

Alan Boad
Chairman of the Council

Council meeting: Wednesday, 9 August 2017

Notice is hereby given that an ordinary meeting of Warwick District Council will be held at the Town Hall, Royal Leamington Spa on Wednesday, 9 August 2017 at 6.00pm.

Emergency Procedure

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

Agenda

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

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct. Declarations should be 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 of the Council held on 21 June 2017.
(Pages 1 to 12)
4. **Communications and Announcements**

5. **Petitions**
6. **Notices of Motion**
7. **Public Submissions**
8. **Leader's and Portfolio Holders' Statements**
9. **Questions to the Leader of the Council & Portfolio Holders**
10. **Executive Report**

To consider the Executive meetings on:

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|-----------------------------|---|
| (a) 12 April 2017 | (Pages 1 - 7) |
| (b) 1 June 2017 | (Pages 8 - 38) |
| (c) Excerpt of 28 June 2017 | (Pages 39 to 46 plus appendices 1 & 2) |
| (d) Excerpt of 26 July 2017 | (To Follow) |

11. **Employment Committee Report**

To consider the report from Employment Committee on 22 March 2017

(Page 1- 9)

12. **Appointment as a Planning Committee Substitute**

To appoint Councillor Ashford as a substitute for the Conservative Group on Planning Committee.

13. **Councillor Attendance at meetings 2016/17**

To consider a report from Democratic Services

(Pages 1 - 11)

14. **Press and Public**

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

Item Nos.	Para Nos.	Reason
15	1	Information relating to an Individual
15	2	Information which is likely to reveal the identity of an individual
15	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
15	5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

15. **Confidential Executive Report**

To consider the Executive meetings on:

(a) 12 April 2017

(Pages 1 - 3)

(b) 1 June 2017

(Pages 4 - 7)

16. **Common Seal**

To authorise the affixing of the Common Seal of the Council to such deeds and documents as may be required for implementing decisions of the Council arrived at this day.



Chief Executive

Published Tuesday 1 August 2017

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

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

Details of all the Council's committees, councillors and agenda papers are available via our website 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.

WARWICK DISTRICT COUNCIL

Minutes of the meeting held on Wednesday 21 June 2017, at the Town Hall, Royal Leamington Spa at 6.00pm.

PRESENT: Councillor Boad (Chair); Councillors Ashford, Barrott, Mrs Bunker, Coker, Cooke, Davison, Doody, Edgington, Mrs Evetts, Mrs Falp, Gifford, Gill, Miss Grainger, Grainger, Heath, Mrs Hill, Howe, Illingworth, Margrave, Murphy, Noone, Parkins, Phillips, Quinney, Mrs Stevens, Thompson and Weed.

Before the start of the meeting the Chairman led a minute's silence in respect of the terror attacks in London and Manchester as well as the fire at Grenfell Tower.

8. **Apologies for Absence**

Apologies for absence were received from Councillors Bromley, Cain, Mrs Cain, Cross, D'Arcy, Davies, Day, Mrs Knight, Mobbs, Naimo, Rhead, Mrs Redford, Shilton and Whiting.

9. **Declarations of Interest**

There were no declarations of interest.

10. **Minutes**

The minutes of the meeting of the Council held on 10 May 2017 were taken as read and duly signed by the Chairman as a correct record.

11. **Communications & Announcements**

The Chairman informed Council that six members of staff were present as representatives of all the staff who on 1 June 2016 had transferred from the Council to Sports and Leisure Management Ltd which would now be managing the six leisure centres in the district on behalf of the Council.

The Council recognised that its staff were its most valuable resource, and certainly over the years this had been the case in the leisure centres. Operating leisure centres seven days a week, only being closed on Christmas Day and Boxing Day. The Council staff were face to face with customers, responsible for the safe management of facilities, and for the promotion of healthy lifestyles by providing a wide range of activities. Over the years, the service had grown and diversified, and staff had been required to learn new skills. It was a testament to all staff that they had handled the uncertainty of the last two years with such patience and resilience, and were now working for their new employers and looking forward to the new challenges that were around the corner as the building works were completed at Newbold Comyn and St Nicholas Park.

In recognition of this the Chairman presented each of the representatives with a certificate of thanks from the Council to be displayed in each of the six centres.

The Chairman informed Council that there was no business to be conducted under Item 5 Petitions, Item 6 Notices of Motion and Item 7 Public Submissions.

12. Leader's and Portfolio Holders' Statements

The Portfolio Holder for Culture, Councillor Coker, informed Council that the contract for the new management arrangements had been signed and the transfer of the management of the Council's six leisure centres had taken place. The changeover had been seamless and everyone was happy with how this had taken place and both former Council Staff and contractors have been pleased with how this had worked. To date over 5000 Everyone Active cards had been issued which was above what was expected and in addition new equipment was now going into the centres.

The Portfolio Holder for Housing & Property Services, Councillor Phillips, circulated a statement, set out at Appendix 1 to the Minutes, regarding the recent fire at Grenfell Tower in London and the work this Council had undertaken in respect of its high-rise buildings. In addition he recorded his thanks to the Asset Manager and Sustaining Tenancies Manager and their teams in the last seven days to reassure tenants and keep everyone informed.

Councillor Phillips, informed Council that a successful candidate had been offered the post of Head of Housing and full details would be circulated in due course to all Councillors.

The Portfolio Holder for Neighbourhood Services, Councillor Grainger, informed Council that a letter had been sent to students and landlords, ahead of the end of term, to highlight refuse and recycling facilities. However if there were issues she asked to be kept informed as well as the Contract Services Team.

The Portfolio Holder for Business, Councillor Butler, informed the Council about a new role that had been approved, for a fixed term of three years, of site delivery officer in Kenilworth in recognition of the Local Plan development in and around the town. However this officer would also be working to ensure the town continued to thrive and the new development, A46 improvement work, University Campus, HS2, railway station and cycle route provided benefit in town. The postholder would work with the Kenilworth Partnership encompassing the town centre partnership plus developer interest and infrastructure providers.

13. Questions to the Leader of the Council & Portfolio Holders

Councillor Mrs Falp, asked the Deputy Leader & Portfolio Holder for Culture, Councillor Coker, about her Motion to Council 12 months ago, regarding the recording and broadcasting of Council meetings.

In response, Councillor Coker, explained that he would find out and respond within 24 hours to all Councillors. (The response to this question is set out at Appendix 2 to the minutes).

Councillor Margrave asked the Portfolio Holder for Neighbourhood Services, Councillor Grainger, if there was an issue regarding the emptying of bins on the street and street cleaning, as there had been a number of issues raised with him recently?

In response, Councillor Grainger explained there had been some localised issues where bins had been missed. All WDC street bins should have had a three digit

number on them and a notice on the bin asked people to inform officers of this number if there was a problem with a bin.

Councillor Quinney thanked the Portfolio Holder for Housing & Property Services, Councillor Phillips, for the work his officers had undertaken on high rise properties and for the statement he had made earlier in the meeting. He also asked whether the rubbish shoots in Council buildings had fire protection systems in place and would having a care taker on site help monitor some situations in buildings.

Councillor Phillips thanked Councillor Quinney for his praise which he would pass on to his teams. He did not know the answer with regard to rubbish shoots but would check and circulate the answer to all Councillors. With regard to the care takers the Council regularly inspected communal areas and followed up issues for this very reason and this work would continue.

(The response to the questions regarding rubbish shoots is set out at Appendix 3 to the minutes.)

Councillor Parkins, asked the Portfolio Holder for Health & Community Protection, Councillor Thompson, which officer would now lead on sustainability following the restructure of his service area.

In response, Councillor Thompson explained that this was one of the posts that had not been filled at present. In the interim, if there were questions, these could be passed to him as the Portfolio Holder.

Councillor Barrott asked the Deputy Leader, Councillor Coker, about the future of the Enforcement report and when would it come forward?

Councillor Coker, informed Council that it was under consideration and would come forward in due course but as yet a date had not been fixed for this.

Councillor Gill sought confirmation from the Portfolio Holder for Health & Community Protection that Warwickshire Police had plans in place to respond to hate crimes or any major emergency within the District?

In response the Portfolio Holder, Councillor Thompson, explained that reassurance work was undertaken by the Police as appropriate and reminded the Council that we lived in a great place where levels of hate crime were not as high as other places. The Deputy Leader added that the District was a happy and diverse community and that there was no place in this district for any hate crime.

Councillor Quinney asked the Portfolio Holder for Housing & Property Services, Councillor Phillips, when the priority target of eliminating the need for this Council to use bed and breakfast for emergency accommodation would be fully implemented?

In response, Councillor Phillips, explained that at present the Council had no person in bed and breakfast accommodation and the aim was to maintain this. There was a need to look at further solutions and work was ongoing with updates due later in the year.

Councillor Quinney asked the Portfolio Holder for Housing & Property Services when the Council would be building more council houses? This was because

there were 2,546 people waiting for one or two bed accommodation on HomeChoice and the Council had £30 to £40million available for housing, therefore with national developments could we move away from austerity?

In response the Portfolio Holder, Councillor Phillips, explained that the Council intended to build more Council houses but while the money was available, the problem was finding land at suitable at cost. There was opportunity to look to provide housing need in other ways, for example the Europa Way project, purchasing small blocks of houses such as Cloister Way. There was a potential scheme, similar to Cloister Way, which officers were working on and details would be brought forward of this and other similar schemes as appropriate.

14. **Report of the Executive**

Council considered the minutes of the Executive meetings held on 8 March 2017 (excluding minutes 98 to 103 that were considered by Council on 12 April 2017) and 5 April 2017 (excluding minutes 115 to 118 that were considered by Council on 12 April 2017). These were proposed duly seconded and

Resolved that the minutes of the Executive meetings held on 8 March 2017 (excluding minutes 98 to 103 that were considered by Council on 12 April 2017) and 5 April 2017 (excluding minutes 115 to 118 that were considered by Council on 12 April 2017) be approved.

15. **Scrutiny Committee End of Term report**

Council considered the End of Term Reports from the Finance & Audit Scrutiny Committee and the Overview & Scrutiny Committee, these were proposed duly seconded and

Resolved that the end of term reports from the Finance & Audit Scrutiny Committee and the Overview & Scrutiny Committee for 2016/17 are approved.

16. **Appointments to Outside bodies**

The report brought forward for approval the appointments made annually by Council.

The Leader of the Labour Group, Councillor Quinney, informed Council that the appointment to Outside Bodies from his Group would be Councillor Naimo to the National Association of Councillors and Councillor Barrott to both the Rural Services Network and National Parking Adjudication Service (PATROL).

Resolved that

- (1) the Executive appointments, as set out at Appendix 4 to the minutes, to outside bodies be noted;
- (2) following the recommendations from the Overview & Scrutiny Committee, the following appointments by this Council should cease and those organisations be formally notified of this:
 - Warwick District Mobility

- South Warwickshire Plato Trust
- Friends of Leamington Art Gallery
- Hill Close Gardens Trust
- Rural Services Network – Issue two years notice of intention to cease in 2019;

(3) it notes that;

- its appointment to the Warwick District Citizens' Advice Bureau has ceased following a redesign of their Board;
- the Armed Forces Community Covenant Champion work undertaken by Councillor Illingworth has been removed from this list as it is not an Outside Appointment;

(4) the Warwick District Council Appointments to outside bodies, as set out at Appendix 4, be approved;

(5) the Overview & Scrutiny Committee be asked to review all outside appointments made by Council and Executive in October 2017, along with the criteria for appointing to outside organisations; and

(6) the guidance notes to Councillors on outside bodies is updated by officers and circulated to all Councillors.

17. **Urgent item – Appointment to Licensing & Regulatory Committee**

It was proposed that Councillor Murphy be appointed to the Licensing & Regulatory Committee, duly seconded and

Resolved that Councillor Murphy be appointed to the Licensing & Regulatory Committee.

(The Chairman had agreed to take this matter as an urgent item to ensure that the Committee had its full allocation of members which was key for delivering the Licensing & Regulatory Panels.)

18. **Common Seal**

It was

Resolved that the Common Seal of Warwick District Council be affixed to such documents as may be required for implementing decisions of the Council arrived at this day.

(The meeting ended at 6.38 pm)

9 August 2017

**Statement to full Council regarding fire safety in high rise blocks
Councillor Peter Phillips Portfolio Holder for Housing and Property Services**

Following the tragic fire at Grenfell Tower in London on Tuesday 14 June 2017, I would first like to express my personal deepest sympathy, and I am sure that of all the Council, to all families affected by this terrible event.

This statement is to update and inform all councillors on the situation with the blocks that we own and manage and to reassure residents and fellow councillors about the arrangements that we have in place; and to set out our plans going forward.

We have seven high rise blocks providing residential accommodation as Council tenancies. High rise blocks are those over 18m high i.e. 6 or more storeys.

The blocks in question are:

Address	No. of floors	Units of accommodation
Eden Court, Mason Avenue, Lillington, Leamington Spa	14 floors	90
Southorn Court, Mason Avenue, Lillington Leamington Spa	8 floors	46
Ashton Court, Newland Road, Lillington, Leamington Spa Mason Av	8 floors	46
Christine Ledger Square, Brunswick, Leamington Spa	11 floors	57
Radcliffe Gardens, Brunswick Street, Leamington Spa	11 floors	54
Stamford Gardens, Rugby Road, Leamington Spa	9 floors	45
Westbrook House, New Brook Street, Leamington Spa.	11 floors	33

The regulation of safety standards are incorporated into Building Regulations, which ensure that fire safety provisions are incorporated into blocks of flats when they are constructed or significantly modified. The Regulatory Reform (Fire Safety) Order 2005 brought the common parts of blocks of flats within the scope of mainstream fire safety legislation. With regards to guidance, this can be found in the Local Government Association publication "Fire safety in purpose built blocks of flats" 2012.

<https://www.local.gov.uk/sites/default/files/documents/fire-safety-purpose-built-04b.pdf>

WDC have the following arrangements in place:

- We have fire alarm systems fitted in each of the blocks in the communal areas.
- The communal area fire alarms are tested weekly, with records kept of the tests. The alarms are serviced every quarter and again records kept.

- We fit smoke alarms in each of the individual flats. These are hard wired. These are tested during five yearly checks to the electricians that we undertake for all properties.
- All of the blocks have emergency lighting which is tested monthly and serviced 6 monthly.
- We undertake weekly health and safety checks of the blocks. These check that fire doors are operating correctly, firefighting equipment is in good order and escape routes are free from hazards.
- Full fire risk assessments are carried out every two years. These were last completed in February 2016.
- Fire safety signs are displayed in all blocks to advise of evacuation procedures. We operate a stay put policy in case of fire. This follows advice from Warwickshire Fire and Rescue Service. A copy is attached.
- We have reinforced messages to residents to also take responsibility for safety, encouraging tenants to report issues and not leave rubbish or other items in communal areas. We have been proactive in enforcing safety measures and removing obstructions in communal areas.
- There has been speculation regarding the installation of new cladding materials at the Grenfell Tower and that this aided the spread of fire. We do not have cladding of the type installed at Grenfell Tower i.e. Aluminium Composite Materials (ACM). We have not installed any new insulation materials to our blocks in recent years. The cladding materials on blocks have been in place for many years.

Following the fire at Grenfell Tower we have looked to reassure residents. We have therefore undertaken the following actions:

- In order to give reassurance we and the Fire Service visited the blocks on the Wednesday and Thursday following the fire.
- We sent letters to all high rise tenants to give reassurance and highlight the need for all tenants to take fire prevention seriously. This letter was sent out on the Wednesday, the day of the fire. This was hand delivered to all residents. We have had very few calls from our residents in high rise flats following the fire in London.
- We sent out a briefing note to all councillors and our local MPs on Wednesday 15 June. We have responded to many further enquiries from local councillors.
- Myself, Simon Brooke, Russell Marsden and Phil Sheen met with Matt Western, MP, on Thursday and visited two of our high rise blocks.
- We have agreed to meet and discuss any learning implications from the Grenfell Tower fire with the Fire Service. This meeting is planned for Thursday this week.
- We have reviewed the recommendations from the Fire Risk Assessments. These inspections identified priorities for undertaking recommended works. All immediate actions have been completed. There are some actions not for immediate attention that have not yet been completed, but had been planned to be completed in the timescale for the next inspection in February 2018. These are on track to be completed in that period.
- The Department of Communities and Local Government (DCLG) have been in touch looking for information on our high rise stock and our use of cladding materials. We have responded to their requests quickly as and when required.
- We issued a press release on Friday 17 June, to reassure the public and express our sympathies with families affected.

In the light of the Grenfell fire there are further actions that we have decided to take to provide additional assurance.

- Although we have none of the type of cladding used at Grenfell Tower, we will however check the materials used and efficacy of these materials in fire retardation. We expect to have the results of this within 4 weeks.
- We are suggesting a move from once every two years to annual Fire Risk Assessments in our seven high rise blocks. Existing Fire Risk Assessments will be reviewed this week, with new Fire Risk Assessments completed over the next four weeks. These will also cover the external aspects of the buildings as per new guidance from DCLG, including any cladding issues.
- We will review our fire evacuation plans and publicity to tenants with the Fire Service. This should be completed within two weeks. We will write to tenants again after this has been completed.
- We will undertake a full review of all front doors to flats within communal areas in our blocks to ensure they are certified to 30 minute fire protection. We are aware of some original front doors in place that were compliant when the properties were built, but may not comply now. Although there is no regulatory requirement to change these doors, we think that this would be a worthwhile improvement in fire safety and reassurance to residents. This will also include working with leaseholders in instances where a new non-compliant front door has been installed.

There are other measures which some other Local Authorities / Housing Associations have in place that we will now consider:

- Sprinkler systems or other fire suppressant methods. These may assist in preventing the spread of fire. These are not part of the current building regulations but were one of the recommended changes following the Lakanal fire in 2009. A survey in 2015 showed that just 18 of 2,925 council owned high rise blocks in England have sprinklers inside flats, with only 187 having sprinklers in other communal areas. We will review our position on sprinkler systems and report back to the Executive and Council.
- Improved fire and smoke control in communal areas. Following our last Fire Risk Assessments many carpentry repairs were identified and carried out to ensure the effective operation of existing doors, closers and ventilation systems. There is however a limit to how effective repairs can be to old doors and systems. We had been planning as part of the work arising from the stock condition survey and the associated forward investment plans, to lay out refurbishment plans for high rise blocks and this will now be prioritised.

We will continue to follow events as they unfold. We will implement any further guidance or instructions from the DCLG. The Housing Services and the Property Services teams will keep all councillors informed in further briefings. Reports to Executive and / or Scrutiny Committees will be produced as necessary and/or when required.

We will also continue with our efforts to ensure resident safety is of paramount importance and to reassure our residents living in high rise accommodation that arrangements are in place to ensure their safety.

Please in the meantime if you have further question let me know or speak to Simon Brooke Sustaining Tenancies Manager in Housing Services or Russell Marsden our Asset Manager in Property Services.

Councillor Peter Phillips
Portfolio Holder for Housing and Property Services

Councillors,

I was asked at Full Council last night about the bin chutes in our tower blocks. Russell Marsden has advised as follows:

"Bin chutes are prone to vandalism e.g. removal of chute doors to provide a wider aperture for posting overfilled bin bags and consequential blockages. The door to bin chutes should be a minimum of 30 minutes fire resistance. The opening of the bin chute into the bin store room should have a fire proof self-closing baffle.

We manage the risk by including the inspection of bin doors and bin stores as part of the weekly inspection process and undertaking repairs as necessary.

We are meeting the fire service to inspect the blocks today and tomorrow to share our ideas and thoughts on how we manage high rise blocks in the future and bin chutes and bin stores will be a topic for discussion. Items to review include:

- 1) Should we have bin chutes in our high rise blocks? If removed, how do we manage the risk of waste bags collecting in common areas?
- 2) Do we introduce fire suppression systems in our bin store areas?
- 3) Do we introduce fire suppression systems within the bin chutes?
- 4) Do we upgrade bin chute doors to 60 minute fire resistance?
- 5) Where possible, should we create a fire rated lobby protection around the bin chutes.

Building Control will also be asked to review these suggestions within the updated Fire Risk Assessments."

Please let myself or Russell have any queries.

Peter Phillips

District Councillor, Budbrooke Ward
Portfolio Holder for Housing & Property Services Warwick District Council

Dear Councillors

Following on your question at Council I have made further enquiry in relation to the Audio system in the Chamber and the continuing problems.

I understand that this arises from the fact that the system is connected to a narrow wi fi band and as a result the system is adversely affected by other appliances and networks being used in its area at the same time. This no doubt accounts for the deterioration we have experience as the number of those appliances being used by us all has increased.

This can be mitigated if we have a stricter policy of ensuring that all other equipment is turned off.

We have investigated the replacement of the system but as we are likely to move to new premises in the reasonably near future this would have to be transferable to the new premises and this cannot be taken further until the new premises have reached a planning stage that would allow us to be assured that the system would be transferable. We are not at that stage at this time.

The only alternative would be to hire alternative equipment which I understand is likely to be extremely expensive but I have asked officers to reinvestigate this and will advise shortly.

In the meantime the officers will investigate with our contractors if any further improvement can be obtained by for instance renewal of batteries.

Councillor Coker
Deputy Leader & Portfolio Holder for Culture

Executive appointments

Conservative Appointments	Number of places	Councillor
Warwickshire County Council - Supporting People Partnership (H&PS Portfolio Holder)	1	Cllr Phillips
Warwickshire Police & Crime Panel (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
West Midlands Employers formerly West Midlands Councils and West Midlands Leaders Board	1	Cllr Mobbs *
Coventry and Warwickshire LEP (Including City Deals)	1	Cllr Mobbs
LLP Board	3	Cllr Butler Cllr Whiting Cllr Mobbs
Safer Warwickshire Partnership Board (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
South Warwickshire Community Safety Partnership (Health & Community Protection Portfolio Holder)	1	Cllr Thompson
Warwickshire County Council Health & Wellbeing Board (Health & Community Protection Portfolio Holder)	1	Cllr Thompson*
Association of Retained Council Housing (ARCH) (H&PS Portfolio Holder)	1	Councillor Phillips
Shakespeares England (Development Portfolio Holder)	1	Councillor Butler
Total	13	

Warwick District Council appointments

Conservative Appointments	Number of places	Councillor
Coventry Airport Consultative Committee	1	Cllr Mrs Redford
Kenilworth Abbey Advisory Committee	1	Cllr Cooke
Kenilworth Town Centre Partnership	1	Cllr Coker
LGA District Councils' Network	1	Cllr Mobbs
South Warwickshire NHS Foundation Trust	1	Cllr Mrs Bunker
Warwick Town Centre Management Group	1	Cllr Butler
Warwickshire County Council – Adult Social Care and Health Overview & Scrutiny Committee	1	Cllr Mrs Redford
Warwickshire Waste Management Forum	1	Cllr Grainger
Birmingham Airport Consultative Committee	1	Cllr Illingworth
Bid Leamington Board	1	Cllr Miss Grainger
Chase Meadow Community Centre	1	Cllr Butler
Total	11	

Labour Appointments	Number of places	Councillor
National Association of Councillors	1 (but with two votes)	Cllr Naimo
Rural Services Network	1	Cllr Barrott
National Parking Adjudication Service (PATROL)	1	Cllr Barrott
Total	3	

Whitnash Residents Association Appointments	Number of places	Councillor
South Warwickshire Community Safety Partnership (Non Executive rep)	1	Cllr Heath
Total	1	

Executive

Minutes of the meeting held on Wednesday 12 April 2017 at the Town Hall, Royal Leamington Spa, at 6.55 pm.

Present: Councillor Mobbs (Leader); Councillors Coker, Cross, Grainger, Phillips and Whiting.

Also present: Councillors; Barrott – Labour Group Observer and Mrs Falp - Whitnash Residents Association (Independent) Observer.

Apologies for absence were received from Councillors Boad, Butler and Shilton.

128. **Declarations of Interest**

Minute numbers 129 and 131 – Note of Decision taken under Chief Executive's Emergency Powers

Councillor Mrs Falp declared an interest because her son was a shareholder of Leamington Football Club.

Minute number 132 - Note of Decision taken under Chief Executive's Emergency Powers

Councillor Mrs Falp confirmed that she had not participated in the discussion with the Chief Executive on this decision.

Part 2

(Items on which a decision by Council is required)

129. **Council Agenda (Non Confidential Items and Reports) – Wednesday 12 April 2017**

The Executive considered the non-confidential Item 12 'Europa Way – Strategic Opportunity Proposal' on the Council agenda of 12 April 2017.

The report provided them with an update on the progress to implement the decisions made at the March 2015 Full Council/Executive in respect of the Strategic Opportunity Proposal (SOP) for land at Europa Way, Warwick, and recommended that the Council purchased land from Warwickshire County Council (WCC) to develop a new community stadium and associated commercial element enabling development.

In addition, it was proposed that Leamington Football Club (LFC) would relocate to the new community stadium and that the Council purchased LFC's current site for use as a Gypsy and Traveller site.

It was recommended that the Council undertook a development options appraisal to confirm the feasibility of the community stadium development and produce a project delivery plan, to be the subject of a further report to the Executive by September 2018.

Whilst considering this report, the Executive took into account, but did not discuss, the information provided at Confidential Appendices 2, 3, 5, 6, 7, 12, 13, 14, 15 and 16 to the report.

In January 2015, a report to Members gave agreement for officers to embark on a feasibility study. An opportunity had been identified that had the potential to address some issues which together created a conundrum for the Council. These issues were outlined in Section 3.1 of the report.

In July 2014, WCC had made a planning application (W/14/0967) in relation to land it owned between Gallows Hill and Europa Way, adjacent to the Europa Way Consortia (EWC) site. In addition to housing and open space, the development in this area also envisaged a local centre, community hall and a site for a GP's surgery. This site's development potential represented an opportunity to help resolve the conundrum.

The January 2015 report outlined two potential options for the Council to become involved in bringing forward the site for development. One of these involved purchasing the site using the Housing Revenue Account (HRA); the other proposed acquiring a nearby site and working with WCC to achieve a joint disposal.

In both cases, land would be retained for a community stadium development, paving the way for LFC to re-locate and opening the way for its current ground at the Harbury Lane Site to be developed as a Gypsy and Traveller site. Approval was given for officers to commence feasibility work, with a further report in March 2015.

Included in the report were reasons supporting the overall business case for a community stadium.

Waterloo Housing Group (WHG) had also expressed an interest in securing further sites for residential development in the District independently of the Council's existing joint venture arrangement "W2" with WHG. This dual purchase approach would bring with it an opportunity to realise some of the Council's original objectives in relation to housing, as well as securing a site for the community stadium development and a Gypsy and Traveller site at the Harbury Lane Site.

It was proposed that the Council purchase the land to the west of the proposed spine road (shown in the plan attached as Appendix 1 to the report) at the same time as WHG purchase the land to the east of the proposed spine road. The land purchased by the Council would include:

Sites for community stadium and associated development	4.24ha
Site for community hall (Section 106 agreement requirement)	0.25ha
Site for GP facility (Section 106 agreement requirement)	0.25ha
Open space (supports residential development on WHG	0.89ha

site – may be transferred to WHG at future date) and farmhouse access track	
Site for education (Section 106 agreement requirement)	2.02ha

The report also outlined the project plan to create a Community Stadium and relocate LFC from its current Harbury Lane Site. It was proposed that the development project would comprise five broad phases, detailed in the table in section 3.33 of the report, and that the Council procure consultants to undertake a Delivery Options Appraisal, following advice provided by Colliers. There were three possible conclusions which the appraisal might reach:

1. Developers were prepared to take on delivery of the full scheme including stadium.
2. Developers were prepared to deliver the enabling development but not the stadium, so the Council would need to act as developer for that element (a hybrid development).
3. The Council should take on the role of developer for both the enabling development and stadium.

If the appraisal indicated that there could be a viable scheme, Council officers would produce a project delivery plan based on the preferred option. An estimate of cost covering the five project phases had been prepared and was attached as confidential Appendix 14 to the report.

In addition, to support the next phase of the development project, a Project Board would be set up by the Council as proposed in line with the principles set out in Appendix 5 to the report.

The budget required to complete Phase 2 (the delivery options appraisal) was estimated to be £190,000.

The risk mitigation strategy was detailed in sections 3.38 to 3.42 of the report.

Subject to the agreement of its shareholders, a relocation of LFC to the new community stadium at the Stadium Site would allow LFC to dispose of its existing freehold site and existing stadium at Harbury Lane to the Council, which had been identified by Officers as a suitable location for the provision of a site for Gypsies and Travellers. Members were aware of the need for the provision of such a site in the District.

LFC's directors indicated that they were willing to recommend to the Club's shareholders that LFC entered a conditional contract for sale of the LFC Site to the Council. This proposal formed part of a draft agreement being negotiated by Council Officers and LFC, the key principles of which were set out at Appendix 5 to the report.

LFC would not relocate from its current site until the new stadium had been completed according to a mutually agreed specification and was available for use. LFC would have a 150 year lease for the new community stadium.

One of the recommendations in the report was that, subject to the approval of recommendation 2.1 by Council, and the completion of the purchase of the Stadium Site, Executive approved the availability of £190,000 from the Community Projects Reserve to:

- Procure consultants/ agents to undertake a delivery options appraisal of the community stadium and its associated enabling developments.
- Commission advice regarding taxation, financial and legal structures.
- Cover the cost of legal advice to support this stage of work.
- Procure a resource for project management.

In March 2015, a budget of £100,000 was agreed to support the feasibility project. This had been spent or committed in full.

Further issues outlined in the report included integrating the development, the sports and education hub, affordable housing and gypsy and traveller site provision.

Further details relating to funding the purchase, long-term borrowing and the use of right to buy capital receipts were set out in section 5 of the report.

In relation to the project costs, it would cost an estimated £190,000 to progress the project to the next stage, RIBA Stage 1.

It was proposed that this cost be funded from the Community Projects Reserve which currently had an unallocated balance of £510,000. This would only be drawn down once completion of the purchase had occurred.

Both the Europa Way Site and the current LFC site, once acquired by the District Council, would be held within the General Fund.

A number of alternative options had been considered and the report in March 2015 identified five delivery options which were to be appraised. In summary:

1	Direct funding & development - The Council purchases the land and develops the Site itself for sale of market homes and retention of Affordable Housing
2	Appointing a development partner – The Council purchases the Site and sells on to developer(s) who agrees to sell back to the Council, at an agreed price, a specified number of affordable homes.
3	A joint venture – the Council secures a partner to work with to develop the Site; sharing funding requirements, risks, losses and rewards.
4	W2 – exploring an informal proposal from WHG to proceed under the auspices of W2, the Council's joint venture with WHG.
5	LLP – Having initially declined to consider involving itself in the housing elements of Europa Way, the LLP re-emerged as a potential delivery partner.

In appraising each of the options, consideration has been given to

- the extent to which the Council had effective control over the shape and outcomes of the development;
- the impact on the Council's financial capacity to invest in other projects in addition to Europa Way;
- the Council's capability and capacity to deliver the project;
- financial, operational and reputational risks to the Council;
- compliance with procurement requirements; and
- overall value for money and economic sustainability.

From these considerations, a number of alternative options had been considered, including direct funding and development, the Council appointing a development partner, a joint venture, using W2, using the Council/ Public Sector PLC (PSP) LLP and doing nothing, amongst others. However, these options were disregarded for a range of reasons which were expanded upon in section 7 of the report.

The Joint Finance & Audit and Overview & Scrutiny Committee noted the contents of the report.

The Executive recognised the opportunity this provided for the wider community but at the same time there would be a number of stages to get through first where report would be brought to Council and/or the Executive. This included recognising there would be points where, if the project did not stack up, it would have to be stopped.

Resolved that:

- (1) following the approval of recommendation 2.1 in the report by Council and the completion of the purchase of the Stadium Site, £190,000 is made available from the Community Projects Reserve to:
 - (a) procure consultants/ agents to undertake a delivery options appraisal of the community stadium and its associated enabling developments;
 - (b) commission advice regarding taxation, financial and legal structures;
 - (c) cover the cost of legal advice to support this stage of work; and
 - (d) procure a resource for project management;
- (2) authority is delegated to the Chief Executive, in consultation with the Housing and Property Services Portfolio Holder, to agree with Waterloo Housing Group (WHG),

the proposed purchaser of the land adjacent to the Stadium Site, and how the two parties will co-operate with each other to deliver their respective developments;

- (3) Council officers will continue to explore with Warwick University (who own land adjacent to the Stadium Site) and other adjoining landowners, the feasibility of delivering a pedestrian/cycle link between the Stadium Site and the adjacent Warwick Technology Park, and will report back as progress is made and in any case no later than September 2018;
- (4) Council officers will continue to discuss the possibilities of an education/sports hub around the Stadium site with various education bodies and report back as progress is made and in any case no later than September 2018;
- (5) Council officers and LFC will, in parallel with this project, discuss opportunities for establishing a football training facility and report back as progress is made and in any case no later than September 2018;
- (6) once the purchase of the Stadium Site is completed, Council officers will report to the Executive on options for the delivery of a Gypsy and Traveller provision at the Harbury Lane site and in any case no later than September 2018; and
- (7) the Chief Executive is authorised, in consultation with the Housing and Property Services portfolio holder, to seek any statutory or other consents deemed necessary to implement this project including, for the avoidance of doubt, the submission of planning applications.

(The Portfolio Holder for this item was Councillor Phillips)
Forward Plan reference number 712

130. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the

Local Government (Access to Information)
(Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
131 and 132	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The full details of the following items will be recorded separately in the confidential minutes for the meeting.

132. **Council Agenda (Confidential Items and Reports) – Wednesday 12 April 2017**

This item only included the Confidential Appendices, listed below, to the report set out as at Minute 128, detailed in the public minutes of 12 April 2017.

Appendix 2 - WDC WHG Offer Terms and Conditions
Appendix 3 – Summary of proposed purchase prices for land to be acquired
Appendix 5 – Summary of Key Partnership Principles WDC & LFC
Appendix 6 – LFC Business Plan
Appendix 7 – LFC Business Plan Appendices 1 to 3b
Appendix 12 – Colliers Review of LFC business plan
Appendix 13 - Colliers Advice on Delivery Options appraisal
Appendix 14 – Risk Mitigation Strategy
Appendix 15 – Site Purchase Costs & project cost forecast
Appendix 16 - Risk register

Resolved that the appendices as listed above be noted.

133. **Note of Decision taken under Chief executive's Emergency Powers**

The Executive considered a report from the Chief Executive which noted the decision taken by him in consultation with Group Leaders under the emergency powers of the Council's constitution (CE (4)).

The Joint Finance & Audit and Overview & Scrutiny Committee noted the contents of the report.

Resolved that the report be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

(The meeting ended at 7.19 pm)

Executive

Minutes of the meeting held on Thursday 1 June 2017 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillor Mobbs (Leader); Councillors Coker, Grainger, Rhead, Thompson and Whiting.

Also present: Councillors; Barrott – Chair of Finance & Audit Scrutiny Committee; Davison; Mrs Knight; Naimo - representing Overview & Scrutiny Committee; and Quinney - Labour Group Observer.

19 members of the public were also present.

Apologies for absence were received from Councillors Boad, Butler and Phillips.

1. **Declarations of Interest**

There were no declarations of interest.

2. **Minutes**

The minutes of the meeting held on 8 March 2017 were taken as read and signed by the Leader as a correct record.

Part 1

(Items on which a decision by Council is required)

There were no Part 1 items to be considered.

Part 2

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

3. **Fit for the Future Change Programme**

The Executive considered a report that provided an update of the Council's Fit For the Future (FFF) Change Programme which had been developed to address the significant reduction in funding from central government; maintain or improve service provision; and support and invest in the Council's staff.

In order to deal with the significant changes anticipated for local government, the Council agreed a FFF Change Programme in 2010 covering three interrelated strands, Service, People and Money.

The *Money* element of the programme was to produce initiatives that would either save money or increase income whilst at the same time not impacting upon the quality or breadth of services provided by the Council. This strand had delivered significant savings/ increased income since 2010 (in the region of £10m) but as the amount of grant from central government continued to reduce, there was an ongoing requirement to produce further initiatives. Following consultation with respective Portfolio Holders, it was recommended that the initiatives

included in Table 1 were now included in the FFF Change Programme. Where the level of savings/ increased income could not currently be determined, it was recommended that this information was provided in future *Budget Review* reports from the S151 Officer. Where amounts of savings were included, these were early estimates as reviews and/ or business cases would be ongoing or required.

There were initiatives in the proposed programme that would neither generate income nor reduce cost and could actually add to cost. Officers had identified specific Council functions where it was considered that extra resource was required if the Council was to maintain or improve its service (a strand of FFF) and so proposed the extra investment. Full business cases would be submitted to Executive before any changes were made.

Additions recommended to the FFF Change Programme

Reference	Initiative	Savings/ income/cost	Commentary on initiative
Initiatives intended to produce savings and/ or generate income			
FFF1	Review One Stop Shop Service	Unknown at this point.	Although this initiative is already in the programme the terms of reference of the review have now been fully determined following Executive approval in February 2017.
FFF2	Review CCTV Service	Unknown at this point.	Review of delivery options and service scope began in March 2017. Report to be submitted to Executive should any material changes be proposed.
FFF3	Review approach to car parking charges	Unknown at this point.	Modelling being undertaken to determine appropriate car parking regime. Report to be submitted to Executive.
FFF4	Introduce a local good cause lottery	Savings: £30k	Business case to be worked up. Lotteries run elsewhere raise income for good causes (organisations not currently being funded) and a central fund (able to reduce the core funding provided to organisations).
FFF5	Combine Tourism/VIC services to bring about cost reduction	Savings: £15k	Although this initiative is already in the programme no savings have previously been identified. At the minimum it is assumed that the saving of the

Reference	Initiative	Savings/ income/cost	Commentary on initiative
			former grant to Warwick Town Council can be made.
FFF6	Restructure – Assets Team	Savings: £30k	An element of the Assets function is already in the programme but the scope has been extended to include all of the Service.
FFF7	Advertising opportunities	Unknown at this point.	Contract with a company trading as Publitas finalised. Audit of potential opportunities to be undertaken at which point an advertising income figure will become clearer.
FFF8	Reduce B&B placements	Savings: £60k	All B&B placements currently discontinued. Continued resilience and cost reduction will be achieved through use of an HRA property in Willes Road as additional temporary accommodation from June 2017.
Initiatives intended to improve service			
FFF9	Restructure - Development Management Team	Cost: £30k	An element of the Development Management function is already in the programme but the scope has been extended to include all of the Service. The Council has submitted a business case to Government accepting the proposed increase in planning fees and this along with a restructure will bring about an improved service.
FFF10	Restructure – Neighbourhood Services	Cost: £50k	An element of Neighbourhood Services is already in the programme but the scope has been extended to include all of the Service (bar Bereavement Services). This will bring about an improved service but at increased

Reference	Initiative	Savings/ income/cost	Commentary on initiative
			cost.
FFF11	Review Procurement Service	Savings: Nil	Review commenced to explore the delivery model options for the Procurement function. The terms of reference of the review include a cost neutral outcome.
FFF12	Restructure - Benefits Team	Savings: Nil	With substantial elements of Benefits work to remain with the Council (all pensioners, council tax reduction and support to Universal Credit), no net savings are anticipated because of the vulnerability of the Government's administration grant.

The savings identified at Table One, above, amounted to a net figure of £55k. Whilst this figure was not significant, when there was further information in respect of initiatives FFF1, FFF2, FFF3 and FFF7, it was hoped that there would be a further positive impact on the Council's financial position.

The Council's FFF Change Programme had been in place for seven years and had enabled the Council to continue to deliver a full range of services without large increases in council tax or charges. The Programme's progress had been reported annually to Executive throughout the seven year period and at Table 2 below, the latest position was provided on each of the initiatives where an update had not previously been reported.

Referen ce	Initiative	Anticipated savings when programme agreed	Latest savings	Update as at June 2017
FFF13	Review of financial contributio n to Shakespea re England	£25k	Nil	Review completed. Executive decided to continue payment at previous level (£75,000 per annum) on the proviso that certain key performance indicators were achieved, and reported back to Overview & Scrutiny Committee.

Reference	Initiative	Anticipated savings when programme agreed	Latest savings	Update as at June 2017
FFF14	Review of Concurrent Services and parish support	£145k	£145k	Changes to schemes agreed by Council November 2016 realise savings of £145k which have been profiled within 17/18 Budget and MTFS.
FFF15	Review of One Stop Shop service	£50k	£50k	Also see initiative FFF1 above. Savings of £50k already achieved by removing two vacant posts from the Council's staffing establishment. Factored into 17/18 Budget and MTFS.
FFF16	Tender of Leisure Centre Management contract	£800k	£1,380k	Average ongoing savings over the next ten years of £1,380,000 (when measured against 2014 project commencement figures) with effect from 1 st June 2017. Savings and concession fee profile factored into the MTFS.
FFF17	Restructure - Arts/Entertainment services - Phase I	£40K	£40k	Ongoing increased income of £40k factored into 17/18 Budget and MTFS.
FFF18	Arts/Theatre staff review - Phase II	Unknown at that point		On hold whilst the Council seeks a partner for its Leamington Creative Quarter feasibility study.
FFF19	CCTV staff overlap period review	£15k	Nil	A Feasibility study established that a reduction in staff time would have seen an unacceptable diminution to the service provided. This initiative has been removed but see FFF2 at Table 1.
FFF20	Senior Management Review	£200k	£200k (anticipated)	Not programmed until 2019/20 so no work started as yet.

Reference	Initiative	Anticipated savings when programme agreed	Latest savings	Update as at June 2017
FFF21	Increase in income from Crematorium	£60k	£44k	Executive agreed business case in March 2017 to generate additional net income of £60k (£44k of this had already been factored into the MTFS).
FFF22	Review of HR & Media Team	Unknown at that point		Review to be completed by March 2018.
FFF23	1% reduction in Council's discretionary spend	£100K	£100k (anticipated)	2017/18 £25k budget reduction and three lots of £25k (2018/19, 2019/20, 2020/21) have been included in MTFS.
FFF24	Review of Voluntary & Community Sector (VCS) and community support	£50k	£50k	Executive agreed in March 2017 to reduce investment in VCS and community support by £49K with effect from April 2018. Factored into the MTFS.
FFF25	Review delivery model for Enterprise Team's work	Unknown at that point	Nil	Report to be submitted to Executive when due diligence concluded.
FFF26	Revised staff terms & conditions	£145k	£178k	£135k saving achieved for 16/17 and £43k factored into 17/18 budget.
FFF27	HQ Relocation	£300k	£300k (anticipated)	Planning applications for Covent Garden site (full) and Riverside House site (outline) to be submitted 30/6 for consideration by Committee 12/9. Marketing and procurement exercises to be completed post-planning to fix receipt and cost figures respectively for final viability

Reference	Initiative	Anticipated savings when programme agreed	Latest savings	Update as at June 2017
				assessment and report to Full Council in early 2018. Estimated completion of on site now end of Q3 19/20 for occupation of offices and opening of new car park.
FFF28	Town Hall Transfer	£85k	£85k (anticipated)	Realisation of savings dependent on FFF27 and, consequently won't be until final quarter of 19/20. Options for future use of building being explored through Creative Quarter initiative.
FFF29	Member Allowances	£15k	£15k (anticipated)	Executive to consider a report on 28 th June from the Independent Remuneration Panel.

Since the last report, many of the initiatives had either been completed or business cases approved by Executive with savings/ increased income factored into the 2017/18 Budget or Medium Term Financial Strategy (MTFS) as appropriate. Initiatives FFF20, FFF27 and FFF28 amounting to £585k of savings, were to be delivered and needed to be monitored very closely. Section 5 described the latest MTFS position in detail but the Strategy did not reflect funding for potential projects such as the Europa Way development, Kenilworth Leisure Centre enhancements and Linen Street Multi-Storey Car Park (MSCP) re-provision. There were also emerging pressures around salary review (local and national) and enforcement activity. As these matters come forward, they would need to be considered in the context of the Council's overall financial position.

The work on the Leisure Management contract had now concluded and the savings/ increased income that this initiative had produced were now clear.

In 2014 approval was granted to start work on the consideration of an external operator for the Leisure Centres. In agreeing this, the in-house team were asked to put together an offer that could be considered when making any decision about seeking an external partner. The in-house team responded to the challenge and by getting on a more commercial footing the budgets saw a net reduction in cost of some £285,000.

Having considered the in house figures, it was felt that the enhanced commercial approach an external operator would be able to bring could not be ignored and should be tested through a comprehensive OJEU compliant procurement process.

Following the conclusion of this process, the average full year savings from this exercise, and on-top of that already achieved by the in-house team, would be in the order of £1,095,000.

This would mean that the Council would be able to repay the annual borrowing costs for the Leisure Centre improvements of £483,000 and had a further £612,000 to use for other purposes.

The concessions from the operator increased over the period of the contract from £610k in 2019/20 to £1,389k in 2026/27 (subject to index linking). This was well in excess of the £600k per annum included in the MTFS in February.

The process in total would improve the Council's financial position by £1,380,000 on an average annual basis.

The Local Plan proposed significant growth to the south of, and to the east of Kenilworth. Experience gained from the development of the sites to the south of Warwick, Leamington and Whitnash was that significant organisational and community benefits could be gained through the Council working with developers to produce a co-ordinated approach to delivery.

It was therefore proposed that a Major Sites Delivery Officer was recruited to consider the issues arising from the cluster of sites in Kenilworth and provide additional support for other developments taking place within the town centre.

The cost of a three-year temporary post should be able to be funded from Section 106 obligations between the Council and various other parties. However, this would need to be closely monitored for any potential shortfalls or delays in the predicted funding as this could require an element of the costs of the post being met by the General Fund. In such a scenario, the appropriate report would be brought to Executive setting out the implications for the MTFS.

The FFF change programme had been in place for seven years and numerous initiatives already had taken place to either reduce cost or increase income, however it did become increasingly challenging to identify new studies or projects to bring forward. More recently officers had brought forward projects that sought to put the Council on a more entrepreneurial footing i.e. leisure management contract, crematorium improvements, use of advertising, development of the Creative Quarter initiative. However, it was considered that expert support was needed to examine further commercial opportunities such as:

- Investment in Council assets to increase income;
- Purchase of assets to generate ongoing revenue;
- Borrow to invest.

The Council had a joint venture arrangement Limited Liability Partnership (LLP) with Public Sector Plc to ensure that the Council was able to maximise the value that it was able to drive from complex development and regeneration projects and ensure additional value was

created above and beyond what other delivery mechanisms could provide. However, part of the rationale for establishing the LLP was this form of joint venture would provide the Council with maximum flexibility for future projects and there would be no requirement or assumption that all development or investment opportunities would be delivered through this vehicle. Consequently the Leisure Centre investment did not involve the LLP but they were leading on the HQ relocation project. It was originally envisaged that the LLP could lead on assessing how the Council could maximise the return on all its assets but officers believed that its energies needed to be wholly devoted to the HQ relocation project which, as shown in Table 2, would not be completed until the end of 2019.

It was therefore proposed that officers adopted a different approach to obtaining the specialist advice that was required to enable the Council to take full advantage of emerging commercial and entrepreneurial opportunities. Recent work undertaken to assess potential asset acquisitions had identified the need to commission commercial property valuations, retail market assessments of future letting potential and financial assessments of potential yield. These were specialist skills that were not available within the Council's workforce. Based on this experience, the likely cost of each individual feasibility investigation was between £1,000 and £5,000 depending on the extent and nature of the work required.

Officers would therefore utilise existing delegated authority arrangements to obtain the necessary advice. The Chief Executive and s151 Officer were able to authorise expenditure of up to £20,000, drawn down from the Service Transformation Reserve under delegated powers and Executive was asked to note that officers would utilise these arrangements to support the adoption of a more entrepreneurial approach to the way that the Council managed and potentially re-configures its existing asset base.

Officers believed that this proposed approach to exploring potential commercial opportunities was a more cost-effective option, allowing specialist work to be commissioned as and when required, than seeking to recruit an officer or officers with the necessary skill set(s).

Fleetness of response was clearly an important consideration for the Council as it developed this entrepreneurial approach to its asset management strategy. Officers would, therefore, seek to identify appropriate framework agreements to allow the necessary advice to be commissioned speedily, in response to market pressures and opportunities. Funding for this was proposed to be using the existing delegations, with the addition of consultation with the Leader and Finance Portfolio Holder.

At its meeting on 2 June 2016, Executive agreed to set aside a sum of £95,000 from the Planning Appeals Reserve (PAL) to support the Local Plan process. This sum was added to funds that had already been set aside from the PAR (see report to Executive 28 January 2015) to provide a budget of £215,000 for the Local Plan. This was made up of three main elements:

- Inspector Costs: £150,000

- Programme Officer Costs: £35,000
- Consultants costs: £30,000

As at 31 March 2017, the Inspector's costs were £139,058. Given that this did not include the costs of his time to analyse the Main Modifications consultation and to prepare his final report and conclusions, it was highly likely that the sum of £150,000 that had been set aside would be insufficient. It was therefore proposed that a further £24,000 be set aside from the PAR (which currently had an unallocated balance of £159,000,) to support the Local Plan. This additional sum of £24,000 would be added to the sum of £10,942 already set aside for the Inspector and an existing balance £16,000 which had been set aside for Local Plan consultancy. This provided for a total budget of £51,000 to cover the Inspector's costs through to the adoption of the Local Plan thereby ensuring that the Council had a spatial plan in place to deliver its Sustainable Community Strategy and Fit For the Future objectives.

In recognition of the increasing demands on local authority planning teams, along with the reduction in Government grant, Central Government had agreed that Councils could increase planning application fees by 20% subject to a business case being approved. On 10 March 2017, the S151 Officer wrote to DCLG accepting its proposal to increase fees and provided a business case detailing where the increased income would be sent.

The Council was waiting for formal confirmation of the increase but assuming that this was confirmed, the S151 Officer estimated that the Council would raise an extra £165,000 during 2017/18 and it was therefore proposed that the Council's Chief Officers work with the S151 Officer to determine precisely where the increased income would be allocated so that commensurate expenditure could be made.

In November of this year the LEP's Growth Hub would be sponsoring a Business Festival with the aim of delivering:

- regional conferences, exhibitions and trade fairs;
- sector specific days – addressing key SME challenges;
- networking and new business opportunities.

The company delivering the Festival had recently completed such a Festival in Leicester and Leicestershire. Having considered what the company had delivered, the Managing Director of the Growth Hub approached the Chief Executives of the Warwickshire Councils recommending that the LEP supported a similar initiative. Following a meeting between the Managing Director, of the Growth Hub and senior officers of this Council, it was considered that an investment of £5,000 to support the Festival itself and a further £5,000 for any other opportunities that the Festival generated should be made available.

Ordinarily, the Growth Hub set-out a fully costed programme of work at the beginning of the financial year, however, the Festival proposition arrived after the budget had been set and so it was unfunded although the Growth Hub would be going ahead with it anyway hoping that an element of the funding could be recouped from various public and private sector sources.

No alternative options to the recommendations in this report had been considered as the FFF Change Programme had proved very successful in delivering the Council's Services whilst reducing its costs and increasing its income.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

Councillor Whiting highlighted the significant savings that needed to be found in 2018/19 and a further spike in 2021/22. While the Council had a plan to deliver the savings, to date these had not been delivered. Therefore, there was a need for all Councillors to monitor the programme and do their utmost to ensure it was delivered. He reminded Councillors that even if all these savings were delivered these did not make provision for the capital works required by the Council.

