

# DEVELOPMENT SERVICES

## Service Area Plan 2020/21

**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>	Development Services
<b>Service Area Manager:</b>	David Barber
<b>Deputy Chief Executive:</b>	Bill Hunt
<b>Portfolio Holder(s):</b>	Cllr Alan Rhead (Environment and Business) and Cllr John Cooke (Development)

## 1 Purpose of the Services Provided

To promote and deliver safe, sustainable and attractive development, in the right place, at the right time and supported by the necessary infrastructure, to meet the future needs of the residents, visitors and businesses within the district, whilst supporting carbon neutral lifestyles and protecting the natural and historic environment.

To improve the local economy by providing support to businesses in the town centres and rural areas; by attracting inward investment and encouraging growth; by helping companies to reduce energy costs; and by encouraging a cluster of “environmental enhancing industries and companies” in the District

To provide a range of work spaces to support business, particularly SMEs and businesses associated with the creative and digital sectors

To provide a variety of well-managed, sustainable events in our district to attract residents and visitors to our towns and villages and provide leisure and recreational activities.

To support the delivery of key corporate studies and projects.

### 1.1 Linkages to Corporate Business Plan, including the Declaration of the Climate Change Emergency

External	Direct	Indirect
<b>Service (Green, Clean and Safe)</b>  <b>(Development Portfolio)</b>	<ul style="list-style-type: none"> <li>• Assisting in the design process of developments to ensure that they provide sustainable, safe and high quality environments for our communities, including encouraging active lifestyles.</li> <li>• Adoption of Policies to enable community safety to be taken in to account in new developments</li> <li>• Adoption of policies to enable sustainable building construction to be taken in to account in new developments</li> <li>• Adoption of policies that have “responding to the climate change emergency” at their heart</li> <li>• Supporting the delivery of development which supports and assists the health and well-being of our communities and encouraging investors and developers to incorporate such considerations into their proposals.</li> <li>• Adoption of Policies to enable health and wellbeing to be taken in to account in new developments</li> <li>• Project feasibility development for major corporate projects that deliver new housing and community facilities and support the Council’s response to the climate emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring development meets the requirements of sustainable buildings policies and the Building Regulations.</li> <li>• Preparing planning policies and guidance which support effective responses to the climate emergency and which deliver green, clean and safe environments</li> <li>• Providing a vibrant economy, creating additional jobs and consequently contributing to Health and Well-being.</li> </ul>

External	Direct	Indirect
<p><b>People (Health, Homes and Communities)</b></p> <p><b>(Development Portfolio)</b></p>	<ul style="list-style-type: none"> <li>• The development and implementation of policies that guide and direct housing, meeting the needs of the communities and ensuring the delivery of high quality, sustainable residential environments.</li> <li>• Provision of suitable sites in sustainable locations for the delivery of housing to meet local housing need.</li> <li>• Project feasibility development for major corporate projects that deliver new housing and community facilities</li> <li>• Pre-application advice and efficient development management processes for new housing developments within the district</li> <li>• The provision of infrastructure through Section 106 contributions/Community Infrastructure Levy to provide community facilities with a particular emphasis on supporting infrastructure that encourages sustainable, active lifestyles</li> <li>• Sustainability appraisal for all major site allocations and development strategy.</li> <li>• Adoption of Policies to encompass sustainability in new developments</li> <li>• In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters. Ensure all stakeholders understand how to engage in the planning process.</li> <li>• Joint working with communities to ensure best outcomes as a result of HS2.</li> <li>• Development of schemes such as Job Clubs and Local Labour agreements.</li> <li>• Identification of Gypsy and Traveller sites to meet the needs of this community and development of appropriate DPD</li> <li>• Ensuring that there is adequate provision of affordable housing.</li> <li>• Supporting regeneration schemes where these can support communities and tackle local deprivation.</li> <li>• Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.</li> <li>• Supporting the delivery of development which takes account of health and well-being and encourages active lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>• The provision of a high quality responsive building control service</li> <li>• Policies through our local plan</li> <li>• Building Control Regulations</li> <li>• Ensuring that there is community cohesion when considering development proposals.</li> <li>• Assisting in delivering better living conditions through high quality design</li> <li>• Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.</li> </ul>
<p><b>Money (Infrastructure , Enterprise and Employment)</b></p>	<ul style="list-style-type: none"> <li>• Supporting economic growth and inward investment into our district with a particular emphasis on encouraging a cluster of "environmental enhancing industries and companies" in the District</li> <li>• Supporting the delivery of key corporate projects to regenerate areas, encourage growth and support the wider prosperity of the district.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district.</li> </ul>

