Check Total	£180,723,000										

Appendix 2

Infrastructure Type / Project	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding				Funding secured					
		CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	Total funding	Funding gap	CIL	S106 agreed	S106 recd	S278	Other Committed Funding	Total
Transport & Utilities 2017-22 Total	£49,204,000	£5,000,000	£17,800,000	£19,904,000	£42,704,000	£7,100,000	£3,000,000	£52,804,000	£3,600,000	£0	£5,983,305	£1,926,085	0	£7,100,000	£15,009,390
Education 2017-22 Total	£71,060,000	£2,540,000	£29,100,000	£0	£31,640,000	£20,000	£0	£31,660,000	-£39,400,000	£0	£93,496	£0	£0	£20,000	£113,496
Health & Emergency Services 2017-22 Total	£64,115,000	£12,500,000	£4,115,000	£0	£16,615,000	£12,500,000	£31,000,000	£60,115,000	-£4,000,000	£0	£0	£1,298,993	£0	£12,500,000	£13,798,993
Indoor Sports & Culture 2017-2022 Total	£28,590,000	£5,200,000	£1,329,000	£0	£6,529,000	£2,000,000	£13,261,000	£21,790,000	-£6,800,000	£0	£0	£0	£0	£2,000,000	£2,000,000
Open Spaces & Sports Pitches 2017-2022 Total	£3,150,000	£0	£3,150,000	£0	£3,150,000	£0	£0	£3,150,000	£0	£0	£1,617,246	£429,474	£0	£0	£2,046,720
Community Facilities & Monitoring 2017-2022 Total	£1,200,000	£1,200,000	£0	£0	£1,200,000	£250,000	£0	£1,450,000	£250,000	£0	£0	£0	£0	£250,000	£250,000
															£0
<b>IDP Total 2017-2022</b>	<b>£217,319,000</b>	<b>£26,440,000</b>	<b>£55,494,000</b>	<b>£19,904,000</b>	<b>£101,838,000</b>	<b>£21,870,000</b>	<b>£47,261,000</b>	<b>£170,969,000</b>	<b>-£46,350,000</b>	<b>£0</b>	<b>£7,694,047</b>	<b>£3,654,552</b>	<b>£0</b>	<b>£21,870,000</b>	<b>£33,218,599</b>

Check Total £101,838,000

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
T2		Major carriageway and junction improvements (including pedestrian and cycleway provision / connectivity). Includes Europa Way Corridor parts 1 and 2, Europa , Myton Road Roundabout, Shires Retail Park Roundabout, Grey's Mallory Roundabout.	£37,000,000		£17,500,000	£18,700,000.00	36,200,000	£3,600,000 Growth Deal bid secured.	£3,000,000 potentially from strategic development proposals in Stratford District		£7,369,390	£1,926,085		A project board has been convened to ensure that the phased development of the Corridor is co-ordinated, effective and minimises disruption. First phase of the works are the access works to Gallows Hill and Heathcote Farm developments funded through S278. This is likely to last 10 months and commence mid June. Phase 2 is scheduled to be works related to the Catesby scheme, again funded through S278. Creation of design code is underway to ensure that the setting and treatment of the improvements is consistent and appropriate	Early 2017-2022
	Transport Infrastructure: A452 Leamington to Kenilworth Corridor														
T3		Includes carriageway and junction improvements as well as the provision of a park and ride facility and cycle route enhancements K2L. Includes cost of dualling of A452.	£17,900,000		£6,000,000		6,000,000		Highways England , RIS2 and future potential from S278. Other funding sources may be identified as a result of the A452 being included in the DfT Major Route Nework and potential for some HS2 funding.					Delivery will be post A46 Stoneleigh improvements (T12a). Works can not be concurrent due to HS2 Hybrid Bill restrictions. Once A46 Stoneleigh works are complete HS2 construction traffic will be reassigned to A46 Stoneleigh junction. Potential for K2L to be delivered in advance, subject to addressing funding issues. Business casese for both schemes have been developed, further work on these will be undertaken 2018/19.	Medium 2023-2027
T3a		Cycle and Bus Priority Measures for the A452 Corridor (Kenilworth to Leamington)	£1,000,000	£1,000,000			1,000,000							To be incorporatated in assessment wok for T3	
T17		North Leamington Park and ride	£1,500,000	£1,500,000			1,500,000							Development for strategic P&R strategy to commence 2018/19	TBC
	Transport Infrastructure: Warwick-Leamington-Lillington (via Emscote Road)														
T4		Multi modal improvements Includes carriageway improvements and junction improvements to the following : Emscote Rd / Greville Road, Princess Drive/ Warwick New Road, A445/ Lillington Avenue/ Lillington Road.	£1,660,000	£1,660,000			1,660,000		Emscote road works, Princes drive junction may be recipients of SEP bid finance					Scheme is on the 2018 Regulation 123 List, scheme development work to commence 2018/19	Early to medium 2017-2027

Appendix 3

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
	Transport Infrastructure: Leamington South (including Tachbrook Road)														
T5		Multi modal improvements,Includes carriageway improvements and junction improvements to Princes Drive / Park Road, Bath Street Gyratory,Adelaide Road/ Avenue Road, Dormer Place/ Adelaide Road.	£3,900,000	£3,900,000			3,900,000		£120,000 from strategic development proposals in Stratford District					CIL funding application submitted, scheme development work to commence 2018/19	Early to medium 2017-2027
		Sydenham Drive / Radford Road potential widening	£653,000			£653,000	653,000								
	Transport Infrastructure: Warwick Town Centre to Heathcote via Gallows Hill														
T6		Includes carriageway improvements and junction improvements  Specific road improvements – (two lanes to both Banbury Road and Gallows Hill).	£5,200,000			£5,200,000	5,200,000		£180,000 from strategic development in Stratford District		£3,150,000				Medium 2023-2027
	Transport Infrastructure: Warwick Town Centre to Leamington (via Myton Road)														
T7		Myton Road Roundabout - synchronisation of signaling system	£1,204,000			£1,204,000	1,204,000		Potential for funding from SEP / Growth Deal Bid					Details in Europa Way and Warwick Town Centre to Heathcote via Gallows Hill corridors	Early 2017-2022
	Transport Infrastructure: A429 Coventry Road, Warwick														
T8		Coventry Road / Spinney Hill Roundabout	£1,140,000	£1,140,000			1,140,000								Medium 2023-2027
	Transport Infrastructure: A425 Birmingham Road, Warwick														
T9	A46/A425/A4177 Birmingham Road "Stanks Island"		£6,000,000		£300,000		£300,000	£3,500,000 from SEP  from WCC £2,600,000 Corporate Growth Fund			£540,000			Construction expected to commence summer 2018, some site clearance already undertaken	Early 2017-2022
	Transport Infrastructure: A46 to Cubbington														
T10		Bericote Rd / Stoneleigh Rd, Kenilworth Road /Westhill Rolad, A445/Sandy Lane	£2,338,000		£2,338,000		£2,338,000							Confirmation of assignation to CIL / S106 yet to be confirmed by County Highways	Medium 2023-2027

