

Cabinet

Thursday 6 February 2025

A meeting of the Cabinet will be held in the Town Hall, Royal Leamington Spa on Thursday 6 February 2025 at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor I Davison (Chair)

Councillor H Adkins
Councillor E Billiald
Councillor J Chilvers
Councillor J Melrose

Councillor C King
Councillor W Roberts
Councillor J Sinnott
Councillor L Williams

Also attending (but not members of the Cabinet):

Chair of the Overview & Scrutiny Committee
Liberal Democrat Group Observer
Conservative Group Observer
Whitnash Residents Association Group Observer
Chair of the Budget Review Group

Councillor A Milton
Councillor A Boad
Councillor A Day
Councillor J Falp

Emergency Procedure

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

Agenda

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

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

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

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

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

- 3. Minutes**

To confirm the minutes of the Cabinet meeting held on 5 December 2024.

(Pages 1 to 35)

Part 1

(Items upon which a decision by Council is required)

4. Election of Chair and Vice-Chair of the Council 2025/26

In accordance with Procedure Rules, to recommend to Council the persons to be elected as Chair and Vice-Chair of the Council for 2025/26.

5. General Fund Revenue and Capital Budget 2025/26

To consider a report from Finance. **(To follow)**

6. Housing Revenue Account (HRA) Budget 2025/26 (including Rent Setting)

To consider a report from Finance. **(To follow)**

7. Preparing for the introduction of the Procurement Act 2023

To consider a report from Finance. **(Pages 1 to 69)**

8. Q2 Budget Monitoring and updated MTFS

To consider a report from Finance. **(Pages 1 to 19)**

Part 2

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

9. 2025-2026 Service Area Plans

To consider a report from Governance. **(Pages 1 to 68)**

10. Local Council's Charter

To consider a report from Customer and Digital Services. **(Pages 1 to 11)**

11. Procurement Exercises over £150,000

To consider a report from Finance. **(Pages 1 to 3)**

12. Local Development Scheme (LDS)

To consider a report from Place, Arts and Economy. **(Pages 1 to 20)**

13. Update of Destination Management Organisation arrangements to include Shakespeare's England and emerging Local Visitor Economy Partnership

To consider a report from Place, Arts and Economy. **(Pages 1 to 12)**

14. Additional funding requested from existing S106 monies for paddling pools project

To consider a report from Safer Communities, Leisure and Environment. **(Pages 1 to 6)**

15. **Birmingham Airport Night Flights – Retrospective Approval/Chief Executive Emergency Powers**

To consider a report from Safer Communities, Environment and Leisure.

(Pages 1 to 4)

16. **Council Tax Second Home Premium**

To consider a report from Finance.

(Pages 1 to 13)

17. **Business Rates Discretionary Rate Relief – Investment Zone**

To consider a report from Finance.

**(Pages 1 to 3)
(Appendices 1 to 3)**

18. **Joint Tenancy Strategy adoption**

To consider an excerpt from Housing.

(Pages 1 to 38)

19. **Public and Press**

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

| Item Numbers | Paragraph Numbers | Reason |
|------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 20,21, 22,23, 24,25,26 | 3 | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |

Part 2

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

20. **Counter Fraud and Investigations Contract**

To consider a confidential report from Finance.

**(Pages 1 to 8)
(Not for publication)**

21. **Supporting Warwickshire Wildlife Trust in their bid to purchase land at Crackley Farm Kenilworth**

To consider a confidential report from Strategic Director.

**(Pages 1 to 6)
(Not for publication)**

22. **Leper Hospital, Warwick**

To consider a confidential report from Governance.

**(To follow)
(Not for publication)**

23. **Priory Pools Community Centre Proposed Lease Agreement**

To consider a report from Assets.

(Pages 1 to 58)
(Not for publication)

24. Confidential Appendix 1 to Item 14 – Additional funding requested from existing S106 monies for paddling pools project

To note the confidential Appendix.

(Pages 1 to 2)
(Not for publication)

25. Confidential Appendix 1 to Item 11 - Procurement Exercises over £150,000

To note the confidential Appendix.

(Page 1)
(Not for publication)

26. Confidential Minutes

To confirm the confidential minutes of the Cabinet meeting 5 December 2024.

(Pages 1 to 11)
(Not for publication)

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Warwick District Council, Town Hall, Parade, Royal Leamington Spa, CV32 4AT or telephone 01926 456114.

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prior to the meeting, by telephoning (01926)
456114**

Cabinet

Minutes of the meeting held on Thursday 5 December 2024 in Shire Hall, Warwick at 6.00pm.

Present: Councillors Davison (Leader), Adkins, Chilvers, King, Melrose, Roberts, Sinnott, and Williams.

Also Present: Councillors: Day (Conservative Group Observer), Falp (Whitnash Residents Association Group Observer), and Boad (Liberal Democrat Group Observer).

69. **Apologies for Absence**

Apologies for absence were received from Councillors Billiald, Hales (representative of the Budget Review Group), and Councillor Milton (Chair of Overview and Scrutiny Committee).

70. **Declarations of Interest**

Minute Number 85 – Planning Applications – High Rise Fire Safety Works.

Councillors Boad and Falp declared an interest as Chair and Vice-Chairman of Planning Committee.

71. **Minutes**

The minutes of the 17 October 2024 meeting were approved and signed by the Chairman as a correct record.

Part 2

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

72. **General Fund Base Budget 2025/26**

The Cabinet considered a report from Finance which informed Members on the base General Fund Budget for Warwick District Council, which consisted of recurrent and previously agreed non-recurrent budgets, and budget change proposals.

The report presented an unbalanced budget for 2025/26 at this stage, with a forecast deficit of £3.525m. This was an increase of £1.091m from the £2.434m deficit forecast in the Medium-Term Financial Strategy (MTFS) last presented to Cabinet in September 2024, with the General Fund Volatility Reserve to be used to balance the budget.

£1.004m of the increase was driven by non-recurrent spend which was expected to be met from funding either through the Local Finance Settlement once confirmed or from reserves. The remaining £0.087m of recurrent growth had been incorporated into the MTFS forecast.

There were further matters that would need to be reviewed in order to finalise the base position as part of the 2025/26 budget setting process

before the final budget would be presented to Full Council on 19 February 2025.

The report contained a number of assumptions within the budget presented, including a 2.99% increase in Council Tax charges, in line with the MTFS last approved in February 2024.

The Council was required to determine its budget requirements in order to set the Council Tax for 2025/26.

In preparing the 2025/26 Base Budget the over-riding principle was to budget for the continuation of services at the existing level. The following adjustments need to be made to the 2024/25 Budget:

- removal of non-recurrent activity;
- addition of inflation (contractual, including a provision for salary pay awards);
- addition of previously approved recommendations from Cabinet;
- addition of budget changes (growth) items; and
- inclusion of any identified savings.

The proposed Base Budgets for 2025/26 were shown in the report as below. These figures include all financing charges.

| | | | |
|---------------------------------------------------------------|--------------------------|----------------|--------------------------|
| Net Expenditure for District Purposes 2024/25 Original | | | 21,264,800 |
| Inflation | | | 280,700 |
| Staffing | | | 1,473,100 |
| NI Uplift | | | 455,100 |
| Growth | Increases in expenditure | 4,044,800 | |
| | Reduced Income | <u>193,000</u> | 4,237,800 |
| Removal of non-recurrent / time limited expenditure / income | | | (7,572,700) |
| | | | (1,126,000) |
| Changes in Service Income and Expenditure | | |) |
| Use of Reserves | | | (15,900) |
| Changes in Contributions from Reserves | | | 81,500 |
| Net Expenditure for District Purposes 2025/26 Original | | | <u>20,204,400</u> |

The budget presented an unbalanced position at this stage, with a forecast deficit of £3.525m.

Appendix 1 to the report showed the breakdown of the budget by service area and its associated financing. Key drivers of the position were highlighted.

A provision for inflation was included within the MTFS, last approved in February, for 4% of recurrent expenditure, totalling £1.212m. The main call on this would be allocations to support any potential pay award being agreed for the 2025/26 financial year. In recent years these had been agreed mid-way through the year in question, making it necessary to ensure there was funding available for when this was approved. The remainder of the provision would be to support major contracts.

Where budget managers believed that there was a requirement for a budget change to reflect service delivery, they were asked to complete a budget changes (previously growth) form. These needed to be signed off by Heads of Service before being collated for Executive review.

The Executive team reviewed the proposals put forward, and as at this stage of the budget process, recommended the inclusion of the following GF proposals:

| General Fund (GF) Criteria of Officer Approved Budget Request | Approved Recurring Budgets | Approved Non- Recurring Budgets |
|--------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------|
| Existing regulatory requirement | 78,100 | 610,000 |
| Service redesign (These should have their own supporting business case) | 28,700 | 230,100 |
| Approval already received (e.g. HAY Panel, Committee Report) | 155,000 | 10,000 |
| Additional cost resulting from fees and charges increase | 1,000 | 0 |
| Unavoidable Change in Service | 415,300 | 154,200 |
| | 678,100 | 1,004,300 |

Proposals totalling £34k had been withdrawn following review. This left a further £0.8m of proposals awaiting a decision. Many of these required further analysis with the service areas or were reliant upon confirmation aligned with meeting the Councils strategic priorities.

The budget reflected changes as a result of WDC's involvement in the establishment of the West Midlands Investment Zone (WMIZ). As part of this, the Council reached an agreement as to the financial envelope of business rates that would be available to WDC to finance local growth initiatives (LGI's). In November, the Council put forward its first LGI, Abbey Fields swimming pool, for approval by the WMIZ Board in December 2024. The LGI and its accompanying financial profile contained assumptions around business rate growth on the Investment Zone sites and borrowing rates.

As the cost of borrowing was previously assumed to be funded within the MTFS, these costs had been removed and would be funded externally via the arrangement summarised above. The profile of costs removed from 2025/26 should deliver a benefit to the budget of £0.7m for this year, and average £0.2m per annum through the MTFS.

The Chancellor announced the 2024 Autumn Statement on 30 October 2024. This gave some early indicators for how local government funding was expected to be distributed through the finance settlement. It confirmed that there would be a 3.2% real-terms increase in Core Spending Power (CSP) for the whole sector in 2025-26. This would include £1.3bn additional grant funding, of which at least £600m would be directed to social care. It was currently unclear therefore if this was an average for the sector, or whether District Council's would also receive this increase.

£233m new funding for homelessness prevention was outlined in addition to the £1.3b grant funding referenced above. Whilst welcome, there was no mention on any increase to the housing benefit subsidy cap for

temporary accommodation (TA) or to uprate Local Housing Allowance rates again, which would mean the significant TA financial pressures the Council had reported in recent years (and more recently in the Q1 budget report in September 2024) remained. A budget growth request had been submitted as part of the management of this issue. In line with a similar approach to last year, a pre-settlement policy statement was intended to be published ahead of the provisional settlement being released, to offer further details.

It was expected that the provisional Local Government Finance Settlement would be released in December ahead of Christmas. Last year it was released on 18 December 2023.

The recent announcements regarding what the provisional settlement would outline were once again a holding position, designed to offer some stability based on a uniform roll-over of the core elements of the settlement. However, this would be the fourth year in succession that the Government had only provided local authorities with a single-year settlement. The hoped-for multi-year settlement had again not been forthcoming, which continued to make financial planning very difficult for local authorities. However, the Autumn Statement made clear indications that a multi-year settlement would be likely for 2026/27.

The Government had reaffirmed its commitment to reforming the approach to funding allocations within the Local Government Finance Settlement by redistributing funding to ensure that it reflected an up-to-date assessment of need and local revenues. This would start with a targeted approach to allocating additional funding in 2025/26, ahead of a broader redistribution of funding through a multi-year settlement from 2026/27. The Government would set out further details through a future local government finance policy statement.

The Budget also announced a set of business rates tax policy measures which were also relevant to local government given that business rates were used to fund local authorities. 2025/26 tax rates were set, with the small business multiplier in England being frozen for a fifth consecutive year at 49.9p, while the standard multiplier would be uprated by CPI in March 2025.

A Retail, Hospitality and Leisure relief of 40% for eligible businesses was confirmed. It also saw an announcement on changes to tax rates from 2026/27. The Government intended to introduce permanently lower tax rates for Retail Hospitality and Leisure properties with rateable values below £500k, to be funded by a higher tax rate for properties over £500k. It was confirmed that government would work to ensure that, as far as practicably possible, local government income was unaffected by business rates tax policy changes and that local government was compensated for administration costs.

The Council, as part of setting the 2024/25 budget in February 2024, made a prudent assumption that financial reform of local government funding could take place as early as 2025/26. This assumed the loss of business rates growth within the MTFS, and also reduced the provision for New Homes Bonus (NHB) and Funding Guarantee (FG) allocations to a combined total of £1m p.a. from 2025/26. As part of a minimum 4%

settlement in 2024/25, a total of £3.364m was received by WDC (£0.902m NHB and £2.462m FG).

Therefore, it was likely (subject to confirmation), that a 3.2% settlement for 2025/26 would deliver funding above what was assumed in the MTFS. The Council would continue to use Business rates overperformance, NHB and the Funding Guarantee to fund one-off items (growth budget changes), or to top-up reserve balances which in turn could be used to support major programs of work such as Planned Preventative Maintenance (PPM) of our corporate assets, our ICT strategy and Equipment Renewal. In addition, it would enable the Council to support delivery of the Corporate Strategy.

The MTFS was last formally reported to Members in September 2024 as part of the Q1 Budget report. The below table showed the change in position once the changes outlined through the Budget Setting process had been incorporated into the Strategy:

| | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|-----------------------------------------------------------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m |
| Deficit-Savings Req(+)/Surplus (-) future years (as at Sept 24) | 2.434 | -0.250 | -0.903 | N/A |
| Deficit-Savings Req(+)/Surplus (-) future years (as at Dec 24) | 3.525 | 0.496 | -0.210 | -0.674 |
| Change in Position | 1.091 | 0.746 | 0.693 | N/A |

As part of the MTFS position above, a number of key assumptions had been included:

- a 2.99% Council Tax increase per annum;
- a 2% tax base increase per annum;
- inflation of 3% from 2026/27;
- revenue expenditure costs associated with additional forecast borrowing;
- 'Fair funding' reform for Local Government Financing settlements commencing from 2026/27, including a business rates reset, resulting in the reduction of business rates growth and core spending power grant funding from New Homes Bonus and the Funding Guarantee;
- continued delivery of the change programme launched in March 2024;
- costs associated with the delivery of Abbey Fields Swimming Pool being funded as a Local Growth Initiative from 2024/25; and
- no changes to fees and charges policy at this stage. An update to this will be provided for 26/27 onwards, in line with the outlines and recommendations from the Fees and Charges Review reported to Cabinet in October 2024.

The Council continued to maximise returns in line with its Treasury Management Strategy by ensuring reserves were invested when not required. In addition, agreed borrowing was only taken upon need, and where possible, 'internal borrowing' using reserve balances was used to

minimise the associated revenue cost, particularly as interest rates remained high. This would be discussed in greater detail as part of the updated Treasury Management Strategy, which would be presented to Cabinet in March.

Appendix 2 to the report provided a breakdown of the MTFS by key expenditure drivers.

Members had previously agreed that £1.5m should be the minimum level for the core General Fund Balance. This balance supported the Council for future unforeseen demands upon its resources. In order to consider a reasonable level of general reserves, a risk assessment had been completed, which covered the requirement for maintaining this minimum balance to mitigate against the risks that had been identified, where other funding was not available.

The unallocated General Fund Balance was forecast to be £1.5m, and therefore was in line with the agreed minimum level.

The Business Rate Retention Volatility Reserve (BRRVR) was previously used over prior years to deliver a balanced budget. Last year the decision was made, to ensure this reserve remained available for its primary purpose of smoothing business rate receipts, that any overperformance above a £2m balance was reallocated to the General Fund Volatility Reserve. Business rates were discussed in section 1.2 in the report, which included the expected changes to Business Rate Retention which had been delayed over the last few years. With the result of the expected changes in mind, it was essential that the Council continued to move away from its reliance on overperformance receipts to balance the budget in future years, with the Change Programme being a primary driver in this strategy.

A change programme delivery reserve was established in 2024/25, funded with £0.500m from the Services Transformation Reserve. This was available on an 'invest to save' basis to enable delivery of schemes within the change programme that may require an initial investment in order to deliver recurrent savings.

The Head of Finance had delegated authority enable drawdown from the Equipment Renewal Reserve within the agreed schedule. Any further requests or requests above the agreed schedule would require Member approval.

The full reserve projections would be presented to Council as part of the February Budget Report, alongside an explanation for each reserve. Some of the reserves would have additional commitments not reflected in the schedule, which would reduce the projected balances.

In addition, some reserves were over-committed, which would either require further funds being allocated to them, or a reduction in funded activity. Decisions on funding could only be made once we have received final confirmation of the Local Finance Settlement in December 2024.

In accordance with the Council's Code of Financial Practice, all new and future capital schemes had to be in line with the Council's corporate

priorities, including its capital strategy. A report supported by the necessary Business Case should be prepared for review and approval by Cabinet, identifying the means of funding and, where appropriate, demonstrating options and risk appraisals exercise had been carried out. Should there be any additional revenue costs arising from schemes, the proposed means of financing such had to also be included in the report and business plan.