External	Direct	Indirect
<b>(Business and development Portfolios)</b>	<ul style="list-style-type: none"> <li>• Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need.</li> <li>• Ongoing analysis of economic and business trends to ensure planning policies are delivering employment growth in tandem with housing need.</li> <li>• Promotion of vital and vibrant town centres</li> <li>• Support, management and operation of events</li> <li>• Project feasibility development for major corporate projects</li> <li>• Direct support to businesses, in particular business start-ups</li> <li>• Provision, management and expansion of enterprise centres to support creative and start up businesses</li> <li>• Planning funding and delivery of infrastructure, with a particular emphasis on supporting infrastructure that encourages sustainable, active lifestyles</li> <li>• Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing</li> </ul>	<ul style="list-style-type: none"> <li>• The development and implementation of policies to support investment and growth</li> </ul>

## 2 Managing Service Delivery

### 2.1 Service Overview

Summary of the main aspects of service delivery during the year

Service being delivered	Priorities	Service demand	PFH
<b>Development Management</b>	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	Up to 2500 planning applications per year and 200 pre-application requests per year	DEV
	Defending planning and enforcement decisions through the appeal process.	Approx 60 appeals per year	DEV
	Addressing harmful unauthorised development through planning enforcement.	Up to 500 enforcement complaints per year	DEV

<b>Service being delivered</b>	<b>Priorities</b>	<b>Service demand</b>	<b>PFH</b>
	Protecting the historic heritage of the District through conservation work.	Key areas of work include advising on development proposals; advising on the protection of heritage assets; making and keeping under review Conservation Areas and the Local List of Buildings.	DEV
	Protecting important trees which provide the character of the District through TPO and related safeguards.	Making TPOs and considering approximately 200 tree related submissions per year.	DEV
	Supporting the housing market through processing property searches.	1600 full searches per year	DEV
<b>Building Control</b>	Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry.	2454 B/Regs applications received 2018/19	DEV
	Providing expertise in dealing with dangerous structures, demolitions and safety at sports grounds.	84 Dangerous Structures in 2018 48 Demolitions Total in 2018	DEV
	Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HMO's.	100 FRA's carried out in 2019	DEV
	Implementation of new building regulations anticipated in 2020	New regulations relating to Part B and Part L expected in 2020	
<b>Policy and Projects</b>	Coordination of S106 contributions processes and monitoring of Section 106 contributions.	30-40 active agreements monitored per year	DEV
	Processing CIL demands and liabilities	Approx 75 CIL demand notices issued per year	DEV
	Contributing to the delivery of the Climate Emergency Action Plan, particularly the adoption of the Sustainable Building DPD, commencing a review of the Local Plan which places the climate emergency at its heart and work with WCC and other relevant organisations to develop a sustainable transport strategy for the District and the region	Identified as priorities in the Business Strategy and Climate Emergency Action Plan	DEV
	Planning and funding for infrastructure including CIL spending plans (formerly the Reg 123 list) and the Infrastructure Funding Statement	Maintenance of the Infrastructure Delivery Plan, CIL Spending Plans and IFS to ensure £ms expenditure per year is focused on highest priorities. An estimated £16.6m of CIL income 2019/2024.	DEV
	Implementing the Local Development Scheme, including commencing work on the Local Plan Review and the adoption of the Sustainable Buildings DPD	12 Supplementary Planning documents and 4 Development Plan Documents to be prepared	DEV

<b>Service being delivered</b>	<b>Priorities</b>	<b>Service demand</b>	<b>PFH</b>
		2018 – 2021. Review of Local Plan to commence 2020/21	
	Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements	Three strategic growth areas identified in district: (1) south of Warwick/Leamington, (2) Kenilworth, (3) south of Coventry	DEV
	Supporting neighbourhood plans	6 Neighbourhood Plans “made” since 2016. A further 6 are currently in preparation.	DEV
	Working with partners in the sub-region to deal with sub-regional strategic policy and development	Preparation of a joint evidence currently in progress to include sub-regional Housing & Economic Development Needs Assessment. Discussions underway about a possible future Single Spatial Strategy.	DEV
	Understanding & analysis of the local economy	Annual data provided by WCC	E&B
	Active management and promotion of Town Centres through development and close joint working with key stakeholders, including Future of High St Fund	Proactive work	E&B
	Manage programme of sustainable events across the district	Approximately 130-150 events per year	E&B
	Targeted interventions in specific business sectors to enable growth and innovation, including encouraging a cluster of “environmental enhancing industries and companies” in the District	Annual event – Interactive Futures. Plus range of ongoing proactive work	E&B
	Promotion of the District to attract and deliver Inward Investment opportunities including encouraging a cluster of “environmental enhancing industries and companies” in the District	Proactive work	E&B
	Support for the tourism industry via Destination Management Organisation (Shakespeare’s England Ltd), including developing and delivery of Destination Management Plan	Proactive work	E&B