Appendix 3

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
	Transport Infrastructure: Strategic corridor improvements														
T11	M40 Motorway Traffic Management and A46 Expressway Upgrade to improve linkages with M5 and M6	Provision of Smart Motorways between J14 and J15 of the M40	n/a				0		S106 contributions from strategic development in Stratford District					The Local Plan evidence base highlights that WDC Local Plan growth is not the trigger for major improvements to the strategic motorway network. These capacity concerns will have to be addressed before the end of the Plan period. The precise identification and costing of any improvements is yet to be determined and there is potential for any scheme(s) to be predominantly financed / delivered by HE/ DfT	Late 2028 and beyond
	Transport Infrastructure: Kenilworth Locality Improvements														
T12		Including improvements to Kenilworth Gyratory, Kenilworth Road,A429 / Stoneleigh Road/ Gibbett Hill Road.	£503,000		£503,000		£503,000							Kenilworth gyratory assessment work included in the forthcoming Kenilworth Development Brief. Note nominal contribution to A45/ Kenilworth Road and A429 Stoneleigh Road/ Gibbet Hill Road yet to be identified. Progress with the A46 Link Road Phase 2 may result in the the scale of the mitigation requirement being reduced.	Early to medium 2017-2027
T12b		Dalehouse Lane/Knowle Hill improvement	£500,000											Additional mitigation requirement indentified through more detailed assessment work included in the East of Kenilworth Development Brief	Medium 2023 -2027
T12c		Crewe Lane treatment (inc. B4115 junction)	£1,000,000											Additional mitigation required identified through more detailed assessment work included in the Kenilworth Development Brief. Western section to be improved for mainly ped/cycle use and for access only. Eastern section to be widened to create connection between H40 spine road and B4114 (inc ped/cycle improvements)	Early 2017-2022
	Transport Infrastructure: A46 Strategic project														
T13		Phase One, Stoneleigh A46 junction: Full graded seperated roudabout to be constructed with new south facing slip roads and bridge over A46. To include cycle and pedestrian provision.	£33,100,000				£0		£20m DfT Large Local Major Scheme Fund £10m WCC Capital Infrastructure Fund (agreed at WCC Cabinet to go to Full Council)					Planning application submitted. Currently working with Highways England on detailed design queries. Necessary procedures in place with HS2, final funding gap being addressed. Project due to be completed in time to take peak HS2 traffic to Stoneleigh compound (2021)	Early to medium 2017-2027
	Transport Infrastructure: Sub-regional Employment Site														
T14	Transport Infrastructure Associated with Sub-regional employment site	The recently approved planning application at Whitely South incorporates the delivery of the infrastructure set out below.					£0							It should be noted that the South of Whitely application does not cover the total that is allocated in the Local Plan for employment purposes and further requirements (and consequently additional contributions may be sought / forthcoming).	Early 2017-2022
		• New junction on A45 between Festival and Toll Bar islands including bridge over A45 to link site with Jaguar Whitley Business Park (Coventry)					£0								
		• New access road within the site to link the two zones (east of Baginton and south of Middlemarch Business Park).					£0								
		• New roads within the Jaguar Whitley Business Park (Coventry)					£0								
		• Improvements to capacity of Festival island (Coventry) and the A46/Stoneleigh Road junction					£0								
		• Enhancement to Stivichall bypass/London Road bypass junction					£0								
		• New roundabout at junction of Bubbenhall and Stoneleigh Roads.					£0								
		• New bus route with high quality infrastructure and frequent services between Coventry City Centre and site.					£0								
		• Extensive improvements to off-site footpaths and cycleway links.					£0								
		• Measures to restrict traffic from the site entering/exiting along Rowley Road/Bubbenhall Road.					£0								

Appendix 3

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
	Transport Infrastructure: Town Centre Strategies														
T15a		Town Centre Strategies, Leamington Spa, Warwick, Kenilworth	£5,000,000	£5,000,000			£5,000,000							Elements of the Warwick Town Centre strategy have been programmed for delivery and project is on the Regulation 123 List to allow CIL funding to cover the development of the next stages of the town centre scheme. Further study work ongoing in Warwick, Leamington and Kenilworth.	Early 2017-2022
T15b		Castle Hill Gyratory Signals	£876,000		£876,000		£876,000							This will be included within the Warwick Town Centre Scheme	
T15c		Improvements to Priory Road Smith Street and St Nicholas Church Street	£626,000		£626,000		£626,000							This will be included within the Warwick Town Centre Scheme	
T16	Cycling,bus priority measures and other sustainable transport schemes not specified in Appendix B of the 2016 STA		£2,000,000	£2,000,000			£2,000,000								
T99	Strategic, non-specific infrastructure contributions										£8,523,000	£1,341,000			
	Transport Infrastructure Total		£124,100,000	£16,200,000	£29,143,000	£25,757,000	£71,100,000	£9,700,000	£33,300,000	£0	£19,693,566	£3,306,085	£0		
	Telecommunications														
	Utilities: Electric and Gas														
	Utilities: Water and Sewage														
	Utilities: Waste														
W1	Household Waste and Recycling	Redesign of existing household recycling facilities to accommodate population increase.	£575,000	£460,000			£460,000	£115,000							Medium 2023-2027
	Waste: Sub Total		£575,000	£460,000	£0	£0	£460,000	£115,000	£0						
	Utilities Total		£575,000	£460,000	£0	£0	£460,000	£115,000	£0	£0	£0	£0	£0		

# Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
T2	Refer to appendix A that itemises the infrastructure components that are required for this corridor.	Major carriageway and junction improvements (including pedestrian and cycleway provision / connectivity). Includes Europa Way Corridor parts 1 and 2, Europa , Myton Road Roundabout, Shires Retail Park Roundabout, Grey's Mallory Roundabout.	£37,000,000	£0	£17,500,000	£18,700,000	£36,200,000	£3,600,000 Growth Deal bid secured.	£3,000,000 potentially from strategic development proposals in Stratford District		£7,369,390	£1,926,085		A project board has been convened to ensure that the phased development of the Corridor is co-ordinated, effective and minimises disruption. First phase of the works are the access works to Gallows Hill and Heathcote Farm developments funded through S278. This is likely to last 10 months Phase 2 is scheduled to be works related to the Catesby scheme, again funded through S278.	Early 2017-2022
T7	Refer to appendix A that itemises the infrastructure components that are required for this corridor.	Myton Road Roundabout - synchronisation of signaling system	£1,204,000	£0	£0	£1,204,000	£1,204,000		Potential for funding from SEP / Growth Deal Bid					Details in Europa Way and Warwick Town Centre to Heathcote via Gallows Hill corridors	Early 2017-2022
T9	A46/A425/A4177 Birmingham Road 'Stank's Island'		£6,000,000	£0	£300,000	£0	£300,000	£3,500,000 from SEP			£540,000				Early 2017-2022
T14	Transport Infrastructure Associated with Sub-regional employment site	The recently approved planning application at Whitley South incorporates the delivery of the infrastructure set out below.												It should be noted that the South of Whitley application does not cover the total that is allocated in the Local Plan for employment purposes and further requirements (and consequently additional contributions may be sought / forthcoming).	Early 2017-2022
T15a		Town Centre Strategies, Leamington Spa, Warwick, Kenilworth	£5,000,000	£5,000,000	£0	£0	£5,000,000							£2 M Leamington Spa, £2M Warwick, £1M Kenilworth	Early 2017-2022
	<b>Transport &amp; Utilities 2017-22 Total</b>		<b>£49,204,000</b>	<b>£5,000,000</b>	<b>£17,800,000</b>	<b>£19,904,000</b>	<b>£42,704,000</b>	<b>£7,100,000</b>	<b>£3,000,000</b>	<b>£0</b>	<b>£7,909,390</b>	<b>£1,926,085</b>	<b>£0</b>		