Resolved that:

- (1) the additions to the Fit For the Future (FFF) Change Programme set out in Table 1, be approved;
- (2) the latest position of the outstanding initiatives of the previously agreed Change Programme set out in Table 2, be noted;
- (3) the financial savings from initiative FFF16 (Tender of Leisure Centre management contract) at Table 2 which will see the Council making average ongoing savings of £1,380,000 for the next ten years as against the £800,000 anticipated in the FFF Change Programme, be noted;
- (4) a three-year Major Sites Delivery Officer post to support new development in and around Kenilworth funded by agreed Section 106 obligations, be noted, although any shortfalls/delays in this funding will have an impact on the General Fund;
- (5) existing delegated authority arrangements be used to draw funding from the Service Transformation Reserve (STR) as and when required to support additional entrepreneurial activities, subject to consultation with the Leader and Finance Portfolio Holder;
- (6) £24,000 from the Planning Appeal Reserve (PAR), be approved to finance the unbudgeted costs of the Local Plan process;
- (7) the letter from the Council's Section 151 Officer to the Department for Local Communities & Government's (DCLG)

Director of Planning, set out at Appendix 1 to the report, accepting the proposed 20% increase in planning application fees, be noted, and agrees to increase the Council's income by £165,000 with a commensurate increase in expenditure and that consequent budget apportionments are determined by the S151 Officer in consultation with the Council's Senior Management Team;

- (8) £10,000 will be released from the Council's Contingency Budget to support the Business Festival sponsored by Coventry and Warwickshire Local Enterprise Partnership (LEP);
- (9) the updated savings profile as shown in paragraph 5.4 of the report which incorporates the new FFF projects and the table in paragraph 5.9 of the report which shows the Council's financial position should the various current initiatives, detailed in this report, not be achieved, be noted; and
- (10) the expenditure that is not funded as part of the Medium Term Financial Strategy (MTFS), and how additional funding will be required to meet these future liabilities so as to ensure future service provision as set out in paragraph 5.10, be noted.

(The Portfolio Holders for this item were Councillors Coker and Mobbs)
Forward plan reference number 839.

4. **Task & Finish Group review WDC's role in dealing with Houses in Multiple Occupancy (HMOs)**

The Executive considered a report from the Overview & Scrutiny Committee regarding the Council's role in dealing with Houses in Multiple Occupancy (HMOs).

On 1 June 2016 the Overview and Scrutiny Committee agreed the scope for a Task & Finish (T&F) Group on Houses in Multiple Occupation (HMOs). This was in response to a number of concerns raised by residents, Councillors, and members of communities across Warwick District, which included complaints to officers, and in the local newspapers. The issues raised crossed departments within Warwick District Council (WDC) as well as external stakeholders.

The T&F Group had a very broad remit covering many aspects of HMOs, from anti-social behaviour such as waste and noise, to tenant concerns of licensing and housing conditions, from concerns of a planning context and concentration of HMOs, to looking at aspects of strategy across the District.

With such a large remit, the Group heard about, and tried to address, some of the wider issues associated with the properties themselves, and consider all types of HMO across the District.

The final report was brought to the Overview & Scrutiny Committee on 4 April 2017 where the recommendations were fully supported for the Executive to consider.

The accumulation of large quantities of rubbish in the vicinity of HMOs was a considerable concern in some areas of the District. This was often, but by no means limited to, larger, licensed HMOs. In some places, neighbouring residents had expressed considerable displeasure due to hygiene issues, unsightliness and the perception of a lack of care.

HMO regulations 2007 applying to all sizes of HMO required the landlord to "ensure that—

8.(4) (a) outbuildings, yards and forecourts which are used in common by two or more households living within the HMO are maintained in repair, clean condition and good order;

(b) any garden belonging to the HMO is kept in a safe and tidy condition" and

"10. The manager must—

(a) ensure that sufficient bins or other suitable receptacles are provided that are adequate for the requirements of each household occupying the HMO for the storage of refuse and litter pending their disposal; and

(b) make such further arrangements for the disposal of refuse and litter from the HMO as may be necessary, having regard to any service for such disposal provided by the local authority".

The landlord of licensed HMOs will have signed the WDC HMO licensing agreement which specifically includes "*refuse and litter must not be allowed to accumulate*" and "*The licence holder/manager must make such further arrangements for the final disposal of refuse and litter*".

Typically, the current process that residents followed was to complain to Councillors and Contract Services, then a 'rapid response team' would be sent out to deal with the rubbish (if on public land; if on private land, nothing would be done). There had been a concern that some landlords were happier to allow WDC to reactively respond to some HMO litter issues than to proactively remove rubbish themselves, even though this duty was specified in their licence agreement. Responsibilities on rubbish removal needed to be made clearer and enforced, as Officers at present could only use reminders and persuasion, lacking a graduated and cost-effective policy and process to ensure compliance. It was Officers and the Council who had to deal with these persistent nuisances at present, which had a considerable time and resource expense.

Experience in other Councils who had implemented provisions of the Anti-social Behaviour, Crime and Policing Act (2014), including neighbouring Rugby Borough Council, indicated that a system involving Community Protection Notices (CPNs) could be effective in tackling this issue, as it offered a stage in between reminder letters and the courts.

The T&F Group welcomed the collaborative work since the summer of several departments of the Council to review HMO policies relating to waste. In November 2016 a draft WDC Policy was presented to the T&F Group, outlining the process whereby a property with persistent refuse problems was sent a warning letter (to both tenants and owner). If improvements were not seen, this could be followed by a CPN, then a Fixed Penalty Notice (FPN), then by a formal summons for interview, and then prosecution as a last resort if required. Experience in Rugby was that prosecution has not yet been necessary, although they had prosecuted for failure to attend interview (which was very difficult to argue against). The importance of sufficient training and adequate resources to minimise the risk of legal challenge, had been emphasised to the T&F Group. Similarly, if breaches of CPNs were not followed up, then the system would quickly fall into disrepute.

Rugby Borough Council advised that the extra resources required, after upfront investment in training, were not significant, but they operated a more integrated approach to enforcement than WDC. Greater resources could be required if a) Neighbourhood Services worked on this in isolation, and b) the system was rapidly rolled out to the whole of the District. The rationale underlying the recommendations was that Neighbourhood Services worked with other Council departments that were experienced in similar enforcement activity, and that the roll out was gradual, starting with just one or two pilot streets. Once Officers had confidence in the systems, and could gauge the level of compliance, roll out could then speed up. It was worth pointing out that the new policy and process, once adopted, would apply to all breaches of waste regulations across the District, not just at HMOs.

In reviewing the waste issue in HMOs, one resident told the T&F Group of a large HMO where 30 bags of rubbish were typically left in the front garden when tenants left in July, and that these bags were only cleared when the new tenants arrive, two months later.

The T&F Group gathered evidence from other towns with HMOs. Appendix A , to the report, provided links to a sample of other towns with a large number of HMOs that had tenancies finishing at the same time, due to those HMOs being occupied primarily by students. In some of these towns, the Councils promoted collaborative approaches with Student Unions, Charities, Universities and partner organisations to help reduce this sudden impact at tenancy ends. The Group felt that there were sufficient initiatives out there that had worked to warrant further investigation by Officers.

The Group received a presentation by representatives from Warwick Students' Union who discussed the use of technology in other towns and cities to make issues of recycling and waste much easier to understand for people running a household for the first time, or for people who could be living in the country for the first time; these included applications that provided reminders the night before rubbish or recycling collections, and contained instructional guides on what went in which bin, based on the information supplied by the local council. They also mentioned that the Students' Union would be employing a Community Worker, who would be based in Leamington, starting this

year to help develop community cohesion between students and non-students.

The Group received a presentation from the Community Safety team and was encouraged to hear of the successes of the Street Marshals scheme in Leamington, that had been operating for several years and was jointly funded by both Warwick District Council and the University of Warwick.

Several reports of severe Anti-Social behaviour cases that had taken place at HMOs were presented to the Group; this indicated that the process to contact the Council for noise complaints was confusing, complicated and ineffective from a resident's perspective.

In addition to the general legislation against Anti-Social Behaviour that could be enforced by the Council's Community Safety Team, there was a specific duty on landlords of licensed HMOs (Housing Act 2004) which was: *'requiring the taking of reasonable and practicable steps to prevent or reduce anti-social behaviour by persons occupying or visiting the house'*. This was incorporated in the WDC Licence as *"The licence holder must ensure that the HMO is managed in such a way as to prevent, or deal effectively with any anti-social behaviour by occupiers or their visitors. This includes noise nuisance caused by the playing of loud music at any time of the day but particularly between 23.00 and 8.00am."*

In light of these landlord responsibilities in licensed HMOs, it was felt that a coordinated approach to enforcement at those properties should be developed between Community Safety and the Private Sector Housing licensing authority. Persistent infraction of this condition could be regarded as grounds for imposing conditions on, and curtailing the duration of, a licence.

The T&F Group reviewed the H6 planning policy on Houses of Multiple Occupation and how it was being applied to current planning applications, by Council Planning Officers. It was noted that there was fuller guidance provided in the Interim Policy on HMO and Student Accommodation, agreed by Council in 2013. Both the policy itself and the guidance seem clear and robust.

Individual T&F Group members had extensive discussions looking at specific planning cases. Evidence gathered from this work, as well as from local residents and Officers, indicated that there was a case for an urgent review of how the policy was being interpreted and applied, as recommended recently by WCC legal advisors. A report from the Leamington Society indicated the number of approvals converting domestic properties into HMOs had continued to rise in recent years: 59 rooms in 2014, 95 in 2015 and 167 in 2016 (these figures excluded the major Purpose Built Student Accommodation (PBSA) such as Station House and Alumno) but included smaller purpose built HMOs in residential areas.

The Group was not clear about how PBSAs fitted into the calculations of the "10% rule" during planning applications. There was a view that

PBSAs were counted in the calculations, at a rate of 1 HMO per 6 bed-spaces; however, this could differ with varying applications of the H6 policy. In due course it could be necessary to clarify and strengthen some aspects of the policy to help with strategies on over concentration.

A formal residential complaint in 2016 and subsequent legal advice which had already resulted in improvements to the way the H6 Policy was implemented along the lines being recommended. Consequently, the T&F Group believed the main priority now was to apply existing policy consistently and robustly.

The T&F Group reviewed the Article 4 directive which currently only covered six District wards of Leamington. There were some 1300 HMOs in Leamington compared with 40 in Kenilworth (but rising), 30 in Warwick and 22 in Whitnash, but excluded the 360 University of Warwick and the 11 Warwickshire College on-campus units.

Whilst consultation with Town Councils revealed strong concerns about the potential increase in HMOs, especially in Kenilworth, there was currently insufficient evidence to warrant recommending extension of the Article 4 Directive outside of the current designated area.

However, the T&F Group recognised the particular concern that too high a concentration of HMOs could develop rapidly in a particular neighbourhood, as has happened in the past in Leamington and other towns and cities, unless there was close monitoring and regular reporting on trends.

The T&F Group discussed the view that more Purpose Built Student Housing would relieve pressure from HMO conversions of houses. Developers and some other towns had indicated that this could be the result. There were also discussions on why there was the market demand for people to live in the areas of the District that had the highest concentration of HMOs, with indications that these areas had cheaper rents and so were more desirable to some demographics. Purpose Built Student Accommodation could relieve some of the pressure on conversion of existing houses to HMOs, provided that rents were in line with what the market was prepared to pay.

Some other important advantages of PBSAs of sufficient scale was their provision of on-site management, which could help deal with welfare and living issues from a tenant's perspective, and help to manage waste, parking, and noise issues from a local community's perspective.

The T&F Group was pleased to note on 8 March 2017, Executive agreed to develop a Student Housing Strategy to run alongside the Housing & Homelessness strategy.

The T&F Group identified the need to have a formal collaborative process with local colleges and Universities in the region to plan for future student accommodation needs due to a large proportion of the residents of HMOs being students, in particular in ways which cater for planned growth with shared responsibilities. The Group was encouraged to learn of two major investments in on-campus student

accommodation planned shortly at University of Warwick, and sizeable investment in Coventry City Centre, and believes that more may be needed.

Evidence gathered from other Towns with a large proportion of students, and from data and views obtained through discussions with University of Warwick, WDC Senior Officers, and Warwick Students' Union, indicated that WDC and local universities and colleges were not as far advanced in working together to manage current and future needs as some other towns and cities, and therefore a formal collaborative strategy and student housing policy has been suggested.

Consideration must be given of University of Warwick Masterplan due for refresh in 2017 and the Chancellors Commission report published in July 2016 which *stated "The University should hold discussions with the local authorities and Coventry University on the concept of establishing a Joint Housing Task Force or equivalent exercise for the city and district"*. The Group also discussed the desire for this to be linked with a wider strategy with Coventry University and their plans.

During the work of the T&F Group, government announced its decision to extend mandatory licensing of HMOs, currently for 5+ people in premises of 3 storeys or more, to all premises of 5+ people irrespective of the number of storeys. This would approximately double the number of licensable HMOs in Leamington to almost 600 properties, with around a further 700 smaller HMOs remaining unlicensed (plus the smaller numbers in Warwick, Kenilworth and Whitnash). This was likely to take place during 2017, probably in the autumn.

This was an opportunity to review the current licence process and conditions. Private Sector Housing would need to work closely with other departments (Neighbourhood Services, Planning Enforcement, Community Safety) to ensure available data were used effectively, adequate data are gathered efficiently for future use, and appropriate powers are used to manage problems. This work would enable the Council to monitor how effectively the licensing process deals with Health and Safety, ASB, waste and noise issues for licensed HMOs in the future.

Evidence partly from Private Sector Housing (PSH) and from landlords, tenants and local residents, indicated that some tenants had bad experiences in poorly maintained HMO properties, with unresponsive landlords. Sometimes these amount to Category 1 Health and Safety issues. However, with the demand for accommodation appearing to outstrip supply, some HMO tenants may feel unable to raise a formal complaint about poor conditions.

Larger HMOs were licensed and undergo Council inspections at five-year renewal, and sometimes between renewals; others would be shortly, under proposed Government extension.

Evidence gathered on HMO Licensing indicated that:

- the processes for inspecting and controlling Category 1 Health and Safety issues were robust;

- insufficient weight appeared to be given, in the inspection and approval process, to other aspects of decent standards such as minor repairs, poor state of decor, refuse bins provided and financial fair dealing; and
- little or no weight is given in the Fit and Proper test on landlords and Agents to verifying the honesty of declarations (there is no independent DBS check) nor to any persistent breaches of HMO/environmental regulations in properties owned/managed by the Licensee (see below).

Other Councils (e.g. Oxford, Southampton, Wycombe) had shorter licence cycles for properties/landlords where there were concerns. This ensured these properties were inspected on a more regular basis providing greater assurances for the tenant as well as surrounding residents.

Wycombe private sector housing enforcement policy on HMOs, was that the usual 5 year period for which an HMO licence was issued by that Council could be reduced where there were concerns about management arrangements, or 'if an application had been made for the renewal of a licence and the conditions of the existing licence had not been met at any relevant time during the period of the licence'. Oxford City Council informed the T&F Group that good landlords appreciated the lower fees and less frequent inspections enjoyed through this risk-based approach; as well as improvements to their overall image, as rogue landlords are more effectively weeded out.

Consideration was given by the Group to the robustness of testing whether a landlord was a 'fit and proper person' as was seen in other WDC licensing schemes such as Taxi Drivers. Charnwood Borough Council, Loughborough had a good checklist.

Some of the issues and recommendations in this paper overlapped with, and complemented, the new measures expected to be implemented by Government. This would take a tougher approach to rogue landlords, potentially include DBS checks, maintenance of a database, banning and de-licensing of persistent offenders and the use of civil penalties.

The suggested additional measures in recommendation 2.7 would add much-needed powers to protect tenants from financial malpractice, which had been highlighted in feedback from Warwick Students' Union's representatives.

Some large landlords with good reputations would welcome more effective enforcement of the rules and extending licensing to smaller HMOs, in order to manage out the 'rogue landlords' who gave good landlords a bad name. Although a landlord/agent consultation was undertaken, the response rate was low and answers mixed. Three out of four respondents did not favour extended licensing on cost grounds.

In addition to the mandatory extension of licensing outlined above, local authorities retained the option to move further by additional licensing of all HMOs if they believed it to be justified. The Group looked at the work of the recent Task & Finish Group on Selective Licensing in Coventry.

The extension of licensing over the next 12 to 18 months would roughly coincide with the renewal of many existing licences granted on a 5-year cycle. This would greatly increase the workload of relevant officers for at least 12 months and the Group understood that the intention was to add temporary staff to cope with the peak (additional licensing revenues would cover the costs in the usual way). It would be inappropriate for the Council to consider any further addition to Licensing workload at this point.

Furthermore, the T&F Group believed that the evidence gathered to date to justify licensing all HMOs was indicative but not yet conclusive. Additional Licensing should (and could) only be done if the Council was satisfied that a significant proportion of unlicensed HMOs had problems such as Category 1 Health and Safety issues, or other poor living conditions, or amenity impacts due to mismanagement. After hearing from officers, student tenants, and residents, the T&F Group considered this to be likely due to a) substantial improvement in adherence to licence conditions for the currently licensed HMOs after introduction of the scheme, and b) recent inspections of HMOs with three or four tenants revealing significant issues. However, more work was required as proposed in 2.8a, b and c to enable the right decision to be reached during 2018.

Further evidence for the benefits of additional licensing came from several other local authorities that had successfully implemented it such as Oxford, Bath, Portsmouth and Southampton, at no net cost to the authority. Of 20 authorities surveyed, 10 had introduced additional licensing, four of them were of similar size to Leamington.

In the months prior to the final report from the T&F Group, the Deputy Chief Executive & Monitoring Officer had worked to ensure that enforcement was more joined up across departments. This had already led to improved co-operation between Officers to ensure that all areas of enforcement were covered.

From meetings with Officers, the T&F Group had found that there were still areas, including HMO licensing, where enforcement action was insufficiently coordinated.

The T&F Group felt that it was essential that this work continued to make enforcement more consistent across all areas and so that any breach of an HMO licence was reported, shared and investigated.

A large number of Council Tax exemptions in Warwick District were on properties that were HMOs, and occupied by students, meaning that WDC did not get Council Tax directly from properties but were compensated by central Government's Revenue Support Grant (RSG).

The T&F Group took note of the work of the Finance and Audit Scrutiny Committee, which had commissioned a report from the Finance Manager of the Council regarding some of the impacts that reduced financial support from Government was having at a local level. This included the impact that student council tax exemptions were having on Council Finances.

The T&F Group acknowledged the Finance and Audit Scrutiny Committee in this area, which suggested that the Council should be liaising with other similar authorities that had a large number of Council Tax exemptions, to ensure adequate compensation was secured through a clear and fair alternative system, perhaps through Business Rates retention.

Since late summer 2016 some Councillors had access to a Community Map Application which contained a range of maps including one showing all licensed and unlicensed HMOs. It was a useful tool to have and helped give greater information to Officers and Councillors.

In early March 2017, the app was rolled out to all Councillors, whatever device they were using meaning all councillors could access the information. However, the App was only as good as the information on it and the information was shared by the IT team once they had received it from each department. Therefore, again more work must be done to make sure all departments were providing data in a timely manner.

The option of not making changes in current policies and practices was considered but would not solve the current difficulties for residents, Officers and the environment.

The option of using existing powers to prosecute more frequently was considered but the T&F Group had been advised that this could: damage relationships with landlords and tenants; be seen as disproportionate; and lead to more Court cases being lost.

With the permission of the Leader, a representative of South Leamington Area Residence (SoLAR) addressed the Executive on this matter.

Councillor Naimo, summarised the significant work involved by all involved with the Task & Finish Group and thanked them for their efforts.

The Executive thanked the T&F Group for their work and recommendations. They also thanked the public for attending and assisting with the review. While this was a key area the Council could act upon it was important to recognise that the cost should not fall on the residents of the District but on those who caused the problem.

Resolved that

- (1) the draft Community Protection Notices (CPN) Waste Policy being developed by Neighbourhood Services, be supported and that following the approval of the Policy by the Portfolio Holder, there should be a cost-effective system developed to pilot this Policy, as soon as possible;
- (2) officers work with its existing waste contractors, and others, to develop a scheme

for waste/recycling collection from HMO properties at peak end-of-lease times, for use by landlords and tenants; in particular working with local charities and student organisations, as seen in other areas of the country;

- (3) improvements to the management of the noise nuisance service, be made, by:
 - a) reviewing the current process to ensure that noise nuisance can be reported at the time of the nuisance, and that it is followed by prompt action;
 - b) ensuring the processes and procedures are clear and concise, making these publicly and easily accessible on the WDC website;
 - c) ensuring that the responsibilities of landlords within the HMO licensing regulations, for this issue, are enforced, for example through licensing conditions or curtailment;
 - d) ensuring appropriate powers are used for HMO noise nuisance by closer coordination between departments;
- (4) ensures the H6 Planning Policy is consistently and fully applied, with immediate effect, as laid out; this is in particular respect of the following provisions:
 - a) providing the percentage of all HMOs within a 100m radius at the point of planning validation, and making it publicly visible on the Planning Portal;
 - b) giving proper and significant weight to the overall objectives of the policy, notably with regard to the preventative approach to minimising community and longer-term harms specified in 4.61, 4.62 and 4.64, as per recent legal advice arising from a Complaint;
 - c) where an exception to the policy is recommended by Officers, setting out the reasons and assumptions clearly and in detail (again following legal advice);
 - d) applying clause e) in the H6 policy regarding the provision of adequate waste container storage;
 - e) clarifying how Purpose Built Student Accommodation should be counted when applying the '10% rule' for

- limiting concentrations of HMOs in the designated area;
 - f) noting that the concentration of HMOs in areas outside the designated Article 4 area is growing, but is not yet of the type and scale which justifies recommending immediate action; however trends should be carefully monitored and the Overview & Scrutiny Committee should review the position annually;
- (5) supports and welcomes the Executive's decision to develop a Student Housing Strategy, and asks officers to urgently develop within this a Student Accommodation Policy to:
 - a) facilitate the development of Purpose Built Student Accommodation (PBSA) distributed across suitable District locations, as a better way of meeting need than conversion of existing family properties to HMOs ;
 - b) encourage all PBSAs to include on-site management;
 - c) review parking policies with PBSAs, in particular on student tenant vehicle use; and provide both adequate off-street parking for all new HMO proposals and adequate, secure cycle parking in all cases;
- (6) reviews and adjusts the current licensing and reporting arrangements for HMOs, in the lead up to the extension of statutory HMO licensing, due in 2017. This review should include:
 - a) adding a condition on HMO licences that they are not operational until appropriate planning consents are in place;
 - b) licensing inspections being given more weight, than at present, to issues that are regarded as unsatisfactory and unacceptable, but are not Category 1 Health and Safety issues, in the approval process;
 - c) requiring landlords to undertake remedial work within specified timeframes following inspections;
 - d) requiring landlords to incorporate appropriate rules and penalties within

their leases so that they can deal effectively with tenants who are causing serious Anti-Social Behaviour (ASB) issues, as identified by the Council and for which landlords are responsible under HMO regulations;

- e) introducing flexibility in the process by allowing shorter licence cycles and higher licence costs for landlords causing concern, and imposing formal conditions on landlords who do not take appropriate and timely action;

(7) reviews the Council's Fit and Proper Test for licensed HMO landlords, for both new applications and renewals, to include such requirements as:

- a) definition of a fit and proper person;
- b) financial suitability;
- c) a valid formal Disclosure and Barring Service (DBS) check, the cost of which to be borne by the applicant;
- d) honest disclosures of relevant information such as planning decisions
- e) a history of all breaches of regulations, such as those relating to management of waste, provision of waste containers, external condition of property and noise nuisances, whether at the property being licensed or other properties under the same agent/landlord;

(8) asks officers to collect evidence, to enable a rational decision to be made in due course, whether to introduce additional licensing to all HMOs across the District, including:

- a) maintaining, for current and future years, their comprehensive database of inspections of all HMO and Private Sector rented properties, that includes address, name of landlord, type of property (whether it is a licensed or unlicensed HMO), reason for inspection, nature of issues and how quickly they were addressed;
- b) recording and reporting on the benefits and costs of extending statutory licensing to a further 250-300 premises during 2017;
- c) undertaking a substantial questionnaire survey of all HMOs, that allows the results between licensed and unlicensed

HMOs to be compared, randomly inspecting various HMO properties and recording results, and asking tenants and near neighbours to HMOs about their management;

- (9) endorses the work by the Deputy Chief Executive & Monitoring Officer to review enforcement work across the Council, and recommends that co-ordination across the relevant departments is improved to make full use of HMO licensing and regulatory powers;
- (10) acknowledges the work of the Finance & Audit Scrutiny Committee that is looking at implications of changing local government financial support to ensure that the Council Tax exemptions on properties continue to be fully funded by government;
- (11) commends the roll out of the community map app to all Councillors including the full HMO mapping system; and
- (12) In addition the Overview & Scrutiny Committee receives a report from officers in twelve months' time, outlining the progress made to date on the above recommendations.

(The Portfolio Holders for this item were Councillors Phillips, Rhead, Grainger and Thompson)

5. Update of Indoor Sports Facilities and Playing Pitch Strategies

The Executive considered a report from Cultural Services which sought approval for the allocation of up to £30,000 from the Contingency Budget to allow for the data collection and analysis for outdoor sports provision, the production of a revised Playing Pitch Strategy, and the re-run of the Sport England Facilities Planning Model (FPM) for Kenilworth, to allow the Indoor Sport and Leisure Strategy to be revised where necessary.

In addition, Members were asked to approve an exemption, in line with the Code of Procurement Practice (COPP), to allow the contract for the work to be awarded to Neil Allen Associates (NAA), the company that had carried out the original work in 2013/14. NAA were originally procured through a full procurement process and were selected following a detailed evaluation of their submission.

The report advised that the Council adopted the Playing Pitch and Outdoor Sport Strategy (PPS) and Indoor Sports and Leisure Strategy in 2015. These documents had both been essential in providing evidence for the Local Plan and in the negotiation of Section 106 contributions

from developers. The strategies also informed the detail of Phase I of the Leisure Development Programme, the investment in Newbold Comyn and St Nicholas Park Leisure Centres, and the successful award of the £2 million Sport England grant.

The strategies were both informed by data on the supply and demand of sports facilities in the District and, therefore, there was a need to ensure that this data was up to date and relevant. Hence this request to update the data and refresh the strategies so that they remained current and robust documents that could be used as evidence for future plans.

The revision of the Local Plan, with particular reference to Kenilworth and the area south of Coventry, would result in significant growth in population, and therefore increased demand on sporting facilities. The changing picture in the north of the District was also compounded by the improved and expanded sports facilities at Warwick University, which were currently in construction and due for completion in 2018, and a commitment to significant capital investment in sporting infrastructure by Coventry City Council. The previous audit had shown that there was significant migration across the District boundary between the Kenilworth area and Coventry and, therefore, it was essential that the impact of this was taken into consideration when planning for future provision in the north of the District.

The report advised that Phase I of the Leisure Development Programme was now underway and would see vastly improved and extended leisure centres in Leamington and Warwick by Spring 2018. Any updated audit would recognise these new facilities and the impact that they would have on local residents in terms of opportunities for participation in physical activity.

Furthermore, the report noted that alongside the expansion of Council facilities, there had been an increase in private health & fitness provision in the area since 2013/14. The intervening years had also seen new trends in physical activity come and go, and notably a new focus and strategy from Sport England, "Towards an Active Nation". This recognised the need to widen the scope of what was considered to be "sport and fitness" to include more informal recreation, outdoor exercise and volunteering in the sector and to make sport more accessible for all. These changes should be considered in any refreshed strategy or action plan that the Council adopted in the future.

The proposed timeline for the works set out in the report envisaged that the new PPS would be produced in Autumn 2018.

In light of the changes outlined in section 3.2.1 – 3.2.4 of the report, officers, in consultation with Sport England and NAA, had discussed the best approach to updating the two strategies. It was considered that the PPS was in need of a complete refresh to reflect the new methodology from Sport England and the changes in demand and provision in the district.

The PPS Action Plan had been monitored by the Council in partnership with key National Governing Bodies (NGBs) from football, hockey, rugby

and cricket. The "PPS Group" which brought together officers, NGB regional representatives and the County Sports Partnership (CSW Sport) was seen as an exemplar of how a PPS should be owned by the range of partners and be a live document that evolved over time. It was proposed that working in partnership with the NGBs, the provision of playing pitches was re-audited in order to refresh the baseline data. Recommendation 2.1 in the report sought approval for a budget to engage NAA to gather the new data on behalf of the Council and use the data and the Sport England methodology to develop a revised PPS and associated action plan that reflected the most up to date position.

The Indoor Sport and Leisure Strategy was reviewed in 2015, just prior to adoption by Members, and was considered to be sound, despite the University of Warwick and Coventry sports infrastructure developments. Having taken advice from NAA, it was considered that the Indoor Sport and Leisure Strategy largely remained valid and had now moved into the implementation phase. Therefore, it was not necessary to re-write this Strategy.

It was proposed that the Sport England Facility Planning Model was re-run just for the north of the District (Kenilworth). This would allow the current position and the impact of the recent developments and proposed housing growth in this part of the District to be captured, and the Indoor Sport and Leisure Strategy Action Plan to be updated.

With regard to the COPP, the report stated that Executive approval was required for an exemption where the total contract value exceeded £20,000. The cost of the works described in the report had been estimated at £20,000 to £30,000, depending on the detail of the project specification. This would be confirmed once the Executive had considered this report.

An exemption also had to be sought where new works or services were required which were a repetition of works or services carried out under the original contract. For EU contracts, the new works or services must have been required within three years of the original contract, and the contract notice must have stated that a new contract might be awarded by negotiation.

NAA was considered to be a market leader in undertaking this type of work. They worked closely with Sport England in the development of methodologies that allowed organisations to undertake the type of work proposed in the report. Working with NAA and Sport England, the Council had the opportunity to be at the forefront of developing a new approach that encompassed new Sport England methodology, to ensure that appropriate and modern facilities were provided for local people to participate in their chosen activity.

Alternatively, a decision could be taken not to update the baseline data that informed the PPS, and to continue to deliver on the Action Plan included in the 2015 strategy. However, as the District grew and provision evolved, both the PPS and the Indoor Sports and Leisure Strategy would become out of date and irrelevant. Both documents would no longer be considered to be robust evidence to underpin

negotiations with developers and requests for S106 requirements in planning decisions. Without this robust evidence, the Council would not be able to secure financial contributions to deliver the necessary infrastructure to support new developments that were being delivered through the Local Plan. The Council would also be in a weaker position in working with Sport England and a range of NGB's to deliver quality sports provision across the District, both in terms of the delivery of sport and securing any future financial contributions from Sport England or individual NGBs.

The Finance & Audit Scrutiny Committee supported the recommendations in the report. Concerns were raised about the lack of competition in that specific market.

In response, the Executive advised that it recognised the perceived lack of competition within the market and the risk associated with publicising the budget available. However, NAA was recognised by Sports England as leading in this area of work.

Resolved that

- (1) an allocation of up to £30,000 be approved from the Contingency Budget for the data collection and analysis for outdoor sports provision, the production of a revised Playing Pitch Strategy, and the re-run of the Sport England Facilities Planning Model (FPM) for Kenilworth to allow the Indoor Sport and Leisure Strategy to be revised where necessary; and
- (2) an exemption in line with the Code of Procurement Practice be approved to allow the contract for the work to be awarded to Neil Allen Associates (NAA) who carried out the original work in 2013/14.

(The Portfolio Holder for this item was Councillor Coker)
Forward Plan reference number 868

6. Abbey Fields Footpath Improvements – Feasibility Study

The Executive considered a report from the Deputy Chief Executive (AJ) which sought approval to undertake a feasibility study of improvements to a specific path in Abbey Fields, Kenilworth. Should the outcome of that study prove positive, approval was sought for works to be commissioned to undertake the agreed improvements.

Abbey Fields was set in the valley of the Finham Brook and enjoyed views of the historic town and Kenilworth Castle. Grassy slopes, a lake, historic buildings and veteran trees recalled Abbey Fields' past as the farmland of St Mary's Abbey, whose ruins adjoined the park. Because of its important heritage, Abbey Fields was a Scheduled Ancient Monument (SAM).

The report advised that running from Kenilworth High Street, a footpath of approximately 260 metres extended to an area which included the swimming pools, play area and tennis courts. With a drop in levels of 11 metres (36 feet) from High Street to the area described above, the majority of the drop occurred in the first 60 metres. Park users had reported that the footpath was in need of improvements and was difficult to negotiate for those with mobility and sensory impairment, and those with prams or wheelchairs.

In addition, constraints could potentially be imposed on any improvements because the area was designated as an SAM, which imposed severe restrictions on any ground disturbance earthworks and excavations. Any new pathway proposals and/ or alterations to the existing path would require the prior permission of Historic England. Although there was no specific legislation on the Disability Discrimination Act compliance of pathways and outdoor access (Building Regulations were only applicable to Buildings and immediate site access), published guidance on the issue from The Sensory Trust advised that gradient and length of slope must be considered together. At times, a slightly steeper gradient over a shorter distance may be more acceptable than a gentle one over a longer distance. Sustained gradients of more than one in 20 must be interrupted by level rest areas at maximum distances of 30 metres.

Furthermore, given the status of the site in question, there were many organisations that would need to be consulted during the feasibility study. Officers proposed to engage and consult fully with those interested parties and only proceed with the works should there be a consensus as to the way forward. The Deputy Chief Executive (AJ) would be responsible for leading the consultation in collaboration with Councillor Grainger, Portfolio Holder for Neighbourhood Services.

An initial estimate indicated that to remove and relay the existing footpath, increased to 1.2 metres wide, would cost circa £25,000.00. Should the consultation determine that an additional graded route to meet the needs of those with mobility problems was required, this cost was estimated at circa £25,000.00.

If the scheme was to proceed, the location of a new route and groundworks involved would require detailed design, consent from Historic England and quotations for work to be obtained. Consequently, whilst officers had been able to provide an estimated cost based on an initial idea for footpath improvement, at this point it was not possible to say definitively what the cost of the improvements would be. Therefore, recommendation 2.2 in the report proposed a degree of latitude, thereby enabling work to progress if considered appropriate.

No alternative options to embark on a comprehensive consultation process had been considered.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

Following a question, the Executive discussed the appropriate funding stream for this piece of work and agreed that the recommended budget was appropriate.

Resolved that

- (1) officers should consult and engage with all interested parties to determine the feasibility of improving the footpath in Abbey Fields, Kenilworth as identified at Appendix A to the report; and
- (2) £55,000 (estimated costs plus 10% contingency) be released from the Community Projects Reserve to undertake the improvements. Should the cost be more than this, authority is delegated to Deputy Chief Executive (AJ) and Section 151 Officer, in consultation with the Portfolio Holders for Neighbourhood Services and Finance, to agree additional funds up to a total maximum of £100,000.

(The Portfolio Holder for this item was Councillor Grainger)

7. Disposal of WDC land to the rear of 2-10 The Square, Kenilworth

The Executive considered a report from the Asset Team that proposed the disposal of land adjoining the rear of 2-10 The Square, Kenilworth.

The land in question, shown hatched on the plan at Appendix One to the report, covered an area of approximately 89 square metres and was located to the rear of 2-10 The Square, Kenilworth, shown in cross-hatch on Plan 2 to the report. It was owned by WDC and currently used as a landscaped area of open space at the entry to the Council owned Square West pay & display surface car park. A 'Square West Pay & Display Car Park' sign was currently located on this land.

The owners of 2-10 The Square approached the Council towards the end of 2016 with a proposal to purchase the land, in order to assist them with the refurbishment of a disused outbuilding at the rear of their properties (shown on Appendix One) by providing access and egress to the rear and/or potential additional car parking spaces for both the refurbished outbuilding and 2-10 The Square. These proposals would allow their existing access from The Square public highway to be retained, creating a safer one way traffic stream to and from 2-10 The Square and the future refurbished outbuilding.

Access to and from the Square West car park was via a private driveway owned by Warwickshire County Council (WCC). Consequently any agreement on the proposed new access arrangements at the rear of 2-10 The Square, utilising the land in question, would require approval for access over WCC's land. Discussions had been held with WCC who were prepared to give their consent, subject to them receiving a third of

the consideration that this Council received for the sale of the land in question.

Terms & conditions for the sale of the land in question had been negotiated between WDC and the owners of 2-10 The Square. These were private & confidential as they fell within the provision of information that related to the financial or business affairs of any particular person, including the authority holding that information, hence they were set out in full in Confidential minute10.

The proposal would make good use of land without detriment to the operation of the car park. There would be a small saving on grounds maintenance and a small parcel of land would be retained by the Council to enable the car park entrance sign to be retained in this location. This retained area would also have the capacity to accommodate footpath access to the car park from The Square, if this was required in the future.

The alternative was not to proceed with the proposed disposal. This was not recommended as it would not deliver the benefits set out in section 5 of the report.

Resolved that the disposal of the land at the rear of 2-10 The Square, Kenilworth, hatched on the plan attached as Appendix One to the report, be approved subject to terms & conditions listed in confidential Minute 10.

8. Public and Press

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

Minute Nos.	Para Nos.	Reason
9 & 12	1	Information relating to an Individual
9 & 12	2	Information which is likely to reveal the identity of an individual
10 & 12	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
11	5	Information in respect of which a claim to legal professional privilege could be maintained

in legal proceedings.

The full details of Minutes 9 to 12 will be set out within the confidential minutes of the meeting.

9. **Health & Community protection and Neighbourhood Services – Potential Redundancy**

The Executive considered a report that set out the potential staff redundancy consequences of the Health and Community Protection Restructure and from the Neighbourhood Services redesign. The new structures were approved by Employment Committee on the 22 March 2017 and the matching process had been completed, with the potential outcome detailed in this report.

The Overview & Scrutiny Committee noted the report.

Resolved that

- (1) the potential redundancy resulting from the Health and Community Protection Restructure and from the Neighbourhood Services Redesign, be noted; and
- (2) the redundancy funding be approved from the Early Retirement Reserve which has a current unallocated balance of £183,000.

10. **Disposal of WDC land to the rear of 2-10 The Square, Kenilworth**

The Executive considered a report from the Asset Manager that set out the proposed terms for the disposal of land adjoining the rear of 2-10 The Square, Kenilworth, as described in a public report elsewhere on the agenda.

Resolved the disposal of the land at the rear of 2-10 the Square, Kenilworth, as hatched on the plan attached as Appendix One, to the public report, subject to the confidential terms & conditions listed be approved.

11. **Note of decision taken under the Chief Executive's Emergency Powers**

It was resolved that the use of the Chief Executive's emergency powers in consultation with Group Leaders under CE (4) of the Council's consultation be noted.

12. **Confidential Minutes**

The confidential minutes of 5 April 2017 were taken as read and signed by the Leader as a correct record.

(The meeting ended at 6.51pm)

Executive

Excerpt of the minutes of the meeting held on Wednesday 28 June 2017 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillors Butler, Coker (Deputy Leader), Grainger, Phillips, Rhead and Whiting.

Also present: Councillors; Mrs Falp – Chair of Overview & Scrutiny Committee and Whitnash Residents' Association (Independent) Group Observer; Councillor Naimo, Labour Group Observer; Quinney, representative from Finance and Audit Scrutiny Committee;

Apologies for absence were received from Councillors Mobbs and Thompson.

Councillor Coker chaired the meeting in Councillor Mobbs' absence.

13. **Declarations of Interest**

There were no declarations of interest.

14. **Minutes**

The minutes of the meetings held on 5 April and 12 April 2017 were agreed and signed by the Chairman as a correct record.

Part 1

(Items on which a decision by Council on 9 August 2017 is required)

15. **Updated Council Strategy and Performance Management Framework**

The Executive considered a report from the Chief Executive which set out a proposed revised Council strategy for the District, along with an updated performance management framework.

The report requested approval of the proposed revised Council Strategy, which was set out in tables 1 and 2 of the report and at Appendix 1.

In addition, the strategy would be published in a short document and agreement on the narrative should be delegated to the Chief Executive in consultation with the Leader, Deputy Leader and Finance Portfolio Holder. If the revised policy framework was agreed then the Council would need to know if it was making progress in achieving the intended outcomes. This would be the subject of a further report to agree the measures that would be used to track the proposed outcomes on an annual basis.

The report advised that last year the Council was part of a Peer Review by the Local Government Association (LGA) which was reported to the Executive in April along with a proposed Action Plan in response. That Action Plan committed the Executive to bring forward an updated Council Strategy which addressed the concerns within the LGA Peer Review report suggesting that the Council needed to be clearer as to its priorities and as to why it had those priorities.

As suggested by the LGA, an away day was held which helped refine the views and priorities of the Executive, for consideration by the wider Council.

The report highlighted the three key points about the Council's current Policy Framework. These were;

- recognition that the Council needed an internal Mission Statement – the Council's long standing vision was widely acknowledged but the supporting description was long winded;
- the Sustainable Community Strategy no longer served the same purpose as when it was adopted in 2009 and needed revisiting; and
- the Council's internal change programme Fit for the Future with its three strands of People, Service, and Money had significant internal staff recognition and support and success and so should be retained.

It was also recognised that the Council core values, adopted in 2007, were now widely understood by staff and remained highly relevant and so should be retained. The core values were Community Focussed; Value for Money; Environmentally Sensitive; Honesty and Openness; and Fairness and Equity.

The report outlined the proposed policy Framework in full at section 3.4 of the report. However, the a summary of the aims were to maintain the overall vision ("To make Warwick District a great place to live work and visit"), to agree a Mission Statement, to subsume and summarise the intentions of the Sustainable Communities Strategy with the Fit for the Future (FFF) Strategy.

The Mission Statement was proposed to read as follows:

To deliver our ambitions for the communities of Warwick District by: working as One Council and in partnership with others; being Enterprising in our approach; making the most of our creativity and innovation; transforming our services through the use of digital and other technologies; maximising the use our assets; employing, engaging and empowering great staff; making sure that we can both keep "the lights of the day job on" and do "the bright lights of our key projects".

In addition, the proposal was to translate these strategies, which would inform the annual Service Area Plans across the Council and in turn would inform Team Operational Plans and ultimately individual staff appraisals.

The framework would also agree and ensure that the Council's Key Projects (Table 2) would be aligned to the FFF Strategy whilst retaining the Values as stated in earlier in the report.

Once complete an update to the Council's Performance Management Framework (PMF) was required, as proposed and set out in detail on pages 3 onwards of Appendix 1 to the report. The framework would require additional support and it was proposed that the £60,000 allowed by the Executive in April 2017 be used to achieve this ongoing support.

The alternative options were that the Council could decide not to change its overall strategy in the way set out in this report. However, what was

recommended kept the best of what the Council had had over the past few years but enabled the Council to refine and focus its overall strategy.

The Overview & Scrutiny Committee requested that:

- (1) the wording in respect of “lights” in the Mission Statement referring to “the lights of the day job on” and “the bright lights of our key projects” should be changed as Members were not keen on this phrasing; and
- (2) District car parks be listed as a major project in Table 2.

Councillor Naimo addressed Members and explained that it was felt that the introduction needed to be more precise because currently, it was a little vague.

In response, the Executive advised that it had noted the comments made and these would be taken into account when the main document was drafted. In relation to the car parking project request, Councillor Coker assured Members that this would also be taken into account.

Having considered the report, and having had regard to the comments made by the Overview and Scrutiny Committee, the Executive

Recommended that Council agree the proposed revised Council Strategy set out in Tables 1 and 2 in Appendix 1, to the report; and

Resolved that

- (1) subject to recommendation above being agreed, the Strategy be published in a short document and authority be delegated to the Chief Executive in consultation with the Leader, Deputy Leader and Finance Portfolio Holder to agree the narrative for the document;
- (2) subject to recommendation 2.1 being agreed, a further report will be brought on proposed measures and will be used to track the proposed outcomes on an annual basis; and
- (3) the updated performance management framework as set out in Appendix 1 of the report, Table 3 onwards, be put in operation.

(The Portfolio Holder for this Item was Councillor Mobbs)

16. **Review of Warwick District Council Members’ Allowances Scheme**

The Executive considered a report from the Democratic Services Manager and Deputy Monitoring Officer which brought forward the recommendations of the Independent Remuneration Panel following a review of Warwick District Members’ Allowances Scheme undertaken in 2017.

At its meeting in July 2016, the Executive approved the terms of reference for undertaking a review of the Warwick District Council Members' Allowances Scheme.

A panel was convened under The Local Authorities' (Members' Allowances) (England) Regulations 2003 (SI 1021) ("the 2003 Regulations") which comprised of Dr Hall, Ms Howe, Mr Purser and Mr Wilkinson. Specific details of the individual panel members were provided at section 3.4 of the report.

The report explained that all Councils were required to convene their Panel and seek its advice before they made any changes or amendments to their Members' Allowances Scheme. They must 'pay regard' to their Panel's recommendations before setting a new or amended Members' Allowances Scheme. On this particular occasion, the Panel had been reconvened under the 2003 Regulations as it had not reviewed the allowances scheme since 2012 and there had been no changes to the allowances since 2009.

The IRP met at Riverside House, Royal Leamington Spa on 24 and 25 January 2017, in closed session to enable them to meet with Members and Officers and conduct its deliberations in confidence.

All Members were given the opportunity to meet with the IRP and 11 Councillors took this opportunity. Members were also sent a questionnaire addressing the issues that the IRP were required to consider. 20 Councillors responded to the questionnaire and two further Councillors responded to say they had no comments.

In addition, the IRP met with the Chief Executive and the Democratic Services Manager for factual briefings on political structures and constitutional changes since the last review and to obtain an overview on the challenges facing the Council.

The IRP took account of the range and levels of allowances paid in comparable local authorities, namely the four other district/borough councils in Warwickshire and Warwick District Council's eight Nearest Neighbours as defined by the Chartered Institute of Public Finance and Accountancy or CIPFA (2014 model), which were used by councils for benchmarking purposes. The IRP's report and recommendations were attached as Appendix A to the report.

An alternative option was that the Executive could make a number of recommendations to Council about the Independent report. This was because within law they only had to 'pay regard' to their panel's recommendations before setting a new or amended Members' Allowances Scheme. In addition, the Executive could consider not proposing alterations to the broadband allowance budget at this stage, in case the Councillor IT Working Party brought forward further proposals for the use of mobile data with iPads.

Additional information was circulated prior to the meeting which provided responses to a number of questions raised by Councillors. These included details relating to the percentage uplift in staff salaries since 2009, benchmarking of Warwick District Council's Civic allowances, allowances for Planning Committee members and other special responsibility allowances and

the ICO registration fee. In addition, Members were supplied with links to the 2005 and 2008 Members Allowances reports.

The Finance & Audit Scrutiny Committee noted the recommendations in the report.

Having considered the report and the additional responses to queries raised, the Executive agreed the recommendations subject to recommendation 2.1 being amended.

Recommended that

- (1) the recommendations in the IRP report, attached at Appendix 1, are implemented from 1 September 2017, with the increased cost, estimated at £19,000 for 2017/18's met from the Contingency Budget and the full cost included within the Council's Medium Term Financial Strategy for subsequent years;
- (2) the Councillor IT Working Party bring a report to the Executive concluding its work after Council has reached a decision in relation to the IRP's Members' Allowances Scheme recommendations; and
- (3) Council thank the Independent Review Panel for their work and detailed report which clearly sets out the challenges faced and reasoning for their recommendations.

(The Portfolio Holder for this Item was Councillor Mobbs)

17. St Mary's Lands Masterplan and Update on Progress of Delivery Plan

The Executive considered a report from the Chief Executive which sought approval for the masterplan of the St Mary's lands area of Warwick, following the undertaking of research work on the need for and impact of a hotel as part of the elements of a masterplan for the whole area.

In addition, the report also provided a further update on progress of the agreed Delivery Plan for this area. A few relatively minor decisions were needed to help further progress implementation of the Delivery Plan.

Members were asked to note the two research reports relating to the need for and the impact of a hotel in this area, approve the adoption of the Masterplan attached at Appendix 3 to the report and note the progress made to date as attached at Appendix 4 to the report. This included an update on specific issues including; the footpath/cycleway, the Saltisford Brook Car Park, and a new entrance to, and concourse at, the racecourse. Full details relating to these issues were provided in sections 3.5 to 3.11 of the report.

Members were also asked to agree that a further report be submitted to Executive in due course relating to the hotel proposal. Officers were mindful that bringing forward a hotel on the site would not be straight forward and a

land use allocation within a masterplan did not of itself guarantee delivery of the proposal.

The preparation of a masterplan for the St Mary's Lands area was Council policy as explained at paragraph 4.3.3 of the report. If agreed by Council, the masterplan would form part of the Council's planning policy framework used for determining planning and related applications as well as providing a framework for investment decisions by the Council and its partners.

In addition, budgetary decisions were required relating to the repairs of the roof of Racing Club Warwick and the costs of funding the staff time from Plincke to deliver the remainder of the agreed Delivery Programme for 2017/18.

As explained in paragraphs 3.13 to 3.15, experience had demonstrated that the Council's progress was being impeded by the lack of resource available to deliver the agreed delivery plan. The report proposed that the contract with Plincke be extended to provide an enhanced amount of officer time for the year to June 2018. It was estimated that this would cost £34,000 and could be funded from the Community Projects Reserve. However, this would require an exemption from the Council's Code of Procurement Practice under Clause 6.4 and the supporting reasons for this were explained in paragraph 3.15.

Finally, approval was sought to run a community online competition to find a new name for the St Mary's Lands Park, the results of which would be fed back to the Executive. It was hoped this would also help to better promote the area, resulting in achieving this area as a destination park.

There were a number of alternative options available to Members and these were detailed in full at section 7 of the report. These included not including the hotel proposal in within the masterplan, not receiving a report on the implementation of a hotel, or not adopting the masterplan. However, Members needed to be mindful that the plan had been based on a considerable amount of public support and it may not be conducive to the community if variations were made.

An alternative proposal to address the lack of resource would be to accept a slow pace of delivery but this carried with it the risk that some projects may not come to fruition at all, or the Council could employ an additional member of staff temporarily. This would likely result in costing the Council £35-£40,000 but would lose the benefit of Plincke's knowledge and experience of the scheme.

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

Having considered the report the Executive

Recommended that

- (1) the research reports attached at Appendices 1 and 2 on the need for and impact of a hotel be noted;
- (2) the Masterplan at Appendix 2, to the minutes, is adopted;

- (3) a further report is brought to the Executive on how the hotel proposal may be brought forward for delivery;
- (4) progress on the implementation of the Delivery Plan as set out at Appendix 4 is noted and more specifically that:
 - i) the preferred route of the footpath/cycleway as shown on Plan 1 is agreed and appropriate legal agreements are entered to enable it to happen and to be maintained;
 - ii) the car park design for the extension of the Saltisford Brook car park as shown at Plan 2 be approved for the purposes of public consultation and that the response to the public consultation be subject to a further report in due course;
 - iii) the new entrance proposal to be funded by the Jockey Club shown at Plan 3 and supplemented by The District Council is supported; and
 - iv) the land shown on Plan 4 is leased to Racing Club Warwick on terms to be agreed along with other alterations to the Jockey Club's lease boundary to enable the proposed Multi use Games Area (MUGA) to be implemented;

Resolved that

- (5) up to £26,000 be moved from improving toilets in the area to assist with repairing the roof of Racing Club Warwick's (RCW) clubhouse subject to that sum being repaid from grants to be raised by RCW and the usual rules that the Council applies to RUCIS grants;
- (6) £34,000 is made available from the Community Project Reserve to fund staff time from Plincke to deliver the remainder of the agreed Delivery Programme for 2017/18;
- (7) an exemption from the Code of Procurement Practice under clause 6.4 be agreed to allow Plincke to carry out the work set out in Appendix 5 for the period to June 2018;
- (8) an online competition is run for a new name for the St Mary's Lands Park and the results fed back to the Executive; and

- (9) authority is delegated to the Chief Executive, in consultation with the Portfolio Holder for Business, to make any minor amendments to the Masterplan, for example, the correction of street names if necessary.

(The Portfolio Holder for this item was Councillor Butler)

(The meeting ended at 7.01pm)

**A Review
Of
Members' Allowances
For
Warwick District Council**

**A Report by the
Independent Remuneration
Panel**

**Declan Hall PhD (Chair)
Maxine Howe
Christopher Purser
Alan Wilkinson**

March 2017

Executive Summary – Recommendations

The Table below sets out the Panel's recommendations for the Basic Allowance and Special Responsibility Allowances (SRAs (2017/18), including methodologies, total number of SRAs and maximum amounts payable. In reality the total paid out in SRAs is likely to be less due to the 1-SRA only rule.