With this being taken into consideration, the latest Capital Programme would be presented to Council as part of the February 2025 Budget Report, detailing both the General Fund and Housing Investment Programme (HIP), along with their associated funding. It would also outline where slippage and savings on existing schemes had occurred. The Council had some balances and funding which it was able to use to fund specific projects and service demands. The sums available could be used to fund 'one-off' items only. Any initiatives that would result in a recurring cost to the Council needed to be accommodated within the revenue budget. A full update on the reserves position would be reported as part of the February Budget Report.

Within the MTFS approved in February 2024, it was forecast that there would be a requirement of £2.434m from the General Fund Volatility Reserve (GFVR) to enable a balanced budget to be presented for 2025/26. This would be a reduction from the £4.475m required in the prior year, and reflect the actions taken by the Council to deliver on corporate priority one to deliver a financially sustainable position. One such action was the commencement of the change programme. While there was an expectation that further funding would be received through the Local Finance Settlement once confirmed in December which could be used to reduce the deficit by funding the £1m non-recurrent growth, it should be noted that the Council still had a sufficient balance (£3.853m) in the GFVR to accommodate the forecast £3.525m deficit as outlined in the report.

In terms of alternative options, Council did not have an alternative to setting a Budget for the forthcoming year. Members could, however, decide to amend the way in which the budget was broken down or not to amend the current year's Budget. However, the proposed 2025/26 budget sought to reflect the decisions made by Members and make appropriate recommendations.

As agreed in February 2024, the budget setting timetable was amended, and as part of this change, the base budget contained within the report was being presented much earlier to Committee in December 2024. The benefit of this approach was that it would give Senior Officers and Cabinet more time to review additional budget requirements, in particular budget changes and growth requests, before they were put forward for final approval at February Council alongside setting the Council Tax.

Any changes to the proposed budgets would need to be fully considered to ensure all implications (financial or otherwise) were addressed. If any Member was considering suggesting changes to the proposed Budget, these proposals should be discussed (in confidence) with the Head of Finance beforehand to ensure all implications were considered, including

funding. If appropriate, alternate Budget papers could be prepared for consideration by Council.

The Budget Review Group noted the recommendations in the report, the increase in the deficit, and the work completed by officers to resolve this, including the anticipated government settlement. The Group asked officers and the Portfolio Holder for Resources to continue to work on reducing the deficit within the budget.

Councillor Chilvers proposed the recommendations in the report and noted comments from the Budget Review Group.

Resolved that

- (1) the proposed 2025/26 revenue budget as detailed in section 1.1 in the report, be noted, and the shortfall on the year of £3.525m could be addressed using the General Fund Volatility Reserve at this stage of the process, be noted;
- (2) the impact on the Medium-Term Financial Strategy (MTFS) due to changes detailed within the report, how these changes are expected to be accommodated, be noted;
- (3) the proposed budget changes proposals (including growth), how these are classified and their current status for inclusion in the 2025/26 budget and the MTFS, be noted; and
- (4) the next stages in the budget setting timetable, leading to the final budget being presented to Full Council on 19 February 2025, be noted.

(The Portfolio Holder for this item was Councillor Chilvers).
Forward Plan Reference 1,478

73. Housing revenue Account Base Budget 2025/26

The Cabinet considered a report from Finance which presented a balanced budget for 2025/26 and informed Members on the base Housing Revenue Account Budget for Warwick District Council, which consisted of recurrent and previously agreed non-recurrent budgets, and budget change proposals.

The report presented a balanced budget for 2025/26, with a forecast requirement of £2.937m from the Housing Revenue Account (HRA) Capital Investment Reserve (CIR). This was presenting an increased requirement from the CIR of £5.6m from that presented in the Business Plan last approved in March 2024.

The key drivers of the change included new additional expenditure made up of £1.076m recurrent growth and £0.696m non-recurrent growth. In addition, there was an increased requirement to use external borrowing

to support approved capital schemes in year of £3.1m. The remainder of the variation was driven by a reduction in rental income due to its uplift being linked to CPI, which was 0.3% lower than previously forecast.

The report recommended the base budget requirements that would be used in the setting of the HRA budgets for 2025/26. These figures reflected the costs of delivering an agreed level of service, and any unavoidable changes in expenditure (for example, where the Council was contractually or statutorily committed to incur additional expenditure).

Any changes that needed to be resolved that had not been included in the budgets at this stage would be fed into the February HRA Budget & Rent Setting report. In February, the Council would be able to agree the 2025/26 Budget for the year alongside the HRA rent setting following confirmation of the housing rents and communal utility recharges.

A full revision of the Housing Investment Programme would be presented to Cabinet on 6 February 2025 as part of the final budget setting report.

The dwelling rents report was integrated into the final stage of Budget Setting and would be presented to Cabinet on 6 February 2025.

In determining the 2025/26 Base Budget, the over-riding principle was to budget for the continuation of services at the agreed level. The following adjustments needed to be made to the 2024/25 Original Budgets:

- removal of any one-off and temporary items;
- addition of inflation (contractual services and pay only);
- addition of previously agreed growth items;
- addition of unavoidable growth items;
- inclusion of any identified savings; and
- addition of any Rental Income Inflation.

The table below summarised how the net income from services position had changed from 2024/25 to 2025/26. A full breakdown of the HRA budget (including capital financing and interest charges) could be seen at Appendix 1 to the report.

| | £ |
|--------------------------------------------------|--------------------|
| Original Net Income from Services 2024/25 | (6,866,300) |
| Net Increase in Expenditure | 975,600 |
| Net Increase in Income | (2,580,800) |
| Original Net Income from Services 2025/26 | (8,471,500) |
| | |

Key drivers of the change in Expenditure budgets included:

- an increase of £672,500 in HRA Repairs and maintenance costs caused by new staff, new budget requirements for regulatory works and increased inflation on contracts;
- a decrease of -£15,800 being charged to Supervision & Management (General) which consist of increased costs linked to new contracts procured to facilitate regulatory changes as included in budget growth requests;

- an increase of £176,900 being charged to the Supervision & Management (Special) budget line which is linked again to New Staff which were included in Growth Requests linked to the regulatory improvements;
- £139,200 increase in Depreciation Charge on Council Dwellings caused by substantial numbers of new dwellings being handed over the Councils HRA; and
- a £2,580,800 net increase of HRA Rental Income as per Rent Policy and Inflation.

A number of assumptions had been made in setting the budgets for 2025/26 as follows.

Inflation had been applied in line with specific guidance for each expenditure type, for instance the Gas and Electricity inflation had been advised by ESPO, other inflation factors such as for the major works costs had been inflated at various percentages depending on the contract, staff costs had been inflated in line with the National Local Government Pay agreement and where there were no clear inflation factor percentages a 3% estimate had been applied to general budgets where applicable, which was a decrease from 4% used in the previous year.

Although the more detailed rent increases would be included in the final HRA Budget & Rent Setting Report which was presented to Cabinet in February 2025. For this first version of the Budget report the base rent budget was calculated using inflation advised by the Social National Rent Policy. The rent Policy for Social and Affordable Housing had confirmed an inflation of Consumer Price Index (CPI) at September 2024 which was 1.7% +1% so a total increase of 2.7% from April 2025.

Shared Ownership rents were previously governed by a different rent policy, as set out in the Rent Review schedule of shared ownership leases. Shared ownership rents used to increase once a year by a maximum of Retail Price Index at November plus 0.5%. To ensure that shared ownership rents were increased using a more modern measure of inflation, from 12 October 2023, the policy was updated by the Department for Levelling Up, Housing and Communities and instead increased once a year by CPI at September plus 1% for new shared owners, subject to certain exceptions. This reform brought shared ownership rents into line with the limit that normally applies to annual rent increases in other forms of social housing.

Rent Policy had been very unpredictable with various changes in recent years, but the new Government announced in their October 2024 budget that it would be consulting on a new five-year social housing rent settlement, which capped the rents social housing providers could charge their tenants, to provide the sector with the certainty it needed to invest in new social housing. The intention would be for this to increase with Consumer Price Index inflation figures and an additional 1%. The consultation would also seek views on other potential options to give greater certainty, such as providing a 10-year settlement.

Although this update mainly affected the Council's Housing Investment Plan and Capital receipts the new Government confirmed at the recent

Autumn Budget that Councils would be able to retain 100% of the receipts generated by Right to Buy sales. With the view that this change would enable Councils to scale-up delivery of much needed social homes whilst still enabling longstanding tenants to buy their own homes. The Chancellor had set out how Right to Buy discounts were to be reduced from the 21 November 2024 to protect existing social housing stock to meet housing need, whilst ensuring long-term tenants could still benefit to deliver a fairer and more sustainable scheme that also presented better value for money for Councils.

These changes had been fed into the capital Budgets and HRA HIP where financial guidance had been issued and these updates would also be included in the HRA Business Plan which would be presented to Cabinet in March 2026.

Where budget managers believed there was a requirement for a budget change to reflect service delivery, they were asked to complete a budget changes (previously growth) form. These needed to be signed off by Heads of Service before being collated for Executive review.

The proposals put forward had been reviewed by the Chief Executive, Deputy Chief Executive and Programme Director, and at this stage of the budget process recommended the inclusion of the following HRA proposals:

| Housing Revenue Account (HRA) Criteria of Officer Approved Budget Request | Approved Recurring Budgets | Approved Non- Recurring Budgets |
|--------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------|
| Existing regulatory requirement | 307,200 | 197,300 |
| New legislation requirement | 68,000 | 0 |
| Invest to save initiative (Part of Change Management) | 125,000 | 0 |
| Service redesign (These should have their own supporting business case) | 566,500 | 498,100 |
| Advanced approval already received (e.g. HAY Panel, Committee Report) | 0 | 0 |
| Additional cost resulting from fees and charges increase | 10,000 | 0 |
| Unavoidable Change in Service | 0 | 0 |
| | 1,076,700 | 695,400 |

Proposals totalling £0.301m were awaiting a decision. Many of these required further analysis with the service areas or were reliant upon confirmation aligned with meeting the Council's strategic priorities.

Appendix 1 to the report showed the breakdown of the budget by key income and expenditure categories, and their associated financing. HRA Capital Investment Reserve (HRA CIR) - Any HRA operational surplus above the amount required to maintain the appropriate HRA working balance of £1.5m was transferred into the HRA Capital Investment Reserve (CIR) to be used on future HRA capital projects. If HRA costs increased to the point that there was a requirement to draw money out of the CIR then this was noted in the same place in the budget Appendix 1 to the report. The 2025/26 Base Budget required a £2,937m contribution from the reserve into the HRA operating budgets

to enable the budget to be balanced, which meant that there were no top ups being paid into the HRA CIR in 2025/26.

The Current Balance of the HRA CIR was £20.488m, this could change once the 2023/2024 accounts had been finalised. There were numerous demands on this reserve particularly for the financing of housing acquisitions, regulatory improvements, Fire Safety works and decarbonisation works. The CIR was available to support the Major Repairs Reserve to support the ongoing improvement works on the Councils Housing Stock. The full impact of having to drawdown from the HRA CIR would be documented in the forthcoming HRA Business Plan Report being presented to Cabinet in 19 March 2025 but in future years budgets would need to be adjusted to ensure that there were sufficient surpluses to enable the HRA CIR to continue to be topped up.

The Budget Review Group requested reports be shared earlier, to give sufficient time for Members to read and effectively scrutinise. The Group noted the significant work from officers, considering the challenges that had been faced during the past year and the regulatory changes. The Group recognised the importance of providing Council homes, particularly for vulnerable residents living within the District.

Councillor Adkins proposed the recommendations in the report and noted comments from the Budget Review Group.

Resolved that

- (1) the latest revenue budget for Housing Revenue Account Services in respect of 2025/26 as outlined in Appendix A to the report be noted; and
- (2) the next stages in the budget setting timetable, leading to the final budget being presented to Full Council on 19 February 2025, be noted.

(The Portfolio Holder for this item was Councillor Adkins).
Forward Plan Reference 1,510

74. Procurement Exercises over £150,000

The Cabinet considered a report from Finance which sought approval to begin the procurement exercises identified in the report, in line with the agreed Procurement Code of Practice, with details set out in the Confidential appendix to the report.

The report brought forward all proposed procurement exercises ready to be sourced, some of which formed key decisions as they were over £150,000; others were provided for advisory purposes. As explained in the report to Cabinet in March 2024, a gap was identified within procurement governance process at WDC which was clarified by Cabinet and Council to confirm that any proposed procurement activity above

£150,000 needed to be considered by Cabinet.

These exercises were set out in the confidential appendix to the report (due to the values associated and the Council not wanting to declare the anticipated budget). These items and the reason for their procurement were set out within the confidential appendix to the report, so as not to disclose the Council's position in respect of the anticipated cost. It should be noted that these exercises were at early stages of the procurement process.

In terms of alternative options, in respect of the recommendations, the Cabinet could decide not to approve some or all of the identified procurement activities, however, some of these related to the provision of core or statutory services, and to pause or stop at this stage would significantly delay some of these activities where new contracts were required.

Councillor Chilvers proposed the report as laid out.

Resolved that

- (1) the commencement of the following procurement exercises requiring key decision approval, be approved:
 - Business Continuity Service;
 - Fire Safety work and associated improvement works;
 - laptop replacement programme; and
- (2) the commencement of the following procurement exercises for advisory purposes, be approved:
 - Play Area at Castle Farm;
 - Play Area at Mill Gardens;
 - General Housing repairs and Voids; and
 - Decarbonisation works and associated improvement works.

(The Portfolio Holder for this item was Councillor Chilvers and Davison).
Forward Plan Reference 1,465

75. Abbey Fields Cycle Route Consultation

The Cabinet considered a report from Safer Communities, Leisure and Environment. At the meeting held on 8 March 2023, Cabinet agreed that a more detailed design work should be done on the preferred route for a cycle route across Abbey Fields. This had been grant funded by Warwickshire County Council from Active Travel England (Active Travel Capability Fund). It was also agreed that, following the completion of the design work, a public consultation should be undertaken, running for a period of six weeks. The report updated Cabinet on the design work that had been carried out since March 2023, including resolving complex

issues concerning the scheduled ancient monument, and sought agreement from Cabinet to the brief and scope of the six-week consultation.

The preferred route agreed in March 2023, was Route 1, as seen in Appendix 2 to the report. Officers had been working with Warwickshire County Council and Sustrans to develop more detailed design proposals for this route, including addressing feedback from Historic England regarding the potential impact on heritage assets.

This preferred route was based on the principle of widening the existing pedestrian path across Abbey Fields to three meters, to meet national guidelines for a shared use cycle/pedestrian pathway (Local Transport Note (LTN 1/20) – Paragraph 6.5.7). The solution was identified as it minimised the impact on Abbey Fields with regards to its status as an Ancient Monument.

On this basis, Sustrans were commissioned to prepare detailed designs to widen and upgrade the Abbey Fields paths to a shared-use walking and cycling route

The widening of the path was proposed to be undertaken using a “no-dig” approach to minimise sub-terranean disruption.

There were several specific design details that still needed final resolution including:

A section of the proposed path, south of the Finham Brook towards Borrowell Lane, deviated for a proportion of its length away from the existing footpath on advice from Historic England to minimise the impact on the current hedge line which the current footpath ran alongside, as seen in Fig. 1 in the report. In principle, this had been agreed with Historic England but was waiting on the outcome of a proposed Heritage Assessment.

The redevelopment of the Swimming Pool was integral to the proposed cycle path and, as such, there was ongoing dialogue between Sustrans and the Council Project Team over the details on the proposed levels around the corner of the proposed Leisure Centre and the duck feeding platform.

There needed to be detailed discussions around the access point from Bridge Street to understand the interactions of the different users at that point.

There were ongoing discussions, with internal colleagues involved in the construction of the new swimming pool, around the management/mitigation of the interaction of the different users across the extent of Abbey Fields, especially around the “pinch-points” surrounding the new swimming pool. Soft surfaces, bollards, ramps, signage etc. were all being considered.

WCC had completed feasibility designs for a new Toucan signal-controlled crossing on the A452 Bridge Street to connect with the existing traffic-free walking and cycling route along the Finham Brook to the Kenilworth

Greenway (National Cycle Network Route 52 to Coventry). WCC had also completed feasibility design for a new Toucan signal-controlled crossing to replace the existing zebra crossing on the B4103 Borrowell Lane to connect with the existing traffic-free walking and cycling route to Castle Farm (also part of National Cycle Network Route 52) to Warwick. It was proposed that the new Toucan crossings would form part of the consultation.

The March 2023 Cabinet report committed the Council to undertaking a six-week period of consultation following the completion of the route design. However, the report did not specify the scope of that consultation. Appendix 1 to the report set out the proposed scope of the consultation, along with a procurement brief to enable a consultation expert to be brought on board to manage the process on behalf of the Council.