Appendix 2															
	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress - September 2017	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
E1a	New Primary Schools	Heathcote Primary School (1 x 2 form)	£3,500,000		£3,500,000		£3,500,000	Forward funded by WCC in advance of S106 receipts – school to be a free school academy run by the Community Academies Trust.						The school has opened to pupils September 2017. Initially opening at 1 form of entry but will expand to 2FE when demand requires. Currently admitting in Year 1 and Reception. There is a private provider day care facility on site (Polka Dot)  The build has been forward funded by WCC in advance of S106 income receipt.  The school will be sponsored IS The Communities Academy Trust which currently manages a number of schools in Warwickshire and Staffordshire. Locally the Trust sponsor Woodloes Primary School and Budbrooke Primary	Early 2017-2022
E1b	New Primary Schools	Grove Farm (Oakley Grove) Primary School (1 x 1 form)	£3,400,000		£3,400,000		£3,400,000		Expect this to be provided as part of the Free School initiative. Probable forward funding by the Education Funding Agency.					Current Government Policy means that this school will be delivered as a Free School.  Land will be available to support the provision of a 2 form entry primary school. The school will only be brought forward when demand dictates.	Medium 2023-2027
E1c	New Primary Schools	Myton / West of Europa Way (1 x 2 form)	£6,000,000		£6,000,000		£6,000,000.00		Expect this to be provided as part of the Free School initiative. Probable forward funding by the Education Funding Agency. Assumed existing S106 contributions will cover this		1,693,530	4,922,072.57		*Location to be adjacent Myton School details being developed through master planning arrangements. Exact location yet to be determined	Medium 2023-2027
E1d	New Primary Schools	Whitnash East / South Sydenham (1x 1 form)					0		Will be funded as a free school if required					This site will only be brought forward if demand requires.	Late 2028 and beyond
E1e	New Primary Schools	Thickthorn school (1x2 form) - located at East of Kenilworth	£6,000,000		£6,000,000		£6,000,000		Expect this to be provided as part of the Free School initiative. Probable forward funding by the Education Funding Agency.					There is minimal spare capacity within Kenilworth primary schools so a new school will be required early in the housing delivery phase, and thus a 420 pupil school required, and will also support the delivery of pre-school and wraparound care. Exact loaction to form part of SPD, school to come forward alongside development	Early 2017-2022
E1f	New primary Schools	Kings Hill Allocation - (based on 2000 dwellings) 1x 2 form entries. Note: Education planning requires consideration for requirements across the entire proposed site i.e. 4000 dwellings and discussions with developers have been on this basis)					0							Estimated pupil yield for 4000 dwellings suggests the need for up to 5 forms of entry at primary school age. The pattern of provision is still to be determined although The proposed primary eductaion solution for Kings Hill is for the provision of 2 x 2FE primary schools with one of those schools on a site capable of expansion to 3FE if required. Discussions have taken place with Coventry City Council to ensure we don't over provide places and put existing schools at risk. Discussions have confirmed that there is no surplus capacity of school places in the neighbouring part of Coventry. Application has been received for first phase of development (ca 2500 dwellings) which includes the secondary school and 1 primary school (app W/18/0643) New primary school provision will be required reasonably early on in development.	Early 2017-2022
E1g	New Primary Schools (Asps)	Asps' obligation reserves land for a primary school, one form entry plus pre-school; 1.1 acres and primary school funding package.	£2,900,000		£2,900,000		£2,900,000		Any additional costs to be funded by the EFA.		2,723,067			No further action will be taken until a Reserved Matters application is submitted. Agreement about the location of the school site will be required. Masterplan discussions underway - early stages *****	Medium 2023-2027
E2a	Expansion of existing schools (Whitnash)	Whitnash Primary School – 0.5 form entry additional capacity	£1,500,000		£1,500,000		£1,500,000							Working with school to expand kitchen (WCC forward funded)	Early 2017-2022
E2b	Expansion of existing school (Barford)	Development of additional capacity at Barford Primary School	£500,000		£480,000		£480,000	£20,000			93,496			WCC worked with the Coventry Diocesan Board of Education to enable St Peter's to admit up to 1 form of entry throughout the school. The build delivered by the DBE but funded by WCC in advance of S106 receipt.	Early 2017-2022
E2c	Expansion of existing school (Budbrooke)	Budbrooke to be expanded from 1.5 form entry to 2 form entry to cater for additional demand in respect of new allocations in the vicinity(Hampton Magna / Hatton Park)	£1,500,000		£1,500,000		£1,500,000							Budbrooke Primary School is now managed by the Community Academies Trust. Budbrooke Primary is on a large enough site to support expansion to 2 forms of entry. Expansion will only be considered once there is a recognised need. This is to ensure sustainability. Expansion will not be required until growth in housing locally.	Medium 2023-2027
E3	Village schools	No additional requirement. The provision of additional capacity as set out in E1, E2 and E3, combined with displacing children out of priority area means that the proposals for new development in villages can be met at the following schools:												Cubbington, Radford Semele and Lapworth Schools don't lend themselves to expansion. Bishops Tachbrook possibly could expand but the growth locally would not support an additional form of entry. All Saints Primary School at Leek Wootton have expressed an interest in expansion. Proposed growth locally does not require expansion and any potential S106 income would be unlikely to support the cost of the required build. A number of existing S106s require funds towards the provision of additional school places as a contribution towards the cost of home to school transport. This is in recognition that the local schools can't be expanded and so children will have to travel out of the area to access a school place.	Late 2028 and beyond
		• Bishops Tachbrook													
		• Cubbington													
		• Budbrooke													
		• Lapworth													
		• Radford Semele													
		• Burton Green													
		• All Saint's Leek Wootton													
	Primary Schools - Sub Total		£21,900,000	£0	£25,280,000	£0	£25,280,000	£20,000		£0	£4,510,093	£4,922,073	£0		
	Education: Secondary Schools														