Service being delivered	Priorities	Service demand	PFH
	Management of the Enterprise Projects and maximisation of their impact by extending support provision through a variety of interactions and interventions	Management of five enterprise sites (Althorpe Enterprise Hub, Court Street Creative Arches, 26HT, Spencer Yard and COWcork). Active exploration of other opportunities.	E&B
	Co-ordination and delivery of the joint authority Business Support Programme intervention	Businesses supported 150+ /year	E&B
	Economic Development Strategy to support the delivery of the new corporate Business Strategy	Proactive work	E&B
	Undertaking feasibility and other studies to support Council decision-making on key corporate project.	Projects have different milestones as set out in part 5 below.	E&B
	Delivering key corporate projects working with partner organisations, landowners and developers	See key projects set out in part 5 below.	E&B

## 2.2 Measures

### Key Corporate Measures

Operation and Customer Measures					
	Qtr. 1	2	3	4	PFH
<b>Building Control</b>					
Building Regulation Applications acknowledged within 3 working days					DEV
WBC Income measures – against annual budget target and in comparison with previous years					DEV
WBC Market share measure					DEV
Building Completion Certificates issued within 5 working days of final inspection (% overall)					DEV
% of site inspections achieved on time or meeting customer requests					DEV

Building Regulation applications determined within the statutory time period					DEV
Dangerous structures attended to within 2 hours (imminent danger), within 24 hours (non-imminent danger) (% overall)					DEV
Customer questionnaires returned satisfied with Building Control service (% overall)					DEV
<b>Development Management</b>					
Number of pre-application enquiries responded within 5 weeks (%)					DEV
NEW Pre-application income received in quarter					DEV
Number of planning applications determined within the statutory timeframe (%)					DEV
Time taken to determine planning applications (no. of days average)					DEV
% of planning applications refused permission					DEV
Where a S106 is required, average length of time taken to issue decision notice following Committee resolution to grant					DEV
Average time (days) taken to determine/discharge all conditions					DEV
NEW Average time (days) taken to determine all pre-commencement conditions					DEV
NEW Planning Fee Income received each quarter					DEV
% appeal decisions contrary to WDC decision					DEV
Number of appeal costs decisions found against WDC in quarter					DEV
Time taken to resolve enforcement enquiries – see charter (no. of days average for investigations completed without having to take formal action)					DEV
Number of Enforcement Notices issued.					DEV
Number of Tree Preservation Order trees felled each quarter					DEV

Proportion of Searches issued with 10 days					DEV
<b>Policy and Projects</b>					
Number of years housing land supply (annually)	ANNUAL				DEV
Housing Delivery Test – percentage delivery against target (annually)	ANNUAL				DEV
Employment land completed in year	ANNUAL				DEV
Number of neighbourhood plans designated					DEV
Number of neighbourhood plans adopted					DEV
Total Amount of S106 contributions agreed during the year but not yet paid (£) (reported annually)					DEV
S106 contributions triggered and invoiced during quarter					DEV
Total amount anticipated from CIL calculated as the sum of CIL liability notices issued but not yet paid each quarter					DEV
Total amount of CIL received or demanded (as calculated by the sum of all demand notices sent out each quarter)					DEV
Number of new businesses created or attracted to area (via ESIF programme or Enterprise assistance)					E&B
Number of new jobs created (via ESIF programme or Enterprise assistance)					E&B
Amount of floorspace provided to business by the enterprise service (square feet)					E&B
Number of businesses utilising Enterprise facilities who have expanded (either internally or externally)					E&B
Customer questionnaires returned satisfied with Enterprise facilities and services (upon exit)					E&B
Occupancy levels of property – optimal rent income V actual for our Enterprise units(%)					E&B