It should be noted that Appendix B of the March 2023 Cabinet report summarised previous consultation activity going back to 2016. Whilst there were clearly differing views about the proposal for a cycle route across the park, the Cabinet agreed to support further work to design the preferred route and to carry out a further consultation. Given that feedback from Historic England suggested other routes were not feasible, it was proposed that the consultation focused on feedback regarding the design of the preferred route thereby using local knowledge to help finalise any outstanding design issues.

The anticipated timescales were set out below:

| | Nov 24 | Dec 24 | Jan 25 | Feb 25 | Mar 25 | Apr 25 | May 25 |
|------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Completion of Heritage Assessment | | | | | | | |
| Consultation with FOAF | | | | | | | |
| Discussion of Heritage Assessment with Historic England | | | | | | | |
| Procurement of consultant for Public Consultation | | | | | | | |
| Discussion with Legal about public by-laws | | | | | | | |
| Detailed discussions on interface between swimming pool development and cycle path | | | | | | | |
| Public consultation | | | | | | | |
| Report to WDC Cabinet | | | | | | | |

Depending on the consultation and the decision taken by Cabinet on the way forward and the potential access to the full funding required, it was anticipated that it would be possible to complete the tender process by the end of 2025 and commence construction in Spring 2026.

In terms of alternative options, one option would be to seek views on route options through the consultation. This option was not proposed because feedback from Historic England had been clear that other options would be more damaging to the scheduled ancient monument and would not be supported by Historic England. It would therefore be misleading and raise false expectation to include this in the consultation. In any event, Cabinet had already agreed the preferred route option.

Given that previous consultations had sought views on whether there should be a cycle route across Abbey Fields at all, another option would

be to limit the consultation to exclude any question about whether a route should go ahead or not. This option was not proposed because for the first time, the choice between no route at all and a clearly defined route was clear. Further, consultation law required that the consultation was not presented as 100% a fait accompli and it was always an option not to proceed.

It was proposed an external organisation be used to manage the consultation. An alternative to this would be to manage the consultation internally within the Council. This option was not proposed due to capacity constraints which would risk further delaying the consultation. However, it would be important that the Council took responsibility for ensuring that the matters set out in paragraphs 3.3 and 3.4 in the report were built into the process.

Councillor Williams proposed the report as laid out.

Resolved that the brief for the procurement of an external organisation to undertake a six-week consultation on the Abbey Fields cycle route (as set out in Appendix 1 to the report), be approved.

(The Portfolio Holder for this item was Councillor Williams).
Forward Plan Reference 1,397

76. **Cost of Living Project Proposal**

The Cabinet considered a report from the Chief Executive which sought approval from Cabinet for the allocation of the £65k per year for the next three years to Citizen Advice South Warwickshire, to deliver an outreach financial advice service across Warwick District.

The cost of living was continuing to have a devastating impact on household budgets for many people in making decisions about what they prioritised.

The Council was keen to do what it could to help families and vulnerable individuals access the range of support available.

The vision of Citizens Advice South Warwickshire (CASW) was that it sought to provide free, independent, confidential, and impartial advice to everyone on their rights and responsibilities. CASW valued diversity, promoted equality, and challenged discrimination.

Citizens Advice South Warwickshire had a long-standing track record of delivering financial advice and support to residents in the District. This was an opportunity to build on the significant ongoing investment that the Council already provided to Citizens Advice South Warwickshire.

The project was to enable Citizens Advice South Warwickshire to expand its services by appointing two full time Generalist Advisers to cover several key locations including Parish areas, community hubs, health centres, libraries, churches, and faith groups, with regular drop-in services for local residents.

This would be delivered as face-to-face provision, close to where residents lived and would augment Citizens Advice existing provision at the Community Pantry in Lillington, drop-in services at Hamilton Terrace, and at the Royal Pump Rooms.

The new service would be able to support residents with complex needs by providing a clear referral route into more targeted support through their projects including Advice Action Empower in Warwick Town, Warwick Foodbank and the debt team.

Citizens Advice South Warwickshire were committed to working with health partners and local surgeries to ensure a seamless advice pathway for patients to find out more about how Citizens Advice South Warwickshire could provide confidential advice to help build resilience and better manage their health outcomes.

In addition, Citizens Advice South Warwickshire ran a telephone line, offering full advice via telephone that ensured that residents had further support available to them whether it be before or after their face-to-face appointment.

The appointed workers would liaise closely with other providers working in the community including Parish areas, Age UK, WDC Heart Team, Church and other religious organisations, health partners, Dementia Support Team, community hubs and warm/social hubs across Warwick District.

The referral pathways would be via telephone, signposting onto workers alongside a dedicated email access point. Referrals would also come from the telephone line and from the supervisors and volunteers who saw clients face to face at Hamilton Terrace.

An alternative option would be to utilise the additional funding to create a Warwick Support Fund aimed at older people impacted by the removal of the winter fuel allowance who were just above the threshold of pension credits and struggling families. WDC could support these two groups by providing fuel vouchers and signposting for food support. However, the Citizens Advice South Warwickshire proposal offered a more comprehensive package of support for WDC residents.

Another alternative would be to do nothing, which was not recommended as residents of the District would not benefit from this additional assistance.

Councillor Sinnott proposed the report as laid out.

Resolved that

- (1) Citizens Advice South Warwickshire be allocated the £65k per year over the next three years to deliver an outreach financial advice service across the District, be approved;
- (2) the allocation of funding based on the Service detailed in appendix 1 of the report, be

approved; and

- (3) the funding will be allocated in the form of a grant/service level agreement which will be measured against the following key performance indicators detailed in appendix 1 to the report, be agreed.

(The Portfolio Holder for this item was Councillor Sinnott).
Forward Plan Reference 1,505

77. Advertising and Sponsorship Policy

The Cabinet considered a report from Marketing and Communications which sought to provide framework and guidance for officers when advertising or sponsorship opportunities were sold to local businesses and organisations.

Advertising was the practice and techniques employed to bring attention to a product or service, which put it in the spotlight, drew it to the attention of consumers, and was usually paid for.

Sponsorship was to support an event, activity, person or organisation financially or by providing products or services. It should be mutually beneficial and should not be confused with other types of funding which the Council administered, such as grants.

There could be cross-over between how advertising and sponsorship works in Corporate Advertising & Sponsorship Policy. For example, advertising on roundabouts was usually called sponsorship because the funds supported the cost of maintaining these Sites.

The Council's use of advertising was part of the Council's ongoing commitment to communicate openly, provide important public information, raise awareness of the Council's role, work, and successes, encourage positive behaviour change, and promote opportunities for people to engage with the Council and local decision making. Examples included promoting local consultations, encouraging people to vote and promoting the Government's cost of living campaigns.

In June 2024, the Change Programme Board approved the proposal to generate income via selling advertising space on the Council's website and offering roundabouts for sponsorship.

This initiative provided the opportunity to generate income into the Council, which could be used to support and enhance services. It had been fully reviewed where there was the potential for this policy to impact the Council's reputation, firstly if it was not managed and coordinated effectively and consistently, and secondly, if the officers coordinating it did not have the expertise or understanding of how to capitalise on the benefits of effective advertising and sponsorship. Whilst advertising and sponsorship provided the opportunity for income generation, it was essential that it was managed within the wider context of the Council's strategic aims and priorities and advertiser/sponsor's organisations aligned with the Council's core values.

This Policy would provide a consistent framework to centralise the approach to advertising/sponsorship opportunities. It would provide clear aims and objectives for accepting advertising/sponsorship, and conversely, reasons why some organisations would be rejected.

In addition, the Policy would provide the necessary governance for this new initiative. The Head of People and Communications together with the Marketing and Communications Manager and the Head of Service from the related service area, would have the final say on every advertising/sponsorship opportunity, where any issues would be discussed with the wider Senior Leadership Team, so that each advertiser/sponsor could be evaluated on a case-by-case basis.

The Marketing and Communications Manager would oversee the advertising/sponsorship as it progressed. They would ensure the WDC brand was reflected accurately, and cross-check advertising/sponsorship across the Council which could have been requested via different service areas.

The Advertising and Sponsorship Policy would provide a basis to support officers with understanding the impact of their advertising/sponsorship on the Council's reputation, which ensured aims and objectives were aligned with Council's strategic priorities as well as its core values.

The alternative option would be to manage advertising and sponsorship without this Policy. However, the potential inconsistency of approach and lack of governance and expertise in this area would risk mistakes being made and put the Council's reputation at risk. It could also impact existing relationships with organisations who would be impacted if WDC got it wrong.

Councillor Melrose proposed the report as laid out.

Resolved that the approach and process as detailed in the Advertising and Sponsorship Policy (Appendix 1 to the report), be approved.

(The Portfolio Holder for this item was Councillor Melrose).
Forward Plan Reference 1,506

78. Election Count Venue – Code of Procurement Practice Exemption

The Cabinet considered a report from Governance which requested an exemption from the Code of Procurement Practice to enter an agreement with Grandstand - Stoneleigh Events Limited (and individual contracts for each event) for the provision of an election count venue (in May 2025, May 2027, May 2028, May 2029 and up to one other occasion) along with associated ancillary services for the venue hire.

The Council's Code of procurement Practice required a competitive process for all contracted spend above £25,000. However, CPV 75100000-7 (administration services) within the Light Touch Regime of the Public Contract Regulations 2015 (PCR2015) provided flexibility

procuring contracts with a total spend below £552,950 +VAT, which gave discretion to the Council to award without going out to competition if it was deemed not beneficial to do so, as long as the decision-making process was fair, open, and transparent.

The provision of the Count venue was the responsibility of the Returning Officer (which for Warwick District Council was the Chief Executive) for each election. The elections project board had considered options for the delivery of the election count for 2025 through to 2029.

The project board, worked with the Procurement Team and recognised there was a need to test the market to see what suppliers were available locally for an agreed specification. The Returning Officer wanted to ensure agreement was in place to cover the whole election cycle of Parliament where an election could be called within minimum notice. This way it removed a significant risk to delivering elections and provided a secure working environment.

Therefore, an outline specification for a venue was developed to allow for the delivery of the election count for WCC elections in 2025 (Warwick District Divisions), District & Parish (2027) PCC Election (2028) (for WDC Area) and WCC Election (May 2029) (Warwick District Divisions). Agreement was also sought for the venue host another election in this period, i.e. the next UK General Election, which was due to take place before August 2029.

Expressions of interest were sought and the only venue that expressed an interest was the current provider at Stoneleigh Park. Officers had assessed the venue and agreed that it met the outline specification provided.

In terms of alternative options, the Returning Officer had considered alternative venues, within the Council's portfolio of assets, and methods of operation, but these were not considered appropriate for the delivery of this significant event for the Council, especially as none of its assets owned were of suitable size.

Councillor Davison proposed the report as laid out.

Resolved that an exemption under the Code of Procurement Practice of up to (£200,000) for the Council to enter a contract with Grandstand - Stoneleigh Events Limited (and individual agreements for each event) for the provision of an election count venue (in May 2025, May 2027, May 2028, May 2029 and up to one other occasion) along with associated ancillary services for the venue hire, be approved.

(The Portfolio Holder for this item was Councillor Davison).
Forward Plan Reference 1,524

79. **Mill Gardens and Castle Farm Play Area Upgrade**

The Cabinet considered a report from Safer Communities, Leisure and

Environment which sought authority to proceed with the project, as funding was in place for the replacement and improvement of the play areas in Mill Gardens and Castle Farm.

WDC was seeking to improve the quality of Green Spaces throughout Warwick District. This was to ensure that everyone had access to high quality public open spaces within 15-minutes' walk of their home that were defined as 'good' by the Green Flag self-assessment criteria.

The Cabinet report related to two sites shown in images within the report and it was intended that Mill Gardens play area would be delivered first – once the procurement process had been followed, and then Castle Farm play area would follow once improvement works to the drainage on the site had been undertaken which was anticipated to be in May 2025.

Where relevant, the report aimed to deal with the sites in order with Mill Gardens first, however, the Equality Impact Assessments had been assessed separately to reflect the site differences and opportunities.

At Mill Gardens, in the area under the extensive tree canopies from the mature and well-established trees there were large areas of shrubs. These were mature but there was a significant issue with rodents in the area and they could invite litter to collect. Part of the design of the area would be to remove the dense shrubs in the northeast area of the site to reduce vermin and to open the site up in this area as well as provide shade within the play area.

The Castle Farm site was located between the edge of the suburban area in Kenilworth and the area related to the Castle and the surrounding area including the fishponds and the footpath link to Abbey Fields. To the west of the site was Inchbrook Brook tributary which ran to the west of the site. To the west of the hedge adjacent to the play area was the Kenilworth Moss Local Wildlife Site.

The park surrounded the leisure centre and focused on leisure activities and nature. The character of the site had been significantly altered and extended with the new leisure centre which had increased the number of visitors to the site. It also introduced a clean modern aesthetic with the introduction of new materials and a colour palette. Additionally, there were improved activities introduced to the site beyond the built form with pétanque and the outside area for the scout/guide centre. The car park of the leisure centre had also been extended to allow for extra capacity on days where the sports pitches were in use and people had travelled from the leisure centre across to the sports pitches.

The area which surrounded the new leisure centre, which including the play area, had had little investment over the past few years and was starting to show signs of age that the new building highlighted and contradicted. Castle Farm, along with other destination park play areas had some of the oldest play equipment across the District compared to the other 59 sites. Other destination parks included St. Nicholas Park and Newbold Comyn, which also had some of the oldest play equipment and were key sites for upgrading which was likely to be reflected in the Play Area Improvement Programme.

A recent questionnaire, undertaken with parents of children at Evergreen School, clearly set out the importance of facilities to afford an ease of access in terms of the parking, toilets, dropped kerbs, level thresholds etc. that meant the site was more able to meet the needs of accessible users than other sites in the local area. The play equipment as it was, did not reflect an accessible environment and would be a key focus of the design, both in terms of consultation and play equipment and surfacing.

The replacement of the play area, which included equipment and surfacing, was proposed to improve the area as part of the ongoing commitment to improving green spaces within the District. The Green Space Strategy had focused its investment over the last 12 years on neighbourhood parks and play areas and the focus was now on the destination parks such as Mill Gardens and Castle Farm. There was an annual inspection of all play area sites in the District undertaken by The Play Inspection Company. Within the site-specific risk assessment undertaken in March 2024, the annual inspection highlighted the need for investment at both sites.

Play equipment required a vigilant and cyclical maintenance program for both repair and replacement to ensure it was not outdated or no longer functioned through wear and tear, weathering or anti-social behaviour. The maintenance program ensured the play equipment was safe to use for the community.

A revised Play Area Improvement Programme was estimated to be provided to Cabinet in May 2025, which would list year by year a programme of all the Districts' play areas that needed upgrading and the investment needs. This programme would be based on the latest annual inspection/condition survey as well as other factors discussed further below.

Officers had reflected on the last annual inspection outcomes and believed there was an opportunity to have the installation of new play areas at Mill Gardens and Castle Farm well underway prior to the formalisation of the updated Play Area Improvement Programme. The Green Space Team regularly considered the need to repair, revitalise, and replace play equipment and the play environment to provide a good play experience for children and families in the District but also in terms of play value, that the item of play equipment provided interest and grew skills and physical challenge to aid growth.

In addition to regular inspections by Council officers and Idverde play team, the Council also commissioned an annual audit by a specialist consultancy to undertake a detailed and comprehensive inspection of all public play facilities to ensure they were fully aware of the current condition and anticipated life expectancy of play equipment.

This information fed back into the commissioning and specification of play equipment on new sites as well as the ongoing maintenance for play equipment undertaken within the Green Space team.

At the time of writing, the play area failed to fully meet Play England's 10 principles for designing successful play spaces, which were:

- 'bespoke'
- well located

- make use of natural elements
- provide a wide range of play experiences
- are accessible to both disabled and non-disabled children
- meet community needs
- allow children of different ages to play together
- build in opportunities to experience risk and challenge
- are sustainable and appropriately maintained
- allow for change and evolution

The evaluation regarding the need to replace play equipment was based on several factors which included the following.

The play equipment in Mill Gardens lacked key components which would be included in the replacement play equipment, such as no swing provision and limited equipment for people with accessibility issues. Equipment, such as the shelter, had been removed and there was a void area in this prominent part of the park.

Within Castle Farm, there was a variety of play equipment to provide a range of play activities such as swinging, climbing, sliding, rotating, sand play, rocking etc. However, the play experience was lacking, and it did not provide a coherent play experience. For example, there was a sand area with limited play equipment near a rope climber pyramid. The incremental development of the play area was let down by the older pieces of play equipment, such as the swings and the multi play unit, which were in disrepair with moss and algae on them.

An independent play area inspection was undertaken annually by The Play Inspection Company, who inspected the individual pieces of equipment for repair and issues that needed rectifying.

Both sites had shorter life expectancies compared to other play areas that had been upgraded over the last 15 years.

The number of repairs needed to the equipment per site could be an indicator of the remainder of life cycle left in the play equipment and would increase as items became worn.

Surfacing beneath play equipment had altered over time with different preferences emerging. In Mill Gardens, due to the location and the length of time it had been down, the bitumen surface was worn or damaged which needed addressing and the safety surfacing was in poor condition. Additionally, there was algae, silt, or moss growth on the surface which could be slippery.