Appendix 2															
	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress - September 2017	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
	South of Warwick Sites (overview)						£0							The delivery of additional secondary school places will be delivered through a phased approach. The first phase will see the expansion of Campion School and discussions are taking place between the Academy and the Local Authority. Phase 2 is likely to see the provision of a new free school. The first phase of provision of new secondary school places will be through the first expansion of Campion School, plans are currently being developed.  Initial discussions continue with the school and additional places should be available from September 2019.	
E4	South of Warwick: Southern Sites	See above	To be quantified				£0							The exact delivery of additional places is still to be determined.  Any new school will be a free school as per current Government policy.  Additional provision at this location forms part of the wider strategy for ensuring a sufficient supply of school places. JOin with above	Medium 2023-2027
E5	Whitnash East	Expansion of Campion School	£8,150,000		£8,150,000		£8,150,000				£623,330			First phase expansion due by 2019	Early 2017-2022
E6	Kenilworth	There is an aspiration for Kenilworth School to relocate both of the existing school sites on to one new site at Southcrest farm.	£47,000,000		£7,600,000		£7,600,000	£9,600,000	Note: - A significant contribution may come from existing school site land sales.					Work underway to provide relocation of school to single site. Significant HIF bid succesful. Related Executive paper coming forward regarding site assembly and also the East of Kenilworth SPD. School scheduled to open Sept 2021.	Early 2017-2022
E7	Kings Hill Allocation	As site proceeds to 4000 dwelling capacity (beyond plan period /2000 threshold) land should be reserved to cover the possibility of a new 'all-through' primary / secondary school and Special Educational needs facilities.	To be quantified				0							The provision of 4,000 homes will require a minimum of 5 form of entry for education purposes. Proposed development at Westwood Heath will also require the provision of additional capacity and this could see the need for 6 or 7 forms of entry in total at secondary age. Discussions are taking place with the developers but the need for on-site secondary provision is agreed. Provision will need to be funded from developer contributions and possible forward funding from EFA as part of the provision of free schools. It is likely that the new school will also support the provision of school places for growth in the Westwood Heath area. Application now received for the first phase (ca 2500 dwellings) including secondary school.	Medium 2023-2027
E8	North of Milverton / Blackdown / Stoneleigh Road allocations	Expansion of existing school provision, possibly North Learnington and / or The Trinity School	To be quantified				0							To be removed as no relevant allocations	Late 2028 and beyond
E9	Other Sites	Unspecified expansion to primary and secondary schools	£2,500,000	£2,500,000			£2,500,000				£4,875,471			Situation to be kept under review as growth in the area unfolds	Medium 2023-2027
	Secondary Schools Sub Total		£55,150,000	£2,500,000	£15,750,000	£0	£18,250,000			£0	£5,498,801	£0	£0		
	Education : 0-5 Provision														
E10	District-wide facilities	Contribution to improvement and expansion of existing facilities – details to be confirmed	£1,200,000	£1,200,000			£1,200,000				£444,103			It is the aspiration of WCC that all new primary schools will have pre-school provision on site, either run by the school itself or by a private provider. This cannot be guaranteed however as the Free Schools agenda rolls out and WCC have less control. WCC will continue to seek pre-school contributions from developers to ensure a sufficient supply of pre-school provision.	Early 2017 onwards
	Education: Special Educational Needs Provision														
E11	District-wide facilities	Contribution to improvement and expansion of existing facilities – details to be confirmed	£1,340,000	£1,340,000			£1,340,000				£186,835	£18,436		Funds collected to support necessary adaptations to enable pupils to attend schools of their choice as identified in their Education Health and Care Plan. This is likley to see adaptations to mainstream schools rather than necessarily expansion of existing special schools.	Early 2017 onwards
	School Transport														

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress - September 2017	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 Rec'd	S278 agreed		
E12	Contribution to school transport		£1,870,000		£1,870,000		£1,870,000							WCC will continue to seek contributions towards the provision of school transport where believed to be justifiable. This could be because it is not possible to expand the local primary school or because pupils have to travel more than the statutory distance to secure secondary places.	Medium 2023-2027
	Education Other : Sub Total		£4,410,000	£2,540,000	£1,870,000	£0	£4,410,000	£0		£0	£630,938	£18,436	£0		
	Education Total		£81,460,000	£5,040,000	£42,900,000	£0	£47,940,000	£20,000		£0	£10,639,832	£4,940,509	£0		

# Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress - September 2017	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
E1a	New Primary Schools	Heathcote Primary School (1 x 2 form)	£3,500,000	£0	£3,500,000	£0	£3,500,000	Forward funded by WCC in advance of S106 receipts - school to be a free school academy run by the Community Academies Trust.						<p>The school has opened to pupils September 2017. Initially opening at 1 form of entry but will expand to 2FE when demand requires. Currently admitting in Year 1 and Reception. There is a private provider day care facility on site (Polka Dot)</p> <p>The build has been forward funded by WCC in advance of S106 income receipt.</p> <p>The school will be sponsored by The Communities Academy Trust which currently manages a number of schools in Warwickshire and Staffordshire. Locally the Trust sponsor Woodlives Primary School</p>	Early 2017- 2022
E1e	New Primary Schools	Thickthorn school (1x1 form) - located at Thickthorn.	£6,000,000	£0	£6,000,000	£0	£6,000,000		Expect this to be provided as part of the Free School initiative. Probable forward funding by the Education Funding Agency.					<p>Originally WCC were looking at two x 1 form entry primary schools. This would have seen one school capable of admitting up to 210 pupils at Thickthorn and a second school of the same size elsewhere within the growth area of Kenilworth, possibly at Southcrest Farm</p> <p>The new school (s) would be free schools and the Education Funding Agency are not supportive of 1FE schools. Thought will now need to be refocused to the provision of one x 2FE primary school within the Kenilworth growth area. There is minimal spare capacity within Kenilworth primary schools so a new school will be required early in the housing delivery phase.</p>	Early 2017-2022
E1f	New primary Schools	Kings Hill Allocation - (based on 2000 dwellings) 1x 2 form entries. Note: Education planning requires consideration for requirements across the entire proposed site i.e. 4000 dwellings and discussions with developers have been on this basis)	£0	£0	£0	£0	£0							<p>Estimated pupil yield for 4000 dwellings suggests the need for up to 5 forms of entry at primary school age. The pattern of provision is still to be determined although The proposed primary education solution for Kings Hill is for the provision of 2 x 2FE primary schools with one of those schools on a site capable of expansion to 3FE if required. Discussions have taken place with Coventry City Council to ensure we don't over provide places and put existing schools at risk. Discussions have confirmed that there is no surplus capacity of school places in the neighbouring part of Coventry. Pre-app discussions continue to help inform master planning. New primary school provision will be required reasonably early on in development.</p>	Early 2017-2022
E2a	Expansion of existing schools (Whitnash)	Whitnash Primary School - 0.5 form entry additional capacity	£1,500,000	£0	£1,500,000	£0	£1,500,000							<p>The school is now admitting up to 2 Forms of entry on an informal basis when demand is required. It is still planned to formally expand the school moving forward but this is currently on hold.</p>	Early 2017-2022
E2b	Expansion of existing school (Barford)	Development of additional capacity at Barford Primary School	£500,000	£0	£480,000	£0	£480,000	£20,000			93,496			<p>WCC worked with the Coventry Diocesan Board of Education to enable St Peter's to admit up to 1 form of entry throughout the school. The build delivered by the DBE but funded by WCC in advance of S106 receipt.</p>	Early 2017-2022
E5	Whitnash East	Expansion of Campion School	£8,150,000	£0	£8,150,000	£0	£8,150,000							<p>First phase expansion due by 2019</p>	Early 2017-2022
E6	Kenilworth	There is an aspiration for Kenilworth School to relocate both of the existing school sites on to one new site at Southcrest farm.	£47,000,000	£0	£7,600,000	£0	£7,600,000		Note: - A significant contribution may come from existing school site land sales.					<p>Development of an all through (11-18) Kenilworth School in place of the current split site Kenilworth School should not solely be funded by Developer contributions as the scheme is not the result of increased pupil numbers. The proposed growth within Kenilworth Town requires the need for expansion of provision at Kenilworth School. The proposed development at Kings Hill will require its own secondary provision. Discussions continue around the relocation and expansion of Kenilworth School.</p>	Early 2017-2022
	Education Other : Sub Total		£4,410,000	£2,540,000	£1,870,000	£0	£4,410,000	£0							
	Education 2017-22 Total		£71,060,000	£2,540,000	£29,100,000	£0	£31,640,000	£20,000		£0	£93,496	£0	£0		