## 2.3 Managing Risk

Area of Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> <li>• Careful review of Planning Investment Reserve during the year to ensure costs and income are aligned</li> <li>• Ongoing actions in line with previous years: regular budget monitoring, regular review of income, regular and routine discussions with accountants regarding expenditure and income variations, review of major variations at SMT, improve processes and tighter monitoring regarding PO's/invoices</li> </ul>	Planning Investment Reserve funded from 20% increase in planning fees introduced in 2018. Income to reserve therefore varies with overall income from planning fees. This needs to be monitored to ensure committed expenditure from reserve can be achieved.
Procurement	Close working with procurement officers in improving procurement processes	Ongoing membership of corporate procurement board
Contract Management	Ensure Contract Register is kept up to date including ensuring all missing contract documentation is correctly stored	Reviewed at Portfolio Holder meeting on quarterly basis
Audits	<ul style="list-style-type: none"> <li>• Internal audits programmed in the year: <ul style="list-style-type: none"> <li>○ Development Management</li> <li>○ Local Land Charges</li> <li>○ CIL and Section 106 agreements</li> <li>○ Enterprise facilities</li> <li>○ Building Control</li> </ul> </li> </ul>	
Risk Registers	Quarterly review of risk registers for both Portfolios at Portfolio Holder and/or management meetings	
Service Assurance	Annual review of Service Assurance Statement in line with Corporate Governance processes	
Corporate Health & Safety	<ul style="list-style-type: none"> <li>• Assessnet Risk Assessments checked and updated regularly</li> <li>• Risk and liability assessments regarding events in our parks and gardens, road closures, etc. are carried out</li> <li>• Events staff trained in risk management and health and safety</li> <li>• Ensure Health and Safety is a standing item at team or section meetings</li> <li>• BC site visits health and safety policy in place. Work to align with Daventry District Council's requirements is continuing.</li> <li>• Ensure Lone Worker protocols that are in place for each section are being operated effectively</li> </ul>	



## Part 3 – Managing and Improving People

### 3.1 Staff Resources

There are currently approx 65 FTE posts in the department.

### 3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
Workforce Planning (anticipating leavers / retirements etc)	Dave Barber	Planning for career development and any loss of staff through retirement.  Continue to “grow our own” at all levels though training, development  Continue to support professional qualifications (see below)	All within existing budgets	All with support from HR	Ongoing
Building Control work force planning		Consider whether a minor review of staff structure in Building Control, can help to address difficulty in recruiting at SBCO level.	All within existing Budgets	All with support from HR	Complete review May 2020 and implement from then on.
Skills, Training, Competency Needs	Dave Barber	Improve use of service area training plan (training matrix) from appraisal PDPs	Budget for training needs to be adequately resourced to support officers, in particular	HR	Ongoing

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
		Continue professional apprenticeship degrees for planners and BC staff (support for those onexisting courses plus new intake in September 2020)	those doing professional courses  20% increase in planning fees / Apprenticeship Levy		Ongoing and Sept 2020
Service Changes	Dave Barber / Gary Fisher / Phil Clarke / Phil Rook	Identify opportunities associated with digital programme (more use of technology/ efficiencies)	Initially within existing budgets but depending on scale of project, potential for resource request from Service Transformation Reserve	ICT	Proposals for digital programme in place by September 2019
		Prepare for office relocation and change programme	Within existing budgets	ICT / HR	Ongoing through to date of office move
		Implement review of pre-app charges and income	Potential for increased pre-app income	None	Implement from April 2020
Determining the need for additional resource	Dave Barber / Gary Fisher	Review enforcement resources to consider need for extending temporary post  Consider need for backfilling posts in	If needed / justified, general fund growth from 2021	None	Decision by October 2020

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
		2021/22 to enable thorough configuration and testing of new planning system	If needed / justified, general fund growth from 2021		Decision by January 2021
		Consider resources to support Local Plan review when more is known about scope and timing Introduce professional training budget	If needed / justified, general fund growth from 2021		Decision by October 2020
		Consider resource implications in light of changes to geographical scope of WBC arising from Northamptonshire unitary proposal	Any additional resources funded from increased income		Decision by January 2021

## Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2020/21	2021/22	2022/23	PFH
1% discretionary budget reduction	On-going challenges to budget managers to address savings without affecting service delivery	£8,760	£8,760	£8,760	DEV / E&B
Pre-application planning charges	Potential to increase income through more use of PPAs and bespoke quotes balanced against potential for less pre-apps to be submitted	£70,000	£70,000	£70,000	DEV