Warwick District Council February 2017 Review		Recommended Maximum Payable 2017/18			
POSITION	No's Paid	Basic Allowance Annual	Method to arrive at BA & SRA	Total P/Mbr (BA+SRA)	Sub Total Per Category
BASIC ALLOWANCE	46	£5,268	78 days - 40% PSD X £112.56 p/day		£242,328
SPECIAL RESPONSIBILITY ALLOWANCES		SRA annual			
EXECUTIVE					
Leader & Strategic PH	1	£11,853	2.25 X BA	£17,121	£11,853
Deputy Leader & Culture PH	1	£5,927	50% X Leader	£11,195	£5,927
Other Executive/ Portfolio Holders	6	£5,334	45% X Leader	£10,602	£32,003
Other Executive/Non-Portfolio Holders	0	Discontinued			
OVERVIEW AND SCRUTINY (O&S)					
Chairs O&S Committees	2	£2,963	25% X Leader	£8,231	£5,927
REGULATORY					
Chair Planning Committee	1	£4,149	35% X Leader	£9,417	£4,149
Vice Chair Planning Committee	1	£1,037	25% X Chair	£6,305	£1,037
Other Members Planning Committee	9	£250	Set Sum	£5,518	£2,250
Chair Licensing & Regulatory Committee	1	£3,556	30% X Leader	£8,824	£3,556
Chair Employment Committee	1	£1,185	10% X Leader	£6,453	£1,185
Chair Standards Committee	1	£1,185	10% X Leader	£6,453	£1,185
OPPOSITION POSTS					
Leader Main Opposition Group	1	£2,963	25% X Leader	£8,231	£2,963
Leader Other Opposition Groups (Where Group has reached threshold of 4 Members)	0	£1,185	10% X Leader	NA	NA
OTHER					
Chair Conservation Advisory Forum	1	£1,185	10% X Leader	£6,453	£1,185
Members Appeals	0	Discontinued			
Sub Total - Basic Allowance	46				£242,328
Sub Total - Main SRAs	17				£70,970
Sub Total - Planning SRAs	9				£2,250
Total (BA+SRAs)					£315,548

The Panel also recommends:

Main Opposition Groups of equal size

That if there are two Main Opposition Groups of equal size then the Main Opposition Group Leader's SRA of £2,963 is divided equally between each Main Opposition Group Leader, which equates to £1,482. The same principle should be extended in the highly unlikely event that there are more than two Main Opposition Groups of equal size.

Maintaining the 1-SRA Only Rule

That the rule that Members can receive no more than 1SRA should be maintained.

The Co-optees' Allowance

That provision for a Co-optees Allowance at £281 is maintained and to be paid to any standing Co-optees the Council appoints.

The Dependants' Carers' Allowance (DCA)

That the Dependants' Carers' Allowances is set out more clearly in the allowances scheme and is reset at a maximum claimable rate based on the Government's National Living Wage, currently £7.20 per hour payable upon the production of receipts. The allowances scheme should also be clarified to point out that the DCA is a contribution rather than full reimbursement of carers' expenses.

Travel & Subsistence Allowance - discontinue for within the District

That right of Members to claim travel and subsistence allowances for attending any duties within the district should be discontinued and the list of approved duties in Schedule 2 of the Members' Allowances scheme are amended to reflect this change.

Travel and Subsistence Allowances - Outwith the District

That the current Travel and Subsistence rates should be maintained for Members undertaking approved duties outwith the district and that the HMRC Passenger Supplement rate of 5p per passenger per mile should also be included in the published rates in Schedule 3 of the Members' Allowances scheme.

The Panel notes that staff terms & conditions for employees are subject to review and will take into account the recommendations of this Panel. If after taking into account the recommendations of this Report the Council decide that staff subsistence allowances should be set at rates that are not currently being recommended for Members (outwith only) then the Panel recommends that the Members subsistence allowances be reset the same rates that are applicable for Officers (outwith only).

Other Support - Broadband, paper and toner

That the Broadband Allowance and direct provision of paper and toner to Members is withdrawn from the annual meeting on 18th May 2017.

Other Support - iPads and Sim cards

The Panel notes the view of the Council on this issue and is not making recommendations in this regard.

The Civic Allowance

The Panel is not recommending any change to the current payment of the Civic Allowance to the Chairman and Vice Chairman of the Council.

Suspension of Allowances - Provision since superseded

That section 13, Suspension of Allowance, is removed from the updated Members' Allowances scheme.

Indexation

That the following indices are applied to the allowances paid to Members of Warwick District Council:

Basic Allowance, SRAs and Co-optees' Allowances:

- Indexed to the annual percentage salary increase for local government staff (at spinal column 49) as agreed each year by the National Joint Council for Local Government Services and applicable to the same year it applies to Officers but with an implementation date from the start of the municipal rather than financial year.

Mileage Allowance (Outwith only):

- Members' mileage allowances rates should be indexed to HMRC Approved Mileage Allowance Payment rates.

Subsistence Allowances (Outwith only):

- Subsistence allowances should be indexed to the same rates that are applicable to Officers.

The Dependants' Carers' Allowance:

- Maximum hourly rate claimable indexed to the National Living Wage.

The Panel also recommends that indexation should run for four years (2017-2021), which is the maximum length of time permitted by the 2003 Regulations.

Implementation

That the new scheme of allowances based on the recommendations contained in this Report is adopted from the date of the Council's Annual Meeting 18th May 2017.

A Review of Members' Allowances

For

Warwick District Council

Independent Remuneration Panel

March 2017

Regulatory context

1. This Report is a synopsis of the deliberations and recommendations made by the Independent Remuneration Panel (the Panel) for Warwick District Council to advise the Council on its Members' Allowances scheme.
2. The Panel was convened under The Local Authorities' (Members' Allowances) (England) Regulations 2003 (SI 1021) ("the 2003 Regulations"). These regulations, which arise out of the relevant provisions contained in the Local Government Act 2000, require all local authorities to establish and maintain an advisory Independent Remuneration Panel to review and provide advice on Members' allowances on a periodic basis.
3. All Councils are required to convene their Panel and seek its advice before they make any changes or amendments to their Members' Allowances Scheme. They must 'pay regard' to their Panel's recommendations before setting a new or amended Members' Allowances Scheme. On this particular occasion, the Panel has been reconvened under the 2003 Regulations as it has not reviewed the allowances scheme since 2012 and there have been no changes to the allowances since 2009.

Terms of Reference

4. The Panel's Terms of Reference¹ are to make recommendations to the Council that will be applicable from the date of the Annual Meeting in May 2017 on:
 - I. The amount of basic allowance that should be payable to its elected members and the expenses that it is deemed to include

¹ Terms of reference based on those laid out in 2006 Statutory Guidance paragraph 61

- II. The responsibilities or duties which should lead to the payment of a special responsibility allowance and as to the amount of such an allowance
- III. The duties for which a travelling and subsistence allowance can be paid and as to the amount of this allowance
- IV. The co-optees to be paid a co-optees' allowance and the amount
- V. Whether the authority's allowances scheme should include an allowance in respect of the expenses of arranging for the care of children and dependants and if it does make such a recommendation, the amount of this allowance and the means by which it is determined
- VI. Whether any allowance should be backdated to the beginning of a financial year in the event of the scheme being amended
- VII. Whether annual adjustments of allowance levels may be made by reference to an index, and, if so, for how long such a measure should run
- VIII. Additional expenses and support received by Members
- IX. The payment of a Civic Allowance and the amount of such an Allowance
- X. Any matters that are brought to the attention of the Panel by Members in their consultation with Members and briefings from Officers

In arriving at their recommendations the Panel shall also take into account:

- A. The issues raised in Report to Executive 27 July 2016 "Review of Warwick District Members' Allowances Scheme" Appendix 2, Terms of Reference²
- B. The views of Members both written and oral
- C. Allowances paid in comparable councils, namely the other Warwickshire district councils and Warwick District Council's 8 Nearest Neighbours (CIPFA 2014 model)

Membership of the Independent Remuneration Panel

5. The appointees to the Warwick District Council Independent Remuneration Panel are as follows:

- Dr Declan Hall: an independent consultant specialising in members' allowances and support and a former academic at the Institute of Local Government, The University of Birmingham.
- Maxine Howe: Chair of the Leamington Chamber of Trade and a local business owner

² See Appendix 1 for the specific set of issues set out by the Council for the Panel to consider

- Christopher Purser: Former Chairman of Warwick District Council Standards Committee and former Governor of Warwickshire College. Previously the Group Treasurer of a multinational corporation. A Chartered Accountant and Chartered Secretary
- Alan Wilkinson: Former Councillor, Warwick District Council and former Leamington Town Councillor and Town Mayor. Previously a Sales Manager in a local electronic business

6. The Panel was supported by Graham Leach, Democratic Services Manager and Deputy Monitoring Officer who was the organisational lead in facilitating and supporting the work of the Panel.

The Review Process and Methodology

7. The Panel met at the Council Offices, Riverside House, Royal Leamington Spa on 24th-25th January 2017. The Panel meetings were in closed session to enable the Panel to meet with Members and Officers and conduct its deliberations in confidence.
8. All Members were given the opportunity to meet with the Panel if they so wished. They were also sent a questionnaire that addressed the issues the Panel was required to consider. The questionnaire also had the methodological advantage of ensuring all Members were being asked a common set of questions, the main point being that all Members had at least one opportunity to exercise their voice during the review.
9. In addition, the Panel met with a number of Officers for factual briefings on political structures and constitutional changes since the last review and to obtain an overview on the challenges facing the Council.
10. The Panel also took cognizance of the range and levels of allowances paid in comparable local authorities, namely the four other Warwickshire district councils and Warwick District Council's eight Nearest Neighbours as defined by the Chartered Institute of Public Finance and Accountancy or CIPFA (2014 model), which are used by councils for benchmarking purposes.
11. The full range of written information received and considered by the Panel is listed in the appendices as follows:

- **Appendix 2:** List of information and evidence that was included in the Information Pack for Panel Members
- **Appendix 3:** Members who met with the Panel
- **Appendix 4:** Members who made written submissions to the Panel
- **Appendix 5:** Officers who briefed Panel
- **Appendix 6:** Summary of benchmarking of Warwick District Council Allowances against other Warwickshire Districts and CIPFA 8 Nearest Neighbours

Key Messages - Basic Allowance and SRAs: Low compared to Peers

12. A key theme emerging from the representations received was that the Warwick Basic Allowance in particular senior SRAs are low. There was however, a significant minority who felt the current allowances should not be raised or even decreased on the following grounds:
 - While accepting the case that they are low it is not an appropriate time politically to raise allowances
 - They generally, and in particularly the Basic Allowance, fulfil their function
 - They are too high or in one particular case should not be paid at all
13. The Panel has taken cognisance of these views but in the main has not accepted them as their guiding principles on the grounds that:
 - It is not the role of the Panel to consider the political consequences, that is a matter quite rightly reserved to the Council
 - The evidence shows that the Basic Allowance and in particular senior SRAs are low
 - The Panel is required to make recommendations that set a flat rate standard Basic Allowance and where appropriate SRAs
14. Compared to peers the Basic Allowance and SRAs are low and do not reflect a fair rate. This in itself is not a watertight case to increase allowances but when applying the recommended methodology to arrive at the recommended Basic Allowance and SRAs, they are indeed low in both relative and real terms.
15. Aside from the issue of parity there is one of equity, the Basic Allowance undervalues the work of Members. While the Basic Allowance and SRAs were never intended to reflect the 'market value' of the workload and responsibilities undertaken by Members, they are intended to go a large way to recognising that there is a substantial time commitment and complexity to being an elected Member that is not recognised in their current remuneration.

16. This is highlighted by the original policy underpinning the work of remuneration panels when considering the principles for establishing a Members Allowances Scheme³:

The financial support for Councillors must also reinforce the culture of the modern council and address, as far as possible, any disincentives to serving in local politics. People do not enter public service to make their fortune. But neither should they pay a price for serving the public.

17. In effect there was a view and backed up by the evidence that the Basic Allowance in particular was not fulfilling its function; namely to enable most people to stand for Council and be an elected Member regardless of personal financial circumstances.

The Warwick Model of Remuneration

18. Typically where a council pays a low Basic Allowance it is often compensated by paying a high number of SRAs and allowing a Member to be paid more than 1 SRA. Thus enabling most Members to receive a real higher remuneration than is suggested by the low Basic Allowance. Conversely, where a higher Basic Allowance is paid fewer and lower SRAs are paid. The Warwick model of remuneration pays a low Basic Allowance and low SRAs that are limited in number. This is largely a function of the allowances scheme not being fundamentally altered for 16 years with the current framework set in 2001, when the operation of executive and scrutiny roles were still new. Moreover, unlike most other councils, there has been only the occasional indexation of allowances that takes into account annual cost of living increases, with the last increase of 1.7% being in 2009/10.
19. Consequently, the current Warwick Members' Allowances scheme is now in need of a systematic review. The Panel has undertaken a fundamental review of the whole Members' Allowances scheme based on the fundamental principle that addresses "as far as possible, any disincentives to serving in local politics."
20. The model of remuneration that is being proposed here has placed greater emphasis on the Basic Allowance. The Panel has recommended a Basic Allowance that is apposite and while increasing most SRAs has still kept them comparatively low.

Recognising the Business Case for Allowances

³ Modern Local Government – In touch with the People: Cm 4014 July 1998, 3.54

21. The Panel has been cognisant of the economic restraints within which the Council has operated in the past and the continuing challenging financial prospects for the next couple of years. The Panel has sought to alleviate the glaring anomalies in the current Members' Allowances scheme with recommendations based on a logical construct, are transparent, defensible and more in line with peers. While this has led the Panel to recommend increases in the Basic Allowance and senior SRAs in particular the Panel has also recommended the discontinuation of allowances in other areas.

Relating Members' Allowances to performance

22. A subsidiary but important theme emerging from both the written and oral representations was that there should be a link between the Basic Allowance and the differential in what Members put in. In particular it was felt by some Members that the payment of a flat rate Basic Allowance was inequitable when they felt that some Members were working harder than others in return for that Basic Allowance, with some suggesting that an attendance element to remuneration should be introduced.
23. The simple fact is that the Panel is unable to vary the Basic Allowance to differentiate between the work loads of Members. Under the 2003 Regulations a Member by virtue of being elected is entitled to the full Basic Allowance. Apart from resigning the only way not to pay the Basic Allowance is for a Member to be in breach of the 'six month' rule. If a Member does not attend an approved duty within a six month period then they cease to be a Councillor and therefore no longer paid as such. This light touch had more logic 40 years ago when Members' work was more meetings centred. As the principal remuneration was through an attendance allowance it meant if a Member did not attend their scheduled meetings they did not get paid.
24. The Panel explored this issue in depth and decided that it was not avenue it could go down⁴ on the following grounds:
- The attendance records showed that in the main Members do attend most of the scheduled meetings of their committees and panels, i.e., is not a major issue
 - While indeed there are Members who are appointed to fewer committees than others and thus have fewer meetings to attend this is a function of the political process and not the remit of the Panel
 - Putting an emphasis on attendance does not take into account the work Members do outside the formal structures of the council

⁴ The exception being the recommended SRAs for ordinary members of the Planning Committee - see below.

- The 2003 Regulations do not permit the payment of an 'attendance allowance'
- The legal advice received from the Council was that the particular approach the Panel discussed would be contrary to the 2003 Regulations, namely designating an increase across the board for all Members as a 'performance SRA' payable in arrears only when a Member has attended a defined percentage of meetings

Forgoing Allowances

25. Where an individual Member does not accept the decision of the Council, whether it be to accept all or part of the Panel's recommendations, then that Member, upon notifying Members' Services, is able to forgo or renounce all or part of their allowances. It is a right that has to be provided for in the published allowances scheme. In particular, paragraph 13 of the 2003 Regulations states:

The scheme shall provide that a person may, by notice in writing given to the proper officer of the authority, elect to forgo his entitlement or any part of his entitlement to allowances.

The Panel's Recommendations - Recalibrating the Basic Allowance

- | | |
|---|--------|
| • Warwick current Basic Allowance: | £4,631 |
| • Benchmarking (BM) Group Mean Basic Allowance: | £5,178 |
| • Recommended Basic Allowance 2017/18: | £5,268 |

26. In arriving at the recommended Basic Allowance the Panel has to pay regard to the 2006 Statutory Guidance which states:

Having established what local councillors do, and the hours which are devoted to these tasks the local authorities will need to take a view on the rate at which, and the number of hours for which councillors ought to be remunerated.⁵

27. This guidance highlights three considerations when arriving at the recommended Basic Allowance, namely:
- The 'hours' or time required to be an effective ordinary Member
 - The amount of this time that should be remunerated, often known as the Public Service Discount (PSD)
 - The rate of remuneration

Time required being a Member

⁵ 2006 Statutory Guidance on Members' Allowances paragraph 67.

28. It was also clear in the representations from Members that there was little awareness of how the Basic Allowance should be arrived at or the basis of its calculation. By explicitly following the methodology laid out in the Statutory Guidance the Panel is not only fulfilling its statutory responsibility but also makes it transparent for Members.
29. As the Basic Allowance is primarily a time-based allowance that must be paid equally to all Members, it should take into account the full range of duties and activities that Members are expected to undertake including:
- Attending meetings of the Council, Executive, Committees and related panels, forums and task and finish groups, including training events
 - Ward casework and constituent meetings
 - Attendance at meetings of external organisations (Outside Bodies) including local community groups, parish councils
 - Emails, reading reports, agendas and research, preparation and travel time where relevant
30. The most up to date source of what time is required to be an effective Member is from the Local Government Association (LGA) Census of Councillors 2013 which shows that on average an elected Member of a district council who does not hold any position of significant responsibility puts in 14 hours per week on 'Council business'.⁶ In effect, it is the equivalent of just under two days per week spread over a whole week and in a context whereby there is an increasing need for some Members to meet informally during the day.
31. The Panel has not opted to utilize 14 hours per week as the time element to calculate the recommended Basic Allowance as the Panel is recognising the extra time put in by Planning Members (which is included in the Councillor Census 14 hours per week) separately - see below. In addition, where the issue was explored in interview, the weight of views felt that 14 hours per week was marginally high. Consequently the Panel has used an average of 12 hours per week as the time required from a 'backbench' Member to fulfil all their duties. This equates to 78 days per year on an 8 hour working day.

Recognising the Public Service Principle

32. In arriving at the recommended Basic Allowance the Panel has to recognise that not all the time put in by Members should be remunerated as there is an element of public service (or *pro bono publico*) in being a Member.

⁶ This does not include on average an additional 5.8 hours per week on group/party business. The data on mean hours worked by Councillors by type of council and by positions held supplied to Chair of Panel in email from S. Richards, LGA 30 September 2014

33. While, the normal range is between 30% and 40% the standard amount of time that is discounted by Panels for public service is typically around one third on the basis that of the average time spent on Council business by all English Councillors almost 30% is the proportion that is spent "engaging with constituents, surgeries and enquiries."⁷ The Panel has opted for a public service discount at the higher end of the normal range, which is 40%, as Members of district councils have more direct contact with constituents than would be the case for County Councillors who are responsible for strategic services.
34. Thus, out of an assessment of an average of 78 days per year required to be an effective 'back bench' Member, 40% of that time (31.2 days) should not be remunerated. This leaves a remunerated time of 46.8 days per year.

Rate for Remuneration

35. In the past Panels were issued advisory guidance from the Local Government Association (LGA) setting out a 'day session' rate that Panels could (and did) adopt in setting a Basic Allowance. In 2010 this day session rate was £152.77⁸. The LGA discontinued the publication of the day session rate the following year by which time it was almost £160 per day, partly because many Panels found such a rate hard to defend or justify methodologically (it was weighted to reflect male non-manual average earnings) and partly because there has been a change in how average earnings are published in that they are now set out on a local authority area basis.
36. Panels now typically base the rate for remuneration on the average earnings for all full time employees resident in their particular council district. A locally based rate of remuneration relates the Basic Allowance to the average earnings of those whom Members represent and thus has a greater robustness. The most recent data available (2016) from the Office of National Statistics (ONS) as published in its Annual Survey of Hours and Earnings (ASHE) shows the median gross weekly earnings for all full time employees resident in the District of Warwick as £562.80, which equates to £112.56 per day⁹.
37. Consequently, in consideration of the three variables utilized to arrive at a Basic Allowance the Panel has adopted the values as set out in Table 1 below:

⁷ See Councillors Census 2013, LGA, Table 7 page 42. This is for all English Councillors regardless of type of council and position held - the only data available.

⁸ See LGAlert 62/10, Members' Allowances, 23 June 2010

⁹ See ASHE, Table 7.1a, Weekly pay - Gross - all full time jobs - work geography, ONS provisional results 2016. The Panel has used median rather than mean (£672.10 per week) as ONS advises median is a more accurate reflection of 'average' earnings as it better reflects the higher number of earners on or close to living wage and evens out the distortion in the mean by a relatively few very high earners.

Table 1: Variables and their sources in arriving at the Basic Allowance

Variable	Amount	Evidence provided
Time (per year)	78 days	Based the LGA Councillor Census 2013 figure of 14 hours per week minus a 2 hour per week discount for Planning Members & Member feedback multiplied by 52 weeks and divided by an eight hour working day
Public Service Discount	40% (31.2 days)	Based on LGA Councillors Census 2013 Table 7 & taking into account nature of district councils
Rate for Remuneration	£112.56 per day	Based on ONS ASHE Table 7.1: median gross weekly earnings of all full time employees resident in Warwick District 2016 (£562.80)

38. By following the approach set out in the 2006 Statutory Guidance the Panel arrived at a recalibrated Basic Allowance based on the following calculation:

- 78 days minus 40% = 46.8 remunerated days X £112.56 per day = £5,268

Benchmarking

39. Another strong theme from Members' representations was that the Warwick District Council Basic Allowance should be in line with that paid in comparable councils. Indeed, benchmarking shows that the current Warwick DC Basic Allowance is low when compared to the mean Basic Allowance (£5,178) paid in the comparator group of councils. It is not the lowest, which is Taunton Deane (£4,344) but Taunton Deane pays higher SRAs than in Warwick and will remain higher than those being recommended for Warwick. Also many Members in Taunton Deane are eligible for a £250 Task and Finish SRA (see Appendix 5). While the recalibrated Basic Allowance of £5,268 is marginally above the benchmarked mean the Panel is satisfied that it is appropriate on the basis that:

- It is arrived at by following the methodology mandated in the 2006 Statutory Guidance and therefore robust and transparent
- As it is recommended for 2017/18 the mean Basic Allowance in the benchmarked councils will be higher once they have applied their indexation
- Unlike many of the councils in the benchmarking group the Panel is recommending £5,268 on the basis that other peripheral allowances are discontinued, i.e., it is the rate for the job - see below.
- The Basic Allowance has not been increased since 2009/10.
- Members are no longer, since April 2014, able to join the Local Government Pension Scheme, which is in effect an pay decrease for those who were eligible to join it

40. Nonetheless, as a further check the Panel benchmarked the recalibrated Basic Allowance against remuneration for non-executive directors (NEDs) of NHS Trusts. Although the roles of a NHS NED and an elected Member are not strictly analogous the Panel felt that it helped put the Warwick recalibrated Basic Allowance in context, especially as NEDs are given an explicit time commitment.

Table 2: Remuneration of NEDs of NHS Trusts¹⁰

NHS Trusts	Stated time commitment	Annual Remuneration
Foundation Trusts	3-4 days per month	Between £10,000 & £14,000
Non Foundation Trusts	2.5 days per month	£6,157

41. Although it is recognised that this time expectation for NHS NEDs is often an understatement, the same often applies to Councillors. The Panel is simply contrasting the difference in expected time requirements and relative remuneration. The Panel is content that the benchmarking shows the recalibrated Basic Allowance to be a fair and reasonable remuneration.
42. **The Panel recommends that the Basic Allowance should be £5,268 from the date of the Council annual meeting on 18th May 2017¹¹.**

Special Responsibility Allowances

43. In recommending SRAs and posts that merit an SRA the Panel was mindful of the 2006 Statutory Guidance (paragraph 72) which states that:
- If the majority of Members of a Council receive a Special Responsibility Allowance the electorate may rightly question whether this was justified. Local Authorities will wish to consider very carefully the additional roles of Members and the significance of these roles, both in terms of responsibility and real time commitment before deciding which will warrant the payment of a Special Responsibility Allowance.
44. The Panel considered each of the Special Responsibility Allowances currently paid by the Council and also those roles that currently do not attract a Special Responsibility Allowance regarding their 'significance' in terms of responsibility and real time commitment with an aim, in the context of an enhanced Basic Allowance, to keep the number of principal SRAs payable under 50% of the number of Members (known as the 50% rule).

¹⁰ <http://www.ntda.nhs.uk/blog/2014/11/03/terms-and-conditions-of-appointment/>

¹¹ All recommendations are to be implemented from the date of the annual meeting of the Council, 18th May 2017 - see below.

The Leader's SRA

- Leader's current SRA: £8,371
- BM Group Leaders Mean SRA: £14,776
- Recommended Leader's SRA: £11,853

45. Although the Leader's SRA (£8,271) has not been substantially revised since the second review in December 2003 the role has undergone significant change over the years as the executive model has evolved. It has become a more significant role than when it was last fundamentally reviewed in 2003 when executive roles were relatively new. While being Leader of Warwick District Council does not require a full time commitment it demands a time commitment that makes it difficult to sustain full time paid employment in the normal sense. The Leader attends Council offices 2-3 times per week and even when not at the Council Offices the Leader has to be available to talk to or email Officers and other Members every day.
46. Then there are all the external demands on the Leader's time which have increased, particularly at the regional and sub regional level with the West Midlands Combined Authority and devolution rolling out which is only set to grow larger over the next few years. Regardless of whether there was a WMCA, the Leader of Warwick District Council would have a sub regional and regional, and indeed national, dimension to it. This is evidenced by the Leader now sitting on and attending the Board of the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) as the council's representative. Similarly the Leader is appointed to the West Midlands Leaders Board, Coventry and Warwickshire Local Enterprise Partnership (LEP) and LLP Board and West Midlands Employers (formerly West Midlands Councils). Moreover, central government now places greater emphasis on leadership in local government and expect Leaders' to rise to that challenge, making the Leader more visible and involved across the board.
47. The Leader's role has also grown in responsibility since the last review. The Localism Act 2011 enhanced the powers of all Leaders by requiring all Councils operating the executive model of governance to adopt the strong Leader model by 2012. Consequently the Leader now has all executive powers vested in the post and is responsible for the discharge of all executive functions. In particular, the Leader is now appointed for 4 years and in turn appoints the Deputy Leader and Executive Portfolio Holders, determines the remit of the executive members and any delegation of executive powers to committees; all these were previously Council functions. In effect the Leader now has the same level of

responsibility as an elected Mayor - it is their method of appointment and tenure that differs. In Warwick District the Leader now has responsibility for:

- Appointing the Executive and delegations of executive arrangements,
- Chairing the Executive;
- Chairing other Boards and Working Groups as appropriate;
- As Lead Member, or Portfolio Holder, for Strategic Leadership the Leader is also responsible for strategic projects, maintaining a corporate oversight of issues and addressing issues which crossover areas of portfolio responsibility;
- External relations, within Warwickshire, West Midlands and at a national level.

48. The Leader's current SRA (£8,371) is set at a multiple of two times the Basic Allowance in accordance with a methodology set out in the 2006 Statutory Guidance (paragraph 76), known as the factor approach. A multiple of three times the Basic Allowance is the most common factor used in arriving at a Leader's SRA. Benchmarking shows a mean SRA of £14,776 across the comparator group of councils, which is 2.9 times the mean Basic Allowance. Not only is the Leader's SRA lower than any other in the benchmarking group (the lowest being Stafford and Stratford-on-Avon at £10,500) but when the Basic Allowance is included, giving a total of £13,002, it is also the lowest in the benchmarking group, where the benchmarked mean total remuneration for Leaders is £19,953.

49. Consequently, benchmarking and the enhanced role of the Leader has convinced the Panel that the Leader's SRA should continue to be arrived at by the factor approach but marginally increasing the factor from 2 to 2.25 times the (recommended) Basic Allowance, which equates to £11,853.

50. As with the Basic Allowance the Panel extended benchmarking to a non-councillor role, in this case comparing remuneration of the Leader to that of the non-executive Chairs of NHS Trusts. The remuneration for Chairs NHS Trusts is banded according on their turnover as follows:

- | | |
|------------------|---------|
| • Band 1 Chairs: | £23,600 |
| • Band 2 Chairs: | £21,105 |
| • Band 3 Chairs: | £18,621 |

51. Remuneration for Chairs of NHS Foundation Trusts varies; however the Chair of the South Warwickshire NHS Foundation Trust which covers Warwick and

Stratford-on-Avon council district areas receives between £35,000 and £40,000 (2014/15)¹².

52. Again the role of Leader of Warwick District Council and Chair of an NHS Trust are not strictly analogous but the expressed time commitment for non-executive Chairs of Foundation NHS Trusts is a minimum of 3 days per week and for a Chair of an ordinary NHS Trust it is 2-3 days per week, which is not dissimilar the time commitment required from the Leader. In this context an SRA of £11,853 for the Leader is by no means excessive and in fact remains somewhat on the low side particularly when compared to benchmarked peers.
53. **The Panel recommends that the SRA for the Leader of the Council should be set a multiple of 2.25 times the recommended Basic Allowance (£5,268), which equates to £11,853 per annum.**

The Deputy Leader of the Council

54. In recommending other SRAs the Panel has in the main followed the approach laid out in the 2006 Statutory Guidance (paragraph 76) which states:

A good starting point in determining special responsibility allowances may be to agree the allowance which should be attached to the most time consuming post on the Council (this maybe the elected mayor or the leader) and pro rata downwards for the other roles which it has agreed ought to receive an extra allowance.

55. This is known as the 'pro rata' approach in that the other remunerated posts are assessed as a ratio or percentage of the Leader's role. By definition the size of the Leader's roles is 100%. The Panel has chosen to maintain this approach and adjusted the ratio for SRAs where there is a demonstrable case to do so.

• Deputy Leader's current SRA:	£3,961
• BM Group Deputy Leaders' Mean SRA:	£9,027
• Deputy Leader's recommended SRA:	£5,927

56. The Deputy Leader also has a portfolio (Culture) but their SRA is the same as the other Portfolio Holders; £3,961, which is the equivalent of 47% of the Leader's current SRA. Typically Deputy Leaders with a portfolio are paid slightly more than other executive members. The Panel in its March 2010 Report made such a recommendation to increase the Deputy Leader's SRA to £5,033 but it was not accepted by the Council. Benchmarking also shows that the Deputy Leader's SRA is not only substantially below the mean SRA (£9,027) but is the lowest.

¹² https://www.swft.nhs.uk/application/files/9914/5984/6505/Annual_Report_and_Accounts_Merged.pdf

57. The Deputy Leader undertakes the traditional role of attending briefings with the Leader, acting as a sounding board and stepping in for the Leader in the Leader's absence, which occurs more frequently as the Leader has had to undertake a larger regional role. Indeed it means that the Deputy Leader (as do most other executive members but to a lesser extent) has acquired a larger regional role simply because the demands upon the Leader have grown so much that specific tasks are delegated to the Deputy Leader such as leading on negotiations on matters relating to the Local Plan with Coventry and other special projects as assigned.
58. The Panel remains of the view that the SRA for Deputy Leader as a Portfolio Holder should be slightly higher than the other Portfolio Holders and the current ratio is broadly appropriate and has reset the SRA at 50% of the Leader's recommended SRA.
59. **The Deputy Leader/Portfolio Holder recommended SRA is £5,927, which has been reset at 50% of the Leader's recommended SRA of £11,853.**

Other Executive/Portfolio Holders (x6)

- Other Executive Members current SRA: £3,961
 - BM Group Other Executive Members Mean SRA: £7,369
 - Other Executive Members recommended SRA: £5,334
60. Legislation puts a cap on the number of Executive Members at a maximum of 10, including the Leader and Deputy Leader. Currently there are 6 other Executive Members, a reduction of one since the last review so they have each acquired a slightly larger remit. Again the Portfolio Holders SRA is significantly below the benchmarked mean and it is lower than any of the benchmarked councils.
61. Not only have the other Executive Members acquired larger remits since the last review their SRA has not been fundamentally reviewed since 2003, when all executive posts were new and had yet to be bedded in. As with the Leader and Deputy Leader all executive roles have evolved with more partnership working arrangements and working with a greater range of stakeholders. This development in the Portfolio Holders roles was recognised in the 2012 Report when the Panel recommended an increased SRA of £4,630, equal to the Basic Allowance. These posts merit a higher SRA but to differentiate them from the Deputy Leader and broadly maintain current differential with the Leader the Panel has reset them at 45% of the Leader's recommended SRA.

62. As such the Executive/Portfolio Holders merit an increase in their SRA and **the Panel recommends SRA of £5,334 for the 6 other Members of the Executive/Portfolio Holders, which has been set at 45% of the Leader's recommended SRA.**

Non-Portfolio Holders (x0)

63. There is provision in the allowances scheme for an SRA of £3,181 for Non-Portfolio Holders on the Executive. There are no such appointments made by the Leader and have not been any for a number of years. This SRA is now redundant. **The Panel recommends that the SRA (£3,181) for Non-Portfolio Holders on the Executive is discontinued and removed from the schedule of SRAs.**

Chairman of Planning Committee

- Planning Chairman current SRA: £3,865
- BM Group Planning Chairmen Mean SRAs: £5,230
- Recommended Planning Chairman SRA: £4,149

64. There was strong representation received that argued the Chairman of Planning should be paid an SRA on a par with Portfolio Holders and indeed that is the case in one of the comparator councils (Taunton Deane) and in Harrogate the Planning Chairman receives more than the executive members. Stratford-on-Avon pays 2 Area Planning Chairmen an SRA of £3,150 apiece.
65. Planning is a statutory function and where planning applications are not delegated to Officers then that function must be discharged by a committee. Decisions of the Planning Committee are quasi-judicial in that they have the force of law. Since this post was last reviewed in depth there has been an increase in delegation to Officers, with 90% of planning applications now decided by Officers. However, due to development pressures in the district planning is a high profile committee that meets more often than any other committee, on a four week cycle as opposed to the normal six week cycle. In addition there are 6 site visits per year on a Saturday morning that are organised by the Council. The Chairman has to chair what are often raucous and contentious meetings and is subject to a great deal of lobbying, as are all Members of the Planning Committee.
66. The Panel has not accepted the parity with Portfolio Holders argument largely on constitutional grounds. Portfolio Holders exercise executive functions that also have a statutory basis and exercise a greater responsibility through having greater discretion. Secondly, benchmarking shows that the mean SRA (£5,230)

for chairmen of Planning is not on a par with the mean SRA (£7,369) for Portfolio Holders. Thirdly, Planning is the only committee where the Vice Chairmen also receives an SRA. Finally, the Panel is recommending further recognition and support for the Planning function via its recommendation for other members of the Planning Committee - see below.

67. Nonetheless, the Panel accepts that the Chairman of Planning has a larger workload and responsibility than other committee chairs, with the Planning Committee being the most active and high profile committee of the Council and the SRA for the Chairman should reflect that reality in that their SRA should be the highest of the remunerated committee chairmen while differentiating sufficiently from other Executive Members to recognise the distinction in their constitutional responsibilities. Consequently, the Panel has reset the SRA for the Chairman of Planning at 35% of the Leader's recommended SRA (£11,853), which equates to £4,149.
68. **The recommended SRA for the Chairman of the Planning Committee is £4,149, which is 35% of the Leader's recommended SRA.**

Vice Chairman Planning Committee

- Planning Vice Chairman current SRA: £1,115
- BM Group Planning Vice Chairmen Mean SRA: £2,111
- Recommended Planning Vice Chairman SRA: £1,037

69. The Vice Chairman of the Planning Committee is the only Committee Vice Chairman that is paid an SRA, currently £1,115. There was representation received that queried the validity of this SRA largely on the grounds that it appeared to be an anomaly due to its uniqueness. This is partly backed up by benchmarking; only four out of the 12 comparator councils remunerate such a post. The mean benchmarked SRA is £2,111 but with a sample size of four the mean is distorted by a single high payer (Stafford at £3,600). In this case the median SRA (£1,692) is a more accurate reflection of the going rate.
70. The Panel has decided to continue this SRA on the grounds that the Vice Chairman of Planning is required to stand in for the Chairman when the latter has an interest regarding a particular application. Moreover, the Planning Vice Chairman is required to chair the advisory Planning Forum twice a year, the only Vice Chairman who has such a discrete assigned responsibility.
71. The current SRA is on a par with that paid to the Chairmen of the other committees that have similar levels of responsibilities. This does not feel fitting - a committee vice chairman while having a distinct workload and chairing an advisory forum in the case of planning cannot by definition, logic would

suggest, have the same level of responsibility as for instance the Chairmen of the Employment or Standards Committees, which are full standing committees. Consequently the Panel has reset the SRA as a ratio, in this case 25%, of the recommended SRA for the Chairman of the Planning Committee as the most apt comparator role.

72. **The recommended SRA for the Vice Chairman of the Planning Committee is £1,037, which has been reset at 25% of the Planning Chairman's recommended SRA.**

Other Members of the Planning Committee (x9)

73. Conversely there was strong representation to pay other Planning Committee Members an SRA mainly for reasons outlined above. The Panel was reluctant to accept this view. Planning Members do meet on a 4 week cycle rather than the normal 6 week cycle, they are subject to lobbying and committee meetings are the most attended of any across the Council and they are making quasi-judicial decisions. Yet, this role is one that can reasonably be expected from all Members, and there may be times when for instance Members on Licensing Sub Panels are meeting more often than usual in a quasi-judicial capacity to exercise powers under the Licensing Act 2003, Gambling Act 2005 or taxi licensing matters. Benchmarking shows that only one council out of the 12 comparator councils remunerate Planning Members ((Harrogate £928).
74. Yet, the distinctive additional workload carried out by all Planning Members is the requirement to undertake council organised site visits 6 times per year on Saturday mornings which is not typically the case in other councils. To recognise the additional workload that membership of the planning committee demands the Panel has decided that it merits a small SRA of £250 per year.
75. **The Panel recommends that the other 9 Members of the Planning Committee are paid an annual SRA of £250.** The Chairman and Vice Chairman are not eligible for this SRA as they are already being recommended an SRA that takes into the account their wider workload and responsibilities on the Planning Committee. In addition where an ordinary Member of the Planning Committee is in receipt of another SRA then they are still bound by the 1-SRA only rule - see below.

Chairman of Licensing & Regulatory Committee

- Licensing & Regulatory Chairman current SRA: £3,181
- BM Group Licensing Chairman Mean SRA: £3,166
- Recommended Licensing & Regulatory Chairman SRA: £3,556

76. The Licensing & Regulatory Committee and its sub Panels discharge the statutory functions in accordance with the Licensing Act 2003 and Gambling Act 2005 which mainly relates to working on the Council's licensing policy and hold hearings where there are objections to licensing applications. The current SRA is alone in being on an apparent par with peers. However, unlike most other councils where Licensing Committees (and their panels) mainly relate to licensed premises, gambling and taxi licensing, the Warwick Licensing & Regulatory Committee has additional functions such as elections and electoral registration, boundary reviews, anti-social behaviour and public footpaths.
77. However, the largest part of this work relates to liquor and gambling applications that are the subject of objections and requests made for the review of licenses. In turn these are now considered by one of 5 Licensing sub Panels, consisting of 3 Members drawn from the full committee. All Licensing and Regulatory Committee Members are assigned a Sub Panel with each Sub Panel scheduled to meet in rotation so the workload is spread across the full membership. In 2016 there was 30 L&R Panel meetings which represented a doubling on each of the previous three years which averaged 13-14 per year. It is difficult to ascertain whether this spike in workload will continue going forward but in the post-Rotherham context taxi licensing hearings have become a larger feature than in the past and it is an increasing area of the Chairman's workload and responsibility, not least in keeping up to date with Child Sexual Exploitation issues and proposed legislation in this area.
78. Benchmarking shows that the mean SRA for Chairmen of Licensing Committees is £3,166 but most of these committees are single function (licensing) only. Consequently the Panel feels that based on the multiple functions of the Licensing & Regulatory Committee and the post Rotherham context that the SRA for the Chairman should be reset at 30% of the Leader's recommended SRA. The Panel will revisit the workloads of the committee membership in its next review to monitor their workload on the Sub Panels.
79. **The recommended SRA for the Chairman of the Licensing and Regulatory Committee is £3,556, which 30% of the Leader's recommended SRA.**

Chairmen of Overview and Scrutiny Committees (x2)

- Overview & Scrutiny Chairman's current SRA: £2,511
- BM Group Overview & Scrutiny Chairmen's Mean SRA: £4,256
- Recommended Overview & Scrutiny Chairman's SRA: £2,963

80. Overview and Scrutiny is the process whereby executive decision-makers are held to account and is a statutory function which has to be discharged by at least one Overview and Scrutiny Committee. They are also tasked with reviewing specific issues within their relevant service areas. The two committees are
- Overview and Scrutiny Committee - prime purpose is to review items to be considered by the Executive, review past decisions, policy development, health and well being issues and any specific issues and problems with within any service area
 - Finance & Audit Scrutiny Committee - prime purpose is to provide independent assurance of the adequacy of the risk management framework and the associated control environment and scrutiny of the council's financial and non-financial performance vis-a-vis exposure to risk and audit issues
81. The Scrutiny Committees now make greater use of Task and Finish Working Groups and the Panel was informed that they add value by addressing particular issues of concern, with the Task and Finish Group on HMO's and Off Street Parking being a particularly relevant issue for Warwick District Council. The Panel considered whether there was merit in remunerating work and responsibility on Task and Finish Groups but as they can draw their membership and chairman from across the council it is an aspect recognised by the Basic Allowance. Consequently, the Panel decided that the Chairmen of the Scrutiny Committees merit an increase in their SRA; a view supported by benchmarking, and has reset it at 25% of the Leader's recommended SRA, which equates to £2,963.
82. **The recommended SRA for the Chairmen of the Overview and Scrutiny Committees (x2) is £2,963, which is 25% of the Leader's recommended SRA.**

Chairman of the Employment Committee

- Employment Committee Chairman's current SRA: £1,115
 - BM Group Employment Chairman's Mean SRA: NA
 - Recommended Employment Committee Chairman's SRA: £1,185
83. The Employment Committee is responsible for approving any policies affecting staff employment, including terms and conditions and oversees arrangements for determining staff appeals. The Panel considered whether the Chairman of the Employment Committee still merited an SRA on the basis that it meets less than most other committees, four times per year and it is not a post that is

typically paid elsewhere. However, the Panel has decided to maintain this SRA as it is a full committee of the Council and reset the SRA at 10% of the Leader's recommended SRA.

84. **The recommended SRA for the Chairman of the Employment Committee is £1,185, set at 10% of the Leader's recommended SRA.**

Chairman of the Standards Committee

- Standards Committee Chairman's current SRA: £1,115
- BM Group Standards Chairman's Mean SRA: £1,339
- Recommended Standards Committee Chairman's SRA: £1,185

85. Since the implementation of the Localism Act 2011 there is no longer a requirement to maintain a Standards Committee although the Council still retains residual statutory standards functions. However the Council has decided to maintain a Standards Committee to discharge most of the residual functions. The Chairman is remunerated on a par with the Chairman of the Employment Committee.
86. The Standards Committee has four scheduled meetings per year but it typically cancels 2 of them due to lack of business while adding an extra meeting in response to issues arising. Moreover, post Localism Act 2011 the Standards Committee has a reduced remit, in particular complaints now being dealt with by the Monitoring Officer and the new statutory post of Independent Person in the first and typically last instance. There has not been a Standards Hearing since 2014.
87. Consequently, the Panel considered whether an SRA was still merited for this post. It is not typically a remunerated post elsewhere, with only 4 out of the 12 comparator councils still maintaining and remunerating a Standards Committee Chairman. However, the Panel has decided to maintain this SRA on the basis that it is a full committee of the Council and in arriving at the recommended SRA it has maintained it on a par with the Chairman of the Employment Committee.
88. **The recommended SRA for the Chairman of the Standards Committee is £1,185, set at 10% of the Leader's recommended SRA.**

Chairman of the Warwick District Conservation Advisory Forum

89. The Warwick District Conservation Advisory Forum (or CAF) is a Warwick District Council specific body that reflects the District's special historic and

architectural nature. CAF's purpose is to assist in protecting and enhancing the Districts historic and architectural character. It consists of stakeholder representatives and two elected Members of the Council who have an interest in the historic environment and planning matters and are appointed as Chairman and Vice Chairman. The Chairman also acts as the Council's Heritage Champion. CAF normally meets every 4 weeks to reflect the planning cycle so that it can make recommendations to the Planning Committee where applications have an impact on historical buildings or where they are of special nature. It is an informal consultative body organised at the Council's discretion.

90. Again the Panel considered whether the Chairman of CAF merited an SRA particularly as it is not a full committee and is advisory in nature. However, the Council is required to periodically review the effectiveness of CAF and the last review in summer 2016 found that the Council should continue to support the work of CAF as:

Warwick District Council benefits from the free expert advice provided by CAF, and CAF enables the Council to work collaboratively with a range of community and professional organisations with specialist conservation knowledge.¹³

91. As CAF is subject to periodic review and has been deemed to be continuing to contribute to the work of the Council the Panel has decided that the Chairman should continue to receive an SRA on a par with the SRA paid to the Chairmen of the other standing committees with a similar level of responsibility.
92. **The recommended SRA for the Chairman of the Warwick District Conservation Advisory Forum is £1,185, set at 10% of the Leader's recommended SRA.**

Members of Appeals Panels

93. Appeals Panels now have a more focused remit dealing solely with Housing Appeals. They consist of 3 Members taken from an approved list retained by the Monitoring Officer and meet as and when required, typically no more than a couple of times per year. When Members sit on Appeals Panels they are eligible for a SRA of £67.50 per half day or £135 if the Panel sits for more than half a day.
94. This SRA is now outmoded, not only do Appeals Panel meet less frequently than when it was originally established but the reorganisation of Licensing now means that many Members can expect to sit on Licensing Panels that fulfil

¹³ Report to Planning Committee, *Review of the Warwick District Council Conservation Advisory Forum*, 16 August 2016

a similar type of function. It is the type of duty for which the Basic Allowance is payable.

95. **The Panel recommends that the SRA for Members sitting on the Appeals Panels is discontinued from the annual meeting of the Council on 18th May 2017.**

Opposition SRAs - Leader of the Main Opposition Group

- Main Opposition Group Leader current SRA: £1,749
- BM Group Main Opposition Group Leaders Mean SRA: £3,646
- Recommended Main Opposition Group Leader SRA: £2,963

96. The 2003 Regulations require that where the Council is controlled by one or more political groups (defined as having a minimum of 2 Members) then at least one SRA must be paid to an Opposition Member. The current Warwick District Council allowances scheme fulfils this requirement and more by not only making provision for Opposition SRAs but through appointing Opposition Members to Chair the Scrutiny Committees.
97. Currently all Opposition Group Leaders who have at least 4 Group Members are eligible for an Opposition Group Leaders' SRA based on two elements:
- Standard element: £822
 - Variable element: £103 per Group Member
98. The only Opposition Group Leader to qualify for this SRA is the Leader of the Labour Opposition Group, with 9 Members with an SRA of £1,749. The mean SRA for Leaders of Main Opposition Groups (where it is paid as a set figure) in the comparator councils is £3,646.
99. Representation was received that argued that Opposition Group Leaders should get an SRA as long as they meet the legal minimum of 2 Members. The Panel has not accepted this argument and remains of the view that leading an Opposition Group of 2 Members does not entail a significant responsibility and a criterion of 4 Members has logic in that it is 10% of the Council membership. It is also a common condition found in other allowances schemes e.g., 4 Opposition Group Members are required for an Opposition Group Leaders' SRA to be paid in Stratford-on-Avon District Council whereas the qualifying threshold in Harrogate Council is 6 Opposition Members.
100. The Panel has decided to change the approach in arriving at the recommended SRAs for Opposition Group Leaders by setting it at a standard rate. It has

accepted the argument that the Leader of the Main Opposition Group has the principal duty to provide a challenge to the controlling administration regardless of group size. Setting the SRA for the Leader of the Main Opposition at a standard rate is also common practice in other councils.

101. In arriving at the recommended SRA for the Leader of the Main Opposition the Panel has assessed the role as being the equivalent of being a Chairman of an Overview and Scrutiny Committee with a recommended SRA of £2,963.
102. **The recommended SRA for the Leader of the Main Opposition Group is £2,963, set at 25% of the Leaders' SRA.**
103. **The Panel further recommends that if there are two Main Opposition Groups of equal size then the Main Opposition Group Leader's SRA of £2,963 is divided equally between each Main Opposition Group Leader, which equates to £1,482. The same principle should be extended in the highly unlikely event that there are more than two Main Opposition Groups of equal size.**

Leaders of Other Opposition Groups with at least 4 Members

104. Currently there is no other Opposition Group that meets the Council's criteria of having 4 group members for their SRAs to be paid. Regardless, the Panel has made a recommendation to future proof the scheme and has decided that a standard SRA should be paid rather than utilising the current formula, which results in a disproportionate SRA in relation to group size.
105. In arriving at the appropriate SRA the Panel has decided that it should be on a par with the recommended SRA for the Chairmen of the Standards and Employment Committees, which is £1,185.
106. **The Panel recommends that where an Other Opposition Group reaches the qualifying criteria of having a minimum of 4 Group Members then they should receive an SRA of £1,185.**

Other SRAs considered

107. The Panel considered whether there was a case to remunerate other posts not currently in receipt of an SRA, particularly Members appointed to Licensing Sub Panels, but the evidence to support any additional SRAs was limited so the Panel is not making any recommendations in this regard.

Maintaining the 1-SRA Only Rule

108. In common with most Councils Warwick District Council has adopted what is known as the 1-SRA only rule; in that regardless of the number of remunerated posts held by an elected Member they can be paid 'one SRA only. Out of the 12 councils in the benchmarking group only Harrogate puts no limit on the number of SRAs a Member can be paid, with Charnwood paying 50% of a second SRA a Member may be eligible for. No evidence was received to change the 1-SRA only rule for Warwick District Council.
109. **The Panel recommends that the 1-SRA only rule is maintained.**

The Co-optees' Allowance

110. The scheme contains provision for a Co-optees' Allowance (£281 per year) for non-elected Co-optees appointed to the Council's committees and panels in accordance with Part III the Local Government Act 2000. At the present time there are no standing Co-optees on any Council committee but this may not be the case in the future. To future proof the scheme **the Panel recommends that provision for a Co-optees Allowance at £281 is maintained and to be paid to any standing Co-optees' the Council appoints.**

The Dependants' Carers' Allowance (DCA)

111. While no issues were raised with the Panel by Members regarding the DCA it is noted that it has not been claimed for a few years despite a number of Members being eligible to claim it. The Panel understands that there may be reluctance on the part of eligible Members to claim the DCA as it appears as a published expense against a Members' name in the annual statutory publication of remuneration and reimbursements received by each Member.
112. The Panel takes this opportunity to point out that this allowance was given recognition in statute and is specifically designed to reduce a potential barrier to being an elected Member for those with caring responsibilities. The Panel suggests that if it is known that a Member has caring responsibilities then the DCA is specifically brought to their attention. It should also be noted that approved duties for which the DCA may be claimed are determined by statute.
113. However, the DCA does require some clarification and updating particularly regarding the maximum rate for which it may be claimed. It is now good practice to set the maximum rate claimable at the National Living Wage and note that this is a contribution to the cost of caring for dependants while on

approved duties. Moreover the Panel feels that a small amendment to the DCA may help its take up by those that are eligible namely to delete the condition that a childminder or other professional carer must provide relevant receipts and to simply ask any Member claiming the DCA to produce relevant receipts.