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	Health: Acute and Community Health Services														
H1	Warwick Hospital	First ward block at the Warwick Hospital site – the main provider of acute hospital services.	£12,000,000		£4,000,000		£4,000,000		£4,000,000			£705,106		*Delivered but forward funded – money recouped from WDC/SDC developer contributions. £6,000,000 overall available from S106 agreements in Warwick District thus far £977,000 to go to acute healthcare from the Asps Gallows Hill will deliver £476,550 for acute healthcare provision Note above figures are incorporated in the overall WDC S106 total	Early 2017-2022
H2	Warwick Hospital	Additional outpatient, diagnostic, treatment and in-patient facilities, including hubs for community health care teams at Warwick and Stratford Hospitals - it is recognised that the first New Ward Block and Stratford Hospital projects will not fully meet the healthcare demand associated with the new population growth projections and we will require additional infrastructure to deliver future acute and community healthcare requirements on a sustainable basis	£12,000,000	£4,000,000			£4,000,000	£4,000,000 SDC	£4,000,000			£593,887			Early 2017-2022
H3	Stratford Hospital	A new hospital at our Stratford Hospital site including outpatient, diagnostic, treatment and inpatient facilities and a hub for community healthcare teams. (Target completion for Phase 1 by Autumn 2015).This is integral to enabling additional capacity at Warwick Hospital	£40,000,000	£8,500,000			£8,500,000	£8,500,000 SDC	£23,000,000					Development underway –anticipated completion 2017 CIL apportionment to be shared with Stratford District Council	Early 2017-2022
	Health – Hospital Sub Total		£64,000,000	£12,500,000	£4,000,000	£0	£16,500,000	£12,500,000	£31,000,000	£0	£0	£1,298,993	£0		

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278			Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid		
	Health: GP Services														
H4	Warwick: Southern Sites	A new 5 GP medical centre to be provided land at Myton/ West of Europa Way	£2,900,000		£2,900,000		£2,900,000							*Site being identified through detailed through detailed planning negotiations.	Medium 2023-2027
H5	Warwick Gates medical centre	Expansion / additional works to improve existing medical centre	£115,000		£115,000		£115,000					138,287.46		Note £113,000 of S106 finance will fund these additional works to the existing surgery at Warwick Gates	Early 2017-2022
H6	Kenilworth	Expanded medical facilities to meet the needs of additional development.	£140,000		£126,000		£126,000	£14,000							TBC
H7	Whitnash / Sydenham / Radford Semele	Expansion of existing medical centre - potentially Croft Medical Centre	£95,000		£73,000		£73,000	£22,000							TBC
H8	Lillington / Cubbington	Extension to Cubbington Road Surgery	£40,000		£40,000		£40,000							Work is progressing on a feasibility study to explore where and how to provide a new "health hub" in Lillington to replace both the Cubbington Road surgery and Crown Way Clinic. A multi-agency project group is being established to include the South Warwickshire Foundation Trust, CCG, Public Health Warwickshire and Warwick District Council. A report on this was consider separately be Executive on 31 <sup>st</sup> May, approving WDC involvement. One of the roles of this Project Group will be to establish a timetable for delivery of the hub.	TBC
H9	Urban Sites	Combining of existing practices	£400,000	£400,000			£400,000								TBC
	Health - GP Sub Total		£3,690,000	£400,000	£3,254,000	£0	£3,654,000	£36,000		£0	£0	£138,287	£0	£0	
	Health Total		£67,690,000	£12,900,000	£7,254,000	£0	£20,154,000	£12,536,000	£31,000,000	£0	£0	£1,437,281	£0		

Appendix 2															
	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	Emergency Services														
ES1	Police: Custody Suite	12 additional cells needed	£500,000	£500,000			£500,000								
ES2a	Police: Safer Neighbourhood Team Police Office	Additional offices at Europa Way	£450,000		£450,000		£450,000								Medium 2023-2027
ES2b	Police: Safer Neighbourhood Team Police Office	Additional office at Lower Heathcote Farm	£450,000		£450,000		£450,000								Medium 2023-2027
ES2c	Police: Safer Neighbourhood Team Police Office	Additional office at Thickthorn	£450,000		£450,000		£450,000							No longer a police requirement, S106 to be requested to bolster additional service	Medium 2023-2027
ES2d	Police: Safer Neighbourhood Team Police Office at the Asps	Additional office at Asps plus £188,000 for fitting out etc to be delivered by developers (agreed in legal obligations)					£0	Additional office at Asps plus fitting out met in Asps obligation.							Medium 2023-2027
ES3	Other police equipment and costs	A range of other “CIL Compliant” costs including vehicles, communications technology and surveillance equipment, training, uniform and personal equipment	£500,000	£500,000			£500,000								Medium 2023-2027
ES4	Ambulance Service	The service has undertaken a recent premises review. They have no further premises requirements during the Plan Period	£0				£0							The Ambulance Trust is keen to work with Developers to support the provision of defibrillators. WCC supports requests for the provision of defibrillators on all new public buildings either through direct provision of the payment of a financial contribution. (Approx cost per defib is £1,500)	Medium 2023-2027
	Emergency Services Total	£2,350,000		£1,000,000	£1,350,000	£0	£2,350,000			£0	£0	£0	£0		

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
H1	Warwick Hospital	First ward block at the Warwick Hospital site – the main provider of acute hospital services.	£12,000,000	£0	£4,000,000	£0	£4,000,000	£0	£4,000,000			£705,106		*Delivered but forward funded – money recouped from WDC/SDC developer contributions. £6,000,000 overall available from S106 agreements in Warwick District thus far £977,000 to go to acute healthcare from the Asps Gallows Hill will deliver £476,550 for acute healthcare provision Note above figures are incorporated in the overall WDC S106 total	Early 2017-2022
H2	Warwick Hospital	Additional outpatient, diagnostic, treatment and in-patient facilities, including hubs for community health care teams at Warwick and Stratford Hospitals - it is recognised that the first New Ward Block and Stratford Hospital projects will not fully meet the healthcare demand associated with the new population growth projections and we will require additional infrastructure to deliver future acute and community healthcare requirements on a sustainable basis	£12,000,000	£4,000,000	£0	£0	£4,000,000	£4,000,000	SDC	£4,000,000		£593,887			Early 2017-2022
H3	Stratford Hospital	A new hospital at our Stratford Hospital site including outpatient, diagnostic, treatment and inpatient facilities and a hub for community healthcare teams. (Target completion for Phase 1 by Autumn 2015).This is integral to enabling additional capacity at Warwick Hospital	£40,000,000	£8,500,000	£0	£0	£8,500,000	£8,500,000	SDC	£23,000,000				Development underway –anticipated completion 2017 CIL apportionment to be shared with Stratford District Council	Early 2017-2022
H5	Warwick Gates medical centre	Expansion / additional works to improve existing medical centre	£115,000		£115,000		£115,000							Note £113,000 of S106 finance will fund these additional works to the existing surgery at Warwick Gates	Early 2017-2022
Health & Emergency Services 2017-22 Total			£64,115,000	£12,500,000	£4,115,000	£0	£16,615,000	£12,500,000	£31,000,000	£0	£0	£1,298,993	£0		