Activity	Budgetary Impact	2020/21	2021/22	2022/23	PFH
BC Fee earning income	This is a ring fenced budget (figures assume no change in current arrangements in Northants)	£836,000	£836,000	£836,000	DEV
Forecasting/monitoring planning fee income	Identify expected total annual income (including 20% increase).	£1,700,000	£1,700,000	£1,560,000	DEV
	Planning Investment Reserve (20% increase only)	£283,000	£283,000	£260,000	

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

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	PFH
Preparation of Climate Change & Sustainable Buildings DPD (See CEAP Work package 3)	David Butler	Unknown, potential for requirement for additional resources to monitor and enforce delivery of requirements.	Housing; HCP	Adoption Quarter 4 2020/21.	DEV
Preparation of Canalside DPD	David Butler	Unknown	None	Adoption by Q3 2020.	DEV
Preparation of PBSA DPD	David Butler	None	Housing	Adoption Q2 2022.	DEV
Identification of Gypsy and Traveller sites to meet need for negotiated stopping; transit and permanent...leading to	David Butler / Lorna Hale	To be confirmed. Likely to require additional planning resources within Planning Policy Team	Housing	Milestones included in LDS	DEV

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
preparation of Gypsy and Traveller DPD					
<p>Plan for Local Plan Review (See CEAP Work Package 3) including:</p> <ul style="list-style-type: none"> <li>• establishing potential for a Coventry and Warwickshire Single Spatial Strategy</li> <li>• developing a spatial strategy that minimises the need to travel and supports development in sustainable locations</li> <li>• Planning ahead for large scale infrastructure investments that support carbon neutral developments</li> <li>• Bring forward proposals that ensure Town centre are a focus for our communities and are accessible by means other than the private car</li> <li>• Considering policies that encourage active lifestyles, promote green infrastructure and take account of the need to adapt to climate change.</li> </ul>	Phil Clarke	There will be costs associated with Local Plan evidence. Potential for extra staff resources, depending on timing and scope	All services	Final decision on single spatial strategy by June 2020. Scope of local plan review by March 2021	DEV

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
Work with Warwickshire County Council and other relevant organisations to start the preparation of the sustainable transport strategy for Warwick District (and if possible the wider region) – see CEAP Work Package 3 (Transition to Low Emissions Transport)	Phil Clarke	TBC (unknown at this stage)	Neighbourhood Services; Finance;	TBC once work has been scoped	DEV
Develop a Transport Strategy to support the district's town centres	Phil Clarke	TBC (unknown at this stage)	Neighbourhood Services; Finance;	TBC once work has been scoped	DEV
Prepare/Complete Supplementary Planning Documents: <ul style="list-style-type: none"> <li>• Affordable housing</li> <li>• Health Impacts</li> <li>• Developer contributions</li> <li>•</li> </ul>	David Butler	Some costs associated with compiling evidence base	Neighbourhood Services Housing Health & Community Protection	In line with milestones in Local Development Scheme	DEV
Facilitating and supporting the delivery of significant housing schemes in the district including Housing Delivery Test	Dave Barber / David Butler / Philip Clarke	Fund for monitoring contributions.	Will involve Housing, Neighbourhood and Cultural Services	Specific milestones predominantly driven by Housing projects and planning applications.	DEV
Introduction of Infrastructure Funding Statement	Phil Clarke/David Butler	None	Potentially will involve culture, neighbourhood and finance as well as other stakeholder	First statement by December 2020	DEV
Work with Director for Climate Emergency to	Phil Clarke	CIL expected to provide approx. £23m over 5 years	All services		

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
identify Section 106 and CIL funds that can match fund carbon neutral initiatives and sustainable transport solutions - see CEAP Work Package 3		S106 expected to provide approx. £50m over 5 years			
Prepare Economic Development Strategy including encouraging inward investment and relocation of innovative low carbon technology enterprises engaged in the low carbon energy, transport and construction sectors (See CEAP Work Package 3)	Martin O'Neill / Joanne Randall	Unknown	All service areas	On-going	E&B
Work with businesses and organisations to initiate and share Circular economy initiatives (see CEAP Work Package 3)	Martin O'Neill / Joanne Randall	Unknown	All service areas	On-going	E&B
Trial opportunities to expand ring-fenced enterprise service	Gayle Spencer	Additional income generation (unknown)	All support services	Exploring new opportunities - with focus on potential new projects	E&B
Further review of Events service to ensure events minimise climate impacts, are environmentally sustainable and focus resources on	Martin O'Neill / Marcus Ferguson	Unknown	Culture; Community Protection	Implementation on-going Economic development evaluations of events	E&B