114. **The Panel recommends that the Dependants' Carers' Allowances is set out more clearly in the allowances scheme and is reset at a maximum claimable rate based on the Government's National Living Wage, currently £7.20 per hour payable upon the production of receipts. The allowances scheme should also be clarified to point out that the DCA is a contribution rather than full reimbursement of carers' expenses.**

Travel & Subsistence Allowance - discontinue for within the District

115. A good deal of representation was received that argued Members who attend Parish and Town Council meetings within their electoral division should be able to claim a travel allowance and the approved duties for which a travel allowance may be claimed as set out in Schedule 2 of the allowances scheme should be amended to permit such claims.
116. The Panel understands that one reason for this view is that Members of Warwickshire County Council attending Parish and Town Council meetings within their electoral division are able to claim a travel allowance and a sense of inequity has developed on the part of Warwick District Council Members. This is understandable but the approved duties for which Warwickshire County Councillors may claim travel allowances are outwith the preview of this Panel.
117. Moreover, the Panel sees problems by going down this route; it could lead to pleas for travel allowances for other similar types of meetings such as with community groups, constituents and resident associations. Furthermore, a number of Warwick District Council Members are also Parish and Town Councillors and in effect Warwick District Council could be subsidizing attendance at Parish and Town Council meetings. Besides Parish and Town Councils have the ability to pay their own travel and subsistence allowances to their Members who are also Warwick District Council Members. There are also the extra administration costs in processing these types of claims.
118. In any case the Panel has addressed the issue through the recommended Basic Allowance that is deemed inclusive of all such expenses. The Panel has recommended a BA of £5,268 as the rate for job and as such feels that the right to claim any in-authority travel or subsistence allowance should be discontinued. One way of conceptualising this is to view the costs incurred in attending Parish and Town Council and similar types of meetings as part of the

wider voluntary contribution that Councillors are expected to give as part of their workloads.

119. **The Panel recommends that right of Members to claim travel and subsistence allowances for attending any duties within the district should be discontinued and the list of approved duties in Schedule 2 of the Members' Allowances scheme should be amended to reflect this change.**
120. The Panel points out that Members retain the ability as individuals to seek tax relief for any costs incurred in carrying out their council related duties for which they cannot otherwise claim reimbursement as long as they can show such "travelling expenses were "necessarily incurred in the performance of the duties of their office."¹⁴

Travel and Subsistence Allowances - Outwith the District

121. It is a different context when a Member has to travel outwith the District to represent the Council at regional and national meetings or attend conferences. In these cases Members are incurring expenses that are beyond 'incidental' and are not typically incurred through a Member's routine work. The Panel received no evidence to change the current approved duties and conditions for which the Travel and Subsistence Allowances may be claimed outwith the district with one minor amendment. The applicable mileage rates are the HMRC mileage rates but the Passenger Supplement rate is not included.
122. **The Panel recommends that the current Travel and Subsistence rates should be maintained for Members undertaking approved duties outwith the district and that the HMRC Passenger Supplement rate of 5p per passenger per mile should also be included in the published rates in Schedule 3 of the Members' Allowances scheme.**
123. The Panel notes that staff terms & conditions for employees are subject to review and will take into account the recommendations of this Panel. If after taking into account the recommendations of this Report the Council decide that staff subsistence allowances should be set at rates that are not currently being recommended for Members (outwith only) then the Panel recommends that the Members subsistence allowances be reset that the same rates that are applicable for Officers (outwith only).

Other Support - Broadband, paper and toner

¹⁴ See 2006 Statutory Guidance paragraph 108.

124. Currently Members are able to claim a Broadband Allowance of £25.69 per month and printer paper and toner. In 2012 the Panel recommended that the Broadband Allowance be discontinued. The logic behind this recommendation has, if anything, become stronger. Times have changed and it is now common place for most homes have broadband. Indeed, the Office of National Statistics Statistical Bulletin "Internet Access - Households and Individuals 2015" Table 24 (5 August 2015) shows that 86% of households in Great Britain had internet access in 2015 up from 9% (UK) in 1998. Moreover, it is also being proposed in their review of terms and conditions that broadband provision is discontinued for staff. It is also Council policy to go 'paperless'. Items such as broadband, paper and toner the Panel has deemed to be expenses that can reasonably be included within the Basic Allowance.
125. **The Panel recommends that the Broadband Allowance and direct provision of paper and toner to Members is withdrawn from the annual meeting on 18th May 2017.**

Other Support - iPads and Sim cards

126. As part of its move to a 'paperless council' all Members who wish to have them are provided with iPads. Currently, 32 iPads have been issued to Councillors with some Councillors choosing to use their own personal device instead. Of these 15 Councillors have Sim cards included in the iPad access wifi when required. The Panel has asked to provide a view on this provision to Members. However, it is Council's view that it is an Executive decision on whether to issue the equipment and determine which Councillors should be entitled to have SIM cards. Accordingly, the Councillors IT Working Party are drafting protocols for which Councillors are entitled to have a iPad with a sim card based on their role and need. The Panel notes the view of the Council on this issue and is not making recommendations in this regard.

The Civic Allowance

127. No evidence was received to suggest that on the current payment of the Civic Allowance to the Chairman (£10,000) and Vice Chairman (£3,000) of the Council merited revision. **The Panel is not recommending any change to the current payment of the Civic Allowance to the Chairman and Vice Chairman of the Council.**

Suspension of Allowances - Provision since superseded

128. Currently the allowances scheme (section 13) contains reference to the suspension of Allowances if a Member is suspended due to a breach of the

Code of Conduct. This is a technical issue and relates to the previous code of conduct legislation and cannot be acted on under the Localism Act. **The Panel recommends that section 13, Suspension of Allowance, is removed from the updated Members' Allowances scheme.**

Indexation

129. **The Panel recommends that the following indices are applied to the allowances paid to Members of Warwick District Council:**

Basic Allowance, SRAs and Co-optees' Allowances:

- Indexed to the annual percentage salary increase for local government staff (at spinal column 49) as agreed each year by the National Joint Council for Local Government Services and applicable to the same year it applies to Officers but with an implementation date from the start of the municipal rather than financial year.

Mileage Allowance (Outwith only):

- Members' mileage allowances rates should be indexed to HMRC Approved Mileage Allowance Payment rates.

Subsistence Allowances (Outwith only):

- Subsistence allowances should be indexed to the same rates that are applicable to Officers.

The Dependants' Carers' Allowance:

- Maximum hourly rate claimable indexed to the National Living Wage.

130. **The Panel also recommends that indexation should run for four years (2017-2021), which is the maximum length of time permitted by the 2003 Regulations.**

Implementation

131. **The Panel recommends that the new scheme of allowances based on the recommendations contained in this Report is adopted from the date of the Council's Annual Meeting in May 2017.**

APPENDIX 1 - Specific Issues for Panel to consider

Report to Executive 27 July 2016 "Review of Warwick District Members' Allowances Scheme" Appendix 2, Terms of Reference

Terms of Reference for the 2016 review of Warwick District Council Members Allowances Scheme

1. Review basic allowance to ensure that it is appropriate for the Council.
2. Review of the Special Responsibility Allowances for the Council to ensure they are set at an appropriate level.
3. To consider if Councillors should re-opt back into receiving a percentage increase in the basic or special responsibility allowances in line with any agreed national pay award for local government officers on scale point 28.
4. To consider if it is appropriate that Councillors are entitled to claim mileage for attending parish Council meetings? They believe they have an obligation to attend these meetings and update them on District Council business and represent the District Council.
5. Consider if District Councillors be entitled to claim mileage when attending events and duties as Portfolio Holder. This is based on increasing involvement of Portfolio Holders in representing the Council at events, while recognising that they already receive a Special Responsibility Allowance.
6. To remove the broadband allowance for Councillors in recognition that broadband is now a common standard for homes, reflects the decision to remove the home working allowance and broadband allowance for officers who work from home. In addition HMRC now identify this as a taxable benefit and being mindful that only 12 councillors currently claim for this.
7. To consider if it is appropriate for Councillors to claim mileage to attend Council, Executive and Committee meetings that would be considered as their place of work.
8. To consider if mileage should be paid for Councillors attending meetings when being consulted by officers prior to officers taking a decision. For example "Following consultation with a solicitor acting for the Council and the Chair or Deputy Chair of the Licensing & Regulatory Committee to exercise the power under Section 61 of the Local Government (Miscellaneous Provisions) Act 1976 (as inserted by the Road Safety Act 2006), to suspend or revoke a private hire or hackney carriage driver's licence where it appears that the interests of public safety require such suspension or revocation to have immediate effect."
9. Consideration is given to the allowance to the Chair & Vice-Chair of the Council as to if they should receive an Special Responsibility Allowance for the responsibility then a separate allowance outside the Members Allowances Scheme to attend and hosts events
10. To bring forward a revised Subsistence scheme for members in line with the proposals being considered for officers.

11. The Council currently provides some iPads to all Councillors who wish to have them. At present we have 32 iPads issued to Councillors with some Councillors choosing to use their own personal device instead. Of these 15 Councillors have Sim cards included in the iPad so they can work when not connected to the internet by wifi access. The Council believes it is an Executive decision to issue the equipment and determine which Councillors should be entitled to have SIM card. For that reason the Councillors IT Working Party are drafting protocol for which Councillors are entitled to have a Sim based on their role and need.
12. At present Councillors can receive paper and toner for printers. However, the intention is for the Council to move towards a paperless environment and not printers, unless there is a specific medical need. Therefore would it be acceptable to update the Members' Allowances Scheme to reflect this.
13. The scheme should be updated to remove the section regarding suspension of Allowances because this related to the previous code of conduct legislation and cannot be acted on under the Localism Act.

APPENDIX 2 - Information reviewed by the Panel

1. Terms of Reference
2. Warwick Council Members' Allowances Scheme 2016/17 including full schedule of SRAs payable and methodologies for determining allowances
3. The Councils annual statutory publication of Members' allowances and expenses received by each Member including category sub totals, 2015/16, including other support/items provided to Members.
4. Members' Allowances Review, IRP Report January 2012, including Council Minutes recording decision as set out in Report to Executive, 15 February 2015
5. Members' Allowances Review, IRP Report for Deputy Leader, March 2010, including Council Minutes recording decision not to accept recommendation
6. Members' Allowances Review, IRP Report March 2008, including Council Minutes recording decision
7. Calendar of Council Meetings 2016/17, including the number of:
 - Those meetings that were cancelled in 2016/17
 - Licensing and/or Regulatory Panel meetings for last 4 years and who chaired them
 - Standards hearings for past 4 years and who chaired them
8. Calendar of Council Meetings 2017/18 and 2018/19
9. Terms of Reference for Committees, Panels, etc, including the membership of the Executive and Committees and who chairs them
10. Members attendance records, including training events
11. Member role profiles
12. Copy of replies to aide memoir sent to all Councillors
13. Members Allowances Statutory Guidance 2006
14. Summary of hours worked (mean per week) by Councillors (Census of Councillors 2013)
15. Update on proposed changes to Staff Terms & Conditions based on Consultation document 4 December 2015
16. Pay increase: National Joint Council for Local Government Services LGS Pay 2014-16 @ 2.2% and Pay Offer: National Joint Council for Local Government Services LGS Pay 2017-19 @ 1% per year
17. Paper showing what BA and main SRAs would be if index had been applied since 2012 review

18. Annual Survey of Hours and Earnings (ASHE), Table 7.1a, average weekly earnings (gross) for all full time employee jobs in the District of Warwick, provisional results, 26 October 2016
19. Benchmarking - summary of allowances paid in the comparator councils 2016/17 or the latest data available
20. The Local Authorities (Members' Allowances) (England) Regulations 2003, SI 2003/1021
21. Copy of power point Presentation to Panel by IRP Chair

APPENDIX 3 - Member Interviewees (24-25 January 2017)

1. Cllr M. Ashford: Vice Chairman Planning Committee (Conservative)
2. Cllr J. Barrott: Leader Labour (Main) Opposition Group
3. Cllr A. Boad: Leader Liberal Democrat Opposition Group, Council Vice Chairman and Chairman Overview & Scrutiny Committee
4. Cllr Mrs F. Bunker: Chairman Employment Committee (Conservative)
5. Cllr Mrs P. Cain: Chairman Warwick District Conservation Advisory Forum (Conservative)
6. Cllr J. Cooke: Chairman Planning Committee (Conservative)
7. Cllr R. Davies: Chairman Standards Committee (Conservative)
8. Cllr I. Davison: Green Councillor/'Backbench' Member
9. Cllr G. Illingworth TD: Chairman Licensing & Regulatory Committee (Conservative)
10. Cllr A. Mobbs: Leader of the Council with Strategic Leadership Portfolio and Leader of the Conservative Group
11. Cllr C. Quinney: Chairman Finance & Audit Scrutiny Committee, (Labour)
12. Cllr P. Whiting: Finance Portfolio Holder (Conservative)

APPENDIX 4 - Written Submissions from Members¹⁵

- | | |
|-----------------------------|---|
| 1. Cllr J. Barrott: | Leader Labour (Main) Opposition Group |
| 2. Cllr A. Boad: | Leader Liberal Democrat Opposition Group, Council Vice Chairman and Chairman Overview & Scrutiny Committee |
| 3. Cllr N. Butler: | Business Portfolio Holder (Conservative) |
| 4. Cllr M. Coker: | Deputy Leader of Council and Portfolio Holder Culture & Sport Portfolio Holder (Conservative) |
| 5. Cllr J. Cooke: | Chairman Planning Committee (Conservative) |
| 6. Cllr I. Davison: | Green Councillor/'Backbench' Member |
| 7. Cllr A. Day: | Conservative Councillor/'Backbench' Member |
| 8. Cllr R. Edgington: | Conservative Councillor/'Backbench' Member |
| 9. Cllr Mrs J. Falp: | Leader Whitnash Residents Association (Independent) Opposition Group and Vice Chairman Licensing & Regulatory Committee |
| 10. Cllr S. Gallagher JP: | Conservative Councillor/'Backbench' Member |
| 11. Cllr A-M. Grainger: | Health & Community Protection Portfolio Holder (Conservative) |
| 12. Cllr G. Illingworth TP: | Chairman Licensing & Regulatory Committee (Conservative) |
| 13. Cllr Mrs J. Knight: | Council Chairman (Conservative) |
| 14. Cllr T. Morris: | Conservative Councillor/'Backbench' Member |
| 15. Cllr K. Naimo: | Labour Councillor/'Backbench' Member |
| 16. Cllr C. Quinney: | Chairman Finance & Audit Scrutiny Committee (Labour) |
| 17. Cllr Mrs P. Redford: | Conservative Councillor/'Backbench' Member |
| 18. Cllr A. Thompson: | Conservative Councillor/'Backbench' Member |
| 19. Cllr B. Weed: | Labour Councillor/'Backbench' Member |
| 20. Cllr P. Whiting: | Finance Portfolio Holder (Conservative) |

¹⁵ One written submission was anonymous

APPENDIX 5 - Officer Briefings

Chris Elliot

Chief Executive

Graham Leach:

Democratic Services Manager and Deputy Monitoring
Officer

APPENDIX 6 - Benchmarking

BM1 Warwick DC Benchmarking Group - Warwickshire DCs + 8 CIPFA NN: BA + Exec + Scrutiny SRAs (2016/17)								
Comparator Council	BA	Leader	Leader Total	Deputy Leader	Other Executive	Deputies to Executive	Chairs Scrutiny	Vice Chairs Scrutiny
Charnwood	£4,926	£12,170	£17,096	£8,519	£4,868	£2,087	£3,408	£1,461
Chelmsford	£5,703	£22,371	£28,074	£14,766	£11,187		£5,592	£2,745
Cheltenham	£5,268	£16,592	£21,860	£13,059	£13,059		£2,749	£1,375
Colchester	£6,573	£19,719	£26,292	£12,422	£11,831		£6,902	
Harrogate*	£4,637	£13,912	£18,549	£6,956	£4,637		£4,637	£928
Maidstone	£4,713	£18,848	£23,561	committee system			NA	
N. Warwickshire	£4,942	£10,987	£15,929	committee system			£4,983	
Nuneaton & Bedworth	£4,935	£12,336	£17,271	£8,020	£7,051		£3,883	NA
Rugby	£6,492	£17,153	£23,645	NA	£5,356		£3,214	
Stafford	£4,500	£10,500	£15,000	£7,500	£5,700		£3,200	
Stratford-on-Avon	£5,100	£10,500	£15,600	£5,250	£5,250		£5,250	
Taunton Deane	£4,344	£12,219	£16,563	£4,752	£4,752		£3,000	
Warwick	£4,631	£8,371	£13,002	£3,961	£3,961		£2,511	
Mean	£5,178	£14,776	£19,953	£9,027	£7,369		£4,256	£1,627
Median	£4,939	£13,124	£17,910	£8,020	£5,528		£3,883	£1,418
Highest	£6,573	£22,371	£28,074	£14,766	£13,059		£6,902	£2,745
Lowest	£4,344	£10,500	£15,000	£4,752	£4,637		£2,749	£928
SRAs Mean Ratios of Leader		2.9 X BA		61%	50%		29%	
* Harrogate BA includes flat rate annual IT allowance of £266								

BM2 Warwick DC Benchmarking - Other Warwickshire & 8 NNs DCs: Regulatory SRAs (2016/17)									
Comparator Council	Chair Planning	Planning Vice Chair	Members Planning	Chair Licensing	Licensing Vice Chair	Chairs Licensing Panel &/or Appeals	Chair Standards	Chair HR &/or Employment	Chair Audit &/or Governance
Charnwood*	£3,650	£1,461		£2,434	£1,460		£1,461		£3,408
Chelmsford	£7,380			£5,592					£1,119
Cheltenham	£3,055	£1,527		£1,375			£305		£688
Colchester	£6,902			£5,916					£3,944
Harrogate**	£5,665	£1,856	£928	£1,818				£928	£928
Maidstone	£7,539			£3,770		£78 p/meeting			£3,770
North Warwickshire	£4,983			NA					
Nuneaton & Bedworth	£4,586			£4,586			£2,588		£2,588
Rugby	£3,750			£3,750				£536	£3,097
Stafford***	£4,200	£3,600		£1,600		£1,600	£1,000	£3,800	£2,300
Stratford-on-Avon~	£6,300			£2,625		£1,313			£2,625
Taunton Deane	£4,752			£1,357					£1,357
Warwick	£3,865	£1,115		£3,181			£1,115	£1,115	
Mean	£5,230	£2,111		£3,166			£1,339	£1,755	£2,348
Median	£4,868	£1,692		£2,625			£1,231	£928	£2,588
Highest	£7,539	£3,600		£5,916			£2,588	£3,800	£3,944
Lowest	£3,055	£1,461		£1,357			£305	£536	£688
Mean Ratio Leader/SRA	35%			21%			9%	12%	16%
* Charnwood pays 2 Licensing V/Chairs at £730 apiece		** Planning Chair & V/Chair SRAs include Planning Members SRA			*** Stafford Planning V/Chair & Employment Chair SRA only paid if chaired Committee in each quarter @ £900/£950 p/quarter			~Stratford pays 2 Planning Chairs @ £3,150 apiece	

BM3 Warwick DC Benchmarking Group: Other Warwickshire & 8 NNs DCs - Group & Misc SRAs 2016/17					
Comparator Councils	Main Opposition Group Leader	Deputy Leader Main Opposition	Minor Opposition Group Leader	Chairs Area or Local Forums	Other SRAs & Comments
Charnwood	£4,080				50% of 2nd SRA paid
Chelmsford	£7,380				Chair Development Policy £7,380, Chair Governance £1.119
Cheltenham	£611		£611		Have a payback system for missing meetings
Colchester	£7,888		£7,099		Chairs Local Plan Committee & Trade Board £3,944, 3rd Opposition Group Leader £3,155, Members Planning £1.035 & Licensing £444
Harrogate	£2,319		£1,391		Chairs Performance Panel, GP + Planning Referral Committees £928, Mbrs Licensing > 5 meetings £456, Ad Hoc Panel Chairs £2 p/meeting. No limit on SRAs a Mbr can receive
Maidstone	£380 p/Mbr		£380 p/Mbr		Licensing Members £59 per meeting
North Warwickshire	£3,958	£1,745	£1,162 + £233 p/mbr	£873	Chairs Sub Committees £1,745 + Appeals Panel Members £260
Nuneaton & Bedworth	£2,588				
Rugby	£2,679		£2,679		Vice Chair Audit £1,320
Stafford					
Stratford-on-Avon	£1,313				Chair of Council £1,313, 12th BA payment withheld if training objectives not met
Taunton Deane	NA				Chairs Task & Finish £250
Warwick	£1,749				Chair Warwick District Conservation Advisory Forum £1,115
Mean	£3,646		£2,945		
Median	£2,679		£2,035		
Highest	£7,888		£7,099		
Lowest	£611		£611		



Masterplan

for St Mary's Lands, Warwick

Masterplan

for St Mary's Lands, Warwick

0321-PLI-AL-XX-RP-001

Revision:	Issue:	Author:	Approved:	Notes:
01	21.06.17	RW	CB	FINAL draft
02	27.07.17	RW	CB	Working Party comments incorporated; minor spelling/grammar corrections



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Foreword

It gives me great pleasure to introduce the Masterplan for St Mary's Lands.

This document sets out why St Mary's Lands is significant and to whom. It will explain how the ecology, heritage, and community values of this important green space can be sustained and enhanced alongside the new uses, alterations, repairs and management regimes that have been identified by the St Mary's Lands Working Group as being essential to protecting and enhancing the space.

The green spaces of Warwick help define the Town and District and it is important that we are not complacent about our cherished parks, gardens and Common Land but continue to improve them, in order that they respond to the emerging needs, aspirations and demands of Warwick and its residents in the years to come. For the first time, a clear vision has been matched to a comprehensive set of proposals for St Mary's Lands. This document aims to both capture the work undertaken in compiling this vision and set out a framework in which any future decisions must take into consideration through the planning process.

Thanks are extended to all those involved in the production of this Masterplan.

Special thanks are extended to all the members of the Working Group for their dedication and willing contribution to this plan.

Councillor Noel Butler

Executive Member for Business
Warwick District Council

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Executive Summary

Executive Summary

This masterplan represents a balanced response to the opportunities and threats posed at St Mary's Lands. It recognises that there may be a need to invest in developments that support the wider economy, such as a hotel and expansion of the caravan park, but where any such need exists, it cannot be to the detriment of the greenspace. Any such development must respond to the sense of place and the multi-purpose sporting, recreational and leisure use of this important public open space. The need to plan for the replacement of obsolete facilities, such as the Golf Centre, Corp of Drums, Warwick Racing Football Club, and facilities at the Racecourse affords the opportunity to significantly address the poor quality and often ad-hoc decisions of the past with an approach that is more in keeping with the Conservation Area. Common ground has been found on these issues across the range of interests represented by the St Mary's Lands Working Party and this document captures this broad consensus.

Policy CT7 within the Local Plan - Publication Draft outlines the requirement for the preparation of a masterplan for the St Mary's Lands. The masterplan if agreed by Council will form part of the Council's planning policy framework used for determining planning and related applications as well as providing a framework for investment decisions by the Council and its partners.

St Mary's Lands comprises some 57 acres (23.21 ha) of open space located on the western edge of Warwick. The walking distance to the town centre is approximately 5-minutes. The site is located within the Warwick Conservation Area and includes the historic Warwick Common and Lammas Fields. Though St Mary's Lands are wholly owned by Warwick District Council, parts of the site are leased to other organisations, including the Racecourse, Golf Centre and caravan park site. Although Common Rights were extinguished under the Warwick Corporation Act in 1948 there is a strong public perception that these remain and within the community there are concerns that the open space will be eroded by development or loss of access due to the commercialisation of the open space.

This 2017 Masterplan is the result of partnership working between the St Mary's Lands Working Party and Warwick District Council in association with Warwick Town Council and Warwickshire County Council. The purpose of the Working Party is threefold:

1. To develop a replacement to the 2004 masterplan, taking into the consideration the changes that have taken place since the original plan was produced
2. Set out a clear understanding of the purpose of St Mary's Lands so that decisions and investment can be made in an informed way, rather than on an ad-hoc or short-term basis
3. Provide non-statutory planning guidance to assist with determining future planning applications.

The Masterplan captures the work completed to date and presents it in a succinct, non-technical way, to guide the future development of this important green space. The proposals put forward for consultation by the Working Party included 4-key themes, recognizing that:

Protecting St Mary's Lands for People and Nature: will require careful future management and maintenance to balance the needs for community use and events, whilst also protecting biodiversity that may ultimately need to restrict access to prosper. The need to protect the 'greenness' of the space is important – the loss of greenspace to future development is perceived to be a persistent threat and a clear set of policies on acceptable development is required

Improving Access and Enjoyment for All: current signage, wayfinding and footpaths are in various conditions, from good to extremely poor. Few footpath routes are accessible to disabled users with physical barriers, lack of resting points and path surfaces all restricting access. There is also a conflict over the leased areas of the space, where public access is restricted. The strategic location of the site, means that a system of cycle routes could greatly increase connectivity between Warwick Parkway station and the town centre

Supporting the Local Economy: the Working Party recognises the need to protect the value of free-to-use recreational facilities alongside support for a range of business organisations that contribute to the local economy. These organisations offer a range of other services to residents and visitors, and should not be seen as mutually exclusive of each other. The objective is to find an appropriate balance between public facilities and the financial contributions that the leaseholders make to the economy, both directly and indirectly, whilst ensuring that the synergy between all parties is maximised

Investing for the Future: The second State of the UK Public Parks report (Heritage Lottery Fund: 2016) shows that there is a growing deficit between the rising use of parks and the declining resources that are available to manage them. The report findings show that while parks are highly valued by the public and usage is increasing, park maintenance budgets and staffing levels are being cut. A clear vision for St Mary's Lands is crucial to assist with setting objectives that will ensure that future investment is both targeted and maximised. The Working Party have prepared this document in acknowledgement of the financial constraints but with a clear strategy for targeting investment to the areas that are most in need of improvement. The masterplan is matched to a delivery timetable and a realistic assessment of funding over the coming years.

These four themes formed the basis of the extensive community consultation that has refined this final masterplan and helped to crystallise the vision for St Mary's Lands.

Our vision is a future for St Mary's Lands where the natural and cultural heritage is protected and enhanced – where a vibrant range of community uses, economic regeneration and environmental enhancement thrive together in this inspiring natural setting.

Objectives

The objectives of the Masterplan are:

- To manage, enhance and promote the landscape character of St Mary's Lands, including increasing its biodiversity.
- To manage, enhance and promote St Mary's Land as a green space distinctly different to the more formal parks and open spaces in Warwick, ensuring access is maintained and enhanced to a large area of more natural open space within walking distance of the town centre.
- To promote St Mary's Lands as a visitor destination, where any such increase in visitor numbers are compatible with preserving and protecting the site's landscape quality, biodiversity and sense of place.
- To support the many organisations that contribute to the broader community needs or local economy, where such support does not lead to a loss of landscape quality, biodiversity or sense of place.

This Masterplan is not against change, indeed it recognizes that change is often an essential ingredient in sustaining a relevance to the community the open space serves. However, there is strong presumption against the loss of green space, which should only be acceptable under the most compelling reasons.



1.0 Introduction

Location

St Mary's Lands is located to the west of Warwick town centre, defining the edge of the urban area. The site is located at Grid ref. SP275648, measuring approximately 78 ha in extent.

The site is bounded by the Chiltern Main Line (Birmingham to London rail link) to the north; Saltisford Brook immediately to the east and beyond it the Packmores estate and the town centre; Hampton Road and Chase Meadows to the south; and Gog Brook to the west with agricultural land beyond.

The surrounding land use is a mixture of town centre residential dwellings to the east, north and south with open agricultural land to the west. There are two brooks passing the site; one along the eastern boundary and one along the western boundary. The site is an important amenity and wildlife resource for Warwick being the largest public open space near the town centre.



Landscape Character

St Mary's Lands encapsulates Warwick Racecourse and Lammas Field. The site also includes Jubilee Wood & reservoir, Warwick Golf Centre, Hill Close Gardens, Warwick Caravan Club, Racing Club Warwick Football Club and Warwick Corp of Drums. Stream corridors run alongside the site's east and west boundaries.

Warwick Racecourse

The racecourse broadly runs the perimeter of St Mary's Lands, encircling the managed parkland area that forms the golf course and the more informal central open space of Lammas Field. The course is a left handed oval track that is approximately 2 miles (2800m) in length. The racecourse is essentially flat with some undulations over the jumps course. It is a flat track approximately 12 m wide along most of the back straight, although it widens up to 17 m in places. The racecourse buildings and associated facilities comprise a grandstand with adjacent administrative buildings and car parking located to the southeast of the site.

Lammas Field

The 'common' to the centre of St Mary's Lands comprises an area of semi-improved grassland measuring approximately 26 ha in extent. This area of grassland provides one of the most extensive areas of semi-improved grasslands in Warwick District. There is a small area of mixed plantation at the top of the hill in the north eastern corner of the common. To the south of the central area is a naturally re-colonising grassland with a permanent pond that provides for flood alleviation. The grassland and pond is fenced by post and rail to discourage public access.

Jubilee Wood and Reservoir

Located to the north boundary of the site, this area is approximately 8.5 ha in extent. It consists of a young plantation planted by Forestry Commission Grant. Trees were planted on a 9m grid with mixed native species. The trees are approximately 25 years old. Evidence of ridge

and furrow can be seen. Several footpaths cross the area, and there is potential for improved pedestrian and cycle links to the nearby Warwick Parkway rail station. The reservoir and its immediate surroundings total approximately 0.5 ha in extent. It is currently fenced by high metal fencing, and used for private fishing only. The water margin is dominated by *Glyceria* species. There is very limited emergent vegetation. Banks are steep and covered with grasses and scrub.

Hill Close Gardens

A group of 16 Victorian detached pleasure gardens are sited along the east boundary of St Mary's Lands, approximately 9ha in extent. The gardens occupy a gently sloping hillside overlooking the racecourse. The gardens were restored in 2007 and a heritage centre constructed to promote their Listed status. Planting to the west of Hill Close Gardens comprises a range of semi-mature and young trees, originally planted for screening purposes. Trees now vary in condition and some are now spindly, lacking growing space.

Warwick Golf Centre

The golf course covers an area approximately 16.5 ha in extent. The golf course is located to the north of the site, inside the racecourse track. Current management includes frequent mowing of tees, greens, fairways and roughs. The course is described as a 'parkland' type including sand traps, strategically placed trees, uphill holes and a number of severely sloping greens.

Warwick Caravan Club

A small 1 ha managed site consisting of close mown grass and tarmac standing, to the east of the site within the grounds of the racecourse track. Ancillary buildings include a toilet block with laundry facilities.

Racing Club Warwick Football Club/

Warwick Corp of Drums

The buildings and external areas associated with the football club and the Corp of Drums cover an area approximately 2 ha in extent. The football club consists of a pitch, stand and new changing rooms. The Corp of Drums have a large hard surfaced practice area outside of their buildings.

Gog Brook and Saltisford Brook

The streams flow from north to south draining to the River Avon. The banks of Gog Brook to the west of the site are generally steep with the eastern bank dominated by dense trees and shrub. The western boundary to Gog Brook is open in places adjacent to agricultural land. Whilst Saltisford Brook to the east is shorter in length, its banks also comprise mature trees and shrubs and includes a flood alleviation area before being culverted under Friars Street/ Hampton Road.

The landform of St Mary's Lands is variable with several remnants of ridge and furrow particularly within the Northern Enclosure. The topography varies from a high point in the north and east of 65.8m AOD to 49.7m AOD at the southern end rising and falling across the common and falling towards the adjacent brooks to the east and west. The small hill, or low knoll to the north east of Lammas Field rises to just over 60m AOD. The underlying geology of the site consists of non-calcareous Keuper Marl and associated clays.

Brief History

St Mary's Lands is a historic site, dating back 800 years. It was once the Commonable Lands of St Mary's parish, with certain houses having grazing rights. The town common was made up of Lammas Fields and St Mary's Lands. The land was originally owned by the Church prior to the dissolution when Warwick was an important monastic centre.

Origins of grazing rights being granted to the townspeople of Warwick can be traced back to between 1242 - 1253. Changes from pasture to arable were recorded in 15th and 16th centuries. Aerial photographs of 1927 and later clearly shows the ridge and furrow, indicating that the site had originally been part of the open fields of Warwick.

The autumn crocus (*Crocus nudiflorus*), introduced into England as a substitute to saffron (*C. sativus*), can be found on the Common. There are often monastic associations with the places in which it is growing. In Warwick, the crocus can also be found in Priory Park. On the Common, the place where the crocus now survives may have belonged to the College of St Mary, but would have been tenanted. Production was undertaken by several of the ordinary townspeople, as is revealed by the payment of tithes on the crop in 1466 and 1473 (though not before or after).

The right of foot access to the Commons by the townspeople was long accepted as giving a right to recreation there. There is a shortage of detailed evidence for the use of the common (apart from the racing) before the nineteenth century, from which time the local newspaper reports give a good picture of the activities for which the common was used. The common was a venue for organised town events, such as May Fairs which were popular in the middle years of the century. The royal show was held on the site in 1859. In the twentieth century, particularly before the completion of St Nicholas Park, the common was the normal venue for town carnivals.

Informal horse racing began on the site as early as 1707. The racecourse was based on the town Common, part of which was then owned by Warwick Castle and the other section by the public. The first grandstand was built in 1809 (Listed Grade II).

Golf was first played on the St Mary's Lands at Warwick in 1866 when the Warwickshire County Golf Club was founded. In 1927 Warwick Golf Club was formed and golf was played until 1939 when the army took over. The club was reformed in 1949 but support was lacking and it ceased to operate in the 1950s. In 1969 Warwick Golf Centre was granted lease to open a driving range and a par 3 golf course on St Mary's Lands. Warwick Golf Club was formed again in 1971.

Although the area used to be common land in the legal sense, this is no longer the case. In 1948 common rights were extinguished by the Warwick Corporation Act, and the land passed to the Local Authority.

The small hill to the north east of Lammas Field is of local historical importance as it was here or close by that the vanished medieval hamlet of Levenhull was situated. This knoll is now crowned by a small plantation.

More in depth history of the site can be found at:

<http://www.british-history.ac.uk/vch/warks/vol8>
<http://www.bbc.co.uk/history/domesday/dblock/GB-424000-264000/page/12>



Current Uses

St Mary's Lands was formerly common land and many local people still refer to it as such. It is an important recreational and sporting amenity. Whilst Warwick District Council is the owner of the land, large parts of the site are leased to numerous stakeholders. St Mary's Lands is made up of several distinct parts, each supporting differing uses, ranging from community and sporting interests, to commercial ventures. North to south, these consist of:

Jubilee Wood & Reservoir

A young native woodland planted in 1991, re-named in 2012 in honour of the Queen's 60th year on the throne. The area includes way-marked footpaths and woodland clearings planted with wild flowers. Popular with dog walkers and bird watchers.

Warwick Golf Centre

A public nine-hole golf course and floodlit driving range.

Hill Close Gardens

A collection of 16 restored, hedged Victorian pleasure gardens sited along the east boundary of St Mary's Lands. A Trust was formed in 2000 to restore the gardens, with the site being open to the public since 2007.

Warwick District Council Car Parks

The District Council operate four pay and display car parks within St Mary's Lands. On race days, the car parks are closed to the public.

Lammas Field/ Warwick Common

The area at the centre of St Mary's Lands is public open space consisting of several different grassland types, meadows and a wooded spinney, crossed by informal footpaths and bridleways. A small area to the west is currently used by Warwick Model Flyers. The area is popular with dog walkers and bird watchers. The land has been designated as a Local Wildlife Site.

Warwick Caravan Club

A grass and tarmac enclosure within the grounds of the Racecourse for caravans and motor-homes.

Warwick Racecourse

A National Hunt horse racing course supporting a programme of 17 meetings throughout the year, many of which are televised.

Warwick Corp of Drums

Warwick Corp of Drums are based in the Westend Centre located to the south of the site. They offer musical training and performance opportunities to members, including a Marching Band and Community Band. The site is shared with CAMRider Warwick Motorcycle Training.

Racing Club Warwick Football Club

Racing Club Warwick Football Club (RCWFC) compete in the Midland League Division One. In addition to the First team, the club supports U8 through to U16 teams an academy section for children aged 4 to 7. In addition to the RCWFC grounds, a further two pitches are used for Sunday League football. RCWFC have recently added new changing rooms to their grounds. The club house is also used as a community hall and is shared with other users; including a crèche and day nursery.



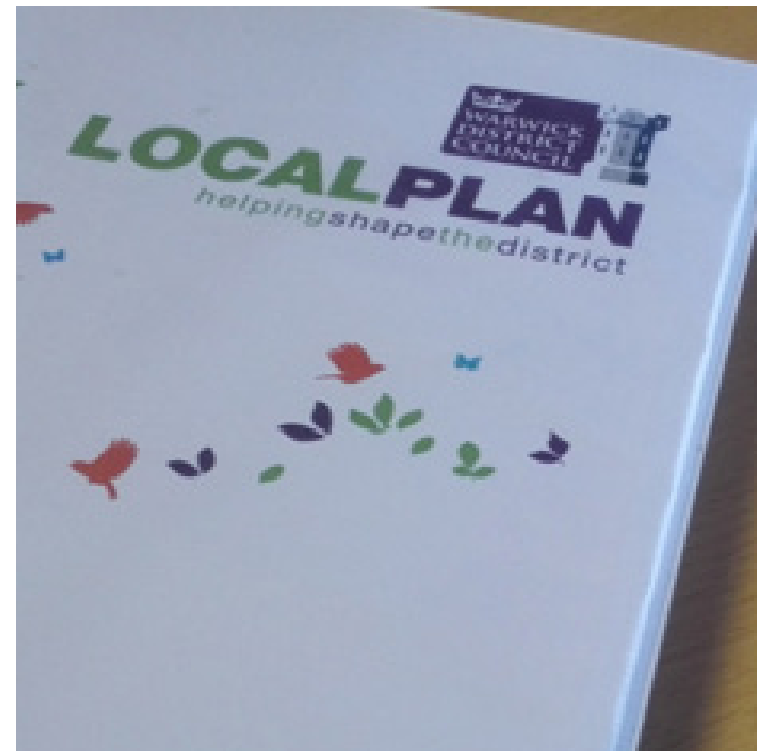
Planning Context

The Warwick District Local Plan 2011 - 2029, CT7 – extract below, defines that any development strategy for St Mary's Lands will need to be sensitive to the heritage assets, the setting of the town, the ongoing enjoyment of the area for recreational purposes and the need to maintain local habitats and biodiversity.

CT7 Warwick Racecourse/ St Mary's Lands

Development at St Mary's Lands, including Warwick Racecourse will be permitted where it is brought forward in line with an approved Masterplan setting out the development principles and broad areas for development, indicating the type of uses proposed. The Masterplan will provide the framework within which planning applications will be determined and will:

1. Identify the physical and economic context;
2. identify the development principles to underpin future development proposals;
3. identify the significance of heritage assets within the vicinity, setting out how these will be sustained and enhanced (including listed buildings, listed parks and gardens, conservation areas and historic landscapes);
4. identify the location of developments, demonstrating how proposals will relate to the heritage assets and how they will enhance the positive contribution the asset makes to sustainable communities and to the character and distinctiveness of the area; and
5. identify how the proposals support the vitality and viability of the local economy



Overview of Consultation

Warwick District Council Executive Committee Members gave approval in April 2016 to consult the general public on the wide range of proposals that had been developed by the St Mary's Lands Working Party. It was agreed that an update on the outcomes of the consultation would be brought back to Members for their further consideration before agreeing to the next steps.

Consultation on the proposals was undertaken; Appendix A provides a summary of the outcomes and recommendations for the next stages of development.

The consultation process has been multi-layered. Specific consultation with key stakeholders, including presentations to the Warwick Town Council, Warwick Society and the Friends of St Mary's Lands has also taken place.

The various formats included:

- Press briefing pack and presentation at Racing Club Warwick to media outlets to encourage awareness of the consultation events and the scheme
- A stakeholder presentation and consultation 'pre-view' event held at the Hill Close Gardens Visitor Centre
- On-line questionnaire and downloadable information pack
- Weekend exhibitions staffed by Working Party members, Council officers and the consultants at the Shire Hall and Market Square with questionnaires and comment sheets
- Unstaffed week-long exhibition at the Shire Hall
- Targeted presentations to the Friends of St. Mary's Lands, Warwick Society, and Warwick Town Council.
- The District Council's website contained an easy to access questionnaire that was duplicated in hard copy at the exhibitions.

A total of 198-completed questionnaires were received. Though a small sample, the outcomes provide a clear snap shot of public attitudes towards St Mary's Lands.

This has provided the Working Party with a very high level of confidence in taking the proposals forward, the outcomes of the consultation established that:

- The economic justification for any hotel development must be provided prior to considering a planning application for development at this site
- The protection against any further loss of green space was a primary concern of many who were consulted
- That whilst the masterplan proposals were generally well supported, there were many points of detail that would require on-going consultation, in particular a more focussed approach with key stakeholders who may have most influence on any particular area of the plan.

In order to develop the project an outline delivery plan has been prepared that identifies how the individual elements of the masterplan might be developed and delivered. The delivery plan includes an assessment of the time-scales and funding required, and identifies key project stakeholders for further consultation.





2.0 The Masterplan Document

Need for a Masterplan

The Council has determined that a spatial masterplan should be developed for St Mary's Lands; it is an essential community amenity, requiring the necessary investment to enable its attractions and operations to prosper. The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands as follows:

"3.142 The Council will therefore work with the operators of the Racecourse and other stakeholders (including Historic England) to bring forward a Masterplan for the area which;

- ensures the ongoing vitality and viability of St Mary's Lands, including the Racecourse;
- protects and enhances the significance of the Listed Building and Conservation Area and their setting;
- retains the land for public recreation;
- protects and enhances biodiversity within the Racecourse as well as links to the open countryside and other areas; and
- restricts uses to those associated with visitor accommodation, recreation, leisure and horse racing"

This requirement picks up the non-Local Plan overall strategy for St Mary's Lands adopted in 1998 and the regeneration masterplan agreed in 2004, which have both been reviewed as part of this work.

Purpose of the Plan

The masterplan has sought to clarify the role of St Mary's Lands as a publicly accessible open space and one that supports a range of businesses that make an indirect contribution to the local economy and a direct contribution to the Council. Even within Warwick, a significant number of respondents to the consultation perceive St Mary's Lands to be 'the racecourse' and not a free to use public open space. The purpose of St Mary's Lands is little promoted and understood, whilst a lack of access to play facilities and toilets marginalises it further to a local and niche group of users. The importance of the historical, cultural, and environmental significance of the site is little understood, resulting in a low public profile and undervalued asset.

There is considerable potential, through the masterplan, to better present St Mary's Lands as both an asset for the whole town and as a key destination within Warwick's wider offer to visitors from further afield. By lifting the site's profile, an upward spiral of investment can be encouraged that will assist in sustaining the open space into the future. Having a clear understanding of how the site sits in relation to the town's other parks and green spaces is also important in planning for its future, and guiding future maintenance and management regimes. For this reason, a clear vision statement for St Mary's Lands has been developed alongside the spatial masterplan.

The masterplan defines a set of agreed proposals, that have been developed by the Working Party and subject to wider consultation. These form the basis of the 10-year delivery plan. The masterplan also has a function as supplemental planning guidance for the site. If it were only to deal with the proposals contained in the delivery plan, this would be too restrictive and inhibit change that might be beneficial in the future. The masterplan has a second role to play in helping to guide what development would or would not be acceptable in the future at the

site. As such it represents a defined set of needs as known at the time and provides the framework to protect and enhance the space in the future when other needs become known.

Longevity of the Masterplan

This masterplan replaces the non-Local Plan overall strategy for St Mary's Lands (1998) and the regeneration masterplan (2004). The relative timeframe of these two previous studies is indicative of the usefulness of a masterplanning document as projecting for periods of longer than 15 – 20 years may not be able to take into consideration other wider contextual changes in both development and community needs and preferences. However, a shorter timeframe than this also runs the risk that the masterplan can be 'updated' as and when the needs require, as opposed to setting out a long-term set of objectives that would be diluted if reviewed too often. Thus the longevity of this masterplan has not been fixed to a point in time, but a 15 – 20 year period would seem appropriate.

The delivery plan is a separate document for realising on the ground the complex set of proposals contained within the masterplan. This has consistently been described as a 10-year strategy, which is a realistic timeframe to achieve all the outcomes of the masterplan.

Adoption & Review Process

Ultimately the masterplan will be adopted by the Council to aid Planning and Development Control in making determinations regarding applications associated with St Mary's Lands. In the interim, it will be reviewed and commented upon by the Working party members and forwarded to the Executive Committee for further comment and scrutiny.



3.0 Developing The Masterplan

Who has Contributed?

The masterplan has been developed through a consultation process led by a re-constituted Working Party. The members of the Working Party are:

- Corp of Drums – John Morton
- Friends of St Mary's Lands – Nigel Hamilton
- Hill Close Gardens – Jane Sault
- Jockey Club – Andre Klein
- Warwick District Council – Cllr Noel Butler
- Warwick District Council – Chris Elliott
- Warwick District Council – Cllr John-Paul Bromley
- Warwick District Council – Cllr Robert Margrave
- Warwick Golf Centre – Phil Sharp
- Warwick Racing Football Club – Gary Vella
- Warwick Society - Antony Butcher
- Warwick Town Council – Cllr Dorothy Da Cruz
- Warwick Town / District Council – Moira-Ann Grainger
- Warwick Town Council – Cllr Stephen Cross
- Warwickshire County Council – Cllr John Holland.

Additionally, specific Warwick District Council Officers have been invited to attend the Working Party meetings to provide a service level input and various meetings and discussions have taken place with Officers throughout the development process. In addition, the WDC Executive Committee has been involved and have given their support to the process.

The Working Party has been chaired by Nigel Hamilton and assisted by consultants, Plincke, who have helped to facilitate the inputs of the individual Working Party members.

A highly inclusive and collaborative way of working has been achieved in the development work needed to bring the initial Masterplan to a point where the wider public response could be assessed. The outcome of the wider public consultation was then taken into consideration

by the Working Party before this final Masterplan's recommendations were completed.

The ultimate responsibility for preparing the Masterplan rests with Warwick District Council. However, significant liaison has taken place with both Warwick Town Council and Warwickshire County Council. The three-council approach has helped to achieve a close integration and understanding of shared strategic objectives both at St Mary's Lands and with related issues in the town, such as sustainable travel.

Role of the St Mary's Lands Working Party

The Working Party is not in itself an approvals body; key approvals are made by Members of Warwick District Council's Executive Committee based upon reports provided by the Chief Executive as the Lead Officer for the project. However, the Working Party has functioned as a non-statutory decision-making body, representing a variety of interests, including the local community via the elected Councillors. The decisions taken have influenced the content of the Chief Executive's Reports to the Executive Committee, ensuring that the items for approval have the Working Party's support. This process ensures that the development and decision making process is highly representative of local needs, whilst scrutiny and approval comes from a District perspective.

In turn, the Executive and Portfolio Holders decide Council priorities and resource allocation and ensure that Council decisions are carried through. In this case they have decided that St Mary's Lands is a key project for the Council and have agreed to release financial resources to deliver the masterplan.

Consultation Process

The masterplan has been prepared through a three-stage process of (i) review the site and its context; (ii) understand the issues from a broad range of stakeholder perspectives; and, (iii) build a consensus on the priorities for the future. The third stage has focused on broader project aims rather than the individual concerns of the Working Party members. This has enabled the Working Party to build consensus around the spatial masterplan proposals and a 10-year strategy for guiding the site based on the four agreed themes:

- Protect St Mary's Lands for People and Nature
- Improve Access and Enjoyment for All
- Support the Local Economy
- Invest for the Future

The public consultation process has been an important aspect in widening this consensus by understanding what level of public support exists. This third, consensus stage has sought to establish the 'legitimacy' of the Working Party's proposals. The outcomes of the consultation process are contained in Appendix A.

Other stakeholders have been involved in the individual proposals and the parallel exercise of updating the St Mary's Land Management and Maintenance Plan. These further parties include, among others:

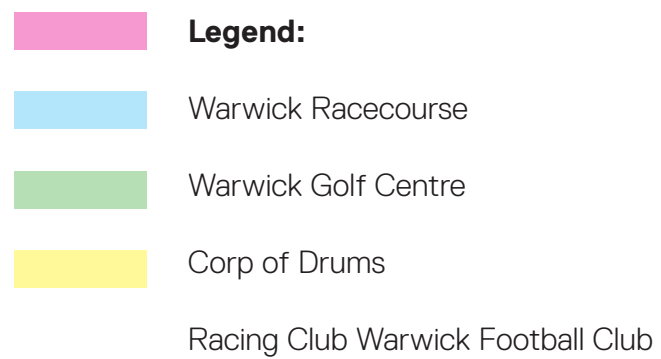
- Cycle route: Warwickshire County Council Principal Transport Planner & Sustrans
- Entrance improvements: Warwickshire County Council Transport and Highways Engineers, residents of Bread and Meat Close
- Signage, fencing and footpaths: Racecourse grounds maintenance team, FoSML, model flyers, Warwick Society
- Ecology and biodiversity: Warwickshire Wildlife Trust, Midlands Bird Club, Warwickshire County Council Ecologist

- Saltisford Brook car parking: residents of Bread and Meat Close

Land Ownership & Leases

Whilst Warwick District Council is the owner of the land, large parts of St Mary's Lands are leased to stakeholders. Notable lease boundaries are illustrated on the plan opposite.

The use of St Mary's Lands is in part governed by an Act of Parliament that imposes additional constraints upon the site, such as entering into long leases.





4.0 Constraints & Opportunities

Overview of the Physical Context

St Mary's Lands provides an important recreation, leisure and entertainment facility. Given its role in the local economy and community, the ongoing vitality and viability of the combined site uses require continued management. St Mary's Lands lies within the Warwick Conservation Area, the racecourse main stand is a Grade II Listed Building and the site includes an area rich in biodiversity, that is designated as a Local Wildlife Site.

Most of the site's developed facilities are located to the east and south of the site, with only the racecourse track itself, the golf course and several wildlife habitats extending to the west and north. Whilst a few of the on-site facilities have an on-street presence, facilities such as the Golf Centre, Hill Close Gardens and the Caravan Club are set deeper within the space and have less direct exposure to the public.

As the site falls wholly within Warwick's Conservation Area, the opportunity for signage and branding to advertise the sites facilities is constrained. Current signage is an ad-hoc collection of different styles and sizes.

There is a good network of paths and roads that connect the site with the nearby town centre. Main vehicular and pedestrian access is from the eastern and southern boundaries. There are four car parks on the site, evenly spaced along the boundary.

The site is comprised of several different ecological habitats; a plantation woodland and small balancing reservoir to the north; Warwick Golf Centre to the centre; and Lammas Field, a designated Local Wildlife Site (LWS) to the south. Most of the LWS consists of neutral semi-improved grassland. The golf course and the LWS are encircled by the racecourse track. Beyond the racecourse the land is urban or suburban on three sides but to the west there is a still a network of small to medium grass and arable fields.

There is not an obvious main entrance to St Mary's Lands that would facilitate successful promotion of all the individual stakeholders and all the different parts of the site. The main racecourse entrance, located to the south-east of the site at the junction of Friars Street and Hampton Street is currently inward looking and primarily concentrates on promoting the racecourse. Enhancement of the public realm around this entrance will improve the visual amenity of the site and connectivity to the wider town, whilst providing opportunity to promote all of the St Mary's Lands facilities and stakeholders on an equal footing.

Enhancement of the further three access points to the east and south of the site (Vittle Drive, Linen Street and Hampton Road) would help define St Mary's Lands as a single site, whilst improving pedestrian and cycle circulation, and wayfinding across the site.

Legend

1. Key Entrance
2. Town Edge
3. Hill Close Gardens
4. Heritage Centre
5. Potential Hub Facility
6. Support Services
7. Sport & Active Recreation
8. Biodiversity Zone (Restricted Access)
9. Managed Habitat
10. Wetland Habitat
11. Grandstand Cluster - opportunity for minor intervention
12. Open Site - opportunity for larger scale intervention
13. Area for Streetscape Improvement
14. Smaller Scale Residential Properties

Key Views

- a. Hill Close
- b. Grandstand
- c. Friars Street
- d. Lammas Hill to the town centre



Ecology and Green Space

St Mary's Lands is an important amenity and wildlife resource for Warwick being the largest public open space near the town centre. The site consists of 57 acres (23.21 ha) of semi improved grassland, with evidence of ridge and furrow, several small ponds, and a wooded spinney. Warwick racecourse encircles the site, with a 25-year old broad leaf woodland defining the northern edge beyond the boundary of the racecourse. Gog Brook runs along the western boundary and Saltisford Brook to the eastern boundary.