	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding			Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding		Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	Indoor Sports Facilities: Sports Halls and Swimming Pools															
ISF1	Improvements to sports hall and swimming pools	Phase1 (Newbold Comyn and St Nicholas centres)- £12,000,000	£16,590,000		£1,329,000		£1,329,000	£2,000,000	£13,261,000				606,109.95		St Nicholas Park completed and fully opened in April 2018. Newbold Comyn due for final completion in August 2018	Early 2017-2022
		Phase 2 – (Abbey Fields)	£6,000,000												Professional services tender now complete and award imminent. Scoping underway, with initial report due to August Executive, initial public consultation on options in Autumn 2018 and proposals and costs Spring 2018.	Early 2017-2022
		Phase 2 – (Castle Farm)	£6,000,000	£5,200,000			£5,200,000									Early 2017-2022
	Indoor Sports Total		£28,590,000	£5,200,000	£1,329,000	£0	£6,529,000	£2,000,000	£13,261,000		£0	£0	£606,110	£0		
	Cultural Facilities: Library Services															
CU1	Contributions to Library Service	IT and stock purchases to support growth in population.	£155,000		£155,000		£155,000						13,462.39		The County Council does not currently have plans to deliver new library provision. Financial contributions are requested for all new developments of more than 24 dwellings to ensure that the service is able to provide appropriate stock as well as delivering targeted promotions.	Medium 2023-2027
	Cultural Facilities: Arts and Culture															
CU2	Kenilworth Public Service Centre and Community Theatre	Provide new public service centre along with a community theatre in line with the proposals consulted on for the Kenilworth Town Plan	£5,200,000	£4,200,000			£4,200,000			£1,000,000 assumed from sale of current Talisman theatre site						Medium 2023-2027
	Cultural Facilities Total		£5,355,000	£4,200,000	£155,000		£4,355,000			£1,000,000	£0	£0	£13,462	£0		

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding			Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding		Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
ISF1	Improvements to sports hall and swimming pools	Phase1 (Newbold Comyn and St Nicholas centres)- £12,000,000	£16,590,000	£0	£1,329,000	£0	£1,329,000	£2,000,000	£13,261,000				606,109.95		First phase of works completed and refurbished Newbold Comyn open, St Nicholas imminent. Second phase due for completion in Spring 2018	Early 2017-2022
		Phase 2 - (Abbey Fields)	£6,000,000												Professional services tender now complete and award imminent. Scoping underway, with initial report due to August Executive, initial public consultation on options in Autumn 2018 and proposals and costs Spring 2018.	Early 2017-2022
		Phase 2 - (Castle Farm)	£6,000,000	£5,200,000	£0	£0	£5,200,000	£0	£0							Early 2017-2022
	Indoor Sports & Culture 2017-2022 Total		£28,590,000	£5,200,000	£1,329,000	£0	£6,529,000	£2,000,000	£13,261,000	£0	£0	£0	£606,110	£0		

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	GREEN INFRASTRUCTURE														
	Country parks and Strategic Green Infrastructure														
GI1	Tach Brook Country Park	62.5 hectare Country Park to north side of Tach Brook providing a separation and recreational space between Bishops Tachbrook and proposed new development to the south of Harbury Lane. Include pedestrian and cycle access, links to wider countryside, and ecological areas. Costs include maintenance and management for 13 years.	£3,150,000		£3,150,000		£3,150,000				£2,046,720	429,474.15		Pre-application discussions around the Severn Trent site are underway. Brief to appoint design team likely to go out in July 2018 with consultations taking place over Summer / Autumn 2018. A report to the Executive will follow in November / December regarding the agreed design and procurement of the works contract and to approve the submission of a planning application.	Early 2017-2022
GI2	Kenilworth / Crackley Country Park	Country Park to the north of Kenilworth. Mitigation for HS2 proposals. Potential to link with future any proposals for University of Warwick. Include pedestrian and cycle access, links to wider countryside, and ecological areas. Costs include maintenance and management for 13 years	£2,800,000		£2,800,000		£2,800,000							Consideration being given to submitting bid to HS2/BLEF fund	Late 2028 and beyond
GI3	Arden Landscape Enhancement	Enhancements to Hay Wood, hedgerows, enhancement of historic parkland at Wroxall Abbey, improved access, new wetland and heathland habitats. Costs include maintenance and management for 13 years	£2,670,000	£2,670,000			£2,670,000							Delivery of this may be subject to prioritisation of available CIL resources later in the plan period	Late 2028 and beyond
GI14	Whitely South	Provision of a country park					£0							Small parcel of park already has planning permission as part of W/17/1729 Application received with remainder of the park included. Application likely to go before Planning Committee in late August.	Medium 2023-2027

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
GI4	River Leam Tree Planting	New tree planting opportunities, enhancement of river environment, improved access. Will assist with flood alleviation. Costs include maintenance and management for 13 years	£4,630,000	£4,630,000			£4,630,000							Delivery of this may be subject to prioritisation of available CIL resources later in the plan period	Late 2028 and beyond
	Green Infrastructure Total		£13,250,000	£7,300,000	£5,950,000	£0	£13,250,000			£0	£2,046,720	£429,474	£0		

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	Open Space														
GI6	Improvements to Destination and District scale parks	Improvements to the District parks which have a key strategic role in the provision of open space in the District. This includes footpath improvements	£3,100,000	£3,100,000			£3,100,000					142303.84		St Nicholas Park and Abbey Fields included in the Reg123 List for 2018/9	Early to medium 2017-2027
GI7	Neighbourhood and Local Green Spaces	Provision of new open space, play areas, allotments and other local green infrastructure (and enhancements of existing) in line with the Green Space Supplementary Planning Guidance. To be specified in planning applications	£2,000,000		£2,000,000		£2,000,000					178,831.82		Policy & Green Spaces teams producing new Supplementary Planning Document, drafts due late 2018	Early to medium 2017-2027
GI9	Footpath connections	Enhance links in to countryside from new developments and beyond. To be specified in planning applications	£150,000		£150,000		£150,000					10,217.43		Public rights of way enhancement at the Asps	
	Open Spaces Total		£5,250,000	£3,100,000	£2,150,000	£0	£5,250,000			£0	£0	£331,353	£0		