Surfacing preference at the time of writing was for a rubber bonded mulch, which allowed for water to permeate to prevent standing water. It would be soft if there were falls and trips and would provide a firm surface which would allow ease of use for wheelchair users and pushchairs. The surfacing both in terms of condition and type could be a factor in considering whether play equipment needed replacing.

In Castle Farm, the older play equipment had grass mat surfacing, however, over time the surfacing had disappeared as the soil had come to the surface, which made it less absorbent. Underneath the newer

equipment there were contained areas of loose bark chippings. This could present a challenge to those with mobility issues where the step could be a barrier and the bark a challenge to wheelchairs users to overcome.

In Castle Farm, the existing play area was sited beyond the extent of the flood zone, however, the ground frequently became saturated and struggled to dry out during wet weather. Part of the plans for Castle Farm was to include a shallow Sustainable Drainage System (SuDS), beyond the play area with drainage across the area proposed. This would help ensure the play area could be used throughout the year and would provide a drainage pond designed with planting and materials to encourage wildlife. This linked to the wider goals for the site, not only to improve biodiversity, but also to provide an opportunity to improve knowledge of existing habitats onsite through onsite education.

The report by The Play Inspection Company stated there were 'some accessible features; an area that presents difficulties to the majority of people with disabilities but in favourable circumstances and certainly in partnership can be accessed.' This was less than ideal in terms of the level of play provision WDC would like to achieve in such a high profile and well used sites for the community.

The alternative option would be to retain the existing equipment to the point of failure and its removal, either incremental or wholesale, and at some point, closure. A further option would be to repair the play equipment piece by piece as they failed, however, this option would be significantly more expensive to undertake and would be likely to generate a play environment which lacked a cohesive design. WDC had completed some major repairs successfully to a few items in this play area, such as the ship, and this had been far more cost effective than replacement. For other items of play equipment, such as the smaller pieces, it would not be cost effective. Alternatively, it could be cost effective to reduce the number and variety of play equipment, however that would not meet the high standards required for these high-profile sites.

Councillor Roberts proposed the report as laid out.

Resolved that

- (1) the replacement of the play equipment and surfacing of the play areas at Mill Gardens and Castle Farm parks, subject to a maximum budget (the amount provided in confidential Appendix 1) for all costs for the construction of the project, be agreed;
- (2) authority be delegated to the Head of Safer Communities, Leisure and Environment, in consultation with the Portfolio Holder for Neighbourhood, to agree the final design within the agreed budget; and
- (3) the procurement of suitable play equipment providers, in line with Council's Code of

Procurement Practice, be approved, and authority be delegated to the Head of Safer Communities, Leisure and Environment to apply for all necessary permissions, consents, and licences to enable these works.

(The Portfolio Holder for this item was Councillor Roberts).
Forward Plan Reference 1,512

80. Decarbonisation and Energy Efficiency Framework for Council Homes

The Cabinet considered a report from Housing which sought approval for the Decarbonisation and Energy Efficiency Framework for Council Homes. The Framework set out how the Council would ensure all of its homes would reach at least EPC 'C' by 2030 and the challenges associated with meeting this target.

WDC's Corporate Strategy included a strategic priority of 'Low Cost, Low Carbon Energy across the District'. This committed the Council to finding ways to reduce energy consumption and bills across its residential and commercial properties. Part of this priority included developing a Decarbonisation and Energy Efficiency Strategy to ensure existing Council homes reached a minimum of EPC 'C' by 2030.

In addition to the Corporate Strategy priority, commitments to improving our housing stock to meet EPC 'C' were made in the Climate Change Action Plan and Fuel Poverty Strategy. More widely, the energy efficiency of social housing was an important national issue and had recently been included as part of the of the Regulator for Social Housing's statutory consumer regulation objective.

Improving the energy efficiency of our housing stock was therefore of high importance, but there were a significant number of challenges to achieving this. The purpose of the Framework was to understand these challenges and set out how the Council would address them.

The Framework was attached at Appendix 1 to the report. It began by detailing the wider policy context that it sat within and explained why reaching EPC 'C' was an appropriate target. Importantly, this target was not the end point for the Council's efforts to improve the efficiency of its housing stock, but a milestone on the journey to Net Zero. It was expected that there would be further work to improve WDC's homes beyond EPC 'C' and where upgrades were undertaken to the homes, these would consider the wider goal of reaching Net Zero.

The Framework also laid out in detail the challenges to reaching EPC 'C', which included the diversity of WDC's housing stock, the data held about Council homes and the need for effective resident engagement. The cost implications and resource limitations were also discussed along with the funding opportunities for energy efficiency works.

To address these challenges, four key principles were identified:

- "improve the quality of our energy performance data and our

- knowledge of our housing stock;
- work in partnership with our residents to deliver upgrades and ensure that any improvements benefit residents' energy costs and comfort;
- integrate energy efficiency/building performance into our maintenance and improvement works; and
- make sure upgrades represent value for money and seek funding to contribute to energy efficiency improvements."

These principles would serve as a simple framework against which any work associated with improving the energy efficiency of our homes could be assessed. In addition, the principles formed the basis for an action plan which set out specific tasks that officers considered necessary to reach EPC 'C' and against which progress could be measured. Given this was a substantial long-term project, the actions and target dates might evolve as our knowledge and experience builds. As such they would be reviewed as necessary.

There were also several broader delivery milestones associated with this project to highlight for context as follows:

- "Surveyors recruited - April 25.
- Work on EPC F properties commences – April 25.
- Stock Condition Survey finalised – August 25.
- Analysis of Stock Condition Survey work against works required for Decarbonisation– October 25.
- Delivery programme constructed – December 25.
- HRA Business plan – HIP approved – February 26".

It should also have been noted that the Framework was focused on Council owned rented homes and did not include leasehold homes where the Council remained the freeholder (as the Council had no right to make alterations within the home of leaseholder) unless it was necessary to do work to such properties to facilitate work on our rented homes, such as to the fabric of the building. Even where improvements were made to a leasehold property, the Council was unable to undertake an EPC to measure the effectiveness of the work as the property was not in the Council's ownership.

There were two alternative options to approving the current framework. The first, was not to approve it and cease work on it. However, this would be contrary to the commitments within several Council policy documents, which included the Corporate Plan.

The second option was to require changes to the Framework if Members considered these were necessary. This could be done in two ways, either by giving instructions to officers and delegating final approval of the Framework to the Portfolio Holder for Housing and Assets once the changes had been made or by requesting changes and that the Framework be presented again to Cabinet for approval when completed.

Councillor Williams proposed the report as laid out.

Resolved that the Decarbonisation and Energy Efficiency Framework for Council Homes set out at

(The Portfolio Holders for this item were Councillor Adkins and Councillor Williams).

Forward Plan Reference 1,504

81. Lease extension to Myton Church for the Westbury Centre

The Cabinet considered a report from Place, Arts and Economy, which brought forward proposals for Cabinet to agree a new extended lease to Myton Church for the property known as the Westbury Centre, and to agree a similarly extended lease to the adjacent property known as Jubilee House, in the circumstance that this property was assigned to Myton Church from the existing tenant. The report also sought agreement that each lease was granted at one peppercorn, given that the combined value of each lease extension was less than the existing repairing liabilities Warwick District Council potentially held on the Westbury Centre.

The Westbury Centre was located in the south of Royal Leamington Spa Town Centre off Westlea Road within a residential suburb. A 1950s building of brick construction, it comprised a full height main hall under a shallow dual pitched roof with single storey flat roof extensions constructed directly south, east, and west. There was an area of landscaping to the front of the building along with a hard surfaced car park and games court to the side (set out in Appendix 1 to the report, tinted pink on Plan 1).

In 2004, Warwick District Council (WDC) let the Westbury Centre to Warwickshire Association of Youth Clubs (WAYC, subsequently known as Young People First (YPF)) on a term of 99 years as headquarters and a youth club and community centre for which WDC received a capital receipt at the commencement of the lease followed by a peppercorn rent of £1 per annum, if charged, for the length of the lease. As such, WDC retained the freehold of this land.

Additionally in 2004, land to the rear of the Westbury Centre was let to WAYC/ YPF on a co-terminus term of 99 years following which YPF built a modern two storey office building with associated car parking in 2006 (known as Jubilee House), which provided accommodation in support of the youth & community centre (Appendix 1 to the report, tinted blue on Plan 1). WDC also received a capital receipt at the commencement of this lease followed by a peppercorn rent of £1 per annum, if charged, for the length of the lease. As such, WDC retained the freehold of this land.

In 2014, YPF assigned its leasehold interest within the Westbury Centre to Myton Church (MC) and more recently WDC had been approached by YPF regarding their intention to assign their remaining leasehold interest (78 years) for the Jubilee House site to MC, as permitted under the terms of their lease.

In turn, MC had approached the Council regarding their wish to be granted a new lease term of 250 years for their Westbury Centre site and to request the same term for the neighbouring Jubilee House site, should the assignment from YPF to MC take place.

These longer-term leases were required by MC to support their intention to undertake significant investment to refurbish or redevelop the Westbury Centre buildings that were dated, suffered from a poor layout, structural issues, as well as poor energy efficiency. Their intention was to provide updated or new accommodation that better served the needs of the Church and the local community, as well as delivering an energy-efficient lower carbon building. The more modern Jubilee House element would, if assigned to MC, be retained as part of and to support their new development.

MC's request for one (or possibly two) new longer-term lease/s of 250 years (in comparison to the 78-year remaining term/s) provided them with the certainty and long-term legacy to encourage successful fundraising through its members and beyond.

Whilst the alternative option of a freehold sale of the Council's land had been considered, in retaining the freehold title, the Council maintained wider control on the future of the site, given its adjacency to the Ford's Field recreation ground and that the Council also ensured the site was used for community use. Whilst such similar restrictions might be placed on a freehold title, retention of the freehold and provisions within a long lease provided suitable controls on the site and the ability to determine longer-term use of the site should the current tenant's intentions change.

WDC had therefore used consultant valuation surveyors to provide leasehold valuation figures to show the value of the proposed two new longer terms leases. (see Confidential Appendix 2, Table 1 to the report).

Surrendering both leases and granting new longer-term leases required the parties to consider upon what terms the new longer-term leases would be granted. The parties had discussed permitted user clauses associated with the Church and the continued community use of the facility, as well as standardising landlord and tenant responsibilities, consistent with a long lease including no break clauses and MC taking full repairing liability for the Westbury Centre, in contrast to the terms of their existing lease.

Confidential Appendix 1 to the report set out cost data regarding repairing liabilities WDC potentially held on the Westbury Centre.

WDC had received legal advice as referred to in Confidential Appendix 1 to the report.

Negotiations with MC had arrived at a mutually beneficial position as referred to in Confidential Appendix 1 to the report.

Both new leases would be granted at a consideration of one peppercorn as explained in the Confidential Appendix 1 to the report.

In terms of alternative options, Cabinet could decide not to grant the new extended lease(s), however, this would likely hinder MC's ability to fundraise and undertake the wider improvements they sought to make to the buildings and consequently the facilities available to their organisation and the local community. Please also see Confidential

Appendix 1 to the report regarding this option.

A second alternative was outlined in the Confidential Appendix to the report.

Cabinet could decide to sell the freehold of each site. However, by retaining the freehold title the Council maintained long term control on the future of the site adjacent to a WDC owned open space as well as its use for community value. Whilst restrictions might be placed on a freehold title, provisions within a long lease provided suitable and potentially stronger controls on the site and the ability to determine longer-term use of the site should the current tenant's intentions change.

Councillor Adkins proposed the report as laid out.

Resolved that

- (1) the surrender and re-grant of a lease term of 250 years to Myton Church for the land and buildings known as the Westbury Centre for one peppercorn (Appendix 1, area tinted pink on Plan 1 to the report), be approved;
- (2) the surrender and re-grant of a lease term of 250 years to Myton Church for the land and building known as Jubilee House (Appendix 1, area tinted blue on Plan 1 to the report) in the circumstance that Myton Church first takes an assignment of this property from the existing lease holder, Young People First, be agreed;
- (3) in each case, a 250-year lease is granted at one peppercorn, be approved; and
- (4) authority be delegated to the Deputy Chief Executive to agree the rest of the terms of each new 250-year lease.

(The Portfolio Holder for this item was Councillor Adkins).

Forward Plan Reference 1,508

82. Response to Government Consultation on enabling remote attendance and proxy voting at local authority meetings

The Cabinet considered a report from Governance which brought forward a proposed response from Warwick District Council in respect of the Government consultation on enabling remote attendance and proxy voting at Local Authority meetings.

The Government started a Consultation on the 24 October 2024 for eight weeks on enabling remote attendance and proxy voting at local authority meetings. The consultation sought views on the detail and practical implications of allowing remote and hybrid attendance and proxy voting at local authority meetings in England.

The Government was consulting on introducing powers for local authority members to apply to the relevant authority for a dispensation to attend formal Council meetings remotely and vote by proxy in certain circumstances.

The Government had set out its intention to reset the relationship between central and local government as partners in delivering better outcomes for the communities they collectively represent. The Government was of the view that key to this was supporting the sector to modernise democratic engagement, raise standards, and widen the range of candidates standing for Council by removing unnecessary barriers.

The attendance of elected Members at local authority meetings was a core part of the democratic process at local level and was integral to Members carrying out their functions effectively. In addition to the value of Members coming together to debate and discuss the issues which impact the lives of the people they represented; it was also important that local residents had the opportunity to engage directly with the people they had elected to take key decisions on their behalf.

At the same time, the Government recognised that there were circumstances in which it might not be possible for Members to attend Council meetings in person. It was with this in mind that the Government intended to amend the law to introduce provisions for remote attendance at local authority meetings.

The Government's intent was that this increased flexibility would strike the balance between the principle that significant in-person engagement remained vitally important, and a recognition that there would sometimes be a need to accommodate Members' requirements to attend Council meetings remotely. It was hoped this would encourage a wider diversity of people willing and able to stand and actively participate in local democracy by creating improved conditions where meetings were accessible and inclusive.

In addition, the Government was seeking views on the possible introduction of proxy voting for those occasions when an elected Member, due to personal circumstances, might be unable to attend even remotely, for example during maternity, paternity or adoption leave.

As part of the awareness of the consultation, officers highlighted the consultation to all Parish/Town Clerks in Warwick District and all District Councillors. It was also included in the Chief Executive/Leader weekly email and the District Council newsletter.

The views of the Chairman of the Council, Committee Chairs and Group Leaders were sought. The views from this feedback were built into the consultation response which provided a balanced view overall. It showed the advantages but also the potential challenges and risks of the proposals.

In terms of alternative options, the recommendation was for the Cabinet to approve the Council's response to the consultation. The Cabinet could choose to change the response, but it should be mindful this had been

built on feedback from the Chairman of the Council, Committee Chairs and all Group Leaders, therefore this was not recommended. The Cabinet could also decide not to respond to the consultation for the Council, but this was not advised.

Councillor Davison proposed the report as laid out.

Resolved that the response from the Council, as set out at Appendix 1 to the report, to the Government Consultation on enabling remote attendance and proxy voting at local authority meetings, be approved.

(The Portfolio Holder for this item was Councillor Davison).
Forward Plan Reference 1,516

83. **Criteria for the Freedom of District or awarding status of Alderman/Alderwoman**

The Cabinet considered a report from Governance which brought the criteria for the appointment of Honorary Aldermen and Women of the District and Honorary Freeman and Women of the District for approval.

In March 2024, the Chairman of the Council announced the intention to award five or six people Freeman or Freewomen of the District. This would be combined to mark the move of Council meetings back to the Town Hall from Shire Hall.

To progress this, a Working Group was established by the Chairman, which comprised of the longest serving male and female Councillors, a Portfolio Holder, the current Chairman, and the incoming Chairman and Vice-Chair of the Council. The intention was for the Working Group to identify a process seeking nominations for these positions from across the District, review any nominations and recommendations that would be brought to Council.

In reviewing the legislation for the appointment of Freeman or Freewomen of the District it was noted the provision in respect of Aldermen and Alderwomen. This title was reserved in law for those individuals' who had served as Councillors on the appointing Council.

The title of Alderman or Alderwoman was an honorary title and was bestowed by the Council on former Councillors in recognition of their eminent service to the Council and community.

The Local Government Act 1972 (Section 249) permitted the Council to confer the title of Honorary Alderman on persons who had rendered eminent services to the Council. A resolution had to be passed by no less than two thirds of the Members voting at a specially convened Council Meeting was required to appoint Aldermen or Alderwomen.

Since 2009, the Council had been able to confer the title of Honorary Alderwoman on former female Councillors who met the criteria.

An Honorary Alderman or Alderwoman had the right to attend civic

ceremonies and meetings of the Council but did not have the right to vote at any such meetings, and Aldermen and Alderwomen did not receive any allowances or payments from the Council.

Similar to becoming Honorary Alderman or Alderwoman, the Council could also award Freedom of the District to individuals, but they did not have to have served on the Council and did not have the right to attend civic ceremonies and meetings of the Council.

Honorary freemen or honorary freewomen should be persons of distinction, and persons who had, in the opinion of the authority, rendered eminent services to that place or area.