The Racetrack habitat is maintained as fertile grassland, and re-seeded as required with hard-wearing sward. Several patches of autumn crocus (*Crocus nudiflorus*) are present. The racecourse tenant reports ongoing problems with dogs running loose onto the racetrack, specifically to the north-east corner of the site. The tenants have commenced the installation of fencing in this location with 1.5m native hedge on the car park side to screen the fence. The racecourse tenants have also addressed desire lines across the racetrack replacing compacted and eroded sections with fibre-sand.

The Northern Enclosure habitat is that of a plantation woodland consisting mainly of deciduous trees planted on a ridge and furrow. Some trees have been coppiced in recent years. The ongoing management of the woodland involves the re-cutting of the woodland rides, that began 10 years ago. The woodland would also benefit from variable selective felling, further thinning and general management. The erection of interpretation signage to explain rules of access and wildlife would be beneficial. The Reservoir within the northern enclosure is a standing water habitat with high bunds to exclude general public access. The bunds restrict the view of water from adjacent paths. Proposals exist to seed the bunds using native meadow and tussock grass mix. Improved habitat and facilities for bird watching could be added with relative ease whilst retaining controlled access through licences.

The Golf Course is a formal parkland habitat comprising closely mown grass with roughs and ditches. The spraying-off of vegetation and use of pesticides has been reduced in recent years. Some ditch vegetation has established; further widening and deepening of the ditches would enhance wildlife and amenity interest. The golf centre tenant has commenced dialogue to extend the driving range by removal of the scrubby trees to the north bank. Replacement planting should be considered.

Lammas Field/ Warwick Common, located to the centre of St Mary's Lands consists of two parcels of semi-improved grassland, a wooded copse to the hill to the north east corner, and a storm water attenuation area to the south comprising damp grassland and small pond. The two parcels of grassland are cut in alternate years, with increased frequency to the model aeroplane landing strip. Further over-seeding of the grassland with wild-flower will increase the biodiversity of this area of the site. The damp grassland is cut in strips on a five-year rotation. Dense growth of reeds, rushes and sedges have been noted, with good bird life reported. Increased enclosure to a wider part of this area, supported by interpretative signage, may increase flora and fauna further.

The Gog Brook habitat consists of dense vegetation and mature trees. All watercourses are considered to be of ecological importance. A large number of trees along Gog Brook are reaching maturity and surveys are recommended to inspect the health of the trees and identify works required. Owl boxes have been erected in recent years.

An updated ecology survey will be undertaken as part of the Management and Maintenance Plan (MMP) review to inform a biodiversity strategy for the site.



Sport and Recreation

Golf

Warwick Golf Centre consists of a 2862yd nine-hole par 34 golf course and floodlit driving range. It is open to both the general public and to members. It is one of six golf courses within a five-mile radius of Warwick town centre. Facilities at the club include club and trolley hire, changing rooms, a pro-shop and putting area.

Whilst the centre receives mainly positive reviews, some consider that re-modelling the driving range and providing fewer bays will allow the centre to update its provision to modern standards, appealing to a greater number of users. Similarly, further development of the club house building and provision of a dedicated car park located closer to the centre would make the facility more attractive to the public.

Football

There are three existing grass football pitches located on St Mary's Lands. One pitch is located within the leased enclosure of Racing Club Warwick Football Club (RCWFC), with a further two located to the southern end of the centre of the racecourse.

The enclosed pitch is for the exclusive use of RCWFC, and is overlooked by a supporters' stand and is lit using column mounted floodlighting to the pitch corners. Matches are played mainly at the weekends, but there are also weekday fixtures. RCWFC have aspirations to increase their youth teams. Creation of an all-weather surfaced MUGA and play area adjacent to the club would encourage a pathway to sport. Recreation of the play area would replace the facility originally lost when the flood alleviation works were carried out to the south of the site in 2005 and would strengthen ties with the nearby Forbes estate.

The two football pitches within the racecourse are available for rent on an annual basis by local football teams

for fixtures on both Saturdays and Sundays. Both pitches are poorly drained and mown infrequently during the football season. Improving the drainage via soak-aways will support increased use, generate additional revenue and in turn off-set maintenance costs and improve local access to sport. There is further opportunity to drain the pitches into a bio-swale which could be linked to improving habitats and increasing biodiversity on the site.

Model Aircraft Flying

St Mary's Lands is one of two sites where the public are permitted to fly model aircraft within the District. Warwick District Council have set out several rules that they expect model flyers to follow to ensure the safety of others without unduly disturbing other site users or nearby residents.

Whilst the Model Aircraft Club has a long-standing history within Warwickshire, concerns have been expressed that flying may have a detrimental impact upon ground nesting birds as the shadow of the model planes might resemble birds of prey. Clearer demarcation of the flying zone and landing strip through a combination of physical markers and site signage would ensure all site users are aware of agreed boundaries.

Walking & Recreation

The racecourse perimeter is just under two miles and is popular with walkers. The track laid to the inside is accessible for all. There are a number of public rights of way across St Mary's Lands including several marked footpaths that are popular with joggers and dog walkers. The small hill in the middle of the site is popular with kite flyers.

Fishing

Licences for fishing on the Warwick Racecourse Reservoir are available for members of the Warwick and District Angling Association (WDAA).

Birdwatching

Local birdwatching groups have recently recorded that the reservoir attracts Grey Wagtail and many species of Warblers who feast on the flies along the western edge. Little Grebe has been identified as attempting to nest the site, but due to the constantly changing water levels in the reservoir this species has not adapted. The visual and wildlife quality of the reservoir should be improved whilst at the same time maintaining restricted access and safety. Access should be through a membership entrance only with the possibility of controlled access. Increasing and varying the existing habitats on site, such as retention pools to assist drainage would likely increase the number of bird species present on site. Sightings of breeding Skylark have recently been recorded.



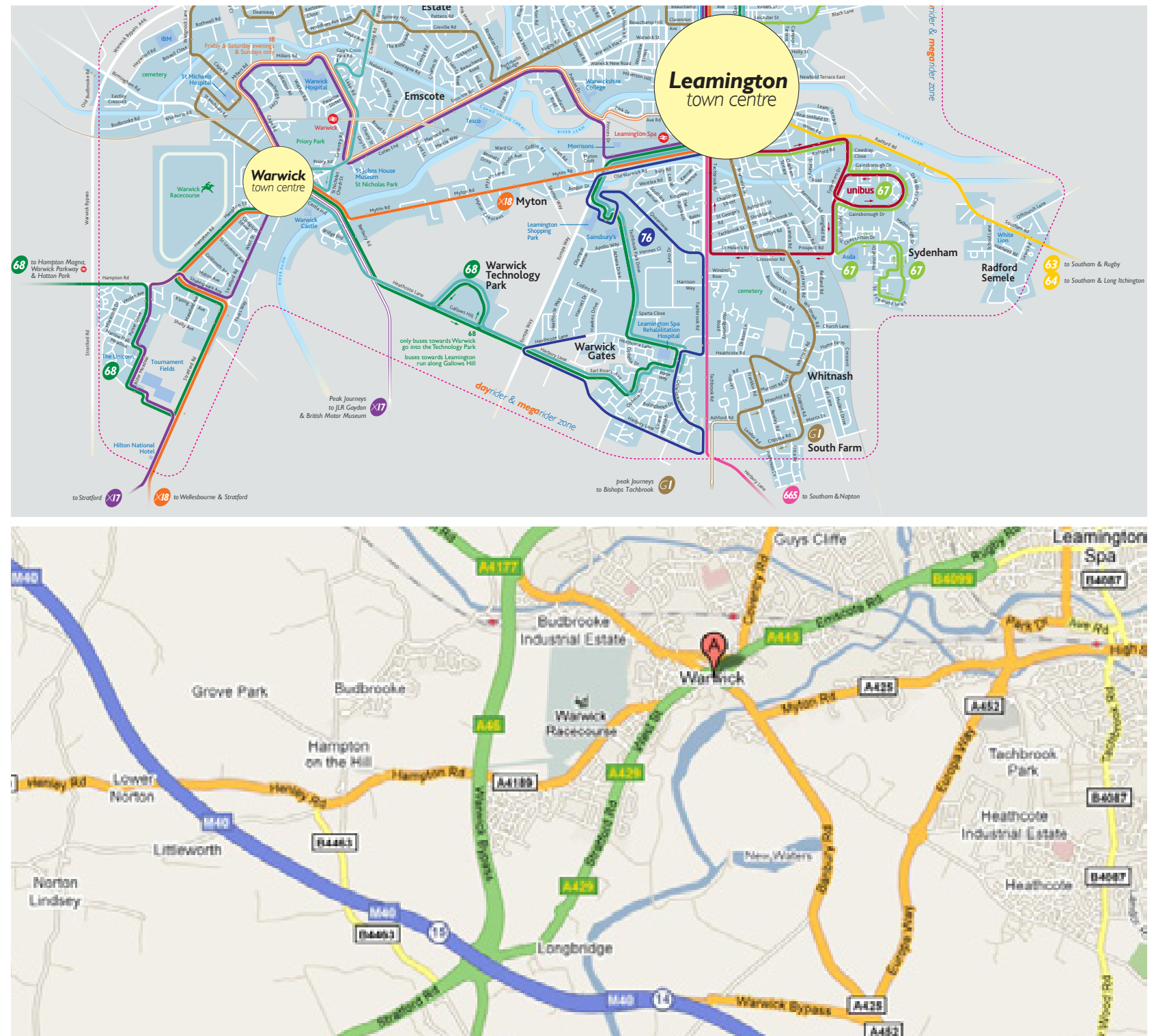
Access and Transport Links

St Mary's Lands is located to the west of Warwick town centre. It is easily accessible by car via either Stratford Road (A429) or the Birmingham Road (A425), which are both direct routes from the Warwick Bypass (A46) and the M40. The site (Warwick Racecourse) is signposted from the A46.

Warwick rail station is approximately a twenty-minute walk from St Mary's Lands. The town centre is well signposted from the rail station, with a small number of Warwick Racecourse signposts commencing from the town. Signage for the wider facilities at St Mary's Lands either do not exist or are poorly located.

Warwick Parkway rail station is located geographically closer to the site, though as principally a commuter station offering out of town parking, it has less well defined pedestrian and cycle connections. However, it is possible to traverse between the site and the station via the industrial estate and Saltisford Canal. This route could be further enhanced with new signage.

There are several bus routes to the site perimeter, most notably Hampton Road and Birmingham Road, that offer frequent timetabled services between Stratford and Leamington. A bus service to Warwick Parkway rail station also runs from Hampton Road. Connecting services provide routes to Southam, Rugby and Coventry.



Parking

There are currently four official pay and display car parks within the boundary of St Mary's Land, providing a total of some 350 demarcated spaces. The car parks are all located on the east boundary, spread broadly equidistant apart.

St Mary's Area 1 and Area 2 Car Parks are located to the south of the site adjacent to Racing Club Warwick Football Club. Area 2 is closer to the racecourse buildings. Area 3 is located to the north of the main racecourse entrance, near Hill Close Gardens and Warwick Golf Centre. Car Park 4 is the most northerly, located at the north-east corner of the site. All four of the car parks are closed to the general public during Race Days. In addition to the designated car parks located within the site boundary, further pay and display on-street parking is possible on Hampton Street.

Expansion of the on-site car parks, specifically Car Park Area 2, would support greater use of the site and address increased demand following improvements of the sports facilities and addition of further commercial ventures, such as a hotel, on the site. Expansion of Car Park 2 may also improve town centre circulation during race days.

Rationalisation and the minor re-design of Car Park Area 3, required to support improved cycle and pedestrian connectivity across the site, would provide a net gain of 20 spaces in this location.



Legibility and Wayfinding

Existing site signage, either directional or interpretative, is limited. Signage that does exist appears ad-hoc, poorly arranged and located, and does not form part of a coordinated wayfinding and information strategy.

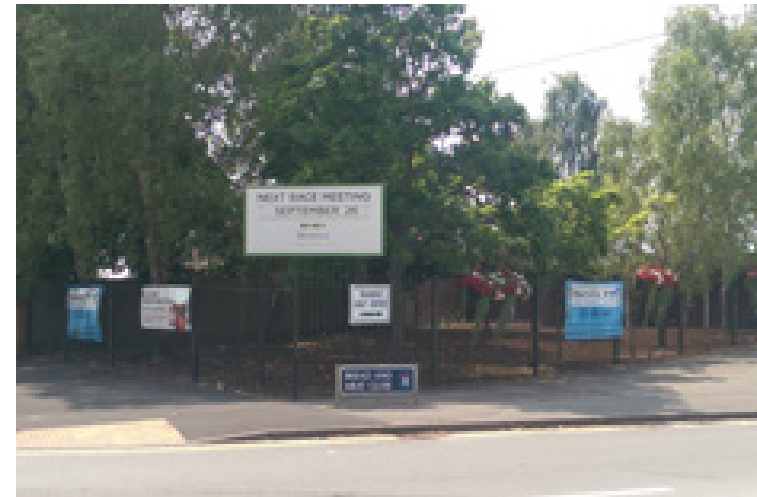
Existing site interpretation boards promoting and explaining the importance of the Local Wildlife Site are more recent and are positioned relative to the habitat they are describing. These could easily be accommodated in a wider site wayfinding strategy.

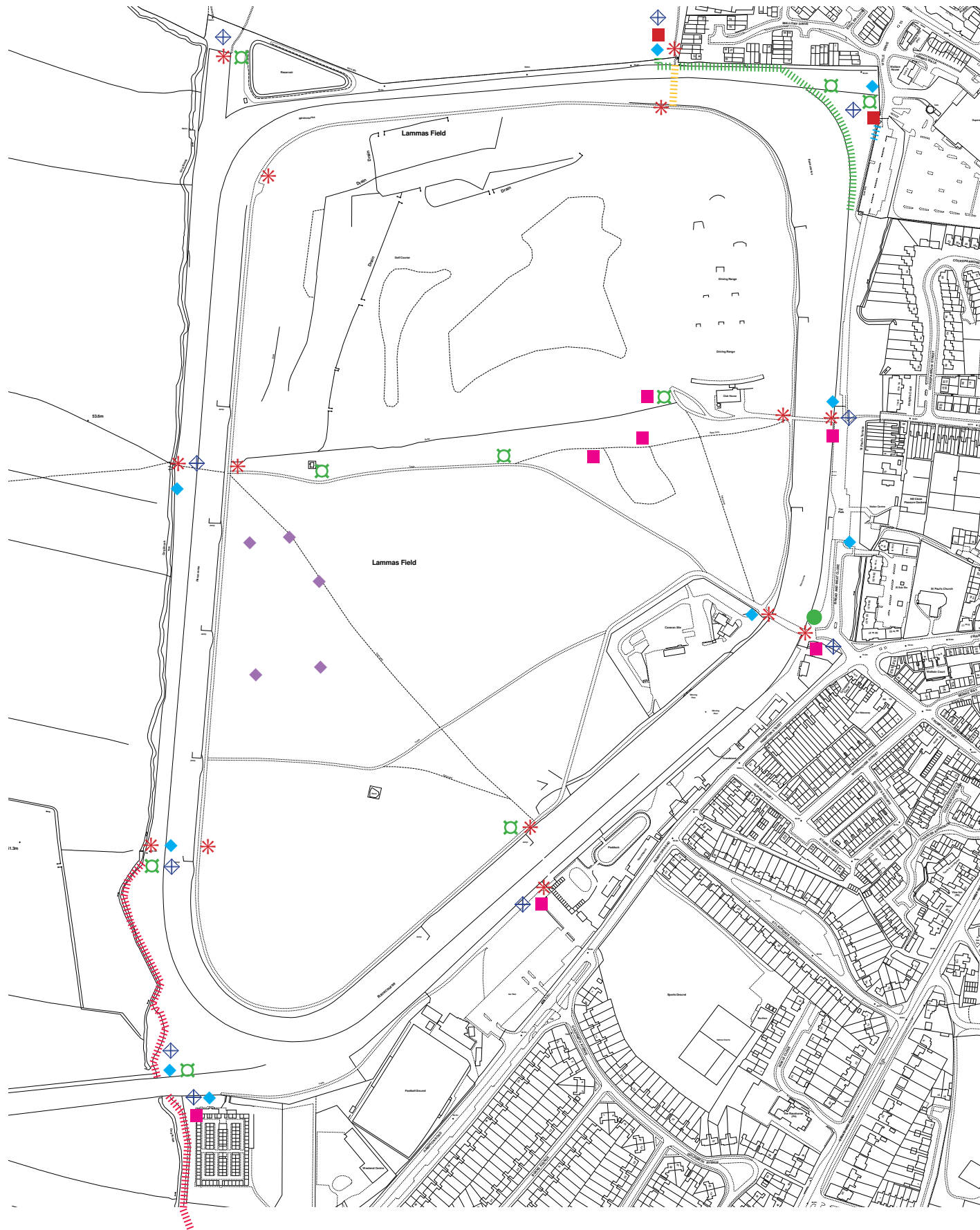
As the site falls wholly within Warwick's Conservation Area, the opportunity for signage and branding to advertise the sites facilities is restricted and further dialogue and approval with planning would be necessary.

A coordinated branding and signage strategy, including placement of new directional signage accompanied with interpretative signage at key site entrances would improve wayfinding across the site and legibility on arrival, whether this is by foot, car or public transport.












Further opportunity exists to coordinate new site furniture, such as benches and litter bins, alongside any new site signage. An initial strategy is illustrated on the plan opposite.

The addition of wider signage outside of the site boundary, improving connections from the town centre and the local rail stations, could be added to the strategy in the future.





Legend:

-  New Timber Post & Rail Fence With Wire Mesh & Native Hedge (Offset 3.0M From Running Rail)
-  Removal Of Existing Post & Rail Fence
-  Footpath Improvement To Gog Brook
-  Formal Access Point
-  Site Entrance Signage
-  Finger Post
-  Interpretation Board
-  Bench Position
-  Dog Waste Bin & Bag Dispenser
-  New Fibresand Crossing
-  Model Flying Club Boundary Markers - Detail Tba

Walking and Cycling

Pedestrian access between the site and the town centre is very good. There are several existing and well-used pedestrian routes and entrance points to the site's east and southern boundaries, providing key circulation to/ from west Warwick. In addition to being used by local school children, the wider public also use site to access Sainsburys from the Forbes Estate. A pedestrian bridge also crosses the rail line to the north-west corner of the site providing access from St Mary's Lands to the Budbrooke industrial estate.

A number of Public Rights of Way cross St Mary's Lands. The majority traverse east to west, with several others providing connections north to south (WB9, WB9a, WB10, WB11, WB12, WB13, WB13a and WB14).

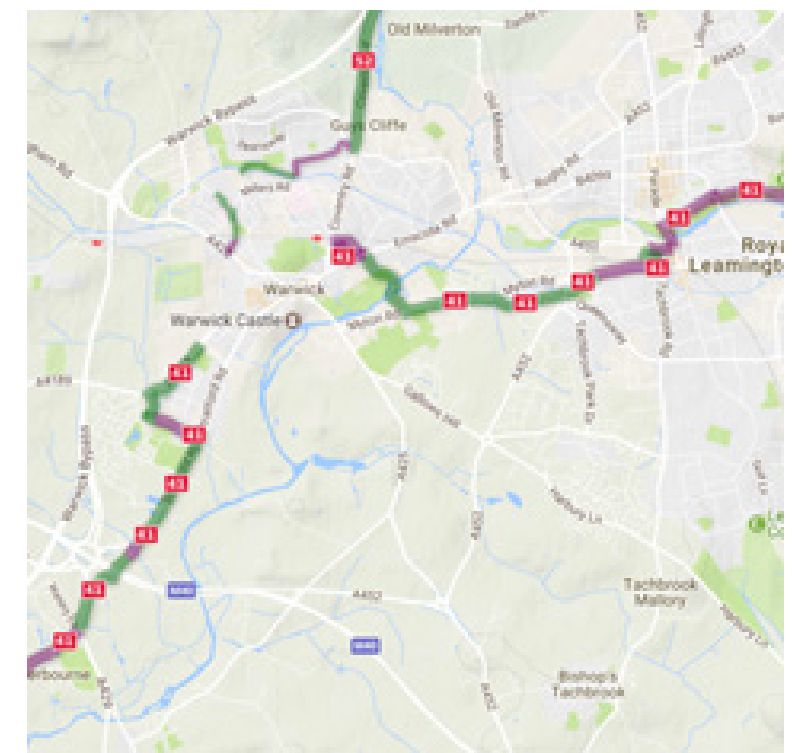
National Cycle Route 41 ('The Lias Line') is a long-distance route that when completed will connect Bristol, Gloucester, Stratford upon Avon and Rugby. The existing route follows the Stratford Road (A429) approaching Warwick from the west, prior to joining Hampton Street (A4189) and running along the south boundary of the site adjacent to the Football Club and Racecourse. The demarcated route terminates short of the racecourse grandstand where the adopted highway narrows and insufficient space exists for a safe, shared route. Route 41 commences again on the east side of the town centre.

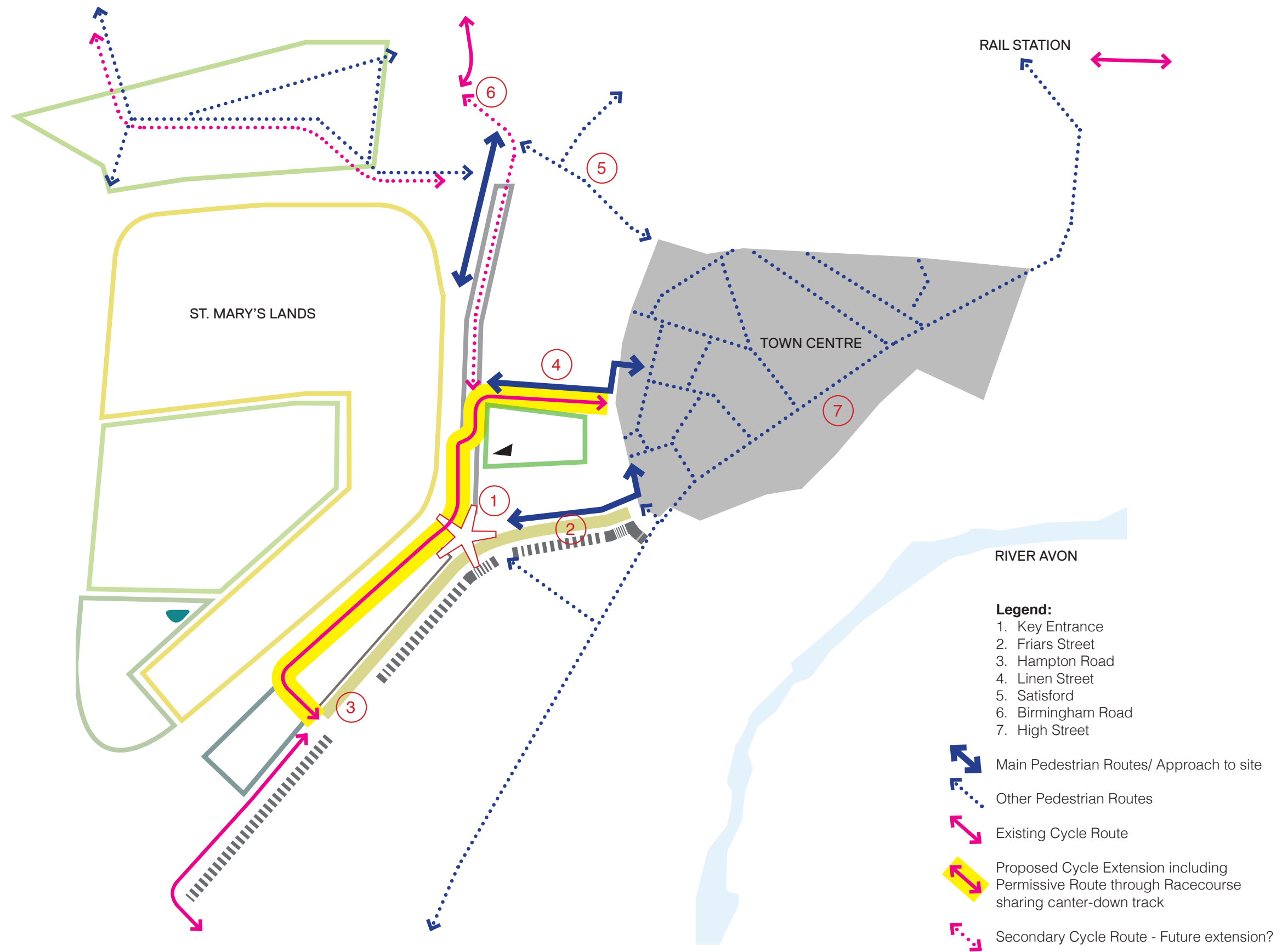
Route 52 starts at Warwick and finishes just west of Loughborough, where it joins National Route 6, via Kenilworth, Coventry, Nuneaton and Coalville. There are some short gaps through Coventry city centre, the suburbs and Kenilworth town centre.

To complete a comprehensive network of cycle routes through the town, provision of a shared surface path from the south of the site (Hampton Road) to the north-east corner (Vittle Drive) will connect into established national cycle routes.

Whilst the east of site is currently well used by pedestrians and cyclists alike, the creation of a new formal shared footpath and cycle path would provide a safer, car-free route across the site. This route would assist in site wayfinding and improve connectivity between the town centre and site facilities located on the site's eastern and southern boundaries. A further extension of this shared route to the north through Jubilee Wood, using the existing bridged connection to cross the rail line, would improve links to Warwick Parkway rail station.

Provision of new shared cycle and pedestrian routes that connects each of the four site entrances (Bread and Meat Close, Linen Street, Hampton Road and Vittle Drive), using a standard palette of materials will help to define St Mary's Lands as a single site. This could be achieved at a relatively low cost using a decorative surface finish applied over existing paths. The opportunity to further enhance pedestrian and cycle access and site routes, linked to a coordinated signage and wayfinding strategy, also exists.





Biodiversity & Local Wildlife Site

St Mary's Lands was designated as a Local Wildlife Site in 2012. Local Wildlife Sites are defined areas identified and selected locally for their nature conservation value. Their selection takes into account the most important, distinctive and threatened species and habitats within Warwickshire. They may contain a diverse range of habitats including flower rich meadows, ancient woodlands, ponds, swamps, fens and mires, providing a home to many native plant and animal species including a number of rare, declining or protected species.

Warwickshire Biological Records Centre describe the site as:

*A large, flat, well drained site with rough semi-improved grassland, scattered trees, relict hedgerows and a further hedgerow bordering a stream along the west side of the site. St Mary's Lands comprises of a large area of neutral semi-improved grassland dominated by a mix of grasses including meadow foxtail *Alopecurus pratensis*, sweet vernal grass *Anthoxanthum odoratum* and yokshire fog *Holcus lanatus*. Diversity and abundance of forbs is improving gradually with more sensitive management. Species include abundant bulbous buttercup *Ranunculus bulbosus* and meadow buttercup *R. acris*, with frequent common knapweed *Centaurea nigra* and ladies bedstraw *Galium verum*. More locally-frequent species include pignut *Conopodium majus*, common cat's ear *Hypochaeris radicata* and goat's beard *Tragopogon pratensis* with occasional yellow rattle *Rhinanthus minor*. There is also an area of rush pasture and wetland, with a small pond and spring towards the southern end. The site supports breeding meadow pipit *Anthus pratensis*.*

St Mary's Lands qualified as a Local Wildlife Site with 13 scientific and 17 community criteria applying. The Local Wildlife Site designation is non-statutory so sites are not directly protected by any national legislation. They are, however, afforded protection through planning policies

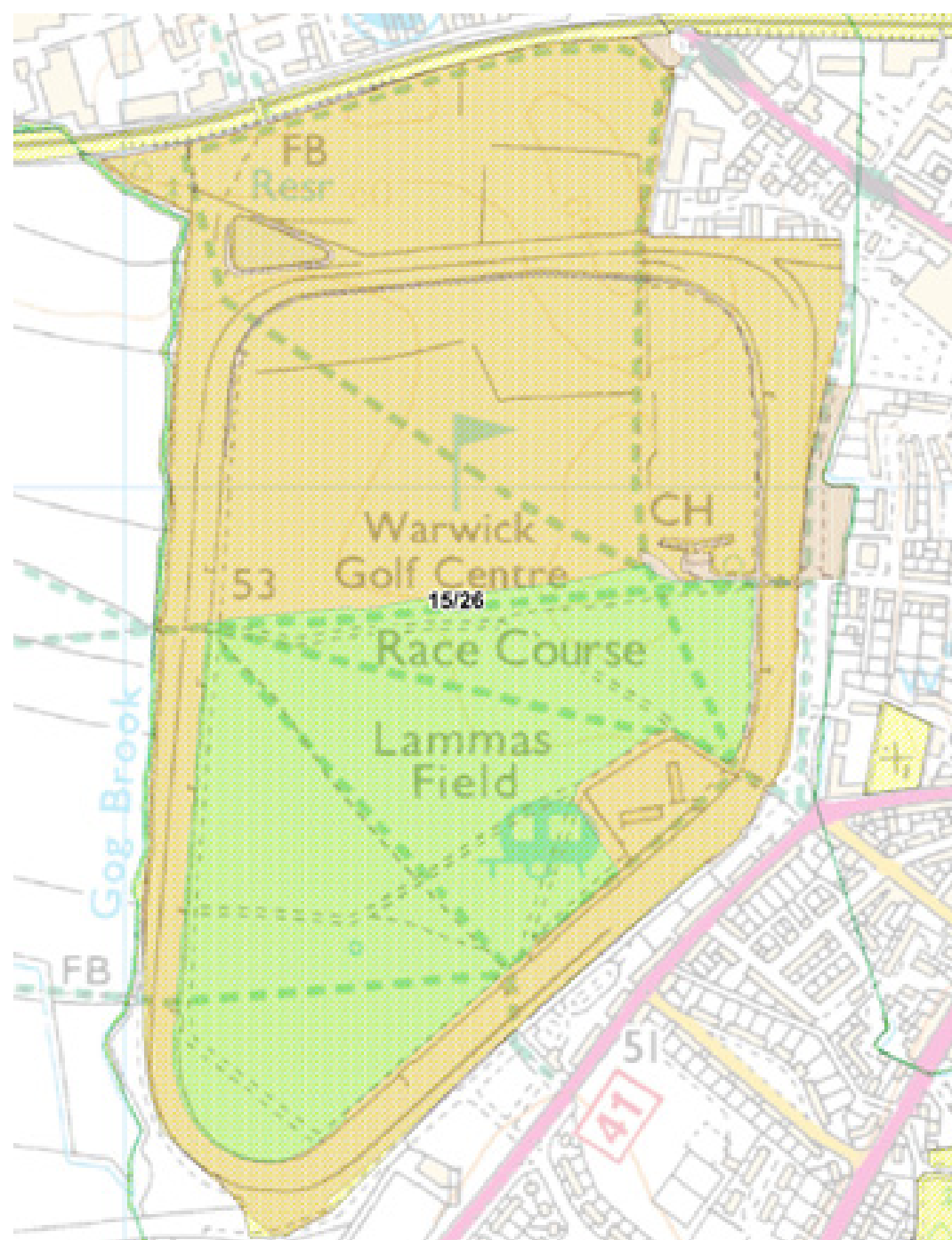
such as Planning Policy Statement 9 (PPS9) which recognises that Local Wildlife Sites have a fundamental role to play in helping to meet overall national biodiversity targets. It also advises Local Authorities on the need to develop local policies to protect sites. In the last five years legislation such as the Natural Environment and Rural Communities Act 2007 and the Environmental Impact Assessment Regulations for uncultivated and semi-natural land (2006) can sometimes provide regulatory protection relevant to Local Wildlife Sites.

Warwick Racecourse uses the reservoir to the north of the site for irrigation. To top the reservoir back up again, an abstraction license allows water from Gog Brook to be used. The addition of floating islands to the reservoir may be beneficial in helping to encourage the return of the Little Grebe bird species. Local ornithology groups have requested a platform with screens to allow members of the public to observe the area and enjoy birdwatching without disturbing the wildlife. This should have minimal conflict with the existing fishing use of the site.

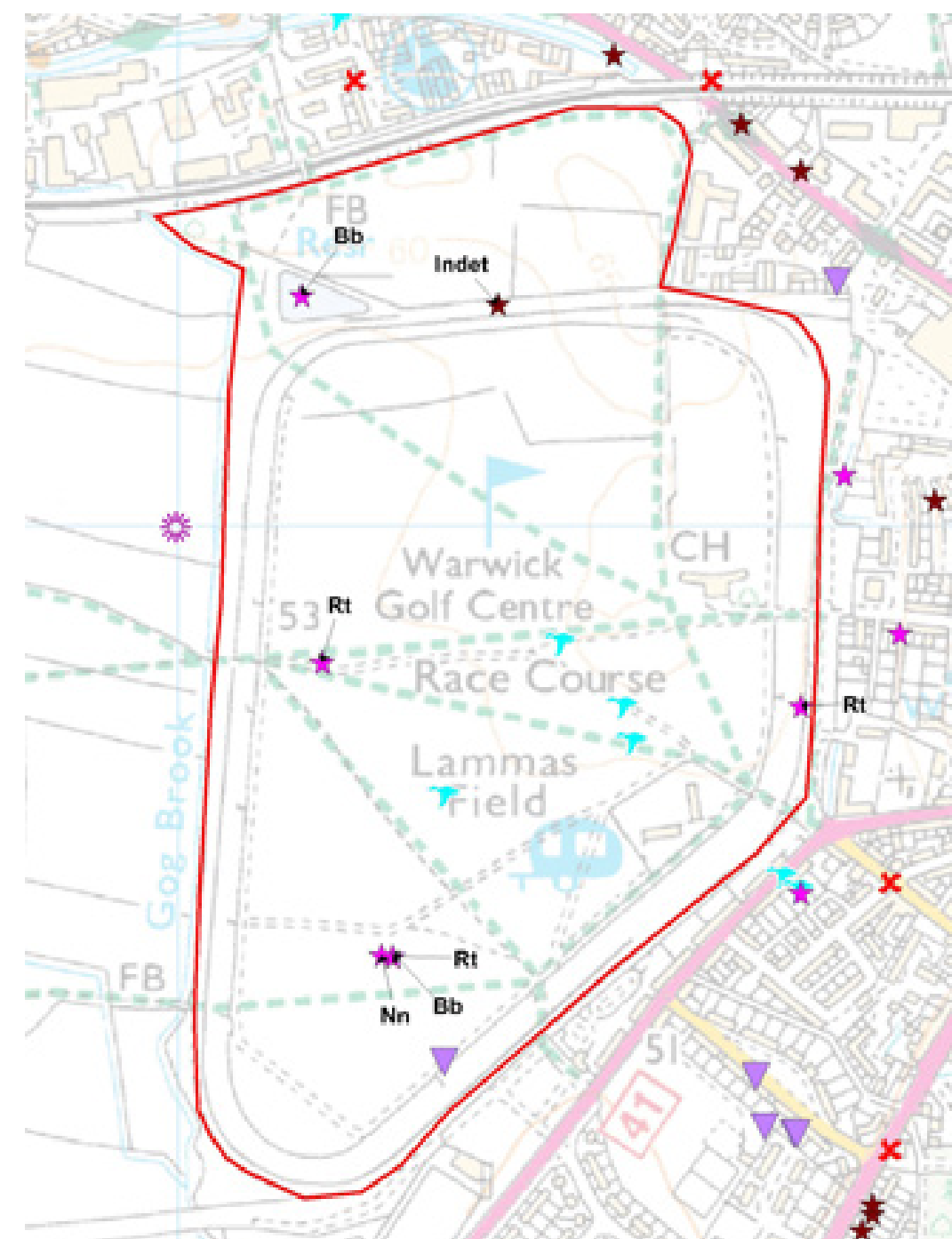
Management of the grassland has been ongoing since 2012, and through over-seeding and managing the cutting of the grass at different times of the year, works have enhanced the site for biodiversity, creating wet grassland and tall herb habitats. The grassland habitat has a varied mix of flowers and grasses including Common Knapweed, Ox-eye Daisy, Lady's Bed Straw, Pignut, Ragged Robin and Autumn Crocus. Management of the site's flora has seen a positive increase in the site's fauna. The site provides homes for a multitude of bird species, the most notable being the Skylark, which are now breeding on the site. In addition, the grassland provides food and shelter for a host of amphibians and insect species, such as bees, grasshoppers, butterflies and moths.

The biodiversity strategy for the site will be reviewed as part of the Management and Maintenance Plan (MMP) update.





- SAC
 - SSSI
 - LNR
 - LGS
 - Ecosites
- LOCAL WILDLIFE SITES**
- Deferred site
 - Destroyed
 - LWS
 - Potential site
 - Rejected



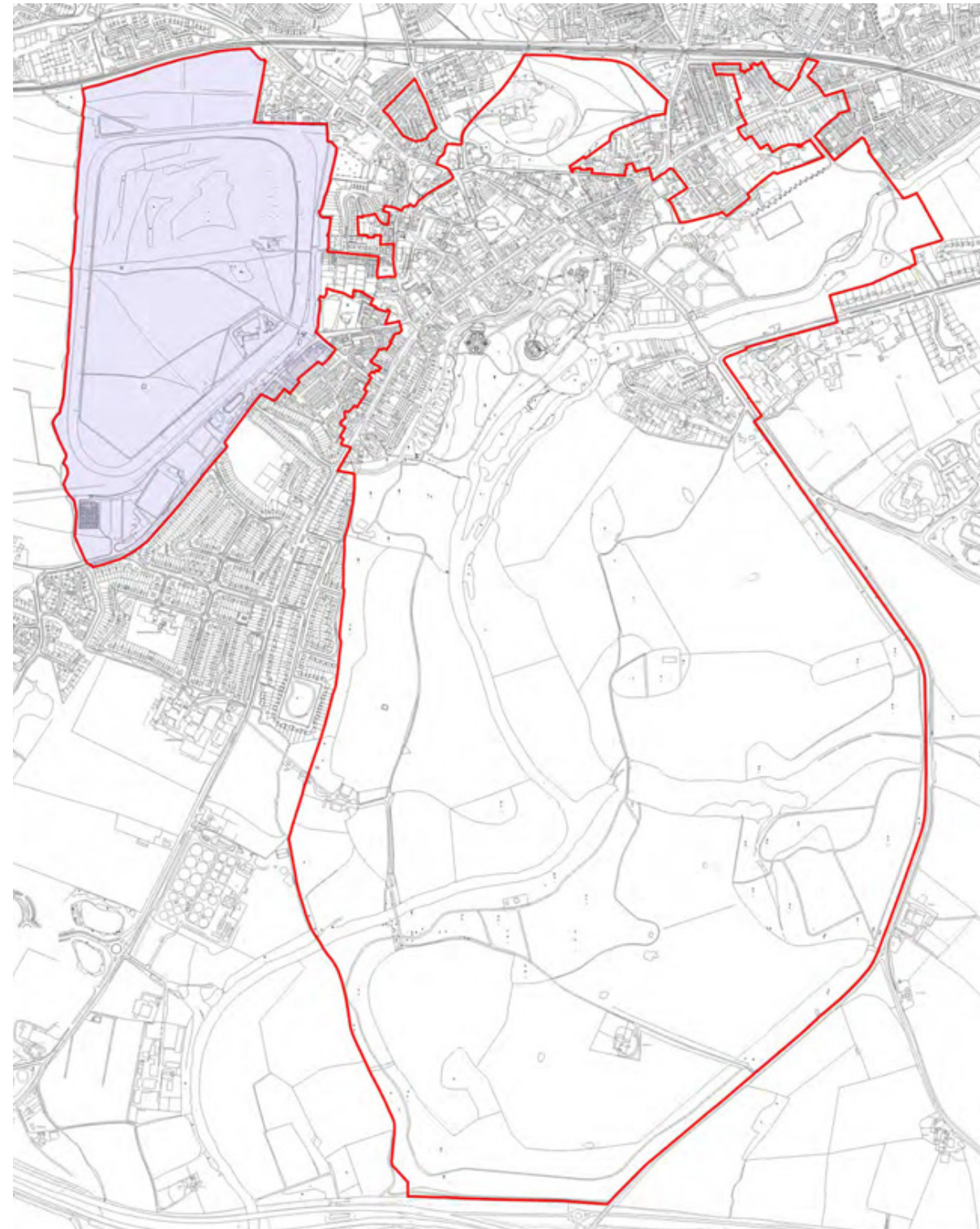
- Bat
- Amphibian / Reptile
- Barn Owl
- White Clawed Crayfish
- Otter
- Water Vole
- Dormouse
- Notable Mammal
- Notable Bird
- Notable Invertebrate
- County Rare Plant
- Native Black Poplar
- Veteran Tree
- WBC Act Schedule 9 (Invasive)

Conservation Area

Conservation areas are designated under Section 69 of the 1990 Planning Act which defines Conservation Areas as “Areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance.”

Conservation areas exist to protect the special architectural and historic interest of a place, including the features that make it unique and distinctive. There are extra planning controls in Conservation Areas, covering the external appearance of buildings and works to trees. These controls are intended to protect the architectural and natural features that make the place special.



Warwick Conservation Area was extended in April 2010 to include St Mary's Lands.



Listed Buildings

The following designated assets are either within the site boundary or in close proximity to St Mary's Lands.

- 26 Hampton Street, Grade II Listed Building
- 20 Hampton Street, Grade II Listed Building
- 21, 22 Hampton Street, Grade II Listed Building
- 23 Hampton Street, Grade II Listed Building
- 27 Hampton Street, Grade II Listed Building
- 6 Hampton Street, Grade II Listed Building
- Pavilion at Linen Street, Grade II Listed Building
- Main Grandstand building at Warwick Racecourse, Grade II Listed Building
- Pavilion at Hill Close Gardens, Grade II Listed Building
- Hill Close Gardens, Grade II* registered park and garden
- Church of St Paul, Friars Street, Grade II Listed Building

-  Grade II Listed Building
-  Grade II Registered Garden



Flood Risk

The Environment Agency's (EA) published Flood Map for Planning, which provides a general estimate of the likelihood of flooding across England and Wales, identifies the east of the site as lying within Flood Zone 1. The south of the site is located within Flood Zone 2, with a large extent of the west of the site in Flood Zone 3.

The site provides a passive flood defence role. Flood alleviation basins have been incorporated to the south west (Gog Brook) and east (Saltisford Brook) of the site.

Flood Zone 1 is land assessed as having a less than 1 in 1,000 annual probability of river flooding (<0.1%).


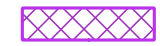


The EA define Flood Zone 2 as an area that may have an annual chance of flooding of between 0.1% and 1% (i.e. between a 1000 to 1 and a 100 to 1).

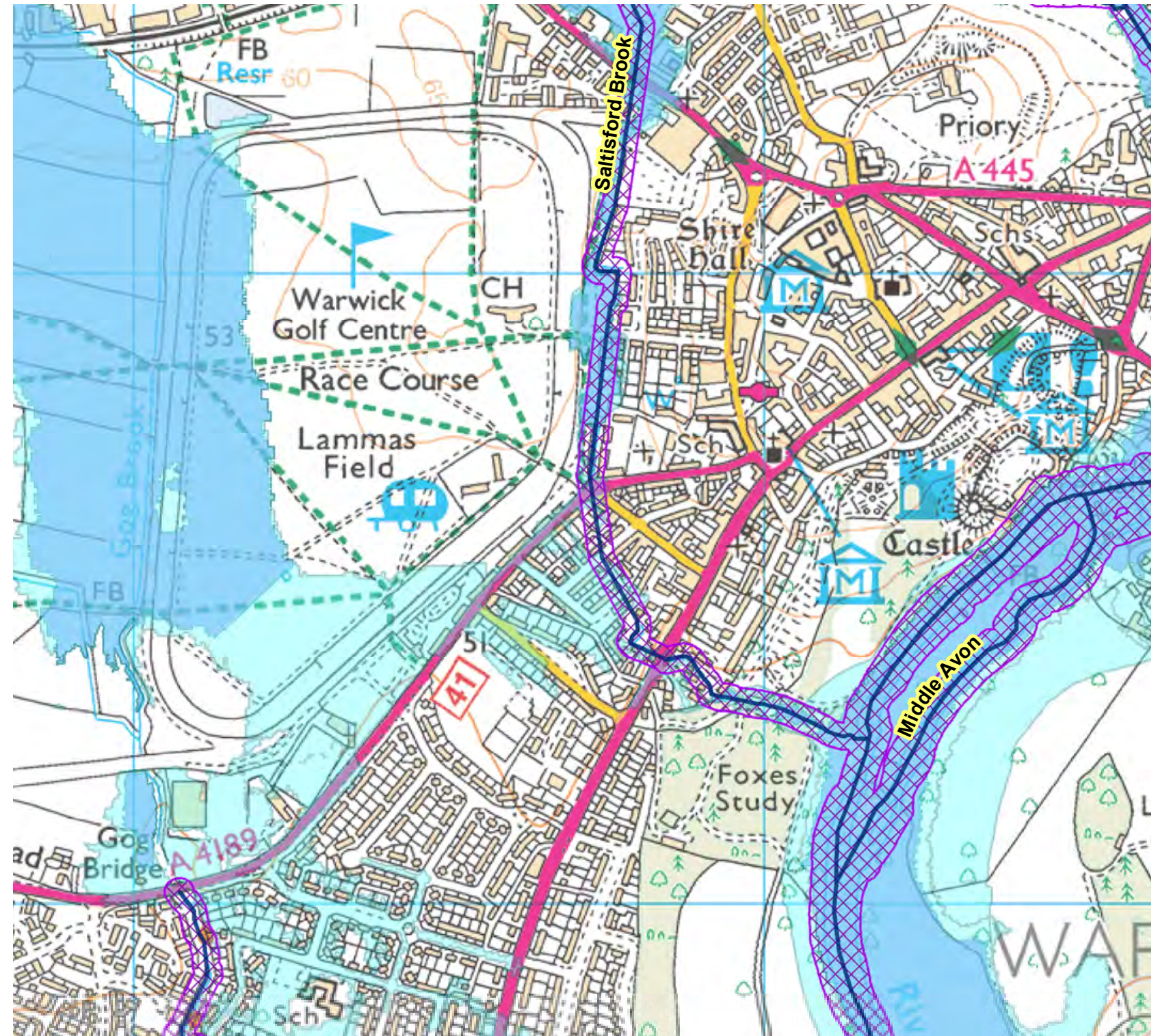
Flood Zone 3 land is assessed as having a 1 in 100 or greater annual probability of river flooding, ignoring the presence and effect of flood defences.

Detailed dialogue with the Environment Agency will be required for any proposals located within either Flood Zone 2 or Flood Zone 3.

In addition, it is noted that the frequency and impact of flooding is likely to increase with climate change.

Legend

-  Main Rivers
-  Bank Top ePlanning Tool
-  Flood Zone 2
-  Flood Zone 3



Landscape and Building Quality

The landscape is largely created by the interaction between the ‘formal’ racecourse which encircles the site, the managed golf course to the north, and the ‘informal’ meadows that make up Lammas Field to the south of the site.

The plantation woodland to the north of the site consists of mainly deciduous trees, and is managed through coppicing and re-cutting of the woodland rides. The character of the woodland with its informal paths, glades and developed canopies provides a contrast with the more open nature of the wider site.

The 9-hole course at Warwick Golf Centre consists of several stands and individual mature trees. The golf course has a formal parkland character, made up of close mown grass edged with long meadows and naturalised ditches.

Lammas Field was designated a Local Wildlife Site (LWS) in 2012. LWS’s represent the most important wildlife sites outside Sites of Special Scientific Interest (SSSI), they are selected against written criteria that have been agreed between Natural England, Warwickshire Museum, Warwickshire Wildlife Trust and the Local Authorities. LWS’s are of regional and local importance and their conservation is considered critical if we are to maintain a landscape rich in wildlife. The LWS provides a patchwork of managed grassland meadows forming a variety of flowering habitats including neutral semi-improved grassland and wet grassland including a pond and marginal swamp species.

Buildings are an integral part of the landscape at St Mary’s Lands. The racecourse main stand is a Grade II Listed Building, with several others of notable and listed quality, immediately on the boundary of the site.

The visitor centre and café within Hill Close Gardens is

a more recent building. The single storey structure is a modern contemporary design, triangular in plan with a flat roof. The form of the building responds to the historic layout of the gardens, with the facing material making reference to terracotta plant pots.

The Warwick Golf Centre and Caravan Club buildings are more functional in their nature, and appear as ‘ancillary’ structures in the wider landscape. The buildings are generally timber or metal sheet, single or 1.5 storeys in height, and provide support functions for the wider facilities that they serve. A small brick built structure with tiled roof is located to the centre of the Caravan Club site providing toilet and laundry facilities.

The buildings associated with the racecourse including the listed grandstand and the more recent paddock stand are larger, taller structures, equivalent to 3 or 4 storeys. The main racecourse buildings, along with the parade ring transitional stables, are grouped on the site’s east boundary. The racecourse buildings consist of a combination of brick built, concrete and more recent block and metal roofed structures providing viewing terraces overlooking the racecourse, on-site conference, betting and catering facilities. A large semi-permanent marquee to the south of the main stand provides dining facilities for larger groups.

Towards the south of the site, a group of large brick built single storey buildings with pitched roofs provide ancillary structures associated with Racing Club Warwick FC and Warwick Corp of Drums. A more recently constructed brick built and metal decked stable block is located to the south of the site.

Events Management

Events often bring a community together, create opportunities to share experiences and build collective memories. When well planned and well organised, events are an important part of building social cohesion, attracting visitors to an area and can bring economic benefits. However, without careful planning and management, events can cause a significant impact on the quality of life for those living nearby, including parking, traffic and access issues, noise and anti-social behaviour. Events can also prevent other users from enjoying a recreational resource and events can also have a highly detrimental impact upon the quality of the outdoor space through over-use, littering, compaction and erosion.

St Mary’s Lands offers good infrastructure and close-by parking for a range of events and increasing the nature and appeal of these would assist in promoting the space as a destination rather than just a local park. A clear set of management guidelines are required though in order to ensure that events are well-planned and well-managed. The review of the Management and Maintenance Plan will need to clearly set out these guidelines for the type of events, their locations and after care responsibilities for event holders to ensure that the impact of events is minimised and carefully managed.

Key Views and Vistas

Warwick town centre, located to the east of St Mary's Lands, is in an elevated position overlooking the site. The view from Theatre Street, looking down Linen Street (View 1), is from a position some 20.0m higher than the Golf Centre. Whilst the majority of the site is screened by housing, a glimpse of mature trees can be seen from the edge of the town centre.

Removal of the wooded coppice between Hill Close Gardens and the racecourse (View 2) will re-establish historic views from the Pleasure Gardens to Lammas Field/ Warwick Common.

The view from Bowling Green Street, looking towards the site along Friars Street (View 3) is from a similar elevated position, albeit in this instance only 10.0m above the level of the site. The access to the racecourse is seen clearly on this approach, and this view reinforces the proposal to enhance this as the main site entrance.

Views of the wider site, looking north (View 4) and south (View 5) from the racecourse grandstand, are dominated by the Caravan Club site. Warwick Golf Centre (centre) and Hill close Gardens (right) can be seen in View 4. The area designated as a Local Wildlife Site (LWS) is seen to the centre of View 5.

The wooded spinney to the centre of St Mary's Lands is one of the high points on the site, affording views to open countryside to the west (View 6) and the town centre to the east (View 7). The mature wooded coppice to the centre of View 7 prevents a visual connection to the Hill Close Gardens.

View 10 captures a longer view of the site, taken from St Mary's Church. The image shows the racecourse and its associated buildings, with the Local Wildlife Site and Warwick Caravan Club on the right, and open countryside beyond. The 'green' character of the site appears continuous in both south and west directions.