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL agreed	S106 agreed	S106 paid	S278 agreed		
	Playing Pitches														
GI10	Football Pitches	Requirement for 5 additional full size pitches and 4 mini pitches across the District	£1,590,000	£1,200,000	£390,000.00		£1,590,000							The Playing Pitch Strategy will be refreshed and an update provided in the Autumn of 2018	Medium 2023-2027
GI11	Cricket Pitches	Expansion of club infrastructure to increase adult cricket by 5 teams and 9 additional junior teams	£725,000	£650,000	£75,000.00		£725,000							The Playing Pitch Strategy will be refreshed and an update provided in the Autumn of 2018	Medium 2023-2027
GI12	Rugby Pitches	Expansion of club infrastructure to accommodate additional adult team, 3 additional junior teams and 3 additional midi team	£870,000	£750,000	£120,000.00		£870,000							The Playing Pitch Strategy will be refreshed and an update provided in the Autumn of 2018	Medium 2023-2027
GI13	Hockey Pitches	Additional demand for hockey by 5 teams, which could be accommodated on existing stock. However, the stock of artificial grass pitches will need renewing during the plan period.	£600,000	£550,000	£50,000.00		£600,000							The Playing Pitch Strategy will be refreshed and an update provided in the Autumn of 2018	Medium 2023-2027
	Playing Pitches Total		£3,785,000	£3,150,000	£635,000	£0	£3,785,000			£0	£0	£0	£0		

Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
GI1	Tach Brook Country Park	62.5 hectare Country Park to north side of Tach Brook providing a separation and recreational space between Bishops Tachbrook and proposed new development to the south of Harbury Lane. Include pedestrian and cycle access, links to wider countryside, and ecological areas. Costs include maintenance and management for 13 years.	£3,150,000	£0	£3,150,000	£0	£3,150,000	£0	£0		£2,046,720	£429,474		Pre-application discussions around the Severn Trent site are underway. Brief to appoint design team likely to go out in July 2018 with consultations taking place over Summer / Autumn 2018. A report to the Executive will follow in November / December regarding the agreed design and procurement of the works contract and to approve the submission of a planning application.	Early 2017-2022
Open Spaces & Sports Pitches 2017-2022 Total			£3,150,000	£0	£3,150,000	£0	£3,150,000	£0	£0		£2,046,720	£429,474			

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
	Community Facilities														
CF1	Warwick: Southern Sites Community Centre	New Community Centre, including 1 year start-up costs	£1,200,000	£1,200,000			£1,200,000	£250,000							Early 2017-2022
CF1	South of Harbury Lane Community Centre	New Community Centre, including 1 year start-up costs	£1,200,000	£1,200,000			£1,200,000								Medium 2023-2027
CF2	Kenilworth: East of Kenilworth Community Centre	New Community Centre, including 1 year start-up costs	£1,200,000		£1,200,000		£1,200,000								Medium 2023-2027
CF3	Kings Hill Community Centre / hall	New Community Centre, including 1 year start-up costs	£1,200,000		£1,200,000		£1,200,000								Medium 2023-2027
	Village Infrastructure														
V1	Village Infrastructure	The proposed housing allocations for the growth villages will require (over and above any educational requirements) associated infrastructure investments. For example this could include facilities for teenagers; sport and recreation facilities; improved community halls; allotments; nursery provision; local road improvements etc.					£0								TBC
	Community Facilities Total		£4,800,000	£2,400,000	£2,400,000	£0	£4,800,000	£250,000		£0	£0	£0	£0		
	Monitoring Fees														
M1	S106 and CIL Monitoring	Resource to manage and monitor Section.106 and CIL for10 years	£750,000		£750,000		£750,000					26,227.40			
	Monitoring Total		£750,000	£0	£750,000	£0	£750,000			£0	£0	£26,227	£0		



Appendix 2

	Infrastructure Type / Project	Project Detail	Total Cost New Estimate	Estimate of Funding Type			Total CIL / s.106 / s.278	Estimate of Other Funding		Funding secured				Update and Progress	Implementation Phase
				CIL	s.106	s.278		Other Committed Funding	Other Potential Funding	CIL	S106 agreed	S106 paid	S278		
CF1	Warwick: Southern Sites Community Centre	New Community Centre, including 1 year start-up costs	£1,200,000	£1,200,000	£0	£0	£1,200,000	£250,000	£0						Early 2017-2022
	Community Facilities & Monitoring 2017-2022 Total		£1,200,000	£1,200,000	£0	£0	£1,200,000	£250,000	£0	£0	£0	£0	£0		

# S106 Monitoring Report

## Quarter 4, 2017/2018 (Jan – Mar 18)

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### Summary

This report sets out a brief summary of S106 monitoring that has been undertaken during Quarter 4 (January to end March) of the financial year 2017/2018.

Monitoring visits have been undertaken by the Projects Team during March 2018. The majority of development sites with S106 Agreements have been visited and progress/ construction on site monitored. A summary of development status for each site can be found at the end of this report.

There were no S106 Contribution Triggers reached for any developments during the quarter. However, the financial contributions for W/15/0851 Grove Farm Phase 2 were all paid in full and in advance of the triggers being reached.

Several S106 Contributions have now been received from development to fund the delivery of Hospital, GP Surgery and Police infrastructure in the District. These contributions are in the process of being transferred to South Warwickshire NHS Foundation Trust, South Warwickshire NHS Clinical Commissioning Group and the Warwickshire Police and Crime Commission. These are summarised below.

- |                               |               |
|-------------------------------|---------------|
| • S106 Hospital Contributions | £1,481,314.40 |
| • GP Surgery Contributions    | £671,184.38   |
| • Police Contributions        | £153,168.38   |

Chris Garden  
Site Delivery Officer  
Warwick District Council  
26<sup>th</sup> April 2018

### **Monitoring Site Visits**

The majority of development sites with S106 Agreements have been visited during Q4. For each site a record of progress has been made with dwelling completions recorded and marked on the approved plans.

Following each monitoring visit the S106 Monitoring Spreadsheet has been updated for the site(s) visited. Where a S106 Agreement trigger has been reached appropriate action is taken. For Q4 2018 there were no triggers reached on any developments.

### **S106 Agreement Contributions**

Although there were no S106 triggers reached on any developments this quarter, S106 Contributions were paid in advance of the triggers and in full by AC Lloyd Homes Ltd for the Grove Farm Phase 2 development (W/15/0851).