While the proposals were aimed at a celebration of the 50th Anniversary of Warwick District Council, away from this it was good practice to have arrangements in place in case there were nominations or appropriate individuals these awards could be bestowed upon.

The intention was that those awarded would be provided a certificate of award and would be invited to formal presentation by the Chairman of the Council. It was required that a Council meeting specifically for the award would be convened. For the award of Freedom of the District to the Royal Regiment of Fusiliers the award by Council was made in June 2013 (as a short Council meeting prior to a normal Council meeting) with the event to mark the award held in November of the same year. The details of the events to mark any awards would be formalised by the Chairman at the appropriate time.

In terms of alternative options, consideration was given to the potential to have a more general awards scheme that enabled recognition of community groups or businesses or provided a different name to the award. As the provisions set out in the report were those provided in statute, therefore affording more weight and importance it was not considered appropriate to look at other awards at this time.

Councillor Davison proposed the report as laid out.

Resolved that

- (1) the procedure and criteria for awarding the status of Honorary Alderman or Alderwoman of the District and Honorary Freemen or Freewomen of the District as set out at appendixes 1 to 3 to the report, be endorsed; and
- (2) the timescale for making these awards as part of the conclusion of the commemoration of the 50th Anniversary of the District Council, be noted.

(The Portfolio Holder for this item was Councillor Davison and Councillor Billiald).

84. Employment Committee Minutes – 17 September 2024

The recommendations in the minutes were approved.

85. Planning Applications – High Rise Fire Safety Works

The Cabinet considered a report from Housing which sought delegated authority for officers to submit planning applications for the removal and replacement of exterior cladding to High Rise blocks and associated work, required for Fire Safety improvements.

Warwick District Council was working with Wates Living Space to prepare designs and programme delivery of works to remove unsafe cladding and refurbish four High Rise blocks:

- Westbrook House;
- Ashton Court;
- Southorn Court; and
- Radcliffe Gardens

The removal of unsafe exterior cladding would necessitate replacement cladding including insulation and appropriate fire barriers. This work also created an opportunity to complete other improvements such as replacement windows, roofs, and ventilation systems.

The projects planned for each of the above four High Rise blocks would be assessed and approved by the Building Safety Regulator before works could commence on site. However, before submitting plans to the Regulator, WDC were required to apply for planning permission for the proposed work. This was because the works affected the exterior appearance of the buildings including the choice of cladding, window and door materials, as well as finishes and colours.

A Planning Application would be submitted for each block as part of the project programme. Before submitting any planning applications, WDC would consult with tenants and residents, key stakeholders, the Portfolio Holder and Ward Councillors so WDC could understand and incorporate views on the proposals. Briefing sessions and consultation events would be planned in due course.

Determining planning applications of this nature typically took eight to ten weeks, which allowed for the statutory consultations, officer considerations and Planning Committee. Westbrook House was the first block to reach this stage and pre-application discussions with the Planning Team had already commenced and would continue until the final application was submitted by our design partners Wates Living Space.

It was envisaged that the planning application for Westbrook House would be submitted January 2025. Subsequent applications for the remaining blocks would be submitted when required and following necessary consultation.

There were two alternative options. The first was to require Cabinet approval for each planning application. This option was not favoured as it would require additional officer time to prepare reports and additional Cabinet time to consider them. This would delay the necessary improvements. The second option was not to allow applications to proceed. This would prevent the necessary improvements being undertaken and given the fire safety implications, this was not considered a viable option.

Councillor Adkins proposed the report as laid out.

Resolved that the Head of Housing in consultation with the Portfolio Holder for Housing and Assets, be authorised to submit planning applications for the removal and replacement of exterior cladding and related works to High Rise blocks owned by the Council.

(The Portfolio Holder for this item was Councillor Adkins).

86. **Public and Press**

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

| Minutes Numbers | Paragraph Numbers | Reason |
|-----------------------------|----------------------|-------------------------------------------------------------------------------------------------------------|
| 87,88,89,90, 91,92, & 93 | 3 | Information relating to the financial or business affairs of any particular person (including the authority |

Part 2

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

87. **Confidential Appendix to Minute Number 74 - Procurement Exercises over £150,000**

The confidential appendix was noted.

88. **Confidential Appendix to Minute Number 76 - Cost of Living Project Proposal**

The confidential appendix was noted.

89. **Confidential Appendix to Minute Number 79 - Mill Garden and Castle Farm Play Area Upgrade**

The confidential appendix was noted.

90. **Confidential Appendix to Minute Number 81 - Lease extension to Myton Church for the Westbury Centre**

The confidential appendix was noted.

91. **HRA Repairs and Maintenance Procurement**

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Adkins).
Forward Plan Reference 1,515

92. **Joint Waste Contract – Client Management**

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Roberts).
Forward Plan Reference 1,450

93. **Confidential Minutes**

The confidential minutes of the meetings 4 September 2024 and 17 October 2024 were approved and signed by the Chairman as a correct record.

(The meeting ended at 7.05pm)

CHAIR
6 February 2025

Title: General Fund Revenue and Capital Budget 2025/26

Lead Officer: Andrew Rollins (01926 456013)

Portfolio Holder: Councillor Chilvers

Wards of the District directly affected: N/A

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|-------------|-----------------|
| Portfolio Holder | /01/25 | Cllr Chilvers |
| Finance | /01/25 | Steven Leathley |
| Legal Services | | |
| Chief Executive | /01/25 | Chris Elliott |
| Director of Climate Change | /01/25 | Dave Barber |
| Head of Service(s) | /01/25 | Andrew Rollins |
| Section 151 Officer | /01/25 | Andrew Rollins |
| Monitoring Officer | /01/25 | Graham Leach |
| Leadership Co-ordination Group | | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes | |
| Accessibility Checked? | Yes | |

Summary

The report informs Members on the General Fund Budget for Warwick District Council, including proposals for growth, plus the Medium-Term Forecasts up to 2028/29. It will be presented to Full Council alongside a separate report recommending the overall 2025/26 Council Tax Charges for Warwick District Council.

The report presents a balanced budget for 2025/26, which the Council has achieved through the use of available reserves, as expected and outlined in the Medium Term Financial Strategy approved alongside the 2024/25 Budget in February 2024. The Council makes a prudent assumption that £1m of the Core Finance Settlement will be reoccurring and treats the remainder as non-recurrent to support non-recurrent additional activity and replenish reserve balances, and not to support ongoing core revenue spending. The budget factors in the second year of the Councils £2.5m change programme, with £0.7m of recurrent delivery targeted. The first year of the change programme (2024/5) met its £0.3m target.

In advance of the report to approve the 2025/26 Council Tax Charges going to Council, a 2.99% increase has been recommended by Officers, in line with the Medium Term Financial Strategy (MTFS) last approved in February 2024.

Recommendation(s)

- (1)** That Cabinet recommends to Council to approve the proposed 2025/26 revenue budget as detailed in section 1.2 and notes the shortfall on the year of £2.5m is addressed using the General Fund Volatility Reserve.
- (2)** That Cabinet recommends to Council to approve the Council Tax charges for Warwick District Council for 2025/26 before the addition of Parish/Town Councils, Warwickshire County Council and Warwickshire Police and Crime Commissioner precepts, for each band with an increase at band D of 2.99%.

| | £ |
|--------|--------|
| Band A | 125.07 |
| Band B | 141.91 |
| Band C | 166.76 |
| Band D | 187.60 |
| Band E | 229.29 |
| Band F | 270.98 |
| Band G | 312.67 |
| Band H | 375.21 |

- (3)** That Cabinet notes the impact on the Medium-Term Financial Strategy (MTFS) due to changes detailed within the report, how these changes are expected to be accommodated through the delivery of an organisational change programme, due to be presented to Cabinet in March.

- (4) That Cabinet recommends to Council to approve the reserve projections and allocations to and from the individual reserves as detailed in Section 1.8, including the ICT Replacement, Equipment Renewal and Planned and Preventative Maintenance (PPM) Schedules.
 - (5) That Cabinet recommends to Council to approve the General Fund Capital and Housing Investment Programmes as detailed in section 1.9 of the report, and Appendices 7 parts 1 and 2, together with the funding of both programmes as detailed in Appendices 7 parts 3 and 4. Changes to the programme are outlined in Appendix 6.
 - (6) That Cabinet recommends to Council to approve the allocation of project funding outlined in Section 1.10 and summarised in Appendix 8.
 - (7) That Cabinet recommends to Council to approve the 2025/26 Corporate Property Repair and Planned and Preventative Maintenance (PPM) Programme totalling £0.709m as outlined in Appendix 9 and section 1.11, funded from a drawdown from the Corporate Asset Reserve of up to £0.296m. Members should also note the 5 year programme presented in the appendix, and how this programme can be accommodated by the Corporate Asset Reserve.
 - (8) That Cabinet approves the introduction of the second homes premium charge with effect from 1 April 2025. The charge relates to Council Tax and is outlined in section 1.12.
-

1 Reasons for the Recommendation

1.1 Mandatory Obligations

- 1.1.1 By law, the Council must set a balanced budget before the start of the financial year. As part of this process, it must levy a council tax from its local tax payers to contribute to financing General Fund expenditure.
- 1.1.2 It is prudent to consider the medium term rather than just the current and next financial year in the context of strategic planning and decision making, to align with the Corporate Strategy. Hence, Members receive a 5-year Medium Term Financial Strategy (MTFS) detailing the Council's financial plans, Capital Programme and Reserves Schedule, covering the period 2024/25-2028/29.
- 1.1.3 The Local Government Act 2004, Section 3, states that the Council must set an authorised borrowing limit. The CIPFA Code for Capital Finance in Local Authorities states the Council should annually approve Prudential Indicators. These will be included in the Annual Treasury Management Strategy report to Cabinet and Council in March 2025.
- 1.1.4 The Chief Financial Officer is required to report on the robustness of the estimates made and the adequacy of the proposed financial reserves. This statement is provided as Appendix 1.
- 1.1.5 This report is structured to build up and present a holistic view of the Council's finances for Members to assist them in considering the Budget and Council Tax proposals and associated matters. The report is structured as follows:-
 - 1.2 2025/26 Revenue Budget – details of main items included within the proposed 2025/26 budget.
 - 1.3 2025/26 Government Funding announcements confirmed since the Draft

budget was presented in December 2024, including the final Local Finance Settlement.

- 1.4 Business Rates – details of main drivers impacting upon the Council’s share of Business Rates, including future policy assumptions.
- 1.5 Council Tax – proposals for Warwick District Councils level of council tax for 2025/26.
- 1.6 New Homes Bonus and Funding Guarantee allocations.
- 1.7 Medium-Term Financial Strategy (MTFS) – revenue projections for the Council covering the period 2024/25 – 2028/29, based upon member decisions and the latest financial assumptions.
- 1.8 Reserves and Balances – details on the funds held by the Council, outlining how they will be used over the MTFS period and their forecast uncommitted balances.
- 1.9 Capital Programme – details of Council’s capital projects and how they are to be funded.
- 1.10 Proposals for the allocation of one-off funding to support non-recurrent activity.
- 1.11 Planned and Preventative Maintenance Programme (PPM) – agreement to the plan for 2025/26.
- 1.12 Proposals for the second homes premium Council Tax charge.

1.2 2025/26 Revenue Budget

- 1.2.1 In December 2024, the 2025/26 draft base budget was presented to members. This reflected an unbalanced position at that stage of the process, with a forecast deficit of £3.525m, with provision made to balance the budget using General Fund Volatility reserves if necessary.
- 1.2.2 At the time of presenting the draft position to members, central Government funding, including the Local Finance Settlement, had not been outlined at Council level. Therefore, only £1m had been included on a recurrent basis.
- 1.2.3 Provisional allocations have now been shared and are covered in greater detail in section 1.3 of this report.
- 1.2.4 Budget changes (Growth) totaling £1.682m had already been included in the base budget. At the time of the draft report, this left a further £0.8m of proposals awaiting a decision. While some of these required further analysis with the service areas, a final decision was delayed until the Council received details on the Local Finance Settlement to ensure that funding would be available to support the requests.
- 1.2.5 Further proposals have subsequently been added following the announcement of the Finance settlement, focused on meeting the Councils Strategic priorities.
- 1.2.6 The Executive team met with Cabinet to review the outstanding proposals put forward, and have recommended the inclusion of the following:

| | Recurrent £ | Non-recurrent £ |
|-------------------------------------------------|------------------------|----------------------------|
| Budget change (growth) requests approved | £0.110m | £0.984m |

- 1.2.7 A summary of the Non-Recurrent items can be found in Appendix 8.
- 1.2.8 The 2025/26 budget shows a deficit of £2.5m. This is in line with the MTFS approved by members in February 2024 when the budget was last set, and aligns with the expectations of the Change Programme, which was approved alongside the budget.
- 1.2.9 The key drivers of the change to the position since it was last reported in December (a deficit of £3.525m), include:
- 25/26 Budget Changes (growth) - see 1.2.6
 - Additional top-ups to reserves
 - £1m to General Fund Volatility Reserve (specifically to offset reduction in expected Fees and Charges income from 2026/27)
 - £0.5m to Service Transformation Reserve
 - £0.7m to Corporate Asset Reserve
 - £0.3m to Energy Generation Projects Reserve
 - £0.071m to Climate Change Reserve
 - Removal of services grant, as longer received in Local Finance Settlement - £0.024m

Offset by:

 - Inclusion of Non-Recurrent Local Finance Settlement funding, consisting of:
 - New Homes Bonus - £1.529m
 - Funding Guarantee – an additional £0.347m, as £1m was previously included.
 - National insurance Compensation Grant - £0.197m
 - Extended Producer Responsibility (EPR) funding for waste management - £0.954m
 - The inclusion of business rates overperformance, with any change to the Business Rate Retention system not expected to happen until 2026/27 at the earliest - £2m
 - Council Tax Base increase - £0.059m
 - Change to Collection Fund balance - £0.170m
- 1.2.10 To present a balanced budget, it is proposed to use funding from the General Fund Volatility Reserve (see section 1.10.2).
- 1.2.11 Appendix 2b includes details of the breakdown of the Budget over the Council's individual services.
- 1.3 Government Funding Announcements**
- 1.3.1 The Chancellor announced the 2024 Autumn Statement on 30 October. This gave some early indicators for how local Government funding is expected to be distributed through the finance settlement.
- 1.3.2 It confirmed that there would be a 3.2% real-terms increase in Core Spending Power (CSP) for the whole sector in 2025-26. This will include £1.3bn additional grant funding, of which at least £600m will be directed to social care.
- 1.3.3 At the time it was unclear whether District Councils would receive an increase

in-line with the sector.

- 1.3.4 The Provisional Local Government Finance Settlement was subsequently released on 18 December.
- 1.3.5 This set out that District Councils would not be receiving a 3.2% increase, with Warwick District Councils cash increase equating to just 0.3%. However, this increase is dependent upon Council tax being increased by the full amount of 2.99%. The Council tax principles of the Finance Settlement have been set out in section 1.5.
- 1.3.6 Cap compensation will be paid to mitigate for lost income arising from the decision to freeze the small business rating multiplier in 2025/26.
- 1.3.7 The Services Grant introduced in 2022/23 has now been abolished. WDC received £0.024m in 2024/25.
- 1.3.8 For some years the future of New Homes Bonus (NHB) has been subject to review, adding to uncertainty to its continuation.
- 1.3.9 However, as part of the stability, this has included NHB allocations for 2025/26 of £1.529m. There are no legacy payments attached to these new allocations.
- 1.3.10 In addition, to bridge the gap and to ensure that all Councils see a minimum 0.3% increase in their core spending power (before taking into consideration any local decisions on Council Tax), a further one-off Funding Guarantee allocation of £1.347m will be received.
- 1.3.11 The Council has also received confirmation of an increase to the Homelessness Prevention Grant, and also extra funding from the Extended Producer Responsibility for Packaging scheme, a funding stream designed to encourage manufacturers to shift to more environmentally-friendly packaging that can be recycled effectively. However, there is future uncertainty over these funding streams at this point, and therefore they have only been included on a single year basis.
- 1.3.12 The Council will continue to use NHB and the Funding Guarantee to fund one-off items, or to support the top-up of reserve balances. This is in view of the uncertainty over future allocations (with Government indicating that a redistribution of funding, including the first multi-year settlement in years, will take place from 2026/27), so it has been prudent not to use this funding to support core revenue expenditure, with this revenue only factored into the Medium-Term Financial Strategy once it has been agreed for each year, with the exception for £1m as outlined in section 1.2.2. The proposal for their use is outlined in sections 1.2.6, 1.10 and Appendix 8.
- 1.3.13 Funding reforms and changes in funding distribution, including the Fair Funding Review and Business Rates baseline reset, have been assumed to take place from 2026/27. Business Rates are discussed in section 1.4.

1.4 Business Rates

- 1.4.1 Under the current Business Rate Retention scheme, 50% of rates collected are retained within local government (40% to Warwick District Council / 10% to Warwickshire County Council), with a series of tariffs and top-ups to redistribute the revenue between local authorities to reflect the individual "needs" of authorities, and to distribute revenue to non-billing authorities. For some years the Government has been planning a move to a 75% scheme to give local authorities more incentive to encourage local businesses on the basis that the local councils would get to retain a greater proportion of the tax revenue.