Key

1. Town Centre/ Linen Street towards St Mary's Lands
2. Hill Close Gardens towards St Mary's Lands
3. View towards the racecourse entrance down Friars Street
4. View looking north from racecourse grandstand
5. View looking south from racecourse grandstand
6. View west looking over LWS with arable fields beyond
7. View towards Hill Close Gardens from the 'knoll' with the town centre beyond
8. View north west towards Sainsbury's and the Vittle Drive entrance
9. View south towards racecourse buildings from the 'knoll'
10. View south-west over the racecourse from St Mary's Church







Summary of Constraints and Opportunities

Summary of Constraints

The constraints affecting St Mary's Lands are both positive and negative. For example, its designation as a Conservation Area is a constraint but also useful in identifying the site's importance in the setting of Warwick. Whilst other constraints, such as a funding or skilled resources are harmful to the achievement of the masterplan objectives are negative constraints.

Four key positive constraints have been identified and this masterplan seeks to strengthen these where possible:

- Conservation Area and Listed Buildings serve to identify and protect the site's special qualities and heritage value. These constraints need to be considered in the day to day management of the site and any proposed changes highlighted at the early site planning stages
- The wildlife value of the site needs to be taken into consideration during the day to day management, any development and in the use of the space for events and activities. The potential for increasing the site's biodiversity is considerable, but this may require restrictions and control measures to enhance biodiversity, which could constrain public accessibility and other uses
- Preserving the site's open landscape character and the key views and vistas will constrain some types of development and inform management and maintenance operations, such as tree planting and felling
- The diversity of uses at the site, including the Racecourse, impose constraints upon public access. The benefit of such uses and the organisations that contribute to the overall offer and experience of visiting St Mary's Lands is significantly enhanced by their presence, extending both the audience reach and audience depth of experience. Whilst

imposing constraints, the solution must lay in good management and planning control to ensure that a balance is achieved to sustain the diversity of offer to a wide range of audiences whilst ensuring access to a free-to-use public space.

The negative constraints that this masterplan has considered can be summarised as:

- Conflict over the 'agenda' for St Mary's Lands, especially in relation to loss of green space, increasing events, and the commercialisation of the public space
- Lack of funding to deliver the proposed enhancements
- Lack of skills and knowledge to implement a programme of works to develop biodiversity
- Erosion of wildlife value through unrestricted public access and insensitive management
- Loss of recreational and leisure value, especially free-to-use value, as other activities are increased or the funding to provide these values decrease
- Loss of business and financial sustainability putting further pressures upon the funding to maintain or enhance the site.

Summary of Opportunities

The opportunities exist to ensure that these constraints are addressed and a balance achieved between the competition for uses and resources. In setting out for the first time a clear vision and set of objectives, it is hoped that this masterplan's balanced set of proposals will help to reconcile the opposing interests. In particular:

- A clear understanding of how site zoning can assist with reconciling different usages and levels of access alongside the desire to protect and enhance wildlife interest
- A clear understanding of the need to protect and preserve the green space alongside the additional planning guidance for any future development is intended to reduce conflict and provide a constructive framework for decision making
- By building capacity with other partners and potential funders, additional opportunities can be identified to achieve the plan's objectives. The delivery plan has identified where some of these 'capacity builders' may exist
- The value of partnership working between organisations and thorough and meaningful public consultation is a key opportunity to progress these proposals
- The better promotion, understanding and availability of public advice will help to increase visitor enjoyment and responsible use of the site, whilst interpretation will add depth to the visitor experience
- Positive promotion and well-planned communication will help to build trust and understanding between all parties, ensuring that the site meets the leisure, sporting, and recreational needs of a diverse audience now and in the future.

Long term opportunities exist to ensure that St Mary's Lands contributes positively to the image of Warwick

and Warwick District as an attractive place to live, visit and invest. A successful Racecourse, well-planned and managed events, gardens trail and access to nature are all compelling reasons to ensure the success of this masterplan. The opportunities are immense for this site as is the need to ensure that it remains a resource to green space on the edge of the town for local enjoyment.



5.0 Development Strategy

SWOT Analysis

At the outset of the development process, the key stakeholders were invited to complete a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis of St Mary's Lands. The purpose was to identify whether particular concerns were re-occurring between organisations and to provide a greater depth of the issues to set out the Working Party priorities. The completed SWOT analysis is contained in Appendix 3. The SWOT analysis identified that there were currently more weaknesses than strengths at the site but importantly more opportunities than threats. As weaknesses and strengths represent where St Mary's Lands is at now and opportunities and threats are about the future, it was seen as positive that whilst the site is currently failing to achieve its potential at many levels, with careful planning, it could be substantially improved.

Out of the many inputs received, six re-occurring themes were identified:

- Partnership Working and "Trust" was lacking
- Identity and Purpose: balancing competing agendas was unresolved
- Business Continuity and Contribution Back were concerns
- Access and Signage was considered to be poor
- Planning and Capital Projects: setting the parameters for future change
- Funding the Delivery and After-care was a worry.

The SWOT analysis also identified that often small scale problems were getting in the way of agreement on larger, more pressing issues by creating entrenched positions between stakeholders with different interests and agendas. It was important to separate the items that this Masterplan would concentrate on: principally the capital works elements and spatial, planning strategy whilst the review of Management and Maintenance Plan could more effectively deal with the operational issues. This

distinction has been useful in 'clearing the agenda' for this report and has resulted in a highly focused approach to developing the strategy to address the key issues of the site's future direction, protection, value and purpose.

Strategic Fit

The Masterplan has been developed to support with a range of strategic Council objectives to ensure that there is a strong fit with other initiatives. These include the core Fit for the Future Programme (FFF). The FFF Programme is designed to deliver the Sustainable Community Strategy (SCS) for Warwick District and to that end amongst other things it contains a number of significant projects. St Mary's Lands is one of the Council's key projects in the FFF Programme. Therefore, this Masterplan should be seen as the way forward for implementing one of the Council's key projects.

The FFF Programme has 3 strands and the Masterplan proposals in relation to each of these strands is as set out below:

- **Service:** Maintain or Improve Services – the proposals will allow for the overall area to be enhanced and more specifically enabling the existing facilities and services to continue to be operated and enhanced.
- **People:** Engaged and Empowered Staff – the proposals are helpful in engagement terms as they will involve a range of staff across the Council and in empowerment since these will be helping to deliver schemes of direct benefit to the local community.
- **Money:** Achieve and Maintain a Sustainable Balanced Budget – the proposals may help the Council in addressing its financial revenue situation via making better use of its physical assets.

The Council's approval of a Sustainable Community Strategy (SCS) for Warwick District entails Prosperity as one of its five key themes. Under this theme priorities relevant to St Mary's Lands are:

- Ensuring effective promotion of the district to attract growth
- Making better use of public assets to increase financial rewards

- Incentivising growth of existing businesses and attracting inward investment.

To do this the Council has committed itself, among other things, to:

- Using public land/assets to stimulate growth
- Ensuring a co-ordinated approach to inward investment.

The Masterplan proposals are especially important to this theme given the significant impact it has on Warwick town's local economy by virtue of the numbers of visitors it could attract each year.

The proposals are also relevant to the SCS in respect of its Health and Well Being theme, since many of the organisations' activities encourage people to participate in sporting and cultural activities, especially for younger and older people. Moreover, the SCS seeks to aid those areas of social and economic deprivation in the District to improve them to the level of the District overall. The Forbes Estate is part of one such area of deprivation. This is also likely to aid the Council's Safer Communities work.

Part of St Mary's Lands is also designated as a Local Nature Reserve (LNR) and all of it is part of a Conservation Area. There is also a significant Listed Building (the grandstand) within the site. Hill Close Gardens immediately abut St Mary's Lands and is a popular visitor attraction. The Gardens are Listed Grade II* on the Historic England Register of Parks and Gardens, making the gardens of more than local significance. Consequently, the area is important to the Council's SCS agenda relating to promoting Sustainability.

Local Plan

The Council has also agreed a strategy statement "The future and sustainable prosperity for Warwick District", which amongst other things seeks to:

- Support the growth of the local economy
- Maintain and promote thriving town centres.

The Council has determined that a spatial masterplan should be developed for St Mary's Lands via public consultation as it recognised that it is an essential community amenity that needs to receive the necessary investment to enable its attractions and operations to prosper.

The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands and this document sets out a response to that specific policy.

Warwick's Green Space Network

Warwick District Council Green Space Team have produced the Green Space Strategy for Warwick District for the period 2012 – 2026. The Green Space Strategy vision is:

By 2026 there will be a well planned and managed network of integrated, accessible and diverse green spaces within Warwick district: creating a sustainable environment for the benefit of people, wildlife and our natural heritage.

The strategy considers six different types of green space – amenity green space, cemeteries and churchyards, children's/ youth areas, green corridors, parks and gardens, and semi-natural areas. The Masterplan links with the Green Space Strategy by embedding the 7-principles set out in the strategy as follows:

- *Provide* – We will seek to provide sufficient accessible green space to meet current and future demand. The Masterplan seeks to protect St Mary's Lands from loss of accessible green space
- *Improve* – we will seek to maintain and raise the quality of all green spaces. The plan has a clearly set out and supported range of improvements with a timetable for delivery
- *Connect* – we will work in partnership to develop and manage a continuous network for people and wildlife. The Working Party is demonstrating the value of partnership working
- *Involve* – we will work in partnership with the community, governing bodies and stakeholders to develop, manage and promote green spaces. The inclusive way in which the Masterplan has been developed has included multiple stakeholder inputs
- *Resource* – we will seek to ensure sufficient resources are available to develop, manage and maintain green spaces. The delivery plan has a set of costed proposals and allocated budgets towards many of these items
- *Sustain* – we will work to ensure that the management

of all green spaces have a positive impact on people, the local economy and the environment. The project has developed an approach that seeks to balance environmental, social and economic sustainability in a mutually beneficial way

- *Conserve* – we will ensure that green space biodiversity, landscape and natural heritage is protected and conserved. The proposals seek to protect, conserve and increase both physical and intellectual access to the site's characteristics.

According to the Mid-2013 estimates, Warwick district experienced a fall in population growth from 2012. However, new estimates show population growth for 2013-2014, with Warwick experiencing the second highest rate for population growth in the county. The demand for quality green open space and facilities for outdoor recreation will likely increase with population growth.

Key Objectives

The key objectives of the Masterplan are:

- ♦ **To manage, enhance and promote the landscape character of St Mary's Lands, including increasing its biodiversity.**

Through a combination of well-managed change, a greater understanding of the asset, targeted investment into key improvements and an appropriately resourced management and maintenance plan, St Mary's Lands has the ability to contribute significantly more to quality of life, social cohesion and economic outcomes than it does it present. These outcomes are not in themselves incompatible with the primary objectives identified in the consultation process of keeping the site green and making it more biodiverse. The aspiration should be to demonstrate the continued improvement of visitor satisfaction levels evidenced in Green Stat outcomes plus a greater awareness of the site and the regular monitoring of biodiversity. The site's current Local Nature Reserve status should include within the management and maintenance plan, reviews of its biodiversity and an action plan to protect and enhance its biodiversity with measured outcomes.

- ♦ **To manage, enhance and promote St Mary's Land as a green space distinctly different to the more formal parks and open spaces in Warwick, ensuring access is maintained and enhanced to a large area of more natural open space within walking distance of the town centre.**

St Mary's Lands is an important open-space that links the town centre of Warwick with open countryside. It has a different characteristic to the town's other more formal parks and gardens and its open, more naturalised characteristics should be protected and, wherever the opportunity arises, enhanced through the careful re-integration of that landscape character where it has been

degraded or lost. The Masterplan objective is to sustain access to free-to-use public open space with a diversity of recreational and leisure interests. Further loss of access should be resisted except in the instance where a restriction in access meets the needs for a well-managed and maintained site, requiring access restrictions in order to protect or enhance vulnerable features. This might include areas that are set aside for increasing the site's biodiversity.

- ♦ **To promote St Mary's Lands as a visitor destination, where any such increase in visitor numbers are compatible with preserving and protecting the site's landscape quality, biodiversity and sense of place. Warwick's Green Space Strategy defines a destination park as:**

'A site with a particularly strong sphere of influence within a sub regional context. Typically includes sites with a well established tourism base or associated with a particular or unique cultural, social or historical event.'

All of the ingredients exist to create a destination park on the edge of Warwick's town centre. Warwick Racecourse as a National Hunt racing course with a programme of 17 meetings throughout the year is already a major draw. The heritage value, with the first racing in Warwick held in 1694, makes the course among the oldest in the country, with racing from its present day location beginning in 1707. The course is leased by the Jockey Club from Warwick District Council and has generally open borders with the Common. The potential to better develop the racecourse and the site as a destination is tied to the hotel development and the ability to create an over-night offer. The caravan park is a well-used site and attracts visitors from across the country. Additionally Hill Close Gardens is a well-publicised visitor attraction and an enhanced presence onto St Mary's Lands is set out as a priority

The Management & Maintenance Plan

project. Other offers at the site, including the golf driving range and model flying offer recreational opportunities that could be extended to attract a wider audience.

Inhibiting the objective of promoting the site as a destination is the lack of facilities, such as toilets and baby changing, café, play and its general lack of promotion. This combined with the lack of overnight accommodation is hampering the attractiveness of the site as a destination and this Masterplan is actively seeking to address these deficits whilst the Working Party has demonstrated a range of common threads between the operators and interest groups at the site that have hitherto not been explored.

- ♦ **To support the many organisations that contribute to the broader community needs or local economy, where such support does not lead to a loss of landscape quality, biodiversity or sense of place.**

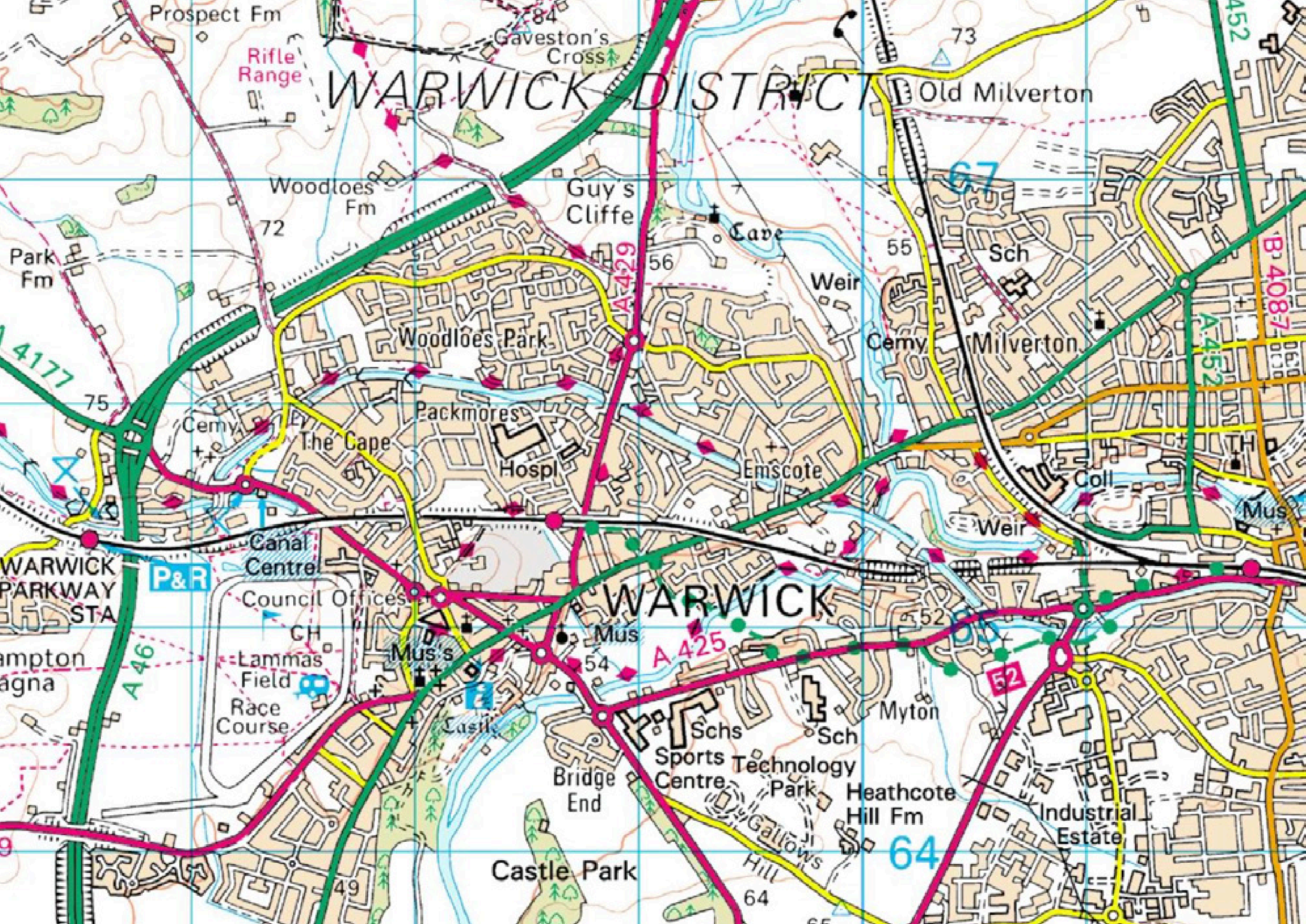
The Masterplan recognises that change and development may be helpful in ensuring that the site's environmental, social, and economic sustainability is achieved. Support for organisations that contribute to the diversity of complementary activities defined in the Draft Local Plan as associated with visitor accommodation, recreation, leisure and horse racing should be encouraged. The replacement of obsolete facilities and re-development of life-expired buildings is encouraged, especially where these bring significant enhancements, such as the replacement turnstile building. There must however, be a clear demonstration that any such development is compatible with all the objectives of this Masterplan.

In parallel to the Masterplanning exercise is the need to review and update the management and maintenance plan (MMP) to ensure compatibility between proposals. This process is on-going and it is likely that a revised MMP will be available by the end of this year. This will also quantify the steps that need to be taken in delivery service terms to fulfil the objectives of the Masterplan.



WARWICK DISTRICT

WARWICK



6.0 Delivery

6.0 Delivery

Summary of Proposals

The masterplan has resulted from a set of agreed proposals, developed by the Working Party and widely consulted on. A brochure summarising the outline proposals formed part of the consultation process and is included at Appendix B. The improvements identified by the Working Party were:

- Improved footpath linkages & way-marking
- Flood alleviation management
- Overflow pitch provision for caravan parking
- Corp of Drums building investment
- Playing field improvements to support increased use
- Racing Club Warwick F.C. improvements
- New play area close to the Forbes Estate
- New Multi Use Games Area (MUGA)
- Proposed hotel development
- New 'Permissive' cycle link
- Increased parking provision to long stay car park
- Re-organisation of Caravan Club site
- Improvements to the St Mary's Lands Entrance
- Increased short stay parking at Saltisford Brook, at Bread and Meat Close access way
- Setting of Hill Close Gardens to be improved
- Golf Club house improvements
- Cycle link improvements
- Enhance existing reservoir and integrate into Jubilee Wood.

Among the proposals are alternative locations to those previously consulted on in 2013 and 2014 for two key aspects of the masterplan. This includes the location for any hotel development and the opportunity to expand the caravan site. The Working Party have acknowledged and support both of these proposals as being complimentary activities to the other leisure and recreational interest supported at St Mary's Lands but had not been unanimous in the location. The revised proposals contained in this masterplan now have the full support of the Working Party members and the agreement to explore further

a hotel development and increased caravan parking provision. That support is predicated on the basis that no loss of green space occurs, which was the key concern in the previous schemes.

Delivery Plan

The consultation proposals have been expanded to encompass 22-separate but inter-related proposals. Each of these have been set out within a delivery plan matrix including:

- Project summary
- Development required to reach delivery
- Key stakeholders and proposed consultation
- Approvals and consents that may be required
- Risks and Funding
- Relationship to project aims.

The Delivery Plan is included as Appendix 3. Alongside the project matrix is an estimated timetable for the delivery of the various proposals and this timetable is being matched to the availability of funding for each element.

Building Capacity

The Delivery Plan recognises the resources of the Council are limited and unable to deliver all the proposals within the plan by itself. The delivery stage will continue to work alongside other partners to build teamwork and capacity to deliver the projects in the most efficient way possible.

Funding

Within the delivery plan matrix, an assessment of outline costs has been provided against each of the proposals. This identifies the District Council contribution and how that contribution might potentially lever funding from other sources. It is proposed that the Council's contribution would be slightly less than half of what is needed to realise the schemes as currently drawn.

Planning & Consents

The delivery plan also identifies the likely consents that may be required for each of the proposals. This includes: Planning, Listed Building / Conservation Area consents, Highway approvals and tree removals within a Conservation Area.

Further Planning input is required to confirm our understanding.

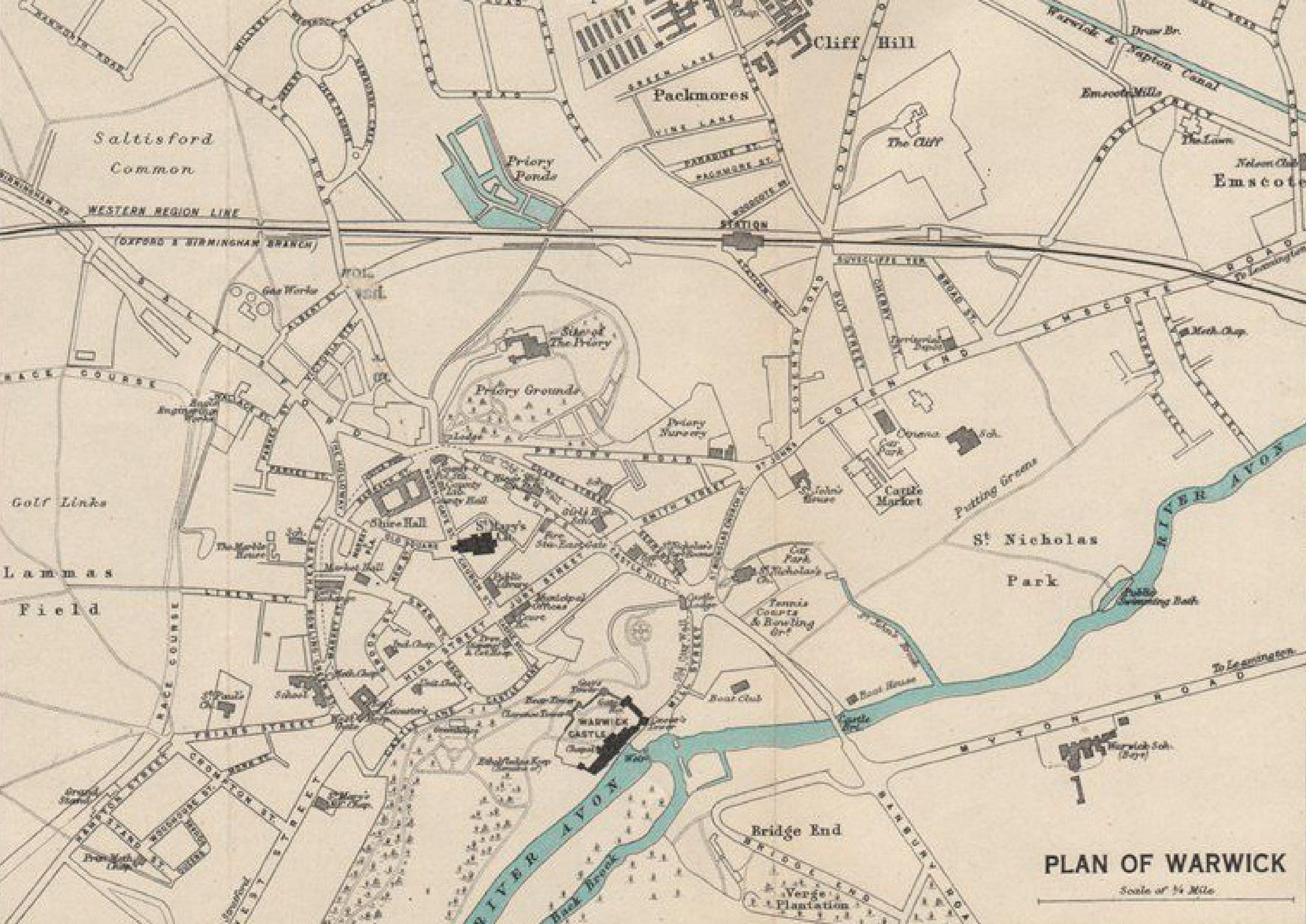
Hotel viability

The two least supported proposals within the public consultation were:

- *The location for a hotel shown on the plans is a good suggestion*
- *There is a need for more hotel rooms in Warwick to support the local economy*

It was a recommendation of the consultation summary report that two studies were undertaken to establish whether there is a) the need for additional bedroom spaces within Warwick and the immediate area and b) if the need was established, whether the Hampton Road site was a commercially viable proposition.

The production of this Masterplan has not taken place until those studies were completed. The conclusion is that an additional hotel would be both viable and is needed. It could help to boost the local economy and raise the profile of both the Racecourse and St Mary's Lands. The studies are appended to this report. On this basis, the hotel location has been included within the Masterplan for further development.



PLAN OF WARWICK
Scale of 1/4 Mile

7.0 Planning Guidance

Acceptable Development

The Warwick District Local Plan 2011 - 2029 defines acceptable development:

3.142a The Masterplan should be kept under review. Should other development proposals for the St Mary's Lands not included in the masterplan be promoted, these will be considered in light of points (a) to (e) in Policy CT7, where relevant and appropriate to the scale and nature of the development proposed and other policies within the Local Plan.

Any future development proposed at St Mary's Lands would need to be assessed against the 5 principles defined against items (a) to (e), listed on Pg 15 of this report.

In addition to the proposals already set out, there may be the need to consider other development that supports existing uses, add new ones or replaces those that are no longer viable or become obsolete. The currently identified list of proposals cannot be seen to be an exhaustive list of what is permissible within this Plan. These proposals have however been informed by an extensive consultation process and as such carry a high degree of legitimacy in taking them forward to the delivery stage. Other development, not currently identified, would be acceptable where it seeks to replace obsolete or life expired facilities or buildings with those of a better quality and increased operational functionality. Where new or additional facilities or buildings are required that are not a replacement, for development to be acceptable, there must be a clear and compelling need and that the following criteria can all be met:

- there is no overall loss of greenspace
- no reduction in public access
- support the uses identified in the Draft Local Plan Policy
- has no negative impacts upon key views

- does not lead to a loss of biodiversity
- protects and enhances the open landscape character
- does not increase the flood risk on the site or on adjacent sites
- protects and enhances the setting of Listed buildings, the Conservation Area, and the setting of Hill Close Gardens as a Grade II* registered garden.

Where these criteria can be achieved, there should be a presumption in favour of development. Good design is critical to the success of new development, and good design is not about style or fashion. Any new development should be evaluated against three important principles that are inherent in good design, regardless of style. These can be summarised as:

- robustness, or durability
- usefulness, or efficiency
- exceptional design

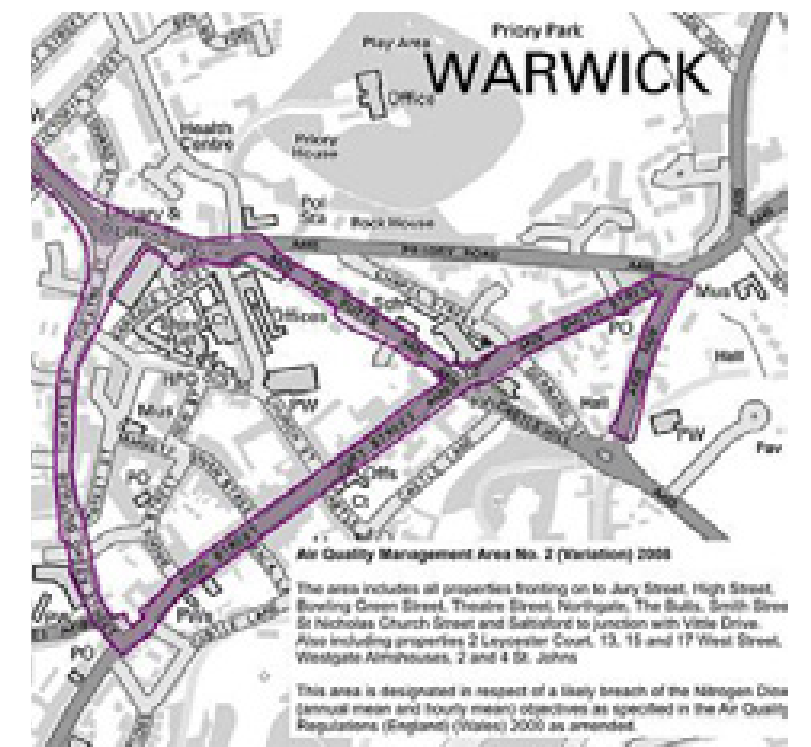
Applying the three principles, buildings and public spaces are well designed if:

- they are useful, built to last and easy to care for
- you can find your way and move around easily, regardless of whether or not you are disabled,
- in a place in which you feel safe
- they relate well to the place where they are built; this might mean fitting in quietly or creating new context and new landmarks, depending on
- they are flexible and their use can change over time
- they are environmentally efficient and will help us all to live and work sustainably
- they engender a sense of pride in a location.

A good example of these principals and approach is the Hill Close Gardens visitor centre, an unashamedly contemporary intervention within the Listed gardens that adds delight and functionality to the experience of visiting.

The multi-award winning building is highly sustainable, with a simple use of space that can be adapted to a range of purposes.

A further consideration is air pollution impact on development. In addition to District wide monitoring, the Council have been monitoring NO² in Hampton Street for more than six years. The monitoring of exhaust fumes and other pollution indicates poor air quality. The impact of green space and additional tree planting may have some beneficial quality.

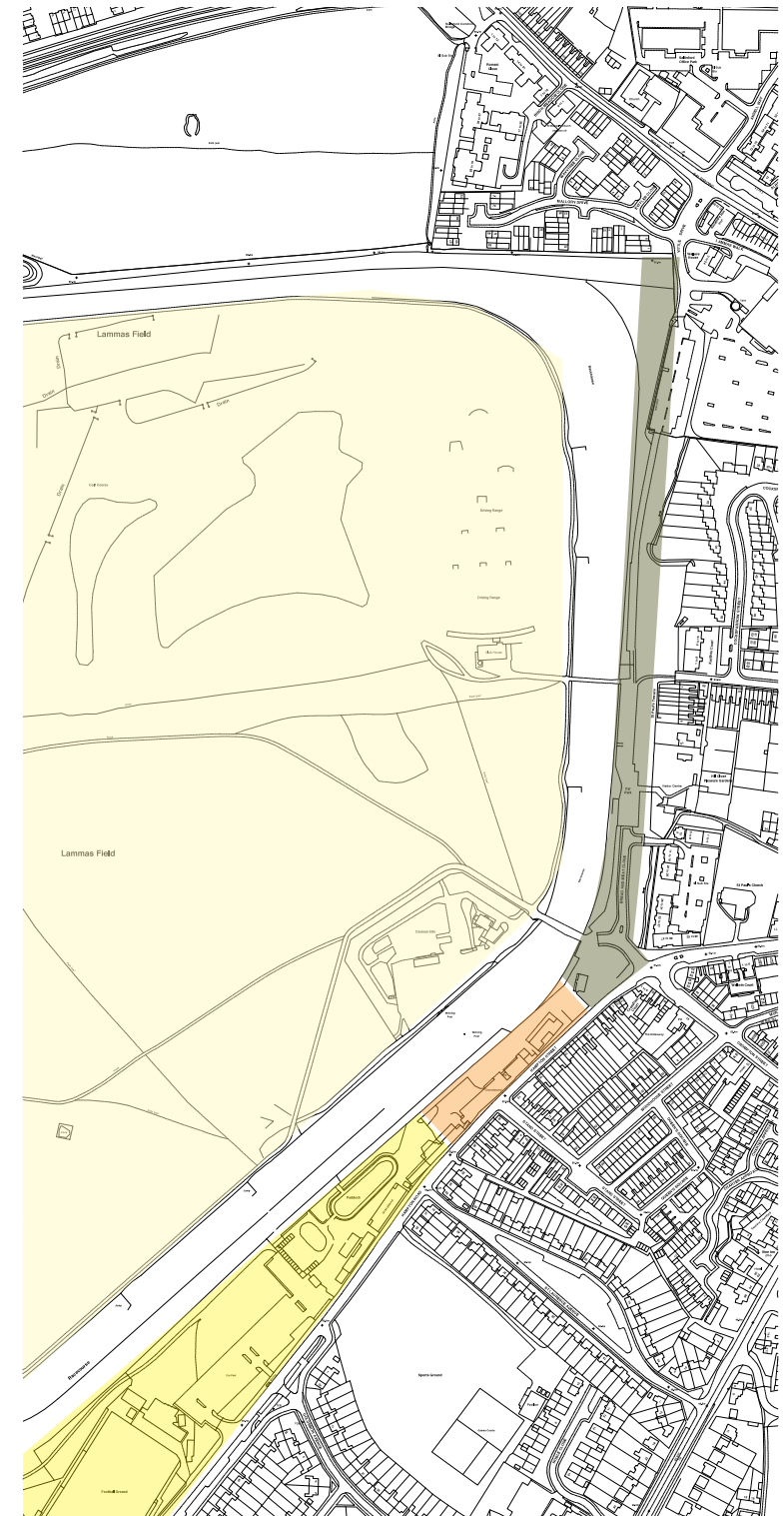


Materials

St Mary's Lands can be broadly described under four main character zones, each of which influences the choice of materials:

- The landscape and car parking strip running adjacent to the Saltisford Brook, forming a transition point between the town centre and the historic landscape of Hill Close Gardens and the more open landscape of the Common. The materials palette within this zone could relate more to the town centre and Hill Close with a semi-formal and semi-urban approach. Materials could include painted metal work, stained timber, and natural stone paving accents
- The open space of the Common, generally bordered by the race track is defined as a more naturalised space characterised by its grassland and gently undulating topography. New building interventions within this central space, such as the replacement to the Golf Centre buildings need to respond to the natural, landscape setting and a low roof line with deep overhangs that create shadow and reduce window reflection would be appropriate. Materials within this zone need to be simple and robust with an emphasis on unstained timber and non-reflective cladding and window glazing
- The Hampton Street entrance and Grand Stand corridor of taller buildings and larger massing. The impact upon the Listed buildings and smaller scale residential terrace of Hampton Street needs careful consideration of material choices. This could vary within the zone, depending upon immediately adjacent buildings. A darker colour brick 'plinth' would respond well to the high walls and terrace of Hampton Street, lighter materials may help to alleviate the canalising effect of the larger building forms above a single storey. Views from the Common may be less effected by the use of darker, more recessive materials.

- The Hampton Road to Gog Brook is less developed with a greater variety of building and landscape elements. The zone is transitional between the two story, red brick and pebble dash sub-urban housing of the Forbes Estate with the open landscape of the Common, a wider range of materials could be used within this location that could help to unify the otherwise more disjoint character.



Massing and Scale

Within zone 1, the town centre transition, any built forms would need to recede below the height of key views from Hill Close Gardens and the town centre and conversely from the Common looking out. It is likely that only a single storey structure of modest scale would be acceptable within this area. Possible future built forms might include public toilets or a refreshments kiosk / small café. These uses would be acceptable but only where the visual impact is fully assessed and mitigated.

Within zone 2, the open landscape character of the Common, any built forms would need to be recessive into the landscape and carefully profiled to minimise skyline impact. It is likely that only a single story with mono-pitch roof would be considered acceptable in this zone. The use of additional screening from bunding and green roofs should also be explored.

Within zone 3, any further canalisation along Hampton Street should be resisted and a variety of roof lines created to break down the scale of any new development within this zone. The planned replacement of obsolete or under-performing buildings as well as those of low architectural quality, such as the care takers bungalow afford the greatest opportunity for re-development. The infilling of interstitial spaces, even with single story buildings between the larger grand stand blocks should be avoided as this prevents any opportunity to open up to the street-scape in the future. Any increase in height above the grand stand, to create a landmark building, for example, should be avoided due to its massing impact upon both the smaller scale Georgian terrace of Hampton Street and key views to and from the Common. Any re-development that achieves a reduction in building heights and less canalisation would be welcomed, especially if combined with street-scape enhancements to Hampton Street, such as pulling the secure line of tall brick walls and railings away from the back edge of the public footpath.

Within Zone 4, building heights and massing need to protect views in and out of the Common and from the Grand Stand towards the race course. Acceptable development heights could extend to 4-storey in this location when combined with lower elements to give relief to the building form. Four storey elements would need to avoid an extension of the canalisation effect of the existing grand stand structures by introducing an appropriate set back from the pavement edge, street-scape enhancements and alignment with the open space of the adjacent cricket ground to minimise impact upon the residential properties. The lack of a clear material reference point within this zone affords some greater flexibility for a carefully considered palette of materials that help to break down the appearance of a larger building structure.



8.0 Conclusion

Concluding Statement

In 2016 the Heritage Lottery Fund published the second State of the UK Public Parks report. The report shows that there is a growing deficit between the rising use of parks and the declining resources that are available to manage them. Based on surveys of park managers, independent park trusts, park friends and user groups, and the general public, the findings show that while parks are highly valued by the public and usage is increasing, park maintenance budgets and staffing levels are being cut.

Without urgent action the continuing downward trend in the condition of many of the most treasured parks and green spaces is set to continue. Whilst new ways of working and generating income are showing potential, more support, shared learning and collaboration is needed to support those that manage public parks. The HLF research calls for collaborative action to deliver new ways of funding and managing public parks to avert a crisis. Warwick District is certainly blessed with over 170-publicly accessible green spaces and a far greater proportion of open space per resident than the national average. But such a situation can result in a complacency that leads to a gradual and incremental loss of both quality and quantity of open space.

This Masterplan is not about the protection of open space – keeping it unchanged for the years ahead; it recognizes that change is essential in tackling the challenges ahead including reduced resources, demographic changes and the impact of climate change. Parks are worth protecting, and good quality parks are the places where we can tackle many of today's greatest challenges, from childhood obesity to our changing climate. Parks provide places for people to play and get fit, to volunteer and to reconnect with nature and the seasons, as well as with each other. In creating many of our greatest public parks, our Victorian ancestors understood they were not a luxury, and today parks are even more essential in our increasingly urban

lives. So this document proposes a balanced response to protecting the essential quality and character of the green space whilst recognizing that when well-planned, change is not only essential but often for the good.

Statement of Commitment

This Masterplan has been produced as the way forward for implementing one of the Council's key projects within the Fit for the Future Programme (FFF). As the FFF Programme is designed to deliver the Sustainable Community Strategy for Warwick District, St Mary's Lands is a Council priority within that strategy. As such the Council is committed to working alongside the key partners in an open and collaborative way to develop the Masterplan recommendations and the specific proposals and associated delivery plan. Not only has the Council allocated significant resources to help get the project to this point, but Members of the Executive Committee have supported and endorsed the scheme whilst also allocating the funding required to take the project forward.

The involvement of the Working Party Members has been critical to the success of bringing this plan forward. The members have ensured that the scheme commands the confidence of the wider community and carries with it a very level of legitimacy.

'Without vision, partnership working, and integrated thinking this project would not be happening. It is a model of how good planning can achieve results.'

- Clive Harridge - former RTPI Vice President, reviewing the St Mary's Lands regeneration project from 2004.

The Working Party is fully committed to the same, integrated thinking, an approach based on partnership working to deliver this updated vision for St Mary's Lands.

Our vision is a future for St Mary's Lands where the natural and cultural heritage is protected and enhanced – where a vibrant range of community uses, economic regeneration and environmental enhancement thrive together in this inspiring natural setting.

Appendices

Appendices

List of Plates

Title:	Warwick Racecourse and southwest Warwick cc-by-sa/2.0 - © Robin Stott - geograph.org.uk/p/2654709
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Appendix 1

Consultation Summary

DRAFT



Appendix 01 - Consultation Outcomes Report

PLINCKE | SEPT 2016

1 EXECUTIVE SUMMARY

St. Mary's Lands is a significant green space that provides a link between Warwick town centre and open countryside. Its landscape character is valued as a contrast to Warwick's other more formal parks and gardens. St. Mary's Lands is important to wildlife, recognised by its status as a Local Nature Reserve. It is also important for its heritage and cultural values as recognised by its Conservation Area status. Warwick Racecourse grandstand and the Victorian detached pleasure gardens at Hill Close are important listed features for their special historic interest and whose setting is closely linked to the development of Warwick Common. The green space is also important for a variety of recreational and leisure uses from active sports to quiet relaxation and niche interests such as model aeroplane flying. St. Mary's Lands is the venue for large scale events in the town such the annual Mop faire and Bonfire night celebrations that help to build community cohesion. St. Mary's Lands is also important to the local economy, it supports a variety of business and leisure interests to Warwick that contribute to the local visitor economy.

It is no surprise that with such a diversity of interest, conflicts of opinion will arise from time to time.

The conflicting interests in such a multi-faceted space, can include the priorities for funding, rights of access, and the most appropriate uses as well as the general landscape character and appearance of the site. Many such conflicts will arise and are usually resolved through a combination of good communication and common sense. However, when significant developments are proposed that have implications for major change, these can lead to irreconcilable positions being taken between the various interest groups. In such instances an entrenchment of views leads to a stalemate, a breakdown of communication and trust. In the long-term, such a position results in a failure to implement any change, however worthwhile. This has not been the history of St. Mary's Lands from the past. The action group that resisted the development of Hill Close Gardens as a housing site evolved into a highly credible Charitable Trust to deliver the £1.3 million restoration of the Grade II* landscape in close cooperation with the District Council. Or the delivery of the first regeneration masterplan that encompassed significant changes at the site including new housing and the stables relocation.

‘Without vision, partnership working, and integrated thinking this project would not be happening. It is a model of how good planning can achieve results.’

Clive Harridge: the former RTPI Vice President | Reviewing the first St. Mary’s Lands regeneration project.

The St. Mary’s Lands Working Party has been established to enable the range of stakeholders with an interest in the open space to come together to plan a joint vision for its future. One that sets out a 10-year Regeneration Master Plan that contains the framework for safeguarding the green space whilst recognizing that change can be both beneficial and essential to the long-term social, economic and environmental sustainability of St. Mary’s Lands.

The Working Party developed the 10-year strategy over a 6-month period from October 2015 to March 2016. The group reached agreement on a set of proposals by which the strategy might be implemented. These proposals have developed to achieve four key aims:

- ***Protect St. Mary’s Lands for People and Nature***
- ***Improve Access and Enjoyment for All***
- ***Support the Local Economy***
- ***Invest for the Future***

Each of the four aims distills the individual aspirations expressed by the various stakeholders on the Working Party, these have ranged from ensuring that its wildlife value is enhanced and that there is no loss of the green space. Whilst others have expressed the need for change and investment.

In April 2016, the Executive Committee of Warwick District Council approved the recommendations of the Working Party, that the wider public should be consulted upon the proposals before these ideas were developed any further.

This report summarises the means by which the consultation took place, who were consulted, what the outcomes were, and the key recommendations for moving forward.

‘Apparently intractable differences and preconceived positions have been overcome, partly because everyone has been given the opportunity to be heard, and we have all bought into the process.’

Nigel Hamilton, Friends of St. Mary’s Lands | Correspondence in support of the proposals 05.04.16.

In summary, the consultation process has endorsed the Working Party’s recommendations. In the analysis of degrees of +/- support, none of the proposals has received a minus score. This has provided the Working Party with the confidence to draw up a delivery plan for taking the ideas forward to the next stage of development.

Validity of the Outcomes

It is acknowledged that the consultation process could only represent a snap shot in time and capture only the views of a small minority of those affected by the proposals. However, the consistency of the responses received provides a clear indication of which areas require the most review and re-appraisal. It is unlikely that the consultation outcomes would change if greater numbers were consulted. The consistency of the responses is seen to offer a high-level of reassurance that the opinions given are a valid response and broadly representative of the public's views on the proposals. It is clear that support varies across the range of ideas presented and it is also very clear that many people are passionate about St. Mary's Lands and many more would wish to be kept informed of the next steps. Individual elements of the Regeneration Master Plan will require detailed and 'targeted' consultation.

This report should not be taken as the end of the consultation process. It should be used to set the priorities for engaging with the wide range of interests, aspirations, and concerns that have been expressed to date. 'Good consultation' is not a one-off event, but is multi-layered and builds from the early planning to the implementation and aftercare of projects. The process to date sets out a solid foundation to ensure a meaningful process of consultation is achieved to reduce the risks and increase the opportunities in taking this project forward.

The Working Party is grateful to its various members and the Council officers who assisted in the planning and delivery of the consultation events. It is especially grateful to the several hundred people who took the time to participate in the consultation process, with nearly 200 of these providing us with their detailed feedback and comments. This feedback has provided an invaluable insight to assist the Working Party to make the right decisions moving forward.

In spite of the many and varied views and opinions expressed, the single most important message is that St. Mary's Lands is a public open space, available to all and must remain 'green'.

2 PURPOSE OF THE CONSULTATION

Meaningful Consultation

The Working Party members include representatives of amenity and user groups, the business organisations working at the site, Council officers and Councillor representatives of the three tiers of local government. The Councillor representatives in particular are tasked with representing the views of their constituents. The cross-section of interests helps to establish the group's legitimacy to formulate the Regeneration Master Plan for St. Mary's Lands. The representation is broad and their interests diverse. The group agreed that a consultation process needed to reflect that a lot of the ground work in forming the outline proposals had already been completed, with each respective group or member having discussed, where applicable with its own members or organisation the potential range of ideas that were possible. This had also included an assessment of the Strengths, Weaknesses, Opportunities and Threats to the site. Given the work to date, the facilitating consultants recommended that to be meaningful and genuine the consultation should focus on the specific outline proposals, in particular, that its purpose was not to ask for wide ranging and open ended views on what should happen to St. Mary's Lands. Instead the purpose of the public

consultation was to establish whether these preliminary ideas were supported; in other words, it was about sharing information, building awareness and seeking a mandate rather than saying it was a 'blank piece of paper'.

Three specific questions were set out and agreed by the Working Party in a consultation programme:

“Have we missed anything?”

Asking questions to ensure that the proposals of the Working Party meet the needs and aspirations of the wider community, articulated through consultation, rather than the Working Party assuming that they had been fully represented. Whilst the Working Party covers a very broad cross-section of users of St. Mary's Lands, the consultation's purpose was also to gain the views of non-users and how this might affect how the proposals could be adapted to engage with this part of the community.

“Did you know?”

Ensure that information about the development plan, including key projects and timescales are made widely available to build public awareness of the project. The promotion of the project was seen as important to address the public’s criticism that ‘things just happen without us knowing’. Building awareness was seen to be an essential element of building trust and reducing future friction as projects move towards implementation.

“Do you agree?”

The timing of the consultation was specifically set at the completion of the preliminary ideas before these became actual projects. Prior to developing these ideas, an endorsement was considered essential. The consultation acted as a wider sounding board of local opinion to build consensus and test the legitimacy of the proposals.

In addition to the three primary aims of the consultation, it was also intended to achieve the following outcomes:

- build potential synergy with other initiatives, partners and organisations by raising awareness of the range and scope of the masterplan
- reduce future risks by consulting early with a range of statutory consultees and interest groups.

At the April Executive Meeting of Warwick District Council, the recommendation to consult with the wider public on the ideas of the Working Party were approved.

‘A set of proposals have now been developed by the Working Party and they are now at a stage to go out to wider public consultation. This reports sets out those proposals and sets out the proposed means of consultation.’

Executive Committee Report 06.04.16 | Recommendations on the proposed format for consultation.

3 CONSULTATION FORMAT

In order to meet the purposes, set out in Section 02, the format needed to be accessible to a large audience. It also needed to address potential barriers to access. These barriers typically include physical (unable to attend an exhibition), technical (not able access the internet), or social and cultural restrictions (it doesn't affect me, I don't have time). The multi-layered approach adopted targeted a range of audiences with differing levels of information depending upon the levels of interest. The various formats included:

- Press briefing pack and presentation at Racing Club Warwick to media outlets to encourage awareness of the consultation events and the scheme
- A stakeholder presentation and consultation 'pre-view' event held at the Hill Close Gardens Visitor Centre
- On-line questionnaire and downloadable information pack
- Weekend exhibitions staffed by Working Party members, Council officers and the consultants at the Shire Hall and Market Square with questionnaires and comment sheets
- Unstaffed week-long exhibition at the Shire Hall
- Targeted presentations to the Friends of St. Mary's Lands, Warwick Society, and Warwick Town Council.

The District Council's website contained an easy to access questionnaire that was duplicated in hard copy at the exhibitions. The questionnaire comprised 16-questions expanding upon the 4-key project aims of:

1. Protecting St. Mary's Lands for People and Nature
2. Improving Access and Enjoyment for All
3. Supporting the Local Economy
4. Investing in the Future

The questions were selected to understand the levels of endorsement of eight specific proposals:

1. The proposed play area close to Racing Club Warwick
2. The proposed footpath and cycle track improvements
3. Expanding the Caravan Club without loss of green space
4. The location of the hotel
5. Extra car parking spaces
6. Improving the main entrance to St. Mary's Lands
7. Improving the frontage to Hill Close Gardens
8. Investing in the Golf Centre.

Whilst the Regeneration Master Plan contains many more ideas and proposals, these eight were selected on the basis that they could either be delivered early in the programme, were broadly representative of the range of improvements proposed or were deemed to be more controversial and required a specific measure of comment.

The Working Party had discussed a number of potential risks and the content of the consultation materials had been agreed to manage these risks. In particular:

- *It's all been decided already* - use of words such as masterplan, designs or development were avoided as these imply fixity that would undermine the openness of the consultation process. Instead words such as outline ideas or proposals were adopted
- *It's the District Council doing what it wants*
 - the consultation process needed to come from the Working Party, rather than a wholly District Council led initiative. The inclusion of Working Party members throughout the process and not 'branding' the consultation materials too heavily was seen as giving the ideas a neutrality

- *It's just the Racecourse trying to get a hotel through the backdoor* – a risk to the process was that the hotel would overshadow the other elements of the scheme. In particular, if perceived to be a Jockey Club proposal, it could undermine trust in the process. The presentations and materials emphasized that the hotel was not being sponsored by the Jockey Club, but a proposal that had been collectively reached by the whole of the Working Party

- *It's just about commercialisation of the Common* – the consultation needed to emphasize the broad range and scope of the scheme, rather than too narrow a focus on elements with a business or commercial aspect. The hotel in particular could have skewed the outcomes by creating a higher level of dissatisfaction with the scheme than would otherwise be the case. Two questions were included within the questionnaire, at the beginning and at the end, to try to establish the overall level of support by asking:

- 1.3 The outline proposals will enhance my experience of visiting St. Mary's Lands
- 4.4 Overall I support these proposals for the future of St. Mary's Lands.

The full list of questions were:

Warwick District Council in partnership with the St. Mary's Lands Working Party have developed a range of ideas for improving St. Mary's Lands and the local economy. We would like to know your views on these outline proposals by completing the short questionnaire below.

Can you tell us which of these statements you most agree or disagree with by ticking the numbers below:

1 (strongly disagree) and 5 (strongly agree). (need 5 circles after each question with a 1 to 5 in them)

1. Protecting St. Mary's Lands for People and Nature

- 1.1 St. Mary's Lands is important for nature and wildlife
- 1.2 St. Mary's Lands supports a wide range of activities for sport and recreation
- 1.3 The outline proposals will enhance my experience of visiting St. Mary's Lands
- 1.4 More of St. Mary's Lands should be managed to encourage wildlife and nature

2. Improving Access and Enjoyment for All

- 2.1 St. Mary's Lands offers something for all ages
- 2.2 The play area close to Warwick Racing Football Club is a good idea

- 2.3 The existing footpaths are well laid out and well sign posted
- 2.4 The proposed footpaths and cycle track improvements are a good idea

3. Supporting the Local Economy

- 3.1 Expanding the Caravan Club without losing green space is a good thing
- 3.2 There is a need for more hotel rooms in Warwick to support the local economy
- 3.3 The location for a hotel shown on the plans is a good suggestion
- 3.4 The extra car parking spaces are a good idea

4. Investing for the Future

- 4.1 Improving the main entrance will lift the quality of the area
- 4.2 Improving the frontage of Hill Close Gardens will make people / potential visitors more aware of the gardens
- 4.3 Investing in the Golf Centre building, parking and driving range is a good idea
- 4.4 Overall I support these proposals for the future of St. Mary's Lands

5. Do you have any comments you would like to add?

(comment box)

6. About you?

Your postcode?