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
events that add the greatest value				to take place during 2019/20	
Leamington Future of the High Street Fund and associated projects	Martin O'Neill / Guy Collier	Initial expenditure through FHSF. Potential for additional costs for associated projects but these are currently unknown.	Culture, Neighbourhood	FHSF Business case to be submitted June 2020	E&B
Delivery of Creative Quarter project in conjunction with development partner.	Bill Hunt / Phil Clarke / Ellie Hirons	Specific projects may have a budget impact and this will be considered on a case-by-case basis by the Council.	Culture, Neighbourhood Services	Detailed proposal being worked up for planning during 2020 (various timescales)	E&B
Provision of project support for health improvements in Lillington	Andrew Jones / Phil Clarke	Potential investment to be established through project scoping. Funding may be available through CIL	Finance, Neighbourhood Services	Completion of feasibility work by March 2020.	E&B
Delivery of land at Stratford Road Warwick for employment use	Bill Hunt / Heather Johnson	None.	None	Agreement with other landowners and planning permission obtained	E&B
Newbold Comyn (NB: This project will move to Neighbourhood services during 2020/21 once project officers within that service are appointed.	Andrew Jones / Ellie Hirons	None	Neighbourhood Services, Cultural Services	Proposals for future use to be published spring 2020 with further public consultation to follow.	Neighbourhood
Income maximisation (to include local lottery, grant finder, advertising &	Dave Barber / Ellie Hirons	None.	Neighbourhood Services, Cultural Services, Finance,	Various as established by Project Board.	E&B

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
sponsorship and crowdfunding)				Aiming to implement Grant Finding strategy during 2020	
Infrastructure Delivery (Eg: new schools (Kenilworth, Bishops Tachbrook), country park, A46 link road, land north of Gallows Hill	David Butler and Site Delivery Officers	None (mainly funded through CIL/Section 106)	Neighbourhood Services, Cultural Services	Various	DEV
Commence review of conservation areas	Gary Fisher/ Rob Dawson	None	None	Programme to be agreed	DEV
Canal CA Management Plan	Gary Fisher / Rob Dawson	None	None	TBC	DEV
Consider service requirements for a new IT system to replace Acolaid and identify referred supplier	Dave Barber	TBC. Potential for backfilling posts during 2021/22	HCP, NS, Housing	Identify preferred new supplier by March 2021. New system in place by March 2022	DEV
Work up proposals for service transformation	Dave Barber	TBC	IT	TBC	DEV
Major Growth Areas: south of Warwick and Leamington	Chris Elliott / Chris Garden	TBC	NS, CS, Finance		DEV
Major Growth Areas: Kenilworth	Andy Jones / Andrew Cornfoot	TBC	NS, CS, Finance		DEV
Major Growth areas: South of Coventry	Bill Hunt / Ragu Sittambalam	TBC	NS, CS, Finance		DEV
Facilitate planning permission requirements for Commonwealth Games, including LEP funded legacy	Gary Fisher / Sandip Sahota / Ragu Sittambalam	None	Culture /Neighbourhood / Property	Pre-app advice in Q1 2020/21. Consider planning apps in Q2, and Q3 2020/21	DEV

<b>Change/Project</b>	<b>Sponsor/Lead Officer</b>	<b>Budget Impact</b>	<b>Impact on other Services</b>	<b>Milestones</b>	<b>PFH</b>
projects (if bid to LEP successful)					
Implement new Building Regulation requirements	Phil Rook	None	Housing / Property	Dependent on outcomes of current national consultation	DEV / E&B
Explore expansion of WBC to include South Northants and potentially Northampton Borough	Phil Rook	Not known at this stage, although effective use of reserves from WBC could be considered.	None	Decision on S Northants by 1/4/20. Decision on Northampton by 30/12/20	DEV
Support Riverside and Covent Garden Projects	Bill Hunt / Heather Johnson	Not known at this stage	All service	Not known at this stage	Leader / CX
Review of unauthorised HMOs Project	Rajinder Reddi/Kalvarn Birk	None	Housing	Complete by Dec 2020	DEV
Consider the potential to identify Proceeds of Crime from enforcement	Rajinder Reddi/Kalvarn Birk	None during 2020/21. Potential additional income thereafter	None	Complete by Dec 2020	DEV