- 1.4.2 The other planned change to the Business Rate Retention system is for there to be a “Re-set” of the Baselines. Under the system, each authority has a Baseline, and gets to retain a proportion of the additional tax revenues above this. Authorities such as Warwick have benefitted from this since the scheme began and operate well above Baseline. If there is a re-set to the Baseline, this would reduce the business rates that the Council retains substantially. For the fifth consecutive year the re-set has been delayed, with it now expected to be from 2026/27 at the earliest. Therefore any delay in changing the baselines is seen to be of benefit to the Council. However, the MTFS does account for a steep decrease in the Council’s forecast Business Rate income from 2026/27, where it is expected that District Councils will be impacted the most from any change.
- 1.4.3 While the details of any reform remain unknown, typically there would be some form of transitional funding available to Councils that are negatively affected. However, for prudence, the MTFS assumes for a ‘worst-case’ scenario, with this position subject to continual review as and when more information becomes available.
- 1.4.4 The Business Rate Retention scheme is very complex, with many components and parameters which drive the funding, and the timing of that funding, that Councils receive. The Council’s Business Rate Retention projections are based on figures provided by Local Government Futures, a specialist consultancy that many local authorities subscribe to. This information is supplemented with local knowledge from being part of a Business Rates Pool with other Councils across Coventry and Warwickshire
- 1.4.5 The Council is part of the Coventry and Warwickshire business rates pool. This has meant that any tariff payable is made through the pool to central Government, along with the other Warwickshire Councils (including the County Council) and Coventry City Council. The operation of the Coventry and Warwickshire pool has meant that the tariff payments made by the council are reduced and more business rates income can be kept locally. The members of the pool have once again agreed to remain within the pool going forward into 2025/26.
- 1.4.6 Given the large fluctuations in the business rates, and the difficulty in projecting the revenue, it is important that the Council continues to retain a “Volatility Reserve”. Any business rates income received in the year above the agreed baseline is allocated to the reserve. In future years, it may be necessary to fund any shortfall to the baseline from the reserve.

1.5 **Council Tax**

- 1.5.1 As part of the Finance Settlement (section 1.6) the Government has confirmed that for District Councils, their element of council tax can increase by the higher of 2.99% or £5 for 2025/26. As 2.99% is higher than £5 for this Council, this is the maximum increase in council tax for 2025/26 that is allowed for. Any increase above this level would require a local referendum.
- 1.5.2 Increasing the council tax by the maximum would protect the Council’s tax base and maximise council tax revenue. If the Council agrees a lesser increase than 2.99% (or no increase), this will erode the tax revenue of Warwick District Council from 2025/26 in perpetuity. A 2.99% increase would generate an additional £0.318m in 2025/26. If council tax is not increased, the Council’s revenue income for all future years will be suppressed by at least this amount. With the Council having to find further revenue savings in future years, the savings to be found will be that much greater. If savings in service provision

are not found, it will be necessary to make reductions in services to enable the Council to be able to agree a balanced Budget in future years.

- 1.5.3 The Tax Base for 2025/26 has now been agreed at 59,720 Band D dwellings, representing an increase of 1439 from the prior years tax base, and above the forecast used by the Government in setting the Local Finance settlement. The figures also reflect the actual impact on the changes to the Local Council Tax Reduction Scheme introduced in 2023/24.
- 1.5.4 The 2024/25 estimated council tax balance in respect of Council Tax income for the current year has recently been reviewed. This gives a total estimated surplus balance of £0.684m as at 31 March 2025. This balance has to be shared with the major preceptors in 2025/26, with this Council's element being £0.70m. Estimating the tax base is invariably very difficult, and frequently results in a deficit or surplus balance which would need to be financed subsequently. The current economic conditions, and the actual impact on the changes to the Local Council Tax Reduction Scheme introduced in 2023/24 have increased the challenge of estimating the tax base with increased levels of certainty. The model used to forecast the tax base is continually revised to take into consideration current economic and sector conditions, including changes to stamp duty legislation.
- 1.5.5 The Medium-Term Financial Strategy (discussed in section 1.7) assumes council tax increases for future years of 2.99% per annum from 2025/26. Any departure from this will increase the level of the future deficit, and the values required to be achieved within the change programme.
- 1.5.6 Therefore the Officer recommendation within this report is for District Council's element of council tax for 2025/26 to be increased by 2.99%. On this basis, the 2024/25 council tax for each band would be as follows:-

| | £ |
|--------|--------|
| Band A | 125.07 |
| Band B | 145.91 |
| Band C | 166.76 |
| Band D | 187.60 |
| Band E | 229.29 |
| Band F | 270.98 |
| Band G | 312.67 |
| Band H | 375.20 |

- 1.5.7 Members must bear in mind their fiduciary duty to the Council Taxpayers of Warwick District Council. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision that no reasonable authority could come to, balancing the nature, quality and level of services that they consider should be provided, against the costs of providing such services. By increasing the Council Tax by the maximum amount permitted, members are ensuring the Council is limiting where possible

the size of the financial deficit, and that it is maximising the amount of Council Tax it can receive in-year to support continued delivery of agreed services.

1.6 **New Homes Bonus and Funding Guarantee**

- 1.6.1 For some years the future of New Homes Bonus (NHB) has been subject to review, adding to uncertainty to its continuation.
- 1.6.2 It was expected that NHB payments would end in 2022/23. However, due to the 'holding' nature of the Finance Settlement, NHB allocations have once again been included, with £1.529m to be received in 2025/26. There are no legacy payments attached to these new allocations.
- 1.6.3 In addition, to bridge the gap and to ensure that all Councils see a minimum 0.3% increase in their core spending power (before taking into consideration any local decisions on Council Tax), a further one-off funding guarantee allocation of £1.347m will be received.
- 1.6.4 The Council will continue to use NHB and now the Funding Guarantee to fund one-off items, or to support reserves. This is in view of the uncertainty over future allocations, so it has been prudent not to use this funding to support core recurrent revenue expenditure, with this revenue only factored into the Medium-Term Financial Strategy once it has been agreed for each year. The proposal for their use is outlined in section 1.10 and Appendix 8.

1.7 **Medium Term Financial Strategy**

- 1.7.1 The MTFS was last formally reported to members in December as part of the Draft Base Budget report. Once the changes that have taken place through the Budget Setting process (sections 1.2 – 1.6, with the major changes highlighted) have been incorporated into the Strategy, the position of the MTFS is now as follows:

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|-------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m | £m |
| Deficit-Savings Req(+)/Surplus (-) future years (as at Dec 24) | 0.264 | 3.525 | 0.496 | -0.210 | -0.674 |
| Deficit-Savings Req(+)/Surplus (-) future years (as at Feb 24) | 0.291 | 2.500 | 0.064 | -0.122 | -0.689 |

1.7.2 Section 1.10.3 proposes how the deficit will be covered through the use of reserves. The below table shows the MTFS once this has been actioned:

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|-------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m | £m |
| Deficit-Savings Req(+)/Surplus (-) future years | 0.0 | 0.0 | 0.064 | -0.122 | -0.689 |

1.7.3 As part of the MTFS position above, a number of key assumptions have been included, including:

- A 2.99% Council Tax increase per annum
- A 2% tax base increase per annum
- A 3% (CPI+1%) increase per annum on authority controlled and agreed fees and charges from 2026
- Inflation of 3% from 2026/27, covering salaries and major contracts
- Revenue expenditure costs associated with additional forecast borrowing
- The removal business rates growth from 2026/27, based upon the expectation that a business rates reset will take place as part of Local Government Finance Reform.
- Delivery of the change programme

1.7.4 Fees and Charges

1.7.4.1 As part of the Councils Change programme, an independent fees and charges review was commissioned in 2024. 10 key areas of fee generation were identified for review, to identify opportunities for income generation and / or improved cost recovery, taking into consideration factors such as market position, policy framework, strategic priorities and commercial opportunities.

1.7.4.2 The review identified that it would become increasingly difficult to achieve the 10% fee income increases previously included within the MTFS last reported in February 2024, and that a policy more closely aligned with inflation would be most deliverable.

1.7.4.3 Therefore, in conjunction with service areas, the assumptions within the MTFS have been updated, to reflect a forecast 3% (CPI+1%) increase per annum on authority controlled and agreed fees and charges from 2026, in line with the new policy.

1.7.4.4 Some service areas with potential to generate additional income above this forecast, such as green waste and parking, with their forecasts included in the assumptions.

1.7.4.5 Provision has been made from the finance settlement to offset the gap from the change in fee income assumptions (see 1.2.9).

1.7.5 Regarding the change programme, The Council's Corporate Strategy made a clear commitment to ensure continued financial sustainability. To contribute this priority and the Council's medium-term financial strategy, there will be an organisational change programme, which will set out the approach and

timeframe to achieve financial efficiencies needed. The change programme business case - the case for change, will be presented to Cabinet in March for approval. The change programme will have senior Cabinet and Officer sponsorship and oversight.

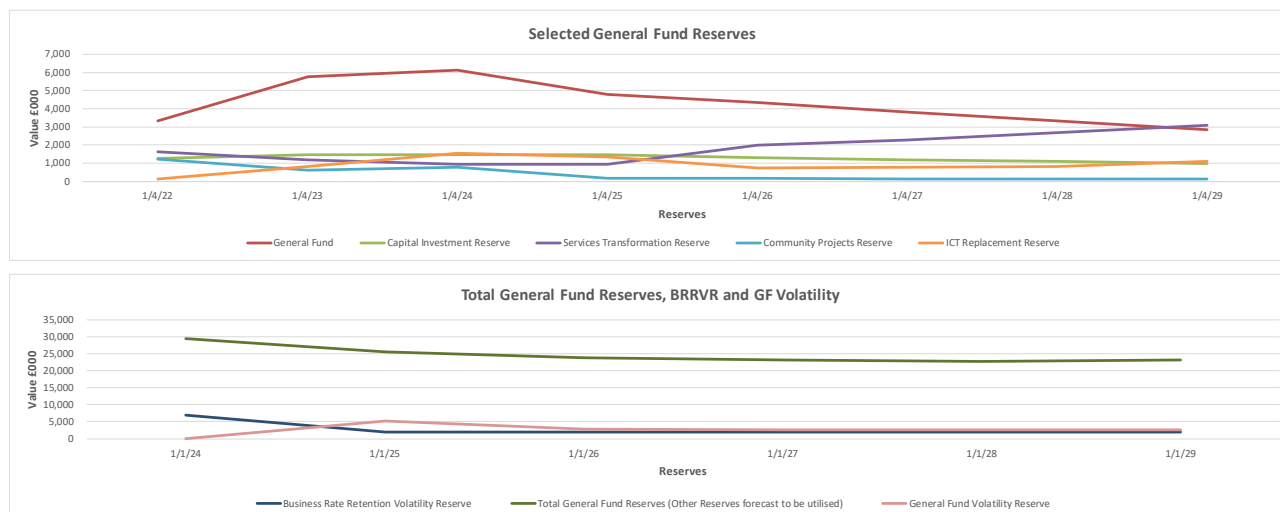
- 1.7.6 The Council is also maximising returns from its investments, through the Local Housing Company and by ensuring reserves are invested when not required. In addition, agreed borrowing is only taken upon need, and where possible, 'internal borrowing' from reserve balances is used to minimise the associated revenue cost. This will be discussed in greater detail as part of the updated Treasury Management Strategy, which will be presented to Cabinet in March, with current performance having last been reported to Audit and Standards Committee in January 2024.

1.8 Reserves and Balances

- 1.8.1 Members have previously agreed that £1.5m should be the minimum level for the core General Fund Balance. This balance supports the Council for future unforeseen demands upon its resources. In order to consider a reasonable level of general reserves, a risk assessment has been completed (Appendix 4). This shows the requirement for maintaining this minimum balance to mitigate against the risks that have been identified, where other funding is not available.
- 1.8.2 The unallocated General Fund Balance is currently forecast to be £2.8m, and therefore exceeds the agreed minimum level.
- 1.8.3 The Business Rate Retention Volatility Reserve (BRRVR) was used over prior years to deliver a balanced budget. However, to ensure this reserve remains available for its primary purpose of smoothing business rate receipts, any overperformance above a £2m balance has been reallocated to the General Fund Volatility Reserve. Business rates are discussed in section 1.4, including the expected changes to Business Rate Retention which have been delayed over the last few years. With the result of the expected changes in mind, it is essential that the Council moves away from its reliance on overperformance receipts to balance the budget in future years, with the Change Programme in March due to outline how the Council plans to address the ongoing deficit position.
- 1.8.4 A change programme delivery reserve was established from 2024/25 with £0.500m initially allocated. This will be used on an 'invest to save' basis to enable delivery of schemes within the change programme that may require an initial investment in order to deliver recurrent savings.
- 1.8.5 The Head of Finance has delegated authority enable drawdown from the Equipment Renewal Reserve within the agreed schedule. Any further requests or requests above the agreed schedule will require member approval.

1.8.6 Below is a summary of the key reserve balances available for use by the Council before additional commitments:

| General Fund Reserve | Notes | 1/4/22 | 1/4/23 | 1/4/24 | 1/4/25 | 1/4/26 | 1/4/27 | 1/4/28 | 1/4/29 |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|------------------|
| | | Actual £000 | Actual £000 | Actual £000 | Actual £000 | Estimate £000 | Estimate £000 | Estimate £000 | Estimate £000 |
| General Fund | Minimum agreed balance £1.5m | 3,341 | 5,739 | 6,109 | 4,804 | 4,323 | 3,823 | 3,323 | 2,823 |
| Capital Investment Reserve | minimum agreed balance £1.0m | 1,256 | 1,456 | 1,456 | 1,456 | 1,283 | 1,183 | 1,083 | 983 |
| Services Transformation Reserve | | 1,632 | 1,198 | 932 | 953 | 2,008 | 2,273 | 2,673 | 3,073 |
| Community Projects Reserve | | 1,210 | 616 | 756 | 183 | 158 | 133 | 133 | 133 |
| ICT Replacement Reserve | | 132 | 829 | 1,553 | 1,343 | 728 | 766 | 818 | 1,080 |
| General Fund Volatility Reserve | Transfer from BRRVR to leave £2m | 0 | 0 | 0 | 5,172 | 2,774 | 2,604 | 2,604 | 2,604 |
| Business Rate Retention Volatility Reserve | £2m agreed balance ahead of anticipated Business Rate Reset in 2025/26 is achieved. | 18,110 | 11,485 | 6,913 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Total General Fund Reserves (Other Reserves forecast to be utilised) | | 34,443 | 31,080 | 29,333 | 25,454 | 23,685 | 23,078 | 22,808 | 23,175 |



The full reserve projections are included within Appendix 5, alongside an explanation for each reserve. Some of the reserves will have additional commitments not reflected in the schedule, which will reduce the projected balances. It should also be noted that some reserves are potentially over-committed, which would either require further funds being allocated in a future year, or a reduction in funded activity. Section 1.10 covers in more detail some of these reserves.

1.9 Capital Programme

- 1.9.1 In accordance with the Council's Code of Financial Practice, all new and future capital schemes must be in line with the Council's corporate priorities, including its capital strategy. A report supported by the necessary Business Case should be prepared for review and approval by Cabinet, identifying the means of funding and, where appropriate, demonstrating an options appraisal exercise has been carried out. Should there be any additional revenue costs arising from schemes, the proposed means of financing such must also be included in the Report and Business Plan.
- 1.9.2 The Capital Programme has been updated throughout the year as new and amended projects have been approved. Appendix 7, consisting of 4 parts, details both the General Fund and Housing Investment Programme (HIP) Capital programmes, along with their associated funding. Appendix 6 details the variations to the capital programme as new schemes have been approved and projects have been updated.
- 1.9.3 Slippage and savings on existing schemes are also detailed within Appendix 6.
- 1.9.4 The HIP and associated funding are included within Appendices 7 parts 2 and 4. Additional borrowing is the primary source of funding for new construction and

acquisition projects. The HIP will be presented again as part of the HRA Business Plan report due in March.

1.10 Appropriation of Funding and Balances

1.10.1 The Council does have some balances and funding which it is able to use to fund specific projects and service demands. The sums available can be used to fund 'one-off' items only. Any initiatives that will result in a recurring cost to the Council need to be accommodated within the revenue budget. The proposed usage of these funds and balances are detailed below.

1.10.2 General Fund Deficit 2025/26

For 2025/26, it is proposed that funding from the General Fund Volatility Reserve is used to cover the £2.5m deficit, to enable a balanced budget to be presented.

1.10.3 General Fund and Business Rate Retention Volatility Reserves

A General Fund Volatility Reserve (GFVR) was established during the 2024/25 Budget Setting Process to enable the Medium Term Financial Strategy to be balanced over future years, until a forecast surplus position is achieved from 2026/27. Business rates overperformance continues to be used to top up this reserve.

The GFVR currently has a balance of £5.172m (after the 2024/25 budget is balanced), and will be used to cover the forecast 2025/26 deficit of £2.5m.

1.10.4 General Fund Balance

The Council's policy is for the General Fund Reserve Balance to be maintained at a minimum level of £1.5m, as discussed in paragraph 1.8.1. This minimum level has been maintained for 2025/26.

1.10.5 Service Transformation Reserve

The Service Transformation Reserve is to be used to support one-off costs associated with the change in delivery of services. As at 31 March 2025, the forecast balance is £0.953m, with an annual recurrent top up of £0.400m to the reserve from 2025/26 from forecast core-settlement allocations. In addition, a further non-recurrent £0.500m has been allocated to the reserve following final confirmation of the 2025/26 settlement.

1.10.6 Change Programme Delivery Reserve

This reserve was set up to support the implementation of schemes aligned to the change programme, with the expectation that these should bring recurrent benefit to the Council, either through increased income or service efficiency. It still has £0.500m remaining from its initial allocation of £0.500m provided in the 2024/25 budget.

1.10.7 New Homes Bonus and Funding Guarantee

As outlined in section 1.6, the Council will receive £2.876m in 2025/26 as part of the Local Finance Settlement, made up of New Homes Bonus (£1.529m) and a Funding Guarantee payment (£1.347m).

1.10.8 Appendix 8 outlines how this funding is to be used, primarily to support non-recurrent funding requirements.

1.11 Planned Preventative Maintenance Budget (PPM)

1.11.1 The proposed PPM budget will enable the Council to proactively maintain all existing corporate assets (i.e. all assets owned by the Council other than its

Housing Revenue Account homes, shops, garages and land) in a suitable condition unless or until any future decisions are made in respect of individual assets through a Corporate Asset Management Strategy.

1.11.2 The proposed budget allocation for 2025/26 is based on a review of the current PPM data by officers within the Assets Team, in consultation with building managers from other services which hold or operate specific assets. The Proposed Corporate Property & Planned Preventative Maintenance (PPM) Programme works 2025/26 is set out at Appendix 11 to this report.

1.11.3 For 2025/26, the total PPM budget is £0.709m. This will be funded using £0.413m from the Annual Revenue PPM budget and a £0.296m drawdown from the Corporate Assets Reserve. The Council made a significant top up to the Corporate Asset Reserve in 2023/24 of £3m, and a top-up from the core settlement in 2024/25 of £0.686m, leaving sufficient capacity in the reserve (£1.478m) to address emerging issues. Further detail on the PPM schedule and funding is set out in Appendix 9.

1.12 Second Homes

1.12.1 In the Levelling Up and Regeneration Bill, there is a section relating to Council Tax and changes in the way that Local Authorities (LAs) can apply the Long-Term Empty Property Premium and the opportunity to introduce a premium for furnished second homes. The Levelling-Up and Regeneration Bill, introduced in the House of Commons on 11 May 2022, received Royal Assent on Thursday 26 October 2023.

1.12.2 Section 11b of the Local Government Act 1992 has been updated to allow a local authority to amend how they charge the empty property premium. From 1 April 2024, Warwick District Council introduced a charge of an additional 100% after a property has been empty for 1 year instead of 2, with the other bands remaining unchanged.

1.12.3 The second change is that LAs will be able to charge up to an additional 100% premium on all furnished second homes in the district. These are essentially homes not occupied but kept furnished as 'second homes' by their owners, not rented out, just used by the owners as holiday homes etc.

1.12.4 For the second homes premium, a billing authority's first determination under this section must be made at least one year before the beginning of the financial year to which it relates. Warwick District Council gave notification as part of the 2024/25 Council Tax notice which was published following resolution at Council in February 2024, so as to enable the policy to come into force from 1 April 2025.

1.13 It is anticipated that the introduction of this premium charge will impact approximately 400 properties and increase the Council Tax received by Warwick District Council as the collecting authority by approximately £0.700m, which would be distributed amongst the preceptors in the normal way but providing Warwick District Council with a forecasted £0.057mk per annum.

1.13.1 A separate report seeking approval for this change and its applicable policy will be presented alongside the Budget in February 2024 (Council Tax Second Home Premium - Ref 1537).

2 Alternative Options

2.1 Council does not have an alternative to setting a Budget for the forthcoming year. Members could, however, decide to amend the way in which the budget is

broken down or not to amend the current year's Budget. However, the proposed 2025/26 budget seeks to reflect the decisions made by Members and make appropriate recommendations. Any changes to the proposed budgets will need to be fully considered to ensure all implications (financial or otherwise) are addressed. If any Member is considering suggesting changes to the proposed Budget, these proposals should be discussed (in confidence) with the Head of Finance beforehand to ensure all implications are considered, including funding. If appropriate, alternate Budget papers can be prepared for consideration by Council.

3 Legal Implications

- 3.1 Members have the opportunity to generate extra income by raising the council tax by up to 2.99%. Given that the Council has a recurring forecast deficit and is drawing heavily on reserves, it must satisfy itself that it is acting rationally and reasonably when discharging its fiduciary responsibilities if it decides to raise by an amount different to this, be that lower, or through a referendum, by more than 2.99%.

4 Financial Services

- 4.1 This is a finance report which proposes the draft Revenue Budget for 2025/26 and the position for the MTFS up to 2028/29. The report also identifies the proposed Capital Programme for the same period.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services – it is essential that the Council continues to prioritise delivery of the Change Programme to ensure that it can maintain service provision from in-year resources going forward, and reduce its reliance on finite reserves.
- 5.3 Low cost, low carbon energy across the District – Provision is made within the budget for ongoing resources to support the delivery of this priority, through the Climate Action Plan.
- 5.4 Creating vibrant, safe and healthy communities of the future - The Council seeks to deliver a budget that promotes participation and creativity within the District, while also enabling the Council to continue to reinvest in place making initiatives, support community based events and deliver award winning service provision.

6 Environmental/Climate Change Implications

- 6.1 There are no direct environmental or climate change implications arising as part of this report other than the proposed budget allocations to support the delivery of the Climate Action Programme.

7 Analysis of the effects on Equality

- 7.1 There are no direct equality implications arising as part of this report.

8 Data Protection

- 8.1 There are no data protection implications arising as part of this report.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications arising as part of this report.

10 Risk Assessment

- 10.1 There are significant financial risks facing all local authorities. Key areas of risk include:
- 10.2 As detailed in section 1.5, there are still substantial risks around Business Rates Retention, with the below changes still on the immediate horizon:-
- The impact of the Fair Funding Review.
 - The re-set of the Baselines.
 - The Investment Zone, and its impact upon retained receipts.

Whilst the Council's business rates retention forecasts are believed to be prudent for the future, there is the possibility future receipts being lower than anticipated, which could result in the Council operating below any future baseline were it to change.

- 10.3 The Strategy assumes a 2.99% per annum increase in Council Tax for future years from 2025/26 on the basis that the current referendum limits will not be changed. This will be subject to future Government determination, and local decision making. There is therefore a degree of risk as to whether this level of Council Tax increase will be able to be continued.
- 10.4 Many of the Risks in the Significant Business Risk Register (SBRR) have links to Finance, and the Finance Service Area has its own Risk Register. Both are reviewed regularly. The SBRR has been updated in conjunction with the Councils Risk Strategy and Risk Management Policies, and was last reviewed in January by the Audit and Standards Committee.
- 10.5 As a result of current economic conditions, there is still significant levels of uncertainty. Some of the specific risks faced include:
- Interest rates currently remain at a high level, with projected reductions in rates expected to take longer than initially forecast over 2025/26. These rates are significantly higher than the historic lows present over the last decade. While the Council is benefitting from this through increased investment returns, it will have implications on the Council when taking on additional debt to fund capital projects, due to the increased cost of borrowing.
 - Inflation has fallen over the last year, and is expected to remain around 2-3% across the remaining duration of the current MTFS.
 - Unemployment has increased because of current economic conditions. Increased unemployment does put increased pressure onto Council's services, notably in relation to housing and council tax support.
 - Council Tax income continues to be suppressed through reduced growth

in the Council Tax base, with more claimants of Council Tax support and delays to new property completions. The Council's share of Business Rates is limited by Government. This would be further hit if more local businesses cease trading because of the current economic trading conditions.

- 10.6 The MTFS contains assumptions on savings and efficiencies linked to the Change Programme. Failure to deliver these projects, all or in part, will increase the deficit and savings yet to be identified. Delays to capital schemes may drive up the costs of the enabling works and mean savings do not materialise as early as expected. There may also be revenue implications should the projects not have been fully assessed.
- 10.7 The MTFS reflects changes due to WDC's involvement in the establishment of the West Midlands Investment Zone (WMIZ), as covered in section 1.1.7.4. If there are adverse changes to the Abbey Fields LGI profile put forward, such as a delay in sufficient business rates being generated, WDC will have to fund any shortfall using its own reserves.
- 10.8 Unforeseen events, such as planning appeals, uninsured damage, legal challenges, can expose the Council to incur expenditure not previously budgeted for. Whilst the Council endeavours to cover these from its Contingency Budgets and Reserves, they may not prove adequate.
- 10.9 Changes in legislation may influence assumptions built into Budgets and the 5-year strategy as well as increasing the costs of implementing these changes.
- 10.10 As previously reported to Members and included within Section 1.8 (Reserves and Balances), the financial projections do not allow for adequate funding to enable the Council to maintain its assets. The Corporate Assets Reserve, ICT Reserve and the Equipment Renewals Reserve are all forecast to have more demands over them in forthcoming years than they can accommodate. Consequently, in addition to the savings referred to in Section 1.7 (MTFS), the Council needs to secure funding to enable these reserves to be replenished, and so maintain current service provision.
- 10.11 Many controls and mitigations are in place to help manage these risks. These include:-
 - The comprehensive Budget Review process. This entails all budget managers reviewing their budgets on at least a monthly basis, considering previous, current and future years, along with any possible issues that may impact upon their budgets. As part of this process, regular Budget Review reports are issued to Cabinet and the Joint Management Team.
 - Financial Planning with the MTFS/financial projections, bringing together all issues that will impact on the Council's finances in the medium term.
 - Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
 - Project Management and associated controls.
 - Trained staff and access to appropriate professional advice (e.g. Legal services).
 - Risk Management process across the Council, including the on-going review and maintenance of risk registers.
 - Scrutiny by Members of the Council's finances, including Budget Reports,

and the financial implications of all proposals.

- Within the proposed 2025/26 Budget there is a Contingency provision of £0.200m for any unplanned unavoidable expenditure. In addition there is a further £1.6m Budget allocation to mitigate against any inflationary increases, including changes to major contracts or commitments.
- Reserves – The Council holds financial reserves so that it can plan for the future. Reserves can be classified in 3 ways:
 - Earmarked for known risks
 - Ringfenced for a specific purpose
 - Unallocated for events, emergencies or opportunities
- A General Fund Balance is held and available to accommodate any unforeseen variations in income and expenditure.

11 Consultation

- 11.1 In approving the 2025/26 Budget and Medium-Term Financial Strategy as laid out in this report, the assumptions on which it is based need to be fully achieved, together with the delivery of the change programme to enable a balanced MTFS to be achieved in the years ahead. This will ensure the Council becomes financially sustainable on income received in-year rather than continuing to be reliant on finite reserve balances.

Background papers:

[GF Revenue Budget 2025/26 – December 2024](#)

[Revenue and Capital Budget 2024/25 – February 2024](#)

[Q1 Budget Review – September 2024](#)

[Fees and Charges 2025 - October 2024](#)

Q2 Budget Review – December 2023

Revenue and Capital Budget 2023/24 – February 2023

Supporting documents:

Appendix 1 – Statement of CFO

Appendix 2 – General Fund Budget Summary 2025/26

Appendix 2b – Budget Book 2025/26

Appendix 3a – Financial Strategy 2025/26 (i)

Appendix 3b – Financial Strategy 2025/26 (ii)

Appendix 4 – Risks influencing General Fund Balance

Appendix 5a – Purposes of Reserves

Appendix 5b - Reserves

Appendix 6 - Capital Variations

Appendix 7.1 – General Fund Capital Programme

Appendix 7.2 – Housing investment Plan

Appendix 7.3 – General Fund Financing

Appendix 7.4 – Housing Investment Plan Financing

Appendix 8 – Project Funding Summary

Appendix 9 - PPM

Statement of the Chief Financial Officer

1. Role of the Chief Financial Officer

- 1.1. Under Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, the Chief Finance Officer (CFO) is responsible for the proper administration of the Council's financial affairs.
- 1.2. The statutory duties of the CFO are set out in the Constitution of the County Council. This includes the requirement to report to the County Council, Cabinet, and external auditor if the Council's expenditure is likely to significantly exceed the available resources.
- 1.3. The Chartered Institute of Public Finance and Accountancy (CIPFA) has published a statement on the Role of the CFO in Local Government. The Statement requires that, to ensure that they can operate effectively and perform their core duties, the CFO:
 - is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest.
 - must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the authority's financial strategy; and
 - must lead the promotion and delivery by the whole authority of good financial management so that public money is always safeguarded and used appropriately, economically, efficiently, and effectively.

To deliver these responsibilities the CFO must

- lead and direct a finance function that is resourced to be fit for purpose; and
- be professionally qualified and suitably experienced.

2. Statutory Duty of the Chief Financial Officer

- 2.1. Section 25 of the Local Government Act 2003 places a statutory duty on the Chief Financial Officer to review the Medium-Term Financial Strategy (MTFS) and comment upon the robustness of the budget and the adequacy of the reserves to be held by the authority when determining its Council Tax.
- 2.2. Section 26 of the Local Government Act 2003 places an onus on the Chief Financial Officer to ensure the authority has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget.

- 2.3. This information enables a longer-term view of the overall financial resilience of the Council to be taken.
- 2.4. Throughout the report, the CFO may be referenced as either the Head of Finance or Section 151 Officer.

3. Robustness of the Budget

- 3.1. The preparation of the budgets started back in August. As the Head of Finance, and being a qualified and experienced accountant, I have held full oversight on the process. The budgets have used the current year as their base, with the budget review process informing where these do not provide a reasonable basis for the following year. There has been a high level of scrutiny to the budget this year, along with budget monitoring throughout the year, from: -
 - Budget Managers and the Senior Leadership Team (SLT)
 - Portfolio Holders
 - The Cabinet through the various preceding reports set out in the background papers.
 - Scrutiny Committees
- 3.2. Consequently, I am satisfied that the budgets are prepared on a robust basis.
- 3.3. Whilst the budget has been prepared on a robust financial basis and will support delivery of the Corporate Strategy, a balanced budget has only been achieved using reserves totalling £2.5m to address a known reducing deficit position.
- 3.4. In preparing the Budget, regard has been given several factors including funding availability; risks and uncertainties; inflation; priorities; demography and service pressures. As capital investment decisions have a direct impact on the council's revenue budget, particularly relating to borrowing costs, the Capital Programme has been reviewed to ensure that its delivery remains viable and affordable.
- 3.5. In view of the current economic climate facing the Council along with the whole of the public sector, many budgets have again not been increased at levels to match the current rate of inflation. This has also come on the back of years where the budget has been prepared and impacted by the Global Pandemic and the impact of the UK leaving the EU. Government support relating to the pandemic has now ceased, and while the Autumn Statement and Local Finance Settlement provided some short-term stability, the 0.3% increase provided in core spending power is well below the levels of increases seen across service areas in net expenditure costs.

- 3.6. Therefore the management of these net expenditure costs will be essential to ensure best value can be achieved. This will be supported through the change programme, and service areas working with support services such as IT, HR, Finance and Procurement to ensure best value is achieved.
- 3.7. Consideration has been given to how the budget aligns with the Corporate Strategy, last updated in November 2023. Due consideration has been given to reconciling the over-arching financial strategy with corporate priorities and hence all the proposals have been developed as an integral part of service planning.
- 3.8. Regard has been given several factors including funding availability; risks and uncertainties; inflation; priorities; demography and service pressures. As capital investment decisions have a direct impact on the council's revenue budget, particularly relating to borrowing costs, the Capital Programme has been reviewed to ensure that it remains deliverable and financially viable within the MTFS.
- 3.9. Contingencies have been included within the budgets, to mitigate against the impact of unexpected changes in-year (see section 4.8).

4. Adequacy of Reserves

- 4.1. The Adequacy of Earmarked Reserves has been reviewed as part of the budget process. While the balances presented in the report and supporting appendices are considered adequate to enable the council to set a balanced position for 2025/26, strategic reserves are projected to remain at around £20m by 2029 after considering for planned commitments, and before balancing future budgets using the General Fund Volatility Reserve.
- 4.2. The Code of practice on local authority accounting requires the purpose, usage, and basis of transactions of earmarked reserves to be identified clearly. This is set out in Appendix 5 of this report.
- 4.3. The reporting of reserve balances has continued to be improved during 2024/25, following member feedback from Overview and Scrutiny committee initially received during 2023/24, to ensure improved transparency (section 1.8 of the covering report). In accordance with best practice on reserves and balances these have therefore been reviewed as part of the annual budget preparation. In addition, there are forecasts for future years which are reflected in the MTFS. In considering the level of reserves in addition to the cash flow requirements CIPFA recommends that the following factors are considered: -

| Budget assumptions | Financial standing and management |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| The treatment of inflation and interest rates | The overall financial standing of the authority (level of borrowing, debt outstanding, council tax collection rates). |
| Estimates of the level and timing of capital receipts | The authority's track record in budget and financial management. |
| The treatment of demand led pressures | The authority's capacity to manage in-year budget pressures. |
| The treatment of efficiency savings/productivity gains | The strength of financial information and reporting arrangements. |
| The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments | The authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level. |
| The availability of other funds to deal with major contingencies | The adequacy of the authority's insurance arrangements to cover major unforeseen risks. |

- 4.4. The CIPFA Resilience Index was launched in December 2019 compares the Council to other comparator authorities. This does not suggest any areas where the authority is notably at risk, with levels of ear-marked reserves providing much security in the short/medium term.
- 4.5. I have considered these matters and can advise members that they currently have a satisfactory level of reserves and balances to deliver a sustainable financial position over the medium term. However, this will only be achieved if delivery of the key assumptions underpinning the improved recurrent position are delivered.
- 4.6. Risks which may impact upon the Council's finances and the Budget, together with controls and mitigations, are set out in Section 5, and a risk assessment against the general fund reserve is set out in Appendix 4. The Council has self-insurance for small items but generally relies on external insurance for claims above £25,000, so there is no major risk in this area.
- 4.7. In making this assessment I have considered that a core contingency budget of £200,000 for 2025/26 should be sufficient to support the delivery of any unplanned unavoidable expenditure. In addition there is a further £1.6m Budget allocation to mitigate against any inflationary increases, including changes to major contracts or commitments.

5. Risks

- 5.1. The Council continues to face in-year budget risks. Primarily these relate to:
 - the current economic conditions (high inflation and interest rates).
 - the macroeconomic effects of world events, including war.
 - political uncertainty, noting this will be a General Election year.
 - the continued impact on the Council of the UK leaving the EU.
 - the legacy impact of the global pandemic.
- 5.2. The medium-term financial strategy has been prepared on a prudent basis given the uncertainties that face local government finance into the future. Whilst the 2025/26 budget has been prepared prudently, there are undoubtedly risks associated with it, linked to the current high levels of inflation, and increasing interest rates. However, with the level of reserves currently held, the Council should be able to manage any material changes from assumptions made throughout the year.
- 5.3. In considering future years, from 2026/27 there are significant uncertainties relating to any changes as a result of Local Finance reviews. The 2024 Autumn Statement indicated that funding policies, including the finance settlement and business rates will be reviewed, which are likely to have an impact on the Council and some of its main funding sources. In particular, the Council has been operating for the last couple of years on single year settlements from Central Governments. Local Authorities, including ourselves, will continue to engage with Central Government on this issue with our partners to lobby for multi-year settlements, which have been promised from 2026/27. These will enable us to more effectively plan over the Medium-Term, offering greater certainty on income levels which in turn will support the delivery of the Change Programme
- 5.4. One such funding source where there is still longer-term uncertainty relates to the Council's share of Business Rates linked to the Fair Funding Review and the long-expected reset of the Business Rate Retention Scheme. Prudent estimates for business rates retention have been included from 2026/27, assuming a baseline reset will remove any previous benefit the Council has received from overperformance from its core funding. The Council has made necessary provision for this change within the reserves it holds, in particular the Business Rate Retention Volatility Reserve
- 5.5. The immediate in-year budget risks to which the Council is exposed are moderate. There are currently additional risks in relation to the uncertain state of the economy, the impact this may have on the Council's income sources, and the risks associated with capital schemes. Contingency budgets and reserve balances are available to mitigate such risk (as previously outlined in sections 3 and 4).

6. Change Programme

- 6.1. The budget and Medium-Term Financial Strategy take into consideration Budget proposals originally agreed in December 2020, including the project support costs, and forecast recurrent savings associated with the relocation of offices from Riverside House.
- 6.2. In addition, as part of addressing the budget deficit position of the MTFS, assumptions have been included for delivery against the Change Programme from 2024/25, totalling £2.5m. The Change Programme delivered its £0.3m target in 2024/25, with work ongoing to ensure the target of £0.7m for 2025/26 is achieved, and is monitored through a quarterly change programme board.
- 6.3. Members need to be mindful of the underlying budget situation throughout their decision-making and ensure that the need to deliver a sustainable baseline financial position without the need to use reserves through organisational change is given due priority. This aligns with the Corporate Strategy as agreed in November 2023 through priority one.

Andrew Rollins

CFO / Head of Finance (Section 151 Officer)

February 2025

General Fund Summary

Appendix 2

| Department | Original Budget | Latest Budget | Original Budget | Variance | Variance |
|------------------------------------------------------------------------|--------------------|--------------------|-------------------|--------------------|--------------------|
| | 2024/25 | 2024/25 | 2025/26 | 2024/25 | 2025/26 |
| | £ B | £ C | £ D | £ C - B | £ D - B |
| Neighbourhood & Assets | 6,871,500 | 8,253,700 | 5,600,400 | 1,382,200 | (1,271,100) |
| Safer Communities, Leisure & Environment | 6,612,300 | 6,128,400 | 6,422,700 | (483,900) | (189,600) |
| Place, Arts & Economy | 10,945,900 | 10,347,700 | 10,299,900 | (598,200) | (646,000) |
| Finance | 2,945,600 | 1,682,700 | 2,620,400 | (1,262,900) | (325,200) |
| Housing Services - GF | 3,689,300 | 3,725,200 | 3,013,500 | 35,900 | (675,800) |
| Customer & Digital Services | 1,314,700 | 887,900 | 1,339,400 | (426,800) | 24,700 |
| People and Communication | (19,700) | (164,600) | (141,600) | (144,900) | (121,900) |
| Strategic Leadership | 2,121,600 | 2,317,000 | 1,521,400 | 195,400 | (600,200) |
| TOTAL GENERAL FUND SERVICES | 34,481,200 | 33,178,000 | 30,676,100 | (1,303,200) | (3,805,100) |
| Replacement of Notional with Actual Cost of Capital: | | | | | |
| - Deduct Notional Capital Financing Charges in Budgets | (6,097,000) | (6,097,000) | (6,112,900) | 0 | (15,900) |
| - Add Cost of Loan Repayments, Revenue Contributions and | | | | | |
| - Interest paid | 3,335,100 | 3,335,100 | 3,335,100 | 0 | 0 |
| Revenue Contributions to Capital | 80,000 | 80,000 | 80,000 | 0 | 0 |
| Contributions to / (from) Reserves | (740,300) | (2,817,200) | 464,500 | (2,076,900) | 1,204,800 |
| Net External Investment Interest Received | (6,353,500) | (6,353,500) | (6,353,500) | 0 | 0 |
| IAS19 Adjustments reversed | (3,440,600) | (60,500) | (60,500) | 3,380,100 | 3,380,100 |
| Employee Benefits Accruals reversed | 0 | 0 | 0 | 0 | 0 |
| Contributions to / (from) General Fund | 0 | 0 | 0 | 0 | 0 |
| NET EXPENDITURE FOR DISTRICT PURPOSES | 21,264,900 | 21,264,900 | 22,028,800 | 0 | 763,900 |
| Less Revenue Support Grant | 0 | 0 | 0 | 0 | 0 |
| Less Business Rate Income | (7,362,500) | (7,362,500) | (6,728,700) | 0 | 633,800 |
| Less General Grants | 0 | 0 | (1,151,000) | 0 | (1,151,000) |
| Less New Homes Bonus | (902,000) | (902,000) | (1,528,500) | 0 | (626,500) |
| Funding Guarantee | (2,462,400) | (2,462,400) | (1,347,000) | 0 | 1,115,400 |
| Less Lower Tier Services Grant | 0 | 0 | 0 | 0 | 0 |
| Services Grant | (22,000) | (22,000) | 0 | 0 | 22,000 |
| Collection Fund (Surplus) / Deficit | 99,900 | 99,900 | (70,400) | 0 | (170,300) |
| Surplus / (Deficit) for the Year | | 0 | 0 | 0 | 0 |
| NET EXPENDITURE BORNE BY COUNCIL TAX - WARWICK DISTRICT COUNCIL | 10,615,900 | 10,615,900 | 11,203,200 | 0 | 587,300 |
| Aggregate Parish Council Expenditure | 2,308,300 | 2,308,300 | TBC | 0 | 0 |
| COMBINED DISTRICT AND PARISH EXPENDITURE BORNE BY COUNCIL TAX: | 12,924,200 | 12,924,200 | 11,203,200 | 0 | 587,300 |
| Warwickshire County Council Expenditure | 95,360,800 | 95,360,800 | TBC | 0 | |
| Warwickshire Police and Crime Commissioner Expenditure | 15,957,700 | 15,957,700 | TBC | 0 | |
| BORNE BY COUNCIL TAX | 124,242,700 | 124,242,700 | 11,203,200 | 0 | 587,300 |

Medium Term Financial Strategy

Appendix 3 (i)

| | 2024/25 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|-----------------------------------------------------|---------------|-----------------|---------------|---------------|---------------|---------------|
| | £'000 | latest £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Cost Of General Fund Services | 34,481 | 33,418 | 30,676 | 24,041 | 23,604 | 23,416 |
| Investment Interest | -6,354 | -6,354 | -6,353 | -4,714 | -3,845 | -3,845 |
| Other Financing Adjusments | -6,862 | -5,799 | -2,294 | -2,371 | -2,398 | -2,162 |
| Net Expenditure after adjustments | 21,265 | 21,265 | 22,028 | 16,955 | 17,361 | 17,408 |
| NNDR (Business Rate Retention, including SBR grant) | -7,363 | -7,363 | -6,729 | -4,126 | -4,126 | -4,126 |
| Collection Fund Balance | 100 | 100 | -70 | | | |
| New Homes Bonus | -902 | -902 | -1,529 | | | |
| Funding Guarantee | -2,462 | -2,462 | -1,347 | -1,000 | -1,000 | -1,000 |
| Services Grant | -22 | -22 | | | | |
| Other Grants and Government Funding | | | -1,151 | | | |
| Amount being from Council Tax | 10,616 | 10,616 | 11,203 | 11,830 | 12,235 | 12,283 |
| Band D Equivalent | 176.86 | 176.86 | 182.15 | 187.60 | 193.21 | 198.98 |
| % increase on previous year | - | - | 2.99% | 2.99% | 2.99% | 2.99% |
| Net Expenditure after adjustments | 21,265 | 21,265 | 22,028 | 16,955 | 17,361 | 17,408 |
| Total Grant and Council Tax Income | -21,265 | -21,265 | -22,028 | -16,891 | -17,483 | -18,097 |
| Deficit-Savings Required(+)/Surplus(-) future years | 0 | 0 | 0 | 64 | -122 | -689 |
| Change on previous year | 0 | 0 | 0 | 64 | -186 | -567 |

| | 2024/25 £'000 | 2024/25 latest £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|----------------------------------------------|------------------|----------------------------|------------------|------------------|------------------|------------------|
| Base Cost of General Fund Services | 35,250 | 34,481 | 33,418 | 30,676 | 23,977 | 23,726 |
| Inflation on Controllable Expenditure | 1,137 | 0 | 672 | 831 | 855 | 900 |
| Recurring Growth | -1,062 | -2,859 | -477 | 1,454 | -17 | 617 |
| Items funded from Reserves | 2,413 | 651 | 1,063 | 691 | 717 | 481 |
| Total New time limited growth/savings | 3,398 | 1,145 | 3,367 | -5,245 | -6,360 | -7,262 |
| Less previous year 1 Off/Time Limited Growth | -6,655 | 0 | -7,367 | -4,430 | 4,554 | 5,643 |
| Net Cost of General Fund Services | 34,481 | 33,418 | 30,676 | 23,977 | 23,726 | 24,105 |
| Less:Capital Financing Charges | -6,097 | -6,097 | -6,113 | -6,113 | -6,113 | -6,113 |
| Less IAS19 included above | -3,440 | -60 | -61 | -61 | -61 | -61 |
| Controllable Expenditure | 24,944 | 27,261 | 24,502 | 17,803 | 17,553 | 17,931 |
| Financing Charges etc. | | | | | | |
| Loan repayments etc | 3,335 | 3,335 | 3,335 | 3,335 | 3,335 | 3,335 |
| Revenue Contributions to Capital | 80 | 80 | 80 | 80 | 80 | 80 |
| Contributions to/from reserves | -740 | -3,057 | 464 | 387 | 360 | 596 |
| External investment interest | -6,354 | -6,354 | -6,353 | -4,714 | -3,845 | -3,845 |
| Total Financing Charges etc | -3,679 | -5,996 | -2,474 | -912 | -70 | 166 |
| Net Expenditure | 21,265 | 21,265 | 22,028 | 16,891 | 17,483 | 18,097 |
| NNDR redistributed | -7,363 | -7,363 | -6,729 | -4,126 | -4,126 | -4,126 |
| Services Grant | -22 | -22 | | | | |
| | 0 | | -1,151 | | | |
| New Homes Bonus | -902 | -902 | -1,529 | 0 | 0 | 0 |
| Funding Guarantee | -2,462 | -2,462 | -1,347 | -1,000 | -1,000 | -1,000 |
| Collection Fund Balance 23-24 | 100 | 100 | -70 | | | |
| Total AEF/Collection Fund | -10,650 | -10,649 | -10,826 | -5,126 | -5,126 | -5,126 |
| Council Tax borne expenditure | 10,615 | 10,616 | 11,203 | 11,766 | 12,357 | 12,972 |
| Equivalent to Band D Council Tax | 182.15 | 182.15 | 187.60 | 193.21 | 198.98 | 204.93 |
| % increase on previous year | 2.99% | 2.99% | 2.99% | 2.99% | 2.99% | 2.99% |
| Council Tax Base | 58,281 | 58,281 | 59,720 | 60,900 | 62,100 | 63,300 |

APPENDIX 4

Risks Influencing the Level of General Fund Balance

| Risk Area | Provision |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| The possibility the Council overspends – risk increased with budgets reduced to reflect prior year underspends, reductions in “non-contractual” budgets. | £0.2 million |
| Economic cycle issues affect the budget – over and above what can be expected to be contained within routine monitoring procedures. | £0.2 million |
| Development control income adversely affected by planning policies and economic cycle. | £0.2 million |
| Costs of environmental prosecution or public enquiry. This is always a possibility and is difficult to forecast in terms of cost. | £0.1 million |
| Car parking income doesn’t achieve budget forecast. | £0.15 million |
| Uninsurable event – e.g. environmental or asbestos claim outside terms of insurance policies. | £0.15 million |
| Costs of potential planning appeals. | £0.2 million |
| Possible impacts of budget reductions by other public agencies on this council and the area of Warwick District. | £0.1 million |
| Reduction in Retained Business Rates | £0.1million |
| Cost arising from unanticipated risks | £0.1 million |
| Total | £1.5 million |

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General Fund Reserves | | | |
| Art Gallery Gift Reserve To provide finance for major Art Gallery and Museum purchases linked to the specific conditions imposed by the original gift of the money to the Council | Items to be financed from this reserve are charged to the Art Gallery and Museum Account during the year and notified to Finance. An appropriate amount is then transferred to the General Fund as part of the final accounts process. | The Head of Safer Place, Arts & Economy Services has delegated authority to make such purchases as necessary from this reserve subject to reporting retrospectively to the Executive. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | This reserve is reviewed during the final accounts process but as the reserve was created by a private donation and has conditions of use attached to it, levels and potential closure are not applicable |
| Building Control Reserve The fee earning part of the Building Control service should not make a loss over a rolling three year period. This reserve has been created to assist in this with annual surpluses being paid into it and any annual losses being funded from it. It also funds any improvements required in the service. | Annual surpluses / deficits are credited / debited to this reserve as necessary. If funding improvements e.g. IT, reserve makes the necessary contribution to either the General Fund or Capital Financing as appropriate. | Approval for expenditure to be met from this reserve is delegated to the Head of Place, Arts and Economy Services and Head of Finance, in consultation with the relevant portfolio holder. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Business Rate Retention Volatility Reserve | Reserve established to provide finance for "smoothing out" future retained Business Rate revenues. | Executive to approve usage. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Capital Investment Reserve To provide finance for the Council's General Fund capital programme not met by other resources such as capital receipts, revenue contributions to capital (RCCO), external contributions, other reserves. | This reserve provides the balancing figure for financing the Council's General Fund capital programme and the relevant amount is transferred to the Capital Adjustment Account as part of the final accounts process. Annual "repayments" in respect of recently financed schemes are made to the reserve from the General Fund. | The General Fund capital programme and its financing is approved by the Executive. This sets the contribution from this reserve. Any variation to this figure will be formally agreed by the Executive either as part of the final accounts process or as part of the normal process of revising the General Fund Capital Programme. In addition the reserve is monitored by Finance on a regular basis to provide information for reviews of capital programme resources. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the Estimates and Final Accounts processes where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. In addition the adequacy of the reserve is reviewed as part of the financial strategy and capital programme setting processes. Normal practice is to keep the level at around £1,000,000. |
| Car Parks Repairs and Maintenance