Your gender?

Your age?

The questions were structured in such a way to establish the degrees of support for three main response trends:

- *There is no need to change – I like it has it is*
- *I support change*
- *I support and endorse the proposals.*

For example, strong support for questions 1.1, 1.2, 1.4, 2.1 and 2.3 would indicate a stronger preference for no need to change – I like it has it is. Whilst strong support for questions 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, and 4.3 would indicate a stronger desire for change. Strong support for questions 1.3 and 1.4 would indicate a high level of endorsement of the proposals. Whilst this is a relatively simplistic analysis, it does at least provide an indication of the level of support overall rather than to any particular idea or proposal.

No need to change

- 1.1 SML is important for nature & wildlife
- 1.2 SML supports a range of activities for sport & recreation
- 2.1 SML offers something for all ages
- 2.3 The existing footpaths are well laid out & well sign posted

Support Change (10)

- 1.4 More of SML should be managed to encourage wildlife & nature
- 2.2 The play area close to WRFC is a good idea
- 2.4 The proposed footpath & cycletrack improvements are a good idea
- 3.1 Expanding the caravan club without loss of green space is a good idea
- 3.2 There is a need for more hotel rooms in Warwick to support the local economy
- 3.3 The location for a hotel shown on the plans is a good suggestion
- 3.4 The extra car parking spaces are a good idea
- 4.1 Improving the main entrance will lift the quality of the area
- 4.2 Improving the frontage of Hill Close Gardens will make people more aware of the gardens
- 4.3 Investing in the Golf Centre building, parking & driving range is a good idea

Support the proposals:

- 1.3 The outline proposals will enhance my experience of visiting SML
- 4.4 Overall I support these proposals for SML.

4 CONSULTATION OUTCOMES

The outcomes of the 198-completed questionnaires were evaluated on the following basis:

Responses have been given a value weighting:

Ticked response

Strongly agree	+ 4 points
Agree	+ 2 points
Neither agree or disagree	0 points
Disagree	- 2 points
Strongly disagree	- 4 points

Outcomes from the various consultations are illustrated on the following pages. These have been shown as the staffed exhibitions in the first instance and then all paper responses, including those completed at the non-staffed exhibition and those returned by post. These are then followed by the electronic responses gathered from the District Council's website. Finally, both sets of data have been aggregated.

The responses gathered from the staffed exhibitions tend to be more supportive of the proposals than the electronic responses. This may indicate that when the public were able to ask questions about the scheme, they were more satisfied with the content of the proposal.

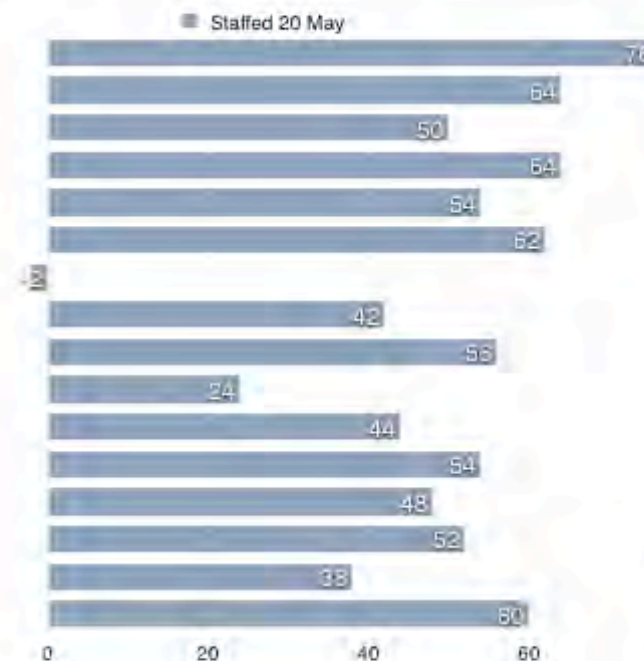
The consultation materials emphasised the partnership nature of the project.

A partnership project between the St. Mary's Lands Working Group and lead by Warwick District Council in association with Warwick Town Council and Warwickshire County Council.

Shire Hall | **Staffed Exhibition Friday 20th May** - based on 19 responses.

- 1.1 SML is important for nature& wildlife
- 1.2 SML supports a range of activities for sport & recreation
- 1.3 The outline proposals will enhance my experience of visiting SML
- 1.4 More of SML should be managed to encourage wildlife & nature
- 2.1 SML offers something for all ages
- 2.2 The play area close to WRFC is a good idea
- 2.3 The existing footpaths are well laid out & well sign posted
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- 4.3 Investing in the Golf Centre building, parking & driving range is a good idea
- 4.4 Overall I support these proposals for SML

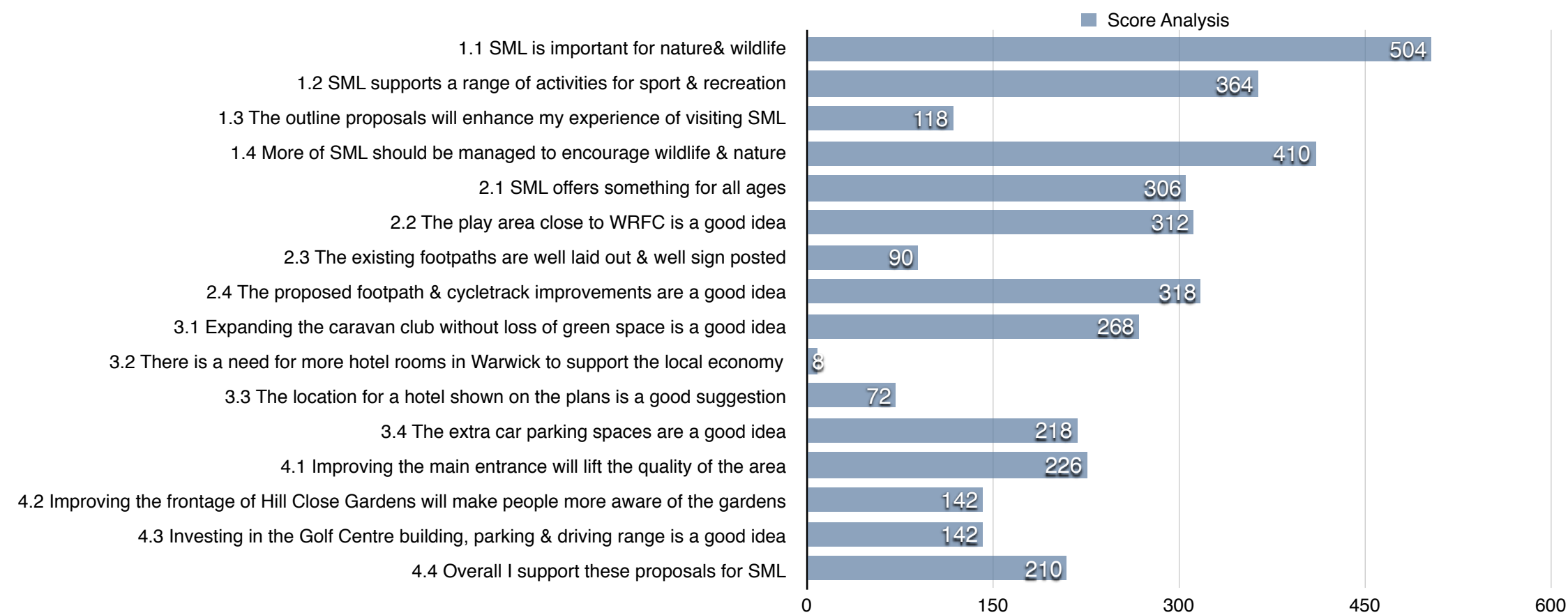
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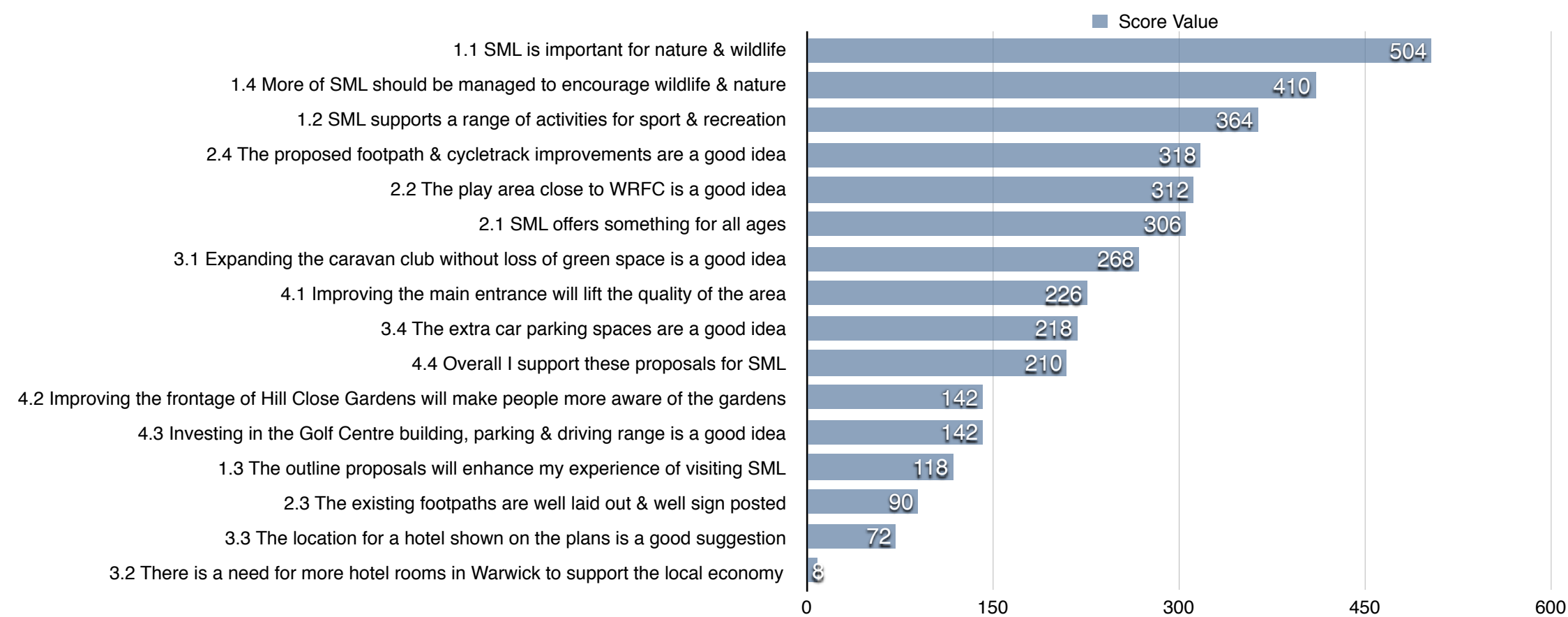
Market Square | Staffed Exhibition Saturday 28th May - based on 85 responses.



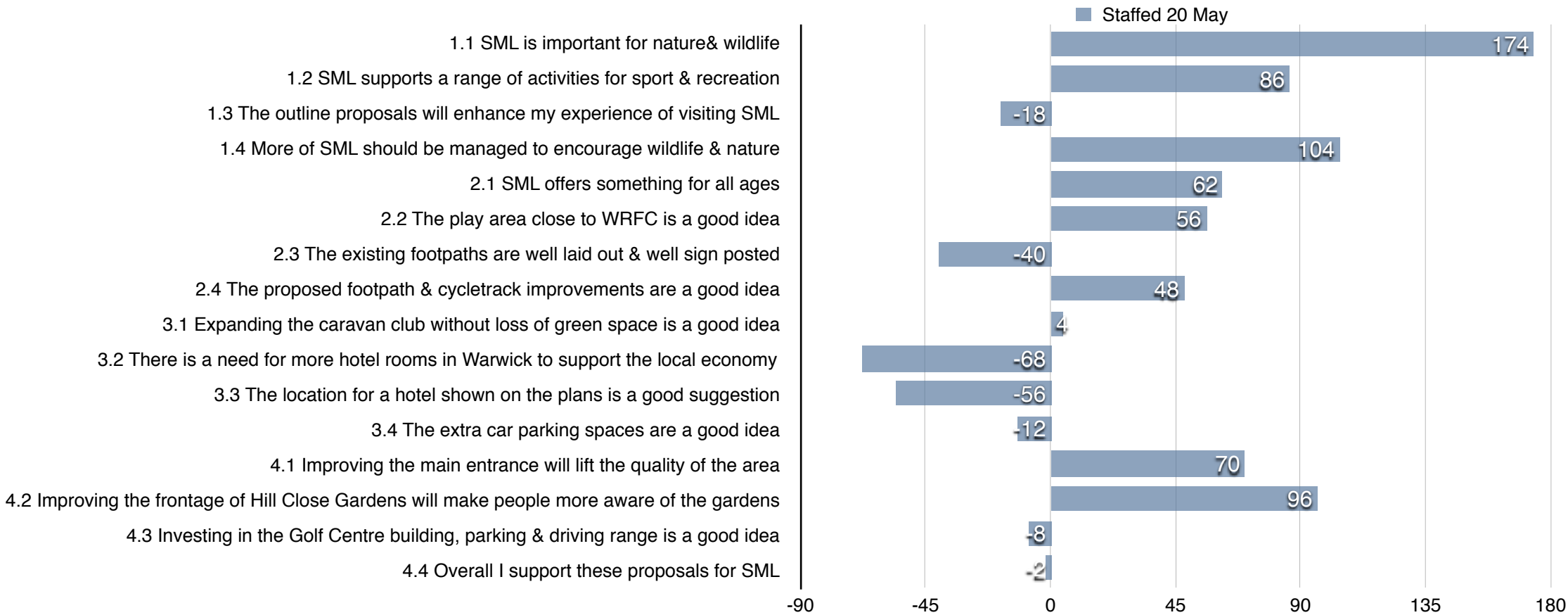
All paper responses based on 139 responses..



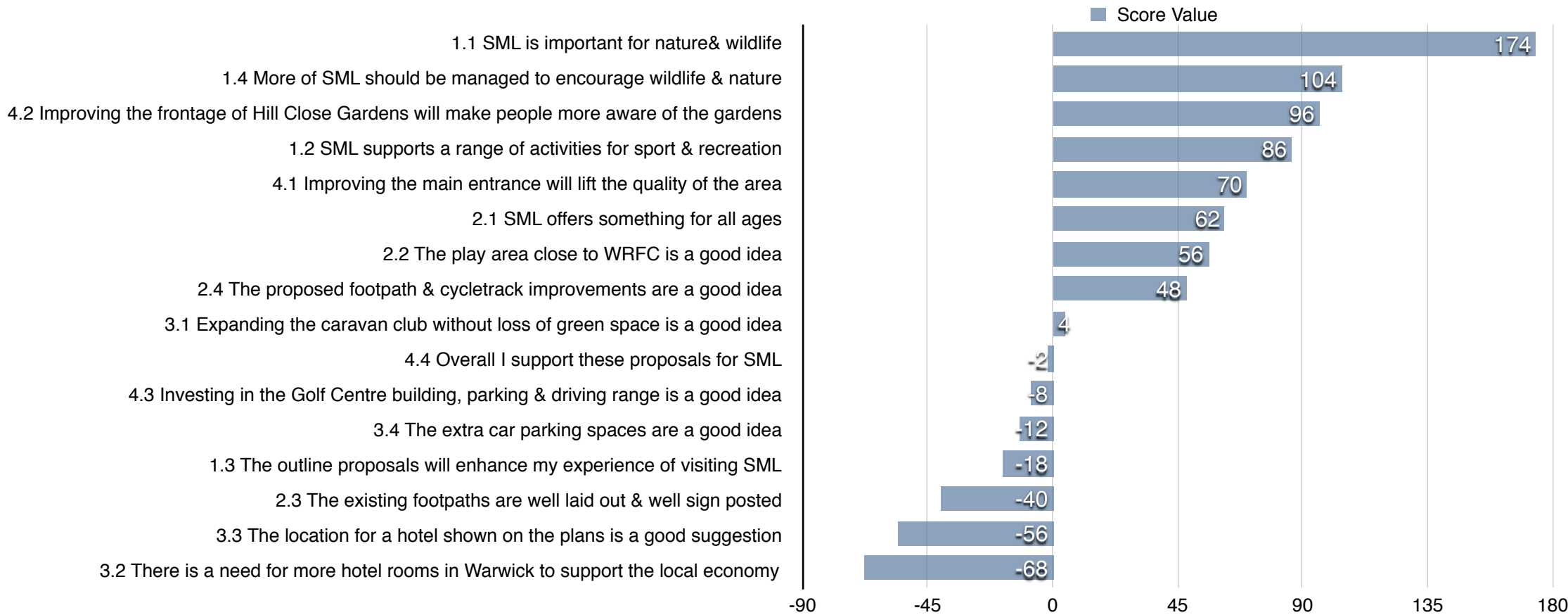
All paper responses based on 139 responses. Assessed in order of support.



Online responses - based on 59 questionnaires.

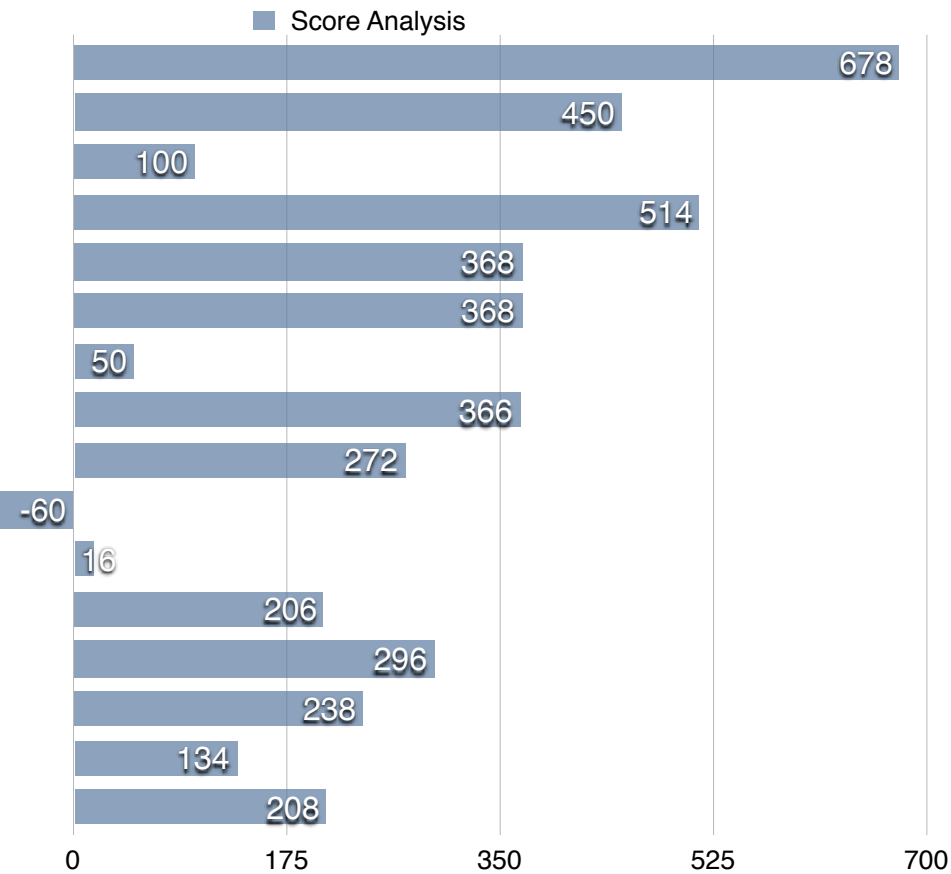


Online Questionnaire - based on 59 questionnaires. Assessed in order of support

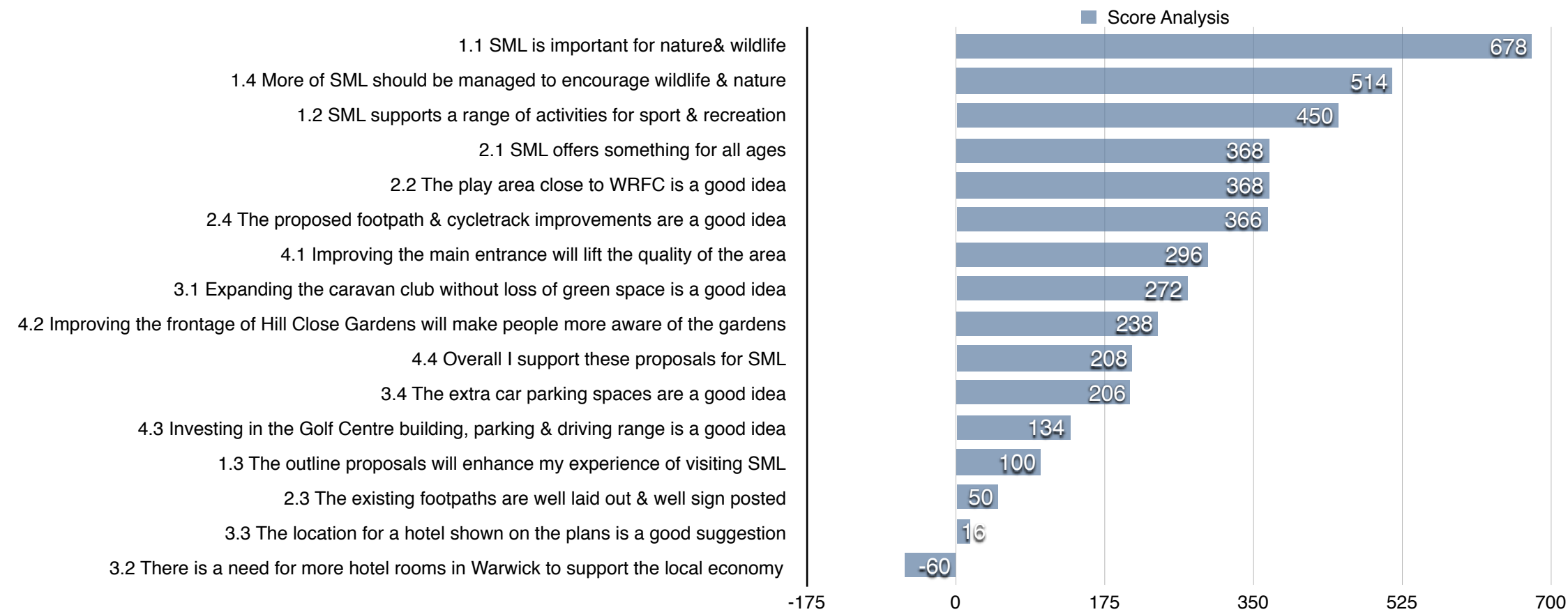


All responses based on 198 responses.

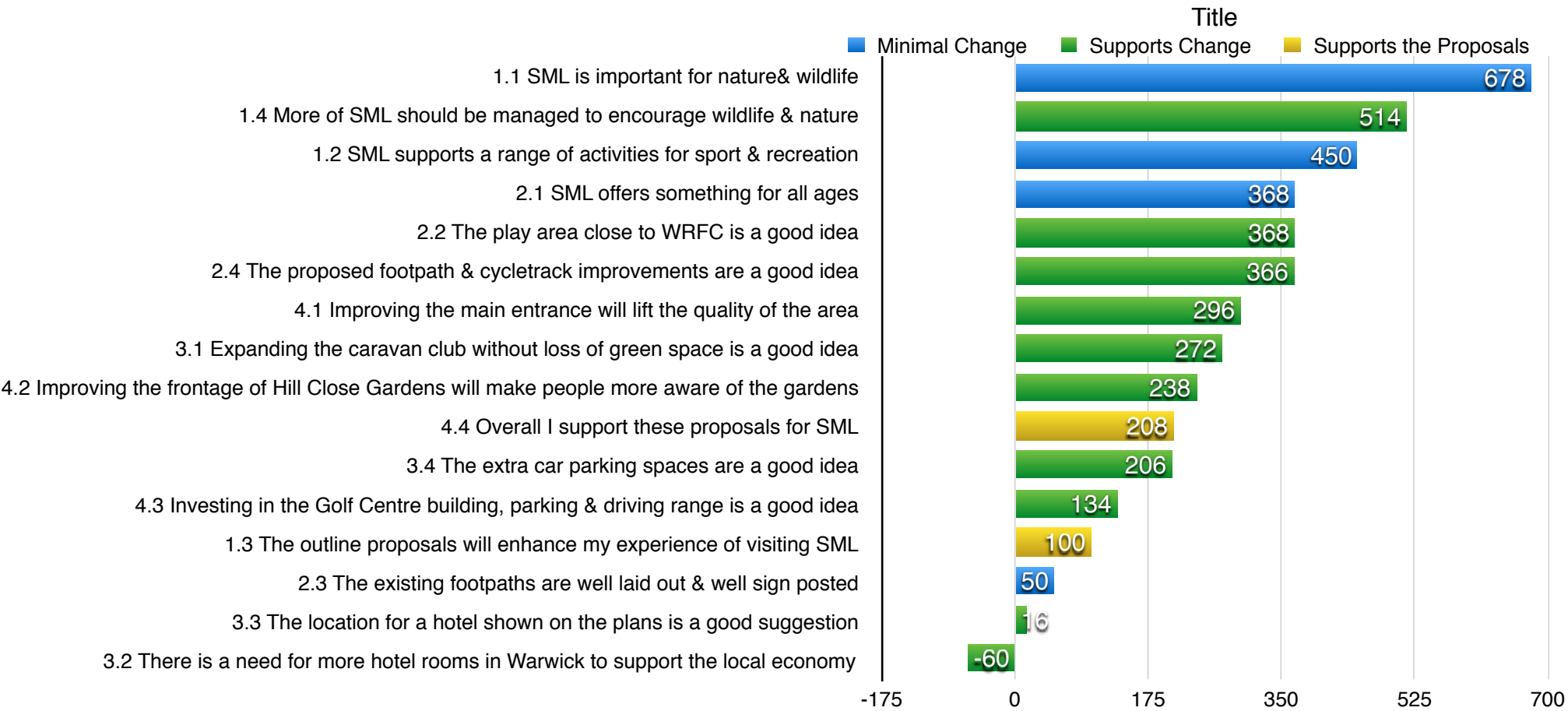
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4.2 Improving the frontage of Hill Close Gardens will make people more aware of the gardens
4.3 Investing in the Golf Centre building, parking & driving range is a good idea
4.4 Overall I support these proposals for SML



All responses based on 198 responses.



All responses based on 198 responses.



The three most supported statements are:

1.1 SML is important for nature & wildlife

1.4 More of SML should be managed to encourage wildlife & nature

1.2 SML supports a range of activities for sport & recreation.

The three least supported statements are:

2.3 The existing footpaths are well laid out & well sign posted

3.3 The location for a hotel shown on the plans is a good suggestion

3.2 There is a need for more hotel rooms in Warwick to support the local economy.

In addition to the questions, a substantial number of comments were also provided on the comments section. The most re-occurring comments were:

- Protecting the green space
- Prevent development
- Comments regards the suitability of the site for a hotel
- Traffic impact of the hotel
- Impact of the hotel on local business owners
- Access to toilets
- Car parking and the loss of town centre parking
- General access issues: 'it's Common land'

- Concerns over loss of access, fencing
- Historic decisions, in particular development of the golf course
- Both support and concerns in roughly equal measure over model aeroplane flying
- Concerns over safety of parking proposed opposite Bread & Meat Close
- Re-instatement of fishing at the reservoir.

Summary and Recommendations

The analysis is based on some 198 responses gathered from a range of venues and methods. This is a small sample but even so, the outcomes provide a very clear snap shot of public attitudes towards St. Mary's Lands. It was evident that had the hotel not been included at all, the levels of support for the scheme would have been significantly higher. Yet in spite of this, using the scoring analysis, even the proposed hotel location scored a positive figure in the aggregated results. Perhaps most surprising was this lower than expected objection to a proposed hotel.

However, there does remain a degree of mistrust over the more commercial elements of the scheme. In particular the hotel, but also re-development of the golf centre building and parking increases. It is clear that if the wider public are brought along with the proposals, 3-key recommendations need to be adopted:

1. That a hotel viability assessment and bedroom capacity study is commissioned to test the need for a hotel before taking this element of the proposals any further. Such a study would establish either way the justification of such a proposal and help to provide an evidential base for its need. With such an evidential base, the Council will remain open to

criticism that the scheme is being driven from behind the scenes by the Racecourse and/or that it would be a costly 'white elephant'.

2. That there should be a detailed feedback to the public via the Working Party on how it has responded to the outcomes of the consultation to build trust in the process, in particular emphasizing where further, more detailed work is being undertaken

3. That as each element of the scheme progresses, a suitable structure is put in place to consult on the detailed proposals with those elements of the public most effected by the proposals. This has already begun with dialogue opened up with the residents of Bread and Meat Close over the design and location of additional car parking over-looked by the apartment owners.

Appendix 2

SML Delivery Plan

Timeframe

Short-term: within 18-months

Medium-term: 18-months – 3 years

Long-term: greater than 3 years

Each proposal has been given a score rating against the projects 4-key aims.

The proposals that score the highest across all categories are:

01: 10-year Masterplan

05: Main entrance improvements

The proposals most supported from the public consultation would be:

02: Update the management & maintenance plan with an emphasis on biodiversity

07: Footpath and signage improvements

20: Access to public toilets

Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
1.0	Completion of the 10-year Masterplan Key Aims -	<ul style="list-style-type: none">Complete consultations with statutory stakeholders: (planning, flood risk, highways, conservation, and ecology, including pre-app discussions).Ensure that the masterplan responds to the comments and views expressed at the public consultationUndertake a risk assessment of the business elementsHotel feasibility study to inform the physical masterplanDevelop the plan for formal adaptionAgree the format for its periodic review.	<ul style="list-style-type: none">Users and wider communitySML Working PartyWarwick District CouncilCounty CouncilTown CouncilAmenity groupsLocal business communitySustrans	<ul style="list-style-type: none">Non-statutory approval by the Working PartyFormal adoption by Warwick District Council. Individual project elements may require specific consent and pre-app discussions are recommended.	<p>Risks:</p> <ul style="list-style-type: none">Loss of early momentumHotel feasibility delaying the overall masterplan adoptionConflicting positions between the Working Party and Statutory ConsulteesLack of funding to deliver the projects <p>Funding:</p> <ul style="list-style-type: none">To complete the masterplan, secured: WDCHotel feasibility to be funded. Estimated at £12,500.	SML01	High
	<i>Protect St. Mary's Lands for People and Nature (SML01)</i>					SML02	High
	<i>Improve Access and Enjoyment for All (SML02)</i>					SML03	High
	<i>Support the Local Economy (SML03)</i>					SML04	High
	<i>Invest for the Future (SML04)</i>					The masterplan provides the strategy to guide development and decision making for the next 10-years.	
2.0	Update the Management & Maintenance Plan (MMP)	<ul style="list-style-type: none">Meeting with WDC to agree the process and timetable for updating the MMPInitial site meeting of key stakeholdersUpdate ecological surveysDraft revisionsDiscuss with WDC and key stakeholdersIssue final documentSet out the review and monitoring protocols	<ul style="list-style-type: none">Warwick District CouncilFoSMLJockey ClubGolf CentreModel Aircraft FlyersWildlife and amenity groups incl. Warwickshire Wildlife TrustEvents and activities (incl. Rotary)	<ul style="list-style-type: none">Non-statutory approval by the Working Party / “management group”Formal adoption by Warwick District Council.	<p>Risks:</p> <ul style="list-style-type: none">Lack of resources within WDC to commit to the process <p>Funding:</p> <ul style="list-style-type: none">To complete the MMP, secured: WDC and volunteer commitmentFurther consultancy advice and small scale environmental projects that might arise: £20K WDC 50% and small grant sources 50%.	SML01	High
	Including opportunities to increase site biodiversity.					SML02	High
						SML03	Low
						SML04	Medium
						The MMP is a key document to address opportunities for improved biodiversity, maintenance standards, access and mitigating the impact of events.	
3.0	Cycle Way Connections (Sustrans National Cycle Route no 41):	<ul style="list-style-type: none">Coordination of precise route and means of demarcationDesign development and costing of lighting, signage, and surfacingCommissioning of implementationManagement of works on the ground	<ul style="list-style-type: none">Jockey ClubWarwickshire County CouncilSustransWarwick District Council	<ul style="list-style-type: none">Formal consent from Jockey Club to permissive use once the plans are agreedSustrans License and designation process	<p>Risks:</p> <ul style="list-style-type: none">No formal agreement is reached with the Jockey ClubProposals fail the safety auditFunding from County Council / Section 106 not available. <p>Funding:</p> <ul style="list-style-type: none">WCC / Sustrans	SML01	Medium
	Hampton Street by-pass / Saltisford Brook.					SML02	High
						SML03	Medium
						SML04	Medium
						National Route 41 of the National Cycle Network is a long distance	

	via the Racecourse to main entrance Phase 2, Saltisford Brook continuation.			<ul style="list-style-type: none"> Traffic Safety Audit Potentially planning consent for phase 2. 		route that when complete will connect Bristol, Gloucester, Stratford-upon-Avon and Rugby via Warwick and Leamington. This is an important connection in the route and provides opportunities to create safer routes to school and an eventual link to Warwick Parkway Station.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
04	Extension to Saltisford Brook Car Park	<ul style="list-style-type: none"> Develop outline design proposals Undertake a traffic safety audit Consultation on the proposals with residents of Bread & Meat Close & stakeholders Finalise proposals Tender and construction 	<ul style="list-style-type: none"> Warwick District Council Residents of Bread & Meat Close Jockey Club Hill Close Gardens Golf Centre Warwickshire County Council Sustrans 	<ul style="list-style-type: none"> Establish whether planning consent is required or permitted development rights apply Traffic Safety Audit 	Risks: <ul style="list-style-type: none"> Planning application process will delay commencement Local residents' objections to the scheme Fails the safety audit Funding not found Funding: <ul style="list-style-type: none"> WDC £110,000 	SML01	Low
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Rationalises the existing hard standings with minimal loss of green space. Replaces spaces lost to create the cycle route with a net overall gain in parking spaces. Assists with the reduction of town centre parking.	
05	Main entrance improvements Including uniform entrance signage, public realm improvements and replacement of unsightly buildings. Phase 1: Turnstile building and public realm Phase 2: Caretaker's house	<ul style="list-style-type: none"> Develop outline design proposals Agree division of design responsibilities between the Jockey Club and Council (public realm works and signage) Commission design services for WDC elements Undertake pre-application planning discussions Finalise the proposals with an integrated public realm and signage strategy Conservation statement and tree replacement strategy Consultation with key stakeholders Planning submission Design development, tender and construction. 	<ul style="list-style-type: none"> Jockey Club Warwick District Council (Conservation & planning) Working Party members Residents of Bread & Meat Close Warwickshire County Council (Highways) 	<ul style="list-style-type: none"> Planning permission and removal of TPO trees Key stakeholder agreement to the design proposals for the public realm and signage elements 	Risks: <ul style="list-style-type: none"> Planning and design aspirations exceeds the budget Funding withdrawn Planning objections Funding: <ul style="list-style-type: none"> Building works: Jockey Club Public realm and signage: part WDC and part Jockey Club Design development of WDC elements (I.E. signage strategy & public realm): £12,000 Implementation, Jockey Club £250,000 and WDC £60,000 	SML01	High
						SML02	High
						SML03	High
						SML04	High
						A key project to improve the setting and access into SML, including enhanced public realm and a coordinated signage strategy. Improvement of key view lines from the town centre and reduction in the visual clutter. Positive enhancement of the Conservation Area.	
06	Improvements to Hill Close Gardens frontage	<ul style="list-style-type: none"> Meeting on site to agree design approach Draw up outline proposals: vegetation clearance, management and hard paving improvements Consultation between WDC and HCG on proposals Initial vegetation clearance Planting and maintenance works 	<ul style="list-style-type: none"> Hill Close Gardens Warwick District Council FoSML 	<ul style="list-style-type: none"> 211 Notice if any larger items of vegetation requires removal 	Risks: <ul style="list-style-type: none"> Agreement between ecology interest and an appropriate context for HCG is unresolvable Funding: <ul style="list-style-type: none"> Design work covered by current commission. Implementation – combination of WDC via maintenance works, HCG volunteers and small grant fund / HLF funding. WDC, £5,000, other funding £5,000. 	SML01	Medium
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Hill Close Gardens is Grade 2* Listed, making it of particular historical importance and of more than local special interest. The setting of the gardens from the main approach is of a poor and inappropriate quality and historic views lines are being lost by recent planting. Enhancement would assist with the promotion of the Gardens.	
07	Footpath and Signage Improvements	<ul style="list-style-type: none"> Develop design proposal for phase 1 	<ul style="list-style-type: none"> Warwick District 	<ul style="list-style-type: none"> May require 	Risks:	SML01	Medium
						SML02	High

	Phase 1: Hampton Road / Gog Brook Phase 2: Wider site area	<ul style="list-style-type: none"> (Gog Brook) and obtain costings Consider how the works might be delivered including community payback Commission the works and implementation Undertake an assessment of other access and secondary signage improvements as part of the MMP review 	<ul style="list-style-type: none"> Council FoSML Jockey Club Golf Centre Existing site users 	signage and/or Conservation Area Consent <ul style="list-style-type: none"> Forestry Commission approval for any works in Jubilee Woods 	<ul style="list-style-type: none"> Extent of phase 2 desirable works far exceeds budgets available Conflict of access 'rights' between various users Funding: <ul style="list-style-type: none"> Phase 1 potentially low cost if undertaken by community payback. £10,000. Other small grant aid Phase 2 circa £200,000 for comprehensive cycle / footpath connections. Consider 'Parks for People' Funding, County Council or other external funding sources. WDC match funding at 10% £20,000. 	<div>SML03Medium</div> <div>SML04High</div> Increasing public access via a network of well-sign posted footpath / cycle tracks including the potential for a route to Warwick Parkway station from the town centre is strongly supported during the consultation and a key aim of the FoSML. Strong links to other initiatives.
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:
08	Benches and Bins	<ul style="list-style-type: none"> FoSML consultation project to mark-up preferred locations Undertake a review of site furniture as part of the MMP update 	<ul style="list-style-type: none"> FoSML Warwick District Council 	None envisaged	Risks: <ul style="list-style-type: none"> Low risk Funding: <ul style="list-style-type: none"> Small grants scheme / sponsorship included in item 2 above under small environmental works. 	<div>SML01Medium</div> <div>SML02High</div> <div>SML03Low</div> <div>SML04Medium</div> A much supported aspect of the community consultation and a key objective of the FoSML
09	Hampton Road Attenuation Pond / Flood Mitigation Measures	<ul style="list-style-type: none"> Ecological assessment of the pool Undertake an assessment of condition of all flood mitigation measures and prepare recommendations for on-going management Silt tests for contamination Establish the need and form of any de-silting work Commission the works and implementation. 	<ul style="list-style-type: none"> Warwick District Council Warwickshire County Council Environment Agency 	Dependent on the outcomes of the silt testing whether an Environment Agency license is required.	Risks: <ul style="list-style-type: none"> Hydrocarbon from adjacent road or fertilizers from surrounding field catchment leading to sufficient contamination to be considered harmful to human health to spread silt locally That the ecological value restricts the ability to de-silt the pond Funding: <ul style="list-style-type: none"> Authority for maintaining flood works. Estimated costs £25 – 35,000 	<div>SML01Medium</div> <div>SML02Low</div> <div>SML03Medium</div> <div>SML04Medium</div> An important part of the Hampton Road flood defense works. The attenuation volume is being reduced by gradual silt accumulation. With the frequency and severity of flood events likely to increase, any loss of existing attenuation across the site should be avoided and where possible increased.
10	Reservoir Enhancement, Jubilee Wood	<ul style="list-style-type: none"> Develop options as part of the MMP review Agree preferred option with key stakeholders 	<ul style="list-style-type: none"> Jockey Club Warwick District Council Warwick & District Angling Association Warwickshire Wildlife Trust FoSML 	Potential Environment Agency for fish stocks and health checks. Potentially Forestry Commission consent for any works affecting the woodland.	Risks: <ul style="list-style-type: none"> Health & Safety assessment required in opening up the area to public access Funding: <ul style="list-style-type: none"> A variety of grant sources exist for funding pond improvement works including Countryside Stewardship. 	<div>SML01High</div> <div>SML02High</div> <div>SML03Low</div> <div>SML04Medium</div> Strongly supported at public consultation, has the potential to increase biodiversity and landscape character and addresses an unsightly feature. Increases recreational value.
11	Jubilee Woodland Improvements	<ul style="list-style-type: none"> Develop as part of the MMP review 	<ul style="list-style-type: none"> Warwick District Council FoSML 	Forestry Commission consent for any works proposed.	Risks: <ul style="list-style-type: none"> Low risks around ecological sensitivity Funding:	<div>SML01High</div> <div>SML02Medium</div> <div>SML03Low</div> <div>SML04Medium</div>

			<ul style="list-style-type: none"> Warwickshire Wildlife Trust 		<ul style="list-style-type: none"> Potential small grant aid scheme 	Enhanced management required to ensure that the woodland matures into a biodiverse and attractive environment.	
12	Increase Caravan Club Capacity	<ul style="list-style-type: none"> Evaluate the existing site capacity to establish the potential increase available Review the possibility of a motorhome / overspill caravan park on non-race days adjacent to the stables 	<ul style="list-style-type: none"> Jockey Club Caravan Club Warwick District Council 	Planning consent may be required for the changes to the existing site and overspill use of the stables parking	Risks: <ul style="list-style-type: none"> Planning to be confirmed Funding: <ul style="list-style-type: none"> Jockey / Caravan Club 	SML01	Medium
						SML02	Medium
						SML03	High
						SML04	High
						Inter-relationship between the Caravan Club and other uses of SML with potential to develop greater synergy with activities such as golf and garden visits. The site is at capacity at peak times and limited to a 10-month season.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
13	Re-surfacing of Gravel Long Stay Parking Bays	<ul style="list-style-type: none"> Update design layouts Consult on flood risk / attenuation Investigate park and ride options Integration with the Town Centre Parking Strategy Pricing the work Tender and construction 	<ul style="list-style-type: none"> Warwick District Council Jockey Club RCW 	Possible planning permission required Environment Agency permission for surface water attenuation and discharge may be required.	Risks: <ul style="list-style-type: none"> Ability to secure funding if the hotel does not progress Storm water attenuation may increase costs Funding: <ul style="list-style-type: none"> WDC linked to wider town centre parking strategy 	SML01	Low
						SML02	Low
						SML03	High
						SML04	High
						Would assist with off-setting the loss of town centre parking esp. when combined with the new cycle path connection.	
14	MUGA at Racing Club Warwick (RCW)	<ul style="list-style-type: none"> Confirmation of funding Tendering and construction 	<ul style="list-style-type: none"> RCW 	<ul style="list-style-type: none"> Planning permission and Environment Agency Flood Risk Assessment. 	Risks: <ul style="list-style-type: none"> Funding and planning Funding: <ul style="list-style-type: none"> Football Foundation and other grant sources 	SML01	Medium
						SML02	Medium
						SML03	Low
						SML04	Medium
						Provides much needed all-weather practice area for youth provision within an area of need. Addresses a community need.	
15	RCW Club House refurbishment	<ul style="list-style-type: none"> Site building assessment required to assist with a long-term development plan looking at the options to refurbish, replace, or relocate the club house facilities. Short-term minor works required to keep in operation. 	<ul style="list-style-type: none"> RCW Warwick District Council 	<ul style="list-style-type: none"> Potentially planning permission depending on the option selected. 	Risks: <ul style="list-style-type: none"> Impact upon membership and income in the short – medium term Funding: <ul style="list-style-type: none"> TBC once a preferred option is selected, ranging from £100 – 900,000 	SML01	Low
						SML02	Medium
						SML03	Medium
						SML04	Medium
						Existing building is life-expired. Long-term aspiration to replace poor quality building to enhance the overall appearance of the area and provide fit for purpose facilities that may generate additional income streams.	
16	Play Area adjacent to RCW	<ul style="list-style-type: none"> Develop design brief Seek tenders from playground contractors Appoint and install Review toilet access with RCW 	<ul style="list-style-type: none"> Warwick District Council play team FoSML Local residents RCW 	TBC	Risks: <ul style="list-style-type: none"> Insufficient funding Funding: <ul style="list-style-type: none"> Warwick District Council financial year £60,000 Other funding sources £25,000 	SML01	Medium
						SML02	High
						SML03	Low
						SML04	Medium
						Well supported at public consultation and meets a local deficiency. A priority project for the FoSML.	
17	Corp of Drums Building Refurbishment	<ul style="list-style-type: none"> Confirmation of grant funding Tender and implementation 	<ul style="list-style-type: none"> Corp of Drums Warwick District Council 	Building Control	Risks: <ul style="list-style-type: none"> Failure to attract grant funding Funding: <ul style="list-style-type: none"> Warwick District Council has 	SML01	Low
						SML02	Medium
						SML03	Low
						SML04	Medium

					<ul style="list-style-type: none"> committed match-funding External grant funding 	A long established community facility.	
18	Golf Driving Range Improvements, including car parking	<ul style="list-style-type: none"> Develop a sustainable business strategy Undertake feasibility appraisal for modification of existing structure or complete replacement Develop preferred solution Planning permission Detailed design and tendering Construction 	<ul style="list-style-type: none"> Warwick Golf Centre Warwick District Council Working Party Members 	<ul style="list-style-type: none"> Planning Permission Conservation Area Consent 	Risks: <ul style="list-style-type: none"> Capital funding Planning & Ecology Business continuity and revenue targets being met Funding: <ul style="list-style-type: none"> Warwick Golf Centre 	SML01	Medium
						SML02	Medium
						SML03	Medium
						SML04	Medium
						The driving range is no longer fit for purpose and modification would restrict its capacity due to design limitations. A complete replacement may be required. Limited car parking adjacent to clubhouse is required to encourage evening leisure users.	
Ref.	Project	Development Required	Key Stakeholders and Consultation	Approvals and Consents	Risks and Potential Funding	Relationship to the 4 Key Project Aims:	
19	Golf Centre Club House Replacement	<ul style="list-style-type: none"> Develop a sustainable business strategy Undertake feasibility appraisal for modification of existing structure or complete replacement Develop preferred solution Planning permission Detailed design and tendering Construction 	<ul style="list-style-type: none"> Warwick Golf Centre Warwick District Council Working Party Members Warwick Society 	<ul style="list-style-type: none"> Planning Permission Conservation Area Consent 	Risks: <ul style="list-style-type: none"> Capital funding Planning Business continuity and revenue targets being met Funding: <ul style="list-style-type: none"> Warwick Golf Centre Potential to link to a wider project scope to attract external funding such as 'Parks for People'. 	SML01	Medium
						SML02	High
						SML03	Medium
						SML04	Medium
						The existing Club House has exceeded its viable life expectancy and is in need of substantial renovation. A complete replacement on a potentially smaller footprint may be the better longer term option. A new building has the potential to serve a range of needs at SML and could potentially attract external funding for park improvements. Replacement would enhance the Conservation Area.	
20	Access to Public Toilets	<ul style="list-style-type: none"> Minor building works to the Golf Centre to form disabled toilet and access Signage Discussions with RCW over toilet access from proposed new play area 	<ul style="list-style-type: none"> Warwick District Council Warwick Golf Centre RCW 	TBC	Risks: <ul style="list-style-type: none"> Failure to find a solution will not meet consultation outcomes Funding: <ul style="list-style-type: none"> Warwick District Council £8,000 amendments to racing Club Warwick building to make toilets publicly accessible from the proposed play area. Warwick District Council £18,000 to make publicly accessible toilets available on the Common. 	SML01	Medium
						SML02	High
						SML03	Medium
						SML04	Medium
						Extends the audience base and length of use of SML, making it more attractive as a 'destination' rather than just for very local users. Addresses concerns raised during the consultation.	
21	Improve Drainage to Playing Fields	<ul style="list-style-type: none"> Complete feasibility report into options for pitch drainage Agree attenuation and discharge with the Environment Agency Cost the options and seek potential funding Tender and implement 	<ul style="list-style-type: none"> Warwick District Council RCW Environment Agency 	<ul style="list-style-type: none"> Potentially Environment Agency depending on means of land drainage 	Risks: <ul style="list-style-type: none"> Potential disruption to the racecourse to connect to a means of draining the pitches Limited options available due to high water table Environment Agency objection Funding:	SML01	Low
						SML02	Medium
						SML03	Low
						SML04	Medium
						The playing fields are poorly drained with restricts their recreational use. Improvements would encourage greater uptake	

					<ul style="list-style-type: none"> Match funding from WDC of £15,000 towards the estimated £30,000 costs. 	and participation in active sports.	
22	Potential Hotel Location	<ul style="list-style-type: none"> Commission a hotel room availability and need / capacity survey Commission a technical viability on the proposed site Undertake planning and highways discussions Review outcomes with the Working Party 	<ul style="list-style-type: none"> Warwick District Council Jockey Club Working Party Members Warwickshire County Council Warwick Town Council Environment Agency Hampton Road residents Chamber of Trade Tourism & Visitor development Warwick Society 	<ul style="list-style-type: none"> Planning Permission and visual impact assessment Flood Risk assessment Conservation Area Consent Jockey Club consent. 	Risks: <ul style="list-style-type: none"> Public objection and planning Potential high costs in early feasibility work that may prove abortive Dependency upon the Jockey Club Funding: <ul style="list-style-type: none"> Warwick District Council £25,000 viability and technical appraisal including bedroom capacity study. 	SML01	Low
						SML02	High
						SML03	High
						SML04	High
						The revised location is seen as generally acceptable through the consultation process but only on the basis that there is a quantified need and sound economic case for a hotel. This has not been established within the minds of the wider community. Whilst the site has potential with good synergy with the adjacent car parking, the area is closely tied to the Jockey Club.	

ReReRevision 01: 07 Sept 2016

- i. WRFC changed to RCW
 - ii. RCW club house minor works added to the programme
 - iii. Access to public toilets amended to update available access at the Golf Centre
 - iv. Note added re-access to toilets at RCW from proposed play area to be discussed
- Hill Close entrance works, item changed to add potential paving works and possible HLF funding.

Revision 2: 09 Sept 2016

- i. Reference to pre-app discussions included under 01: masterplan
- ii. Additional costs added for further advice to support WDC in developing the revised MPP (item 02)
- iii. Forestry Commission added as a consultee / consent required for works to Jubilee Wood
- iv. Millennium Wood changed to Jubilee Wood
- v. 09 attenuation pond expanded to cover assessment of other flood mitigation measures.
- vi. Funding and timetable allocated to item 13, re-surfacing of the long stay car park
- vii. Chamber of Commerce amended to Chamber of Trade
- viii. Playing field drainage added.

Revision 03: 07 Oct 2016

- i. List of priority schemes identified
- ii. Minor amendments to funding based on revised Executive report version 07.

Revision 04: 01 November 2016

- i. Amendments to item 13, reference to Town Centre Parking Strategy added.