#### **W/15/0851 Grove Farm Phase 2**

<b>Contribution</b>	<b>Amount</b>	<b>Indexation</b>	<b>Total Contribution</b>
Monitoring	£9,513.60	N/A	<b>£9,513.60</b>
Country Park	£399,360.00	£30,114.15	<b>£429,474.15</b>
Indoor Sports	£432,140.80	£32,586.02	<b>£464,726.82</b>
Outdoor Sports	£29,499.60	£2,224.45	<b>£31,724.05</b>
GP Surgery	£112,852.00	£20,556.68	<b>£133,408.68</b>
Hospital	£540,781.91	£98,506.74	<b>£639,288.65</b>
Police	£107,892.00	£8,135.71	<b>116,027.71</b>
Public Transport	£331,760.00	£25,016.71	<b>£356,776.71</b>
Education	£4,163,640.00	£758,432.57	<b>£4,922,072.57</b>
Library	£11,388.00	£2,074.39	<b>£13,462.39</b>
Highways Infrastructure	£1,872,000.00	£54,084.61	<b>£1,926,084.61</b>
Footpaths	£9,940.00	£277.43	<b>£10,217.43</b>
Sustainable Travel Pack	£39,000.00	N/A	<b>£39,000.00</b>
<b>Total</b>	<b>£8,059,767.91</b>	<b>£1,032,009.46</b>	<b>£9,091,777.37</b>

Warwickshire County Council is also a signatory to S106 Agreements and is responsible for collection of a number of Contributions including Highways, Education, Library's, Biodiversity, Cycling and Footpaths. The County Council is therefore a key partner in ensuring the delivery of infrastructure required to deliver development.

### **S106 Contributions for Third Parties**

During the course of the year a number of S106 Contributions have been collected for Hospital, GP Surgery and Police purposes. These contributions are in the process of being transferred to South Warwickshire NHS Foundation Trust (SWFT), the South Warwickshire Clinical Commissioning Group (CCG) and the Warwickshire Police & Crime Commissioner. A summary of the funds received from various developments and the amounts to be transferred for 2017/2018 is set out below.

#### Hospital Contributions

<b>Application</b>	<b>Amount</b>	<b>Indexation</b>	<b>Total Contribution</b>
W/13/0858	£174,597.45	£31,062.80	<b>£205,660.25</b>
W/13/1207	£234,920.00	£51,112.30	<b>£286,032.30</b>
W/14/0322	£50,340.00	£6,268.02	<b>£56,608.02</b>
W/14/0689	£125,850.00	£16,649.42	<b>£142,499.42</b>
W/14/0693	£50,340.00	£1,856.48	<b>£52,196.48</b>
W/15/0646	£70,718.00	-	<b>£70,718.00</b>
W/15/0747	£27,039.10	£1,272.18	<b>£28,311.28</b>
W/15/0851	£540,781.91	£98,506.74	<b>£639,288.65</b>
<b>Total</b>	<b>£1,274,586.46</b>	<b>£206,727.94</b>	<b>£1,481,314.40</b>

#### GP Surgery Contributions

<b>Application</b>	<b>Amount</b>	<b>Indexation</b>	<b>Total Contribution</b>
W/13/1207	£183,512.00	-	<b>£183,512.00</b>
W/14/0023	£15,457.20	£1,098.91	<b>£16,556.11</b>
W/14/0332	£8,723.34	-	<b>£8,723.34</b>
W/14/0433	£4,361.83	£516.96	<b>£4,878.78</b>
W/14/0661	£267,400.00	£56,705.47	<b>£324,105.47</b>
W/15/0851	£112,852.00	£20,556.68	<b>£133,408.68</b>
<b>Total</b>	<b>£592,306.37</b>	<b>£78,878.01</b>	<b>£671,184.38</b>

#### Police Contributions

<b>Application</b>	<b>Amount</b>	<b>Indexation</b>	<b>Total Contribution</b>
W/14/0689	£18,766.50	£1,066.53	<b>£19,833.03</b>
W/14/0693	£16,818.00	£489.64	<b>£17,307.64</b>
W/15/0851	£107,892.00	£8,135.71	<b>£116,027.71</b>
<b>Total</b>	<b>£143,476.50</b>	<b>£9,691.88</b>	<b>£153,168.38</b>

### Summary of development Status as at March 2018

Application Number	Location	Status
W/12/0027	Chesterton Gardens, St. Fremund Way, Sydenham, Leamington Spa	201 dwellings out of 209 complete. 96% complete.
W/13/0464	Land at Earls River Avenue, Warwick	Phase 1 of Retirement Village complete. Phase 2 under construction.
W/13/0607	Hawkes Meadow, Land north of Harbury Lane, Warwick	Development complete. 220 dwellings (132 market/88 affordable)
W/13/0858	Fieldgate Lane, Whitnash, Leamington Spa	Development complete. 111 dwellings (67 market/44 affordable)
W/13/1207	Woodside Farm, Harbury Lane, Bishop's Tachbrook, Leamington Spa	223 dwellings out of 310 complete. 72% complete.
W/13/1409	2-22 Northgate Street, Warwick	Development complete. 18 dwellings.
W/13/1763	Land to rear of Holly Walk, Baginton	Development has not started.
W/14/0023	Harbury Gardens, Harbury Lane, Bishop's Tachbrook, Leamington Spa	76 out of 220 dwellings complete. 35% complete.
W/14/0300	Land at Asps Farm, Warwick	900 dwellings. Development has not commenced.
W/14/0322	Land North of Southam Road, Radford Semele	49 dwellings out of 60 complete. 81% complete.
W/14/0433	Spring Lane, Radford Semele	65 dwellings. Development has commenced. No housebuilding anticipated until 2019.
W/14/0661	Lower Heathcote Farm, Harbury Lane, Warwick	272 out of 785 dwellings complete (35%). Barratt/DWH 146 out of 435 dwellings complete (34% complete). Bovis/Bellway 126 out of 350 dwellings complete (36% complete).
W/14/0681	Land south of Gallows Hill, Warwick	450 dwellings. Development due to commence June 2018 with creation of new junction off Europa Way.
W/14/0689	Land north of Oakley Wood Road, Bishop's Tachbrook	125 dwellings out of 150 complete. 83% complete.
W/14/0693	West of 22 Wellesbourne Road, Barford	Development complete. 60 dwellings delivered.
W/14/0967	Land north of Gallows Hill, Warwick	Development not yet started.
W/14/1076	Land between Myton Road and Europa Way, Warwick	735 dwellings. Development due to commence June 2018 with creation of new junction off Europa Way.
W/14/1340	Land north of Common Lane, Kenilworth (Crackley Triangle)	93 dwellings. Development not yet started.
W/15/0646	Opus 40, Birmingham Road, Warwick	70 out of 85 dwellings complete. 84% complete.
W/15/0747	Land west of Bridge Street & Wilkins Close, Barford	11 out of 25 dwellings complete. 44% complete.
W/15/0795	Lord Leycester Hotel,	10 dwellings.

<b>W/15/0851</b>	Warwick	Under construction.
	Grove Farm, Harbury Lane, Bishop's Tachbrook	520 dwellings. Development has commenced.
<b>W/15/0905</b>	Station Approach, Leamington Spa	212 dwellings.
<b>W/15/1448</b>		Under construction.
	Former BT Depot, Althorpe Street, Leamington Spa	Development complete.
<b>W/15/1761</b>	Land at Southam Road, Radford Semele	25 dwellings. Development has commenced.
<b>W/16/0196</b>	Land north of Offchurch Lane, Radford Semele	150 dwellings. 4 complete (16%).
<b>W/16/0279</b>	Land off Seven Acre Close, Bishop's Tachbrook	50 dwellings. Development not yet started.
<b>W/16/0356</b>	Tollgate House, Banbury Road, Bishop's Tachbrook	6 dwellings. Development not yet started.