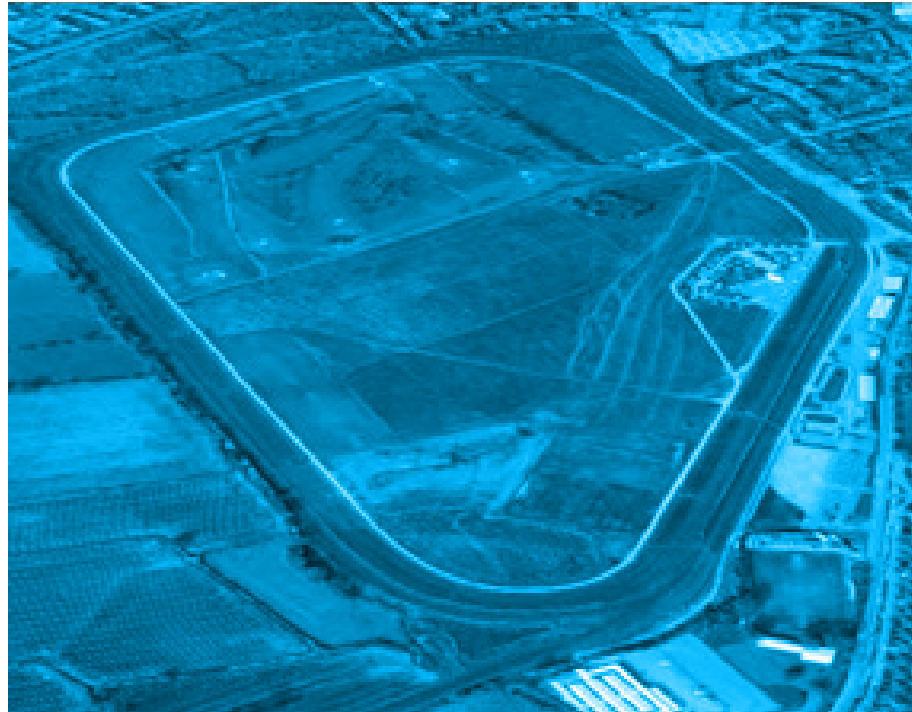
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Appendix 3

Project Brochure

St. Mary's Lands



Outline Proposals

A partnership project between the St. Mary's Lands Working Group and lead by Warwick District Council in association with Warwick Town Council and Warwickshire County Council.

St. Mary's Lands

Thank you for viewing the outline proposals for St.Mary's Lands. These initial ideas have been developed by a group of organisations working in partnership with Warwick District Council and supported by Warwick Town Council and Warwickshire County Council.

We have developed our proposals around 4 key aims:

- ♦ Protecting St. Mary's Lands for People and Nature
- ♦ Improving Access and Enjoyment for All
- ♦ Supporting the Local Economy
- ♦ Investing for the Future

These outline proposals show how we hope to achieve our 4 aims. We want to know if you agree with our ideas?

Please let us know what you think by completing the questionnaire, your feedback will help us turn our outline proposals into reality.

Outline Proposals



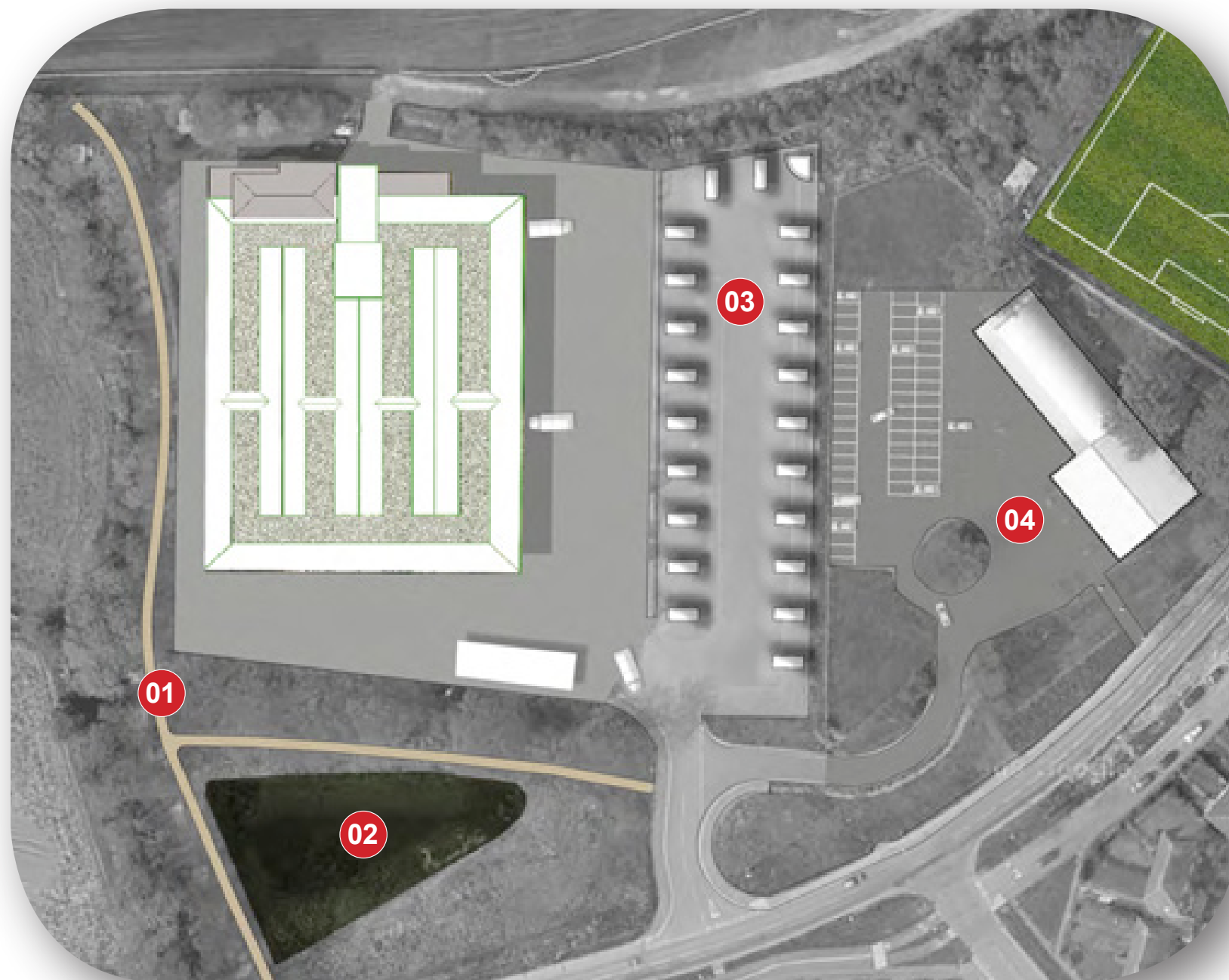
St. Mary's Lands

- 01 Improved footpath linkages & waymarking
- 02 Flood alleviation management
- 03 Overflow pitch provision for Caravan Club
- 04 Corps of Drums building investment
- 05 Playing field improvements to support increased use
- 06 Racing Club Warwick FC & new play area
- 07 Multi Use Games Area (MUGA)
- 08 Proposed hotel development
- 09 New 'Permissive' cycle link
- 10 Increased parking provision (+78) to long stay car park (276 Total spaces)
- 11 Re-organisation of Caravan Club site (62 pitches)
- 12 Comprehensive improvements to the St Mary's Lands Entrance.
- 13 Increased short stay parking (+20)
- 14 Setting of Hill Close Gardens improved
- 15 Golf Club Improvements.
- 16 Cycle link improvements
- 17 Enhance existing reservoir

--- Footpaths

← Cycle routes

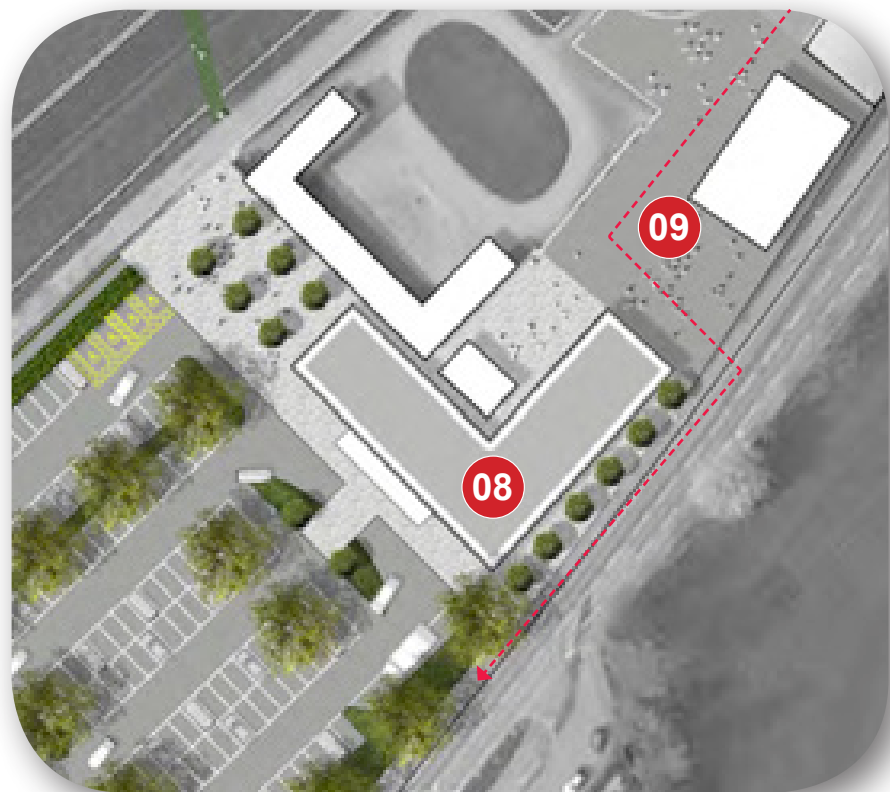
These initial proposals summarise the outcome of the St. Mary's Lands Working Group. The proposals will help guide the long-term future of St. Mary's Lands over the next 10-years.



- 01 Improved footpath linkages and wayfinding**
Improved footpath connections in the southwest corner between Gog Brook and the stables and better way marking of footpaths generally across the site. Reason: to ensure that access is improved from the southwest and footpaths are more clearly designated across the site.
- 02 Flood alleviation management**
Flood Alleviation: ensure that the storm water retention basins are keep free of silt. Reason: to preserve the maximum capacity of the flood alleviation infrastructure.
- 03 Overflow pitch provision for Caravan Club**
Expansion of the Caravan Club: consider the possibility of using the coach park as a location for expansion of the caravan club when not being used on race days. Reason: to provide an opportunity at peak times, such as Bank Holidays, to have increased caravan provision.
- 04 Corps of Drums building investment**
Investment into the building's repair to maintain a fit for purpose facility. Reason: to support building maintenance and upgrades to ensure the organisation meets the needs of its user base and surrounding community.



- 05 Playing field improvements to support increased use**
Playing Field Improvements: improved drainage via soakaways to the two pitches on the Common. Reason: to support increased use and access to sports.
- 06 Racing Club Warwick FC & creation of community Hub**
Community Hub: seek to expand the role of Warwick Racing Football Club as a community hub that incorporates play for children from toddlers to early teens in an accessible and well-supervised location. Reason: to create a much needed play facility accessible to the Forbes Estate and encourage a pathway to sport by linking play and active sports on a shared site.
- 07 Multi Use Games Area (MUGA)**
Multi-use Games Area: provide a junior level all-year round games area for a variety of sports including netball and 5-a-side football. Reason: to expand the sporting opportunities on the site and in particular an all season facility.



08 Proposed hotel development (Option A)

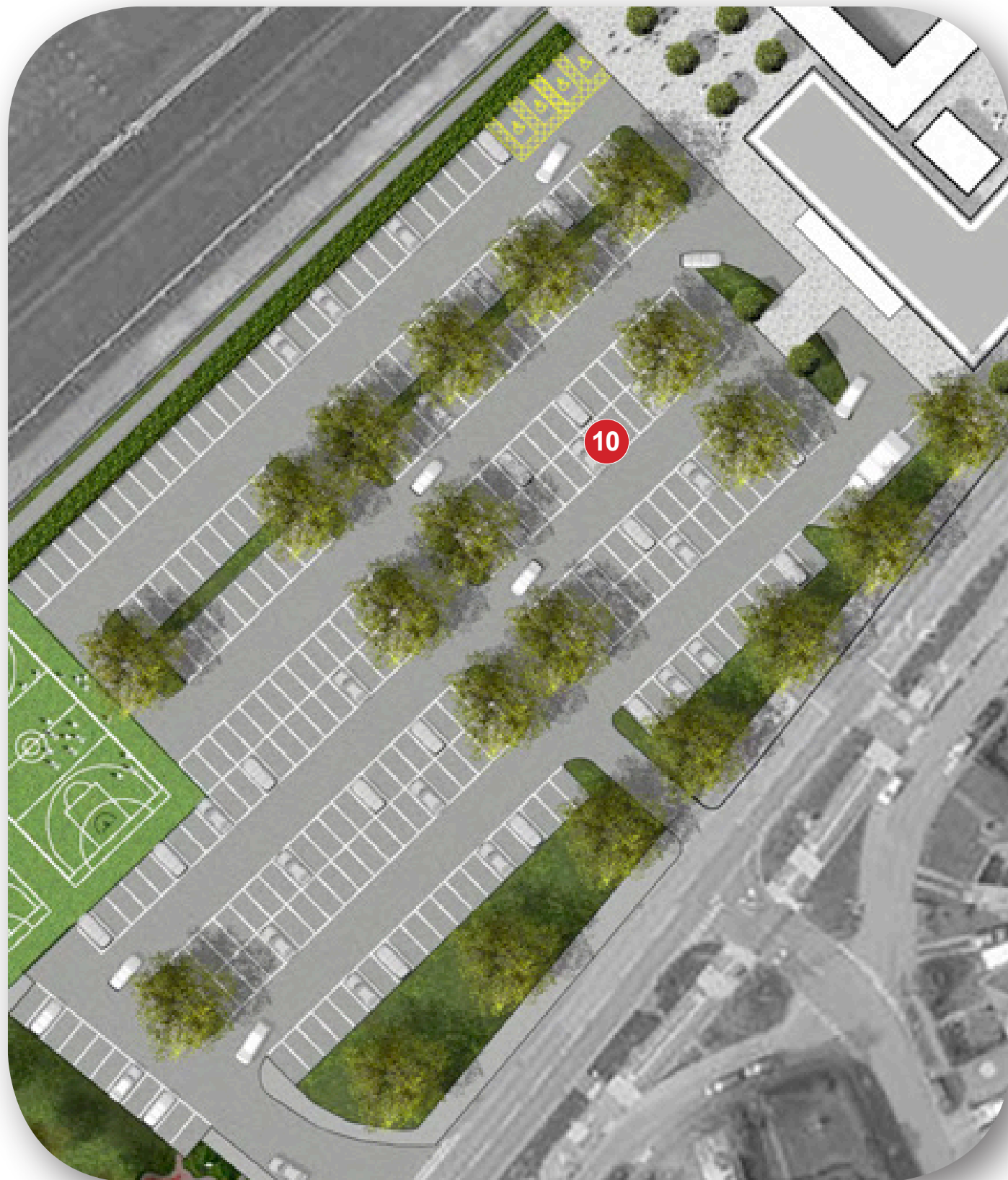
The working party have identified a location for a hotel development that all can support. The proposed location would enjoy views over both the Cricket Ground and the racecourse / Common. It would utilise the long-stay parking and potentially incorporate part of the racecourse facilities. The proposed form is an L shape configuration to mitigate a single long façade and could incorporate a health club and conferencing facilities. Synergy with a conference style hotel and the utilisation of facilities at the racecourse is seen to be high. The proposed location would be a catalyst for upgrading the streetscape of Hampton Road and making improvements to a walking / cycling route via the racecourse to the town centre. Reasons: to support the economic vitality of the town centre. (It must be noted that the hotel demand is primarily a Council objective and is not being proposed by the Jockey Club though they have expressed an interest in joining the Council in reviewing a development proposal.)

08a Proposed hotel development (Option B)

Alternative building footprint sharing a simple rectilinear block form with green roof and glazed central atrium with views to the parade ring and heart of the racecourse complex.

09 New 'Permissive' cycle link

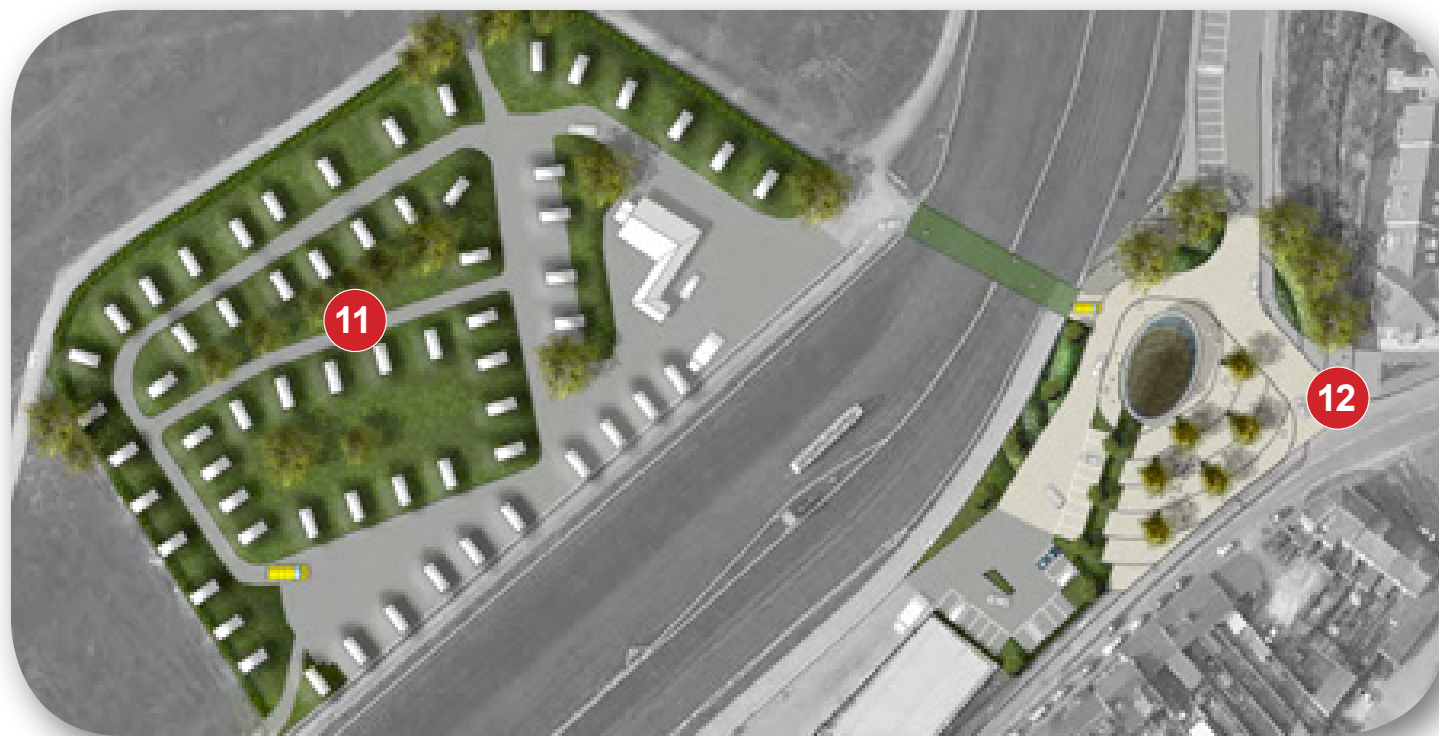
New Cycle Link: a new 'Permissive' cycle path linking up the existing cycle path network and creating a link through the racecourse. Though the route is a not public right of way and the public do not have a legal right to use it, it will complete an important gap in connecting other public rights of way. As permissive paths are not public rights of way, the racecourse may impose conditions on its use, such as times of use and closures on race days. The current outline agreement is that the route would be open on non-race days from 7.30am to 7.30pm. Reason: to link an existing gap in the current cycling network and encourage cycling.



10 Increased parking provision (+78) to long stay car park (276 Total spaces)

Surfacing the Long-Stay Car park will increase capacity of the car park by 78 spaces.

Reason: to support the hotel development and ensure that there is a net increase in properly surfaced parking



11 Re-organisation of Caravan Club (+7 Pitches)
Rationalisation of existing buildings on the caravan club site would increase capacity of caravan pitches to 62 and improve amenity. Reason: to meet the needs of the club and allow expansion without encroaching outside of its current hedged enclosure.

12 Comprehensive entrance improvements
Proposals include new turnstiles building that could also serve as an information point, a small café and toilets, public realm improvements, signage and tree planting. The relocation of the site manager's accommodation would improve the views and amenity value. Reason: to enhance the quality of the public realm within the Conservation Area and improve the visual amenity and connectivity to the town.



13 Increased short stay parking (+20)
Extend the short-stay car parking provision to provide an additional 30-spaces. Reason: to rationalize the current arrangement of hard surfaces, to compensate for the loss of 10 spaces needed to create the new cycle route (20-spaces net gain). To provide additional parking close to the town centre in preparation for the loss of spaces at Linen Street multi-storey car park.

14 Entrance improvements to Hill Close Gardens
Improve the Frontage to Hill Close Gardens: undertake landscape improvement works to the frontage of Hill Close Gardens more in keeping with the characteristics of the town edge. Reason: to better promote the gardens and create an environment that is sensitive to their Grade II* status (a site of more than special interest).



15 Golf Club improvements

Consider options for improving the golf centre including re-modeling the golf-driving range, a replacement club house building and a small area of car parking directly opposite the facility. Reason: to maintain the range of sports available in the town, to ensure that the facility is fit for purpose and ties in with other potential developments such as the hotel proposal.

16 Enhance cycle link connections

Cycle Link: enhance the footpath and create a cycle route connection via St. Mary's Lands to connect with Warwick Parkway station and the Birmingham Road cycle way improvements. The scheme will require the minor adaptation of the existing footbridge over the railway. Reason: to support sustainable travel options and increase the accessibility between the town centre and Warwick Parkway.



17 Enhance the reservoir

Enhance the reservoir: integrate the reservoir as a potential landscape feature into the Jubilee Woods area. Reason: to increase the biodiversity of the site and enhance the landscape and visual amenity.

* Comprehensive management plan review

Update the existing management plan with recommendations for smaller scale improvements, such as improved seating, information boards, and ongoing management to support increasing biodiversity. The proposals can also address the needs of the model aeroplane flyers for an improved grassed takeoff / landing strip. Reason: to ensure that the management plan is reviewed periodically and updated to meet the needs of users, to ensure that the landscape character is preserved. The management plan review will update the changes in the site since its first production in 2003, including the extension of the Conservation Area and its designation as a Local Nature Reserve.

Conclusions:

In summary the masterplan represents a balanced response to the opportunities and threats posed at St. Mary's Lands. It recognises the need to invest in developments that support the wider economy, such as the hotel and expansion of the caravan club. However these developments must respond to the sense of place and the multi-purpose sporting, recreational and leisure use of the open space. The need to plan for the replacement of obsolete facilities, in particular at the Golf Centre and turnstiles building affords the opportunity to significantly address the poor quality and often ad-hoc decisions of the past with an approach that is more in keeping with the Conservation Area. Common ground has been found on all these issues across the range of interests represented by the Working Party. This high level of consensus provides the Council with the confidence that the scheme is ready and deserving of a wider public consultation process which will keep members of the public informed of the proposed developments.

If you have any questions or would like to be kept informed of future developments in the St.Mary's Lands project, please contact us at:

Warwick District Council, Riverside House, Milverton Hill, Leamington Spa, Warwickshire, CV32 5HZ, marked for the attention of the Chief Executive or alternatively email us at:
info.sml@warwickdc.gov.uk



Employment Committee

Excerpt of the minutes of the meeting held on Wednesday 22 March 2017 at the Town Hall, Royal Leamington Spa at 4.30 pm.

Present: Councillor Mrs Bunker (Chairman); Councillors Doody, Harrington, Mobbs, Murphy, Noone, Parkins and Rhead.

31. Apologies and Substitutes

- (a) There were no apologies for absence; and
- (b) Councillor Mrs Falp substituted for Councillor Heath and Councillor Cain substituted for Councillor Rhead.

32. Declarations of Interest

There were no declarations of interest.

37. Pay Policy Statement

The Committee considered a report from HR and Finance which presented the Council's Pay Policy Statement for 2017-18 as required under the Localism Act 2011, 2011 Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability. The report set out the authority's policies for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees and the relationship between the remuneration of its chief officers and its employees that were not chief officers.

The report gave a definition of chief officers and lowest paid employees. It covered different elements of remuneration and outlined the guidelines and policies that governed remuneration.

The Pay Policy Statement was attached as Appendix 1 to the report and Members were asked to recommend approval at the next full Council meeting. In addition, the report recommended the publication of the approved Pay Policy Statement on an Annual Basis with reviews and amendments in-year if required, subject to agreement at Council.

The report summarised the main points from the Pay Policy at section 8.2 of the report and outlined the mandatory information that had to be included.

The Chairman addressed Members and brought their attention to page 4 of Appendix 1 which advised that the implementation of the National Living Wage from April 2016, whilst having no immediate budgetary impact, would necessitate a review of the Council's grading structure and the deletion of spinal column points 6 and 7 (Grade J).

Having considered the report and having heard from the officers present, the Committee

Recommended that

EMPLOYMENT COMMITTEE MINUTES (Continued)

- (1) Council approve the Pay Policy Statement, detailed at Appendix 1 to the Minutes, presented and agree for its publication for the 2017-18 financial year; and
- (2) Council agree to publication of the approved Pay Policy Statement on an annual basis with reviews and amendments in-year if required subject to agreement at Council.

(The meeting ended at 5.56pm)

PAY POLICY STATEMENT 2017/18

Introduction and Purpose

Warwick District Council aims to have a comprehensive remuneration package that is appropriate and fair for all levels of role and responsibility; ensuring that transparency and equality underpins any rewards.

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit".

This Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the setting of pay for its employees by identifying:

- the detail and level of remuneration of its most senior staff i.e. 'chief officers', as defined by the relevant legislation
- the methods by which salaries of all employees are determined
- the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council

Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time. This is the sixth Pay Policy Statement published; the first was for 2012/13.

REMUNERATION PROVISIONS

Definition of Chief Officers

The definitions of Chief Officer are taken from the Localism Act 2011 and set out in Article 12 of the Council's Constitution as:

Chief Executive
Deputy Chief Executive
Heads of Service
Section 151 Officer
Monitoring Officer

Definition of Lowest Paid Employees

These are employees in Grades J and I of the NJC grading structure which are the bottom two bands in the scheme. The grading and banding is underpinned by Hay job evaluation scheme. Currently those employees in Grade J account for a very small proportion of the workforce, therefore Grade I is also included.

In October 2014 the Living Wage Foundation rate (£8.45 wef 1.4.17) was introduced as a discretionary supplement to ensure that all staff paid below the Living Wage Foundation rate were uplifted to that rate. The implementation of the statutory National Living Wage from April 2016 (£7.50 per hour wef 1.4.17

EMPLOYMENT COMMITTEE MINUTES (Continued)

for those 25 or over), whilst having no immediate budgetary impact will necessitate a review of the Council's grading structure and the deletion of spinal column points 6 and 7 (Grade J).

Apprentices are employed on a lower wage as they are considered to be on a training agreement with the Council, rather than a full employment contract.

The recommended pay rates should not be lower than the National Minimum Wage and according to research for the National Apprenticeship Scheme, the average pay for an Apprentice is £170 per week which is what the Council has based Apprentices' pay on.

Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS

1. Levels of Pay for Each Chief Officer

The Chief Executive as head of the paid service is employed on the JNC terms and conditions of service and paid a salary that is a spot payment, commensurate with the role.

The Deputy Chief Executives, Heads of Service (which include the Monitoring Officer and the Section 151 Officer) are paid within the Warwick Senior Management Grades (WSMG) on a salary which is considered a market rate within the local government sector. There are 3 salary scale incremental levels; the current levels of pay for each Chief Officer are set out in Appendix 1.

Employer contributions for LGPS for 2017/18 is 19.6% and Employee contributions can be found at www.warwickshire.gov.uk/pensions

These elements of remuneration for 2016/17 are set out below. This is subject to a 1% pay award with effect from 1st April 2017.

2. Elements of Remuneration for Each Chief Officer

In addition to the basic salary outlined above, Chief Officers may claim business mileage as a Casual Car User; none of the Chief Officers are in receipt of an Essential Car User Allowance payment.

The Chief Executive is the Council's Returning Officer and receives an Election Allowance. This allowance is set by central government and it varies each year depending on the number and type of elections held in each year.

The Council's Monitoring Officer role is carried out by one of the Deputy Chief Executives as part of the current role; a separate payment for Monitoring Officer is not made.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. The Chief Executive can approve this for any employee and this is either paid as a one off payment or can be a monthly allowance for a temporary period.

EMPLOYMENT COMMITTEE MINUTES (Continued)

3. Pay Levels on Recruitment

The pay level offered on recruitment is typically the bottom point of the salary grade for all roles including Chief Officers. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary up to the maximum salary for that post, may be authorised by the Chief Executive.

The majority of Chief Officers are appointed by the Employment Committee (which reflects all political parties) exercising their delegated powers as outlined in the officer employment procedures.

This excludes the appointment to the role of Head of Paid Service (Chief Executive) and any other posts where the salary is greater than £100,000 where the Employment Committee recommends the appointment to Full Council for approval.

4. Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1st April each year and incremental increase to their pay will be applied as follows:

- Chief Officers appointed between 1st October and 31st March will receive an increment on 1st October the following year and thereafter
- Chief Officers appointed between 1st April and 30th September will receive an increment on 1st April the following year and thereafter.

There are 3 levels of increment; the first is the recruiting salary, the second level is automatic but the final level is subject to a satisfactory performance as signed off by their line manager. It may be withheld if the Chief Officer is deemed to not have a satisfactory performance appraisal or has a live formal written warning for conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments outside of the normal incremental timescale as detailed above - subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be benchmarked regularly against the market to ensure consistency is maintained both in the peer local authorities and nationally if relevant. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers.

Where a Chief Officer is temporarily working in a higher level role, (duration of 3 months or more) this may be recognised by payment of an honorarium or the higher salary relevant to that role on a temporary basis.

5. Performance Related Pay or Bonuses

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium as detailed previously. Poor performance may result in an increment being withheld.

EMPLOYMENT COMMITTEE MINUTES (Continued)

6. Termination Payments

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Redeployment and Stability of Employment policies and as per the Redundancy Calculator, subject to Statutory Maximum (which takes account of all the costs of the termination).

Leavers who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement, subject to Statutory Maximum.

In the case of termination due to Ill-health, a termination payment would not be applicable but a higher pension benefit may be approved by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly any monies owing to the Council would be deducted from payments made on termination.

The Council may choose to make a payment under a Settlement Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. Typically such payments are less than a year's salary, and will be subject to Statutory Maximum. The approval for payments of this nature need to have the support of the Chief Executive who will then seek approval at Executive Committee.

Section 2 - POLICY ON REMUNERATION OF ALL EMPLOYEES AND IDENTIFICATION OF OUR LOWEST PAID EMPLOYEES

Our definition of the lowest paid employees within the Council is determined by the grade for their post, which is underpinned by Hay job evaluation scheme. Market supplements may be given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receive a market supplement on their salary.

The Council implemented a discretionary supplement in October 2014 for staff paid spinal column point 10 and below to bring their hourly rate in line with National Living Wage (NLW). The NLW rate was increased to £8.45 in October 2016 and it was agreed within the February 2017 Budget Report to implement the increase with effect from 1st April 2017 for Council staff.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at www.LGE.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The last increase to the national pay scheme was April 2016 and a 1% pay award is agreed for April 2017.

EMPLOYMENT COMMITTEE MINUTES (Continued)

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by the Council. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

During 2012/13, the Council fulfilled its commitment to employ Apprentices and had two young people engaged under this scheme. They were paid at the average pay rate for Apprentices which is £170 per week. Both apprentices secured fixed term posts within the Council. In 2014/15 two more Apprentices were recruited. There are currently four apprentices within the authority and options are being explored to increase this intake.

Section 3 - THE RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers (as included within the Hutton 'Review of Fair Pay in the Public Sector' 2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay – in that a public sector manager cannot earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's 'Code of Recommended Practice on Data Transparency' recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

Currently the average (mean) of the Chief Officers' pay is 3.1 times that of the rest of the employees. The highest earning Chief Officer earns 4.6 times the mean of the rest of the employees. The highest earning Chief Officer earns 12.1 times the lowest paid employees.

Currently the median Chief Officers' pay is 2.7 times that of the rest of the employees. The highest earning Chief Officer earns 4.6 times the median salary of the rest of the employees.

These figures are accurate as of January 2017 and exclude any other payments or allowances.

EMPLOYMENT COMMITTEE MINUTES (Continued)

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Section 4 - PUBLICITY AND ACCESS TO INFORMATION

This policy including Appendices will be available on our web site www.Warwickdc.gov.uk.

Section 5 - RELATED DOCUMENTS

Early Retirement	Flexible Retirement
Redeployment and Stability of Employment	Ill-Health Retirement Policy
Recruitment Policy	Honoraria Policy
Final Increment Scheme for Chief Officers	Capability Policy
Disciplinary Policy	Car Users guidelines
Hay Job Evaluation Scheme Outline	

Date of first issue:	March 2012
Date of Version 2:	March 2013
Date of Version 3:	March 2014
Date of Version 4:	January 2015
Date of Version 5:	March 2016
Date of Version 6:	March 2017
Date of next review:	January 2018

WARWICK SENIOR MANAGERS GRADES

(WSMG Scheme for Chief Officers excluding the Chief Executive)

Basic Pay

Grade	Post	Starting Point	Mid Point	Max Point
	Chief Executive	£97,674	-	£108,015
WSMG1	Deputy Chief Executive	£80,355	£83,703	£87,051
WSMG2	Head of Finance	£71,082	£73,917	£76,749
WSMG3	Head of Housing & Property Services	£56,979	£59,355	£61,731
WSMG3	Head of Neighbourhood Services	£56,979	£59,355	£61,731
WSMG3	Head of Cultural Services	£56,979	£59,355	£61,731
WSMG3	Head of Development Services	£56,979	£59,355	£61,731
WSMG3	Head of Health and Community Protection	£56,979	£59,355	£61,731

Chief Officers and Chief Executive will receive a 1% pay award with effect from 1.4.17 which is not reflected in the above figures.

ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS**Car Mileage Payments**

The accumulative mileage claim for the Chief Officer population for 2016/17 is approximately £1,783. It is estimated that the figure would be in the same region for 2017/18.

Election Allowance for 2017/18 (Chief Executive only)

The fee paid to the Returning Officer is determined by legislation and the recovery of the costs for the Returning Officer duties at a UK or European Election is met from Central Government funds and as such does not constitute a cost the Council.

Honorarium Payments


None expected for Chief Officers in 2016/17

Relocation Scheme

None anticipated for 2016/17

Mortgage Subsidy Scheme

None currently

 Council 9 August 2017		Agenda Item No. 13
Title	Councillor attendance at meetings 2016/17	
For further information about this report please contact	Graham Leach, Democratic Services Manager & Deputy Monitoring Officer, 01926 456114 or graham.leach@warwickdc.gov.uk	
Wards of the District directly affected	None	
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?	No	
Date and meeting when issue was last considered and relevant minute number	May 2016	
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	26/7/2017	Chris Elliott
Head of Service		
CMT		
Section 151 Officer	26/7/2017	Mike Snow
Monitoring Officer	26/7/2017	Andrew Jones
Finance		
Portfolio Holder(s)		Andrew Mobbs
Consultation & Community Engagement		
All Group Leaders have been made aware of the contents of the report prior to publication.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report presents to Council the attendance of Members at Council, Executive, Committee and Sub-Committee meetings during the municipal year 2016/17.

2. **Recommendation**

- 2.1 That Council notes the attendance of Members at Council, Executive, Committee and Sub-Committee meetings during the municipal year 2016/17.
- 2.2 That Council notes during the municipal year 2016/17 some Councillors had health problems that resulted in them being unable to attend meetings for a period of time.

3. **Reasons for the Recommendation**

- 3.1 At Council in February 2015, it was agreed that following the election in May 2015, Council would receive a report every six months detailing the attendances by Councillors every six months.
- 3.2 The report provides detail of the attendance of Councillors in their role as a member of the Council, Executive, Committees and Sub Committees at Warwick District Council.
- 3.3 Appendix 1 details the attendances of Councillors between 18 May 2016 and 10 May 2017. It should be noted that the half year report due in January 2017 was unable to be reported due to a technical issue within the Committee Management System, which has now been resolved.
- 3.4 Because of the fluidity of membership of Licensing & Regulatory Panels, only the number of meetings each Councillor has attended has been recorded and not when they substituted on or off a Panel. The report also includes details of substitute appearances by Councillors on to Committees but does not record which specific Committee they substituted onto.
- 3.5 The data is only recoded for attendance of Councillors in their role as a member of the Council, Executive, Committees and Sub Committees because these are the recognised formal meetings of the Council. These are the formal meetings which are recognised in law as a "meeting of the authority" which a Councillor must attend at least one every six months.
- 3.6 The data does not record when Councillors attended a meeting as a visitor for example a Portfolio Holder at a Scrutiny Committee or a Ward Councillor at Planning Committee because in these instances the Councillor was not a member of the formal meeting.
- 3.7 When last reported Council asked that those Councillors who had health issues during 2016/17 municipal year were identified so there could be an understanding as to why they did not attend as many meetings. These Councillors have been marked with an * in the table below. Council will be aware that Councillor Mann sadly passed away in late 2016 and for this reason his attendance record has not been included. Council will also note that Councillor Noone was elected to the Council on 1 December 2017.

- 3.8 If any Councillor believes there is an inaccuracy with their attendance record I would appreciate them contacting me prior to the meeting so that they can checked against records held and signed minutes.

4. **Policy Framework**

- 4.1 **Policy Framework** – The report does not impact on the Policy Framework of the Council.

- 4.2 **Fit for the Future** – The Council has a commitment to Openness and Honesty as one of its core values and the publication of this information contributes towards this.

5. **Budgetary Framework**

- 5.1 The report does not impact on the Budgetary Framework or the Budget.

6. **Risks**

There are limited risks associated with this report because it provides information already in the public domain via minutes of meetings and the Council's Website.

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

- 7.1 The report is for information and therefore the alternative options are limited. However, Councillors could suggest ways in which they would like the report to be presented in future.

Appendix 1

			Ward	Party	Meetings Attended	Possible Meetings
Martyn	Ashford*	Council	Aylesford	Conservative	6	8
Martyn	Ashford*	Finance and Audit Scrutiny Committee	Aylesford	Conservative	7	9
Martyn	Ashford*	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Aylesford	Conservative	0	1
Martyn	Ashford*	Licensing & Regulatory Committee	Aylesford	Conservative	4	5
Martyn	Ashford*	Licensing & Regulatory Panel	Aylesford	Conservative	9	9
Martyn	Ashford*	Planning Committee	Aylesford	Conservative	11	14
John	Barrott	Council	Sydenham	Labour Party	8	8
John	Barrott	Employment Committee	Sydenham	Labour Party	3	5
John	Barrott	Finance and Audit Scrutiny Committee	Sydenham	Labour Party	10	12
John	Barrott	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Sydenham	Labour Party	0	1
Alan	Boad	Overview and Scrutiny Committee	Crown	Liberal Democrat	8	10
Alan	Boad	Council	Crown	Liberal Democrat	7	8
Alan	Boad	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Crown	Liberal Democrat	0	1
Alan	Boad	Planning Committee	Crown	Liberal Democrat	12	14
John-Paul	Bromley	Council	Saltisford	Labour Party	5	8
John-Paul	Bromley	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Saltisford	Labour Party	1	1
John-Paul	Bromley	Overview and Scrutiny Committee	Saltisford	Labour Party	8	10
John-Paul	Bromley	Standards Committee	Saltisford	Labour Party	1	2
Felicity	Bunker	Employment Committee	Park Hill	Conservative	5	5
Felicity	Bunker	Council	Park Hill	Conservative	7	8
Felicity	Bunker	Planning Committee	Park Hill	Conservative	14	14
Felicity	Bunker	Standards Committee	Park Hill	Conservative	2	2
Noel	Butler	Executive	Aylesford	Conservative	8	11
Noel	Butler	Council	Aylesford	Conservative	5	8

Gordon	Cain*	Council	Manor	Conservative	4	8
Gordon	Cain*	Finance and Audit Scrutiny Committee	Manor	Conservative	5	12
Gordon	Cain*	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Manor	Conservative	1	1
Patricia	Cain	Council	St. John's	Conservative	6	8
Patricia	Cain	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	St. John's	Conservative	1	1
Patricia	Cain	Licensing & Regulatory Committee	St. John's	Conservative	2	5
Patricia	Cain	Licensing & Regulatory Panel	St. John's	Conservative	8	8
Patricia	Cain	Overview and Scrutiny Committee	St. John's	Conservative	6	10
Michael	Coker	Executive	Abbey	Conservative	10	11
Michael	Coker	Council	Abbey	Conservative	7	8
John	Cooke	Planning Committee	St. John's	Conservative	14	14
John	Cooke	Council	St. John's	Conservative	8	8
John	Cooke	Standards Committee	St. John's	Conservative	2	2
Stephen	Cross	Executive	Woodloes	Conservative	9	11
Stephen	Cross	Council	Woodloes	Conservative	7	8
Jacqueline	D'Arcy	Council	Emscote	Labour Party	6	8
Jacqueline	D'Arcy	Health Scrutiny Sub-Committee	Emscote	Labour Party	3	5
Jacqueline	D'Arcy	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Emscote	Labour Party	1	1
Jacqueline	D'Arcy	Overview and Scrutiny Committee	Emscote	Labour Party	4	10
Richard	Davies	Standards Committee	St. John's	Conservative	1	2
Richard	Davies	Council	St. John's	Conservative	4	8
Richard	Davies	Housing Appeals Review Panel	St. John's	Conservative	0	0
Richard	Davies	Licensing & Regulatory Committee	St. John's	Conservative	2	5
Richard	Davies	Licensing & Regulatory Panel	St. John's	Conservative	2	2

Ian	Davison	Council	Brunswick	Green Party	7	8
Ian	Davison	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Brunswick	Green Party	0	1
Ian	Davison	Overview and Scrutiny Committee	Brunswick	Green Party	6	10
Andrew	Day	Council	Bishop's Tachbrook	Conservative	8	8
Andrew	Day	Employment Committee	Bishop's Tachbrook	Conservative	4	5
Andrew	Day	Finance and Audit Scrutiny Committee	Bishop's Tachbrook	Conservative	1	3
Andrew	Day	Planning Committee	Bishop's Tachbrook	Conservative	13	14
Michael	Doody*	Council	Radford Semele	Conservative	6	8
Michael	Doody*	Employment Committee	Radford Semele	Conservative	5	5
Richard	Edgington	Council	Emscote	Conservative	5	8
Richard	Edgington	Health Scrutiny Sub-Committee	Emscote	Conservative	3	5
Richard	Edgington	Housing Appeals Review Panel	Emscote	Conservative	1	1
Richard	Edgington	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Emscote	Conservative	0	1
Richard	Edgington	Overview and Scrutiny Committee	Emscote	Conservative	8	10
Caroline	Evetts	Council	Clarendon	Conservative	5	8
Caroline	Evetts	Employment Committee	Clarendon	Conservative	2	3
Caroline	Evetts	Licensing & Regulatory Committee	Clarendon	Conservative	1	1
Caroline	Evetts	Standards Committee	Clarendon	Conservative	2	2
Judith	Falp	Council	Whitnash	Whitnash Residents Association	5	8
Judith	Falp	Finance and Audit Scrutiny Committee	Whitnash	Whitnash Residents Association	10	12
Judith	Falp	Housing Appeals Review Panel	Whitnash	Whitnash Residents Association	0	0
Judith	Falp	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Whitnash	Whitnash Residents Association	1	1
Judith	Falp	Licensing & Regulatory Committee	Whitnash	Whitnash Residents Association	3	5

Judith	Falp	Standards Committee	Whitnash	Whitnash Residents Association	2	2
Judith	Falp	Health Scrutiny Sub-Committee	Whitnash	Whitnash Residents Association	2	5
Judith	Falp	Licensing & Regulatory Panel	Whitnash	Whitnash Residents Association	6	6
Sue	Gallagher	Council	Arden	Conservative	5	8
Sue	Gallagher	Licensing & Regulatory Committee	Arden	Conservative	3	5
Sue	Gallagher	Licensing & Regulatory Panel	Arden	Conservative	8	8
William	Gifford	Council	Milverton	Liberal Democrat	5	8
William	Gifford	Finance and Audit Scrutiny Committee	Milverton	Liberal Democrat	10	12
William	Gifford	Housing Appeals Review Panel	Milverton	Liberal Democrat	2	2
William	Gifford	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Milverton	Liberal Democrat	0	1
William	Gifford	Licensing & Regulatory Committee	Milverton	Liberal Democrat	1	5
William	Gifford	Licensing & Regulatory Panel	Milverton	Liberal Democrat	7	7
Balvinder	Gill	Council	Sydenham	Labour Party	7	8
Balvinder	Gill	Licensing & Regulatory Committee	Sydenham	Labour Party	3	5
Balvinder	Gill	Standards Committee	Sydenham	Labour Party	2	2
Balvinder	Gill	Licensing & Regulatory Panel	Sydenham	Labour Party	5	5

Moira-Ann	Grainger	Council	Woodloes	Conservative	6	8
Moira-Ann	Grainger	Planning Forum	Woodloes	Conservative	0	2
Moira-Ann	Grainger	Executive	Woodloes	Conservative	8	11
Hayley	Grainger	Council	Milverton	Conservative	7	8
Hayley	Grainger	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Milverton	Conservative	1	1
Hayley	Grainger	Licensing & Regulatory Committee	Milverton	Conservative	2	5
Hayley	Grainger	Overview and Scrutiny Committee	Milverton	Conservative	5	10
Hayley	Grainger	Licensing & Regulatory Panel	Milverton	Conservative	5	5

Tony	Heath*	Council	Whitnash	Whitnash Residents Association	5	8
Tony	Heath*	Employment Committee	Whitnash	Whitnash Residents Association	0	5
Tony	Heath*	Planning Committee	Whitnash	Whitnash Residents Association	6	14
Rowena	Hill	Council	Abbey	Conservative	8	8
Rowena	Hill	Planning Committee	Abbey	Conservative	13	14
Rowena	Hill	Standards Committee	Abbey	Conservative	2	2
Daniel	Howe	Council	Newbold	Conservative	5	8
Daniel	Howe	Housing Appeals Review Panel	Newbold	Conservative	0	0
Daniel	Howe	Standards Committee	Newbold	Conservative	1	2
George	Illingworth	Licensing & Regulatory Committee	Abbey	Conservative	4	5
George	Illingworth	Council	Abbey	Conservative	7	8
George	Illingworth	Finance and Audit Scrutiny Committee	Abbey	Conservative	11	12
George	Illingworth	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Abbey	Conservative	1	1
George	Illingworth	Licensing & Regulatory Panel	Abbey	Conservative	7	7
Jane	Knight	Council	Clarendon	Labour Party	7	8
Jane	Knight	Housing Appeals Review Panel	Clarendon	Labour Party	0	0
Jane	Knight	Health Scrutiny Sub-Committee	Clarendon	Labour Party	3	5
Robert	Margrave	Council	Whitnash	Whitnash Residents Association	7	8
Robert	Margrave	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Whitnash	Whitnash Residents Association	1	1
Robert	Margrave	Overview and Scrutiny Committee	Whitnash	Whitnash Residents Association	8	10
Andrew	Mobbs	Executive	Park Hill	Conservative	9	11
Andrew	Mobbs	Council	Park Hill	Conservative	7	8
Andrew	Mobbs	Employment Committee	Park Hill	Conservative	2	5

Terry	Morris	Council	Saltisford	Conservative	5	8
Terry	Morris	Housing Appeals Review Panel	Saltisford	Conservative	0	0
Terry	Morris	Planning Committee	Saltisford	Conservative	8	14
Neale	Murphy	Council	Myton & Heathcote	Conservative	5	8
Neale	Murphy	Employment Committee	Myton & Heathcote	Conservative	2	5
Neale	Murphy	Licensing & Regulatory Committee	Myton & Heathcote	Conservative	3	5
Neale	Murphy	Licensing & Regulatory Panel	Myton & Heathcote	Conservative	3	3
Kristie	Naimo	Council	Brunswick	Labour Party	8	8
Kristie	Naimo	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Brunswick	Labour Party	1	1
Kristie	Naimo	Overview and Scrutiny Committee	Brunswick	Labour Party	9	10
Kristie	Naimo	Planning Committee	Brunswick	Labour Party	14	14
Mary	Noone	Council	Myton & Heathcote	Conservative	3	3
Mary	Noone	Employment Committee	Myton & Heathcote	Conservative	2	2
Mary	Noone	Finance and Audit Scrutiny Committee	Myton & Heathcote	Conservative	3	3
Mary	Noone	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Myton & Heathcote	Conservative	1	1
Stef	Parkins	Health Scrutiny Sub-Committee	Crown	Labour Party	3	5
Stef	Parkins	Council	Crown	Labour Party	8	8
Stef	Parkins	Employment Committee	Crown	Labour Party	5	5
Stef	Parkins	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Crown	Labour Party	1	1
Stef	Parkins	Overview and Scrutiny Committee	Crown	Labour Party	9	10
Peter	Phillips	Executive	Budbrooke	Conservative	10	11
Peter	Phillips	Council	Budbrooke	Conservative	7	8
Colin	Quinney	Finance and Audit Scrutiny Committee	Leam	Labour Party	12	12
Colin	Quinney	Council	Leam	Labour Party	8	8
Colin	Quinney	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Leam	Labour Party	1	1
Colin	Quinney	Licensing & Regulatory Committee	Leam	Labour Party	3	5

Colin	Quinney	Health Scrutiny Sub-Committee	Leam	Labour Party	4	5
Colin	Quinney	Licensing & Regulatory Panel	Leam	Labour Party	6	6
Pamela	Redford	Council	Stoneleigh & Cubbington	Conservative	7	8
Pamela	Redford	Health Scrutiny Sub-Committee	Stoneleigh & Cubbington	Conservative	4	5
Pamela	Redford	Housing Appeals Review Panel	Stoneleigh & Cubbington	Conservative	0	0
Pamela	Redford	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Stoneleigh & Cubbington	Conservative	0	1
Pamela	Redford	Licensing & Regulatory Committee	Stoneleigh & Cubbington	Conservative	4	5
Pamela	Redford	Overview and Scrutiny Committee	Stoneleigh & Cubbington	Conservative	6	10
		Licensing & Regulatory Panel	Stoneleigh & Cubbington	Conservative	4	4
Alan	Rhead	Council	Budbrooke	Conservative	7	8
Alan	Rhead	Employment Committee	Budbrooke	Conservative	3	5
Alan	Rhead	Finance and Audit Scrutiny Committee	Budbrooke	Conservative	9	12
Alan	Rhead	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Budbrooke	Conservative	1	1
Alan	Rhead	Standards Committee	Budbrooke	Conservative	1	2
David	Shilton	Council	Park Hill	Conservative	8	8
David	Shilton	Executive	Park Hill	Conservative	9	11
Amanda	Stevens	Council	Manor	Conservative	5	8
Amanda	Stevens	Licensing & Regulatory Committee	Manor	Conservative	3	5
Amanda	Stevens	Planning Committee	Manor	Conservative	13	14
Amanda	Stevens	Licensing & Regulatory Panel	Manor	Conservative	4	4

Andrew	Thompson	Council	Newbold	Conservative	5	8
Andrew	Thompson	Finance and Audit Scrutiny Committee	Newbold	Conservative	10	12
Andrew	Thompson	Housing Appeals Review Panel	Newbold	Conservative	0	0
Andrew	Thompson	Joint meeting of the Overview & Scrutiny and Finance & Audit Scrutiny Committees	Newbold	Conservative	1	1
Barbara	Weed	Council	Leam	Labour Party	8	8
Barbara	Weed	Housing Appeals Review Panel	Leam	Labour Party	1	1
Barbara	Weed	Licensing & Regulatory Committee	Leam	Labour Party	3	5
Barbara	Weed	Planning Committee	Leam	Labour Party	12	14
Barbara	Weed	Licensing & Regulatory Panel	Leam	Labour Party	9	9
Peter	Whiting	Executive	Arden	Conservative	9	11
Peter	Whiting	Council	Arden	Conservative	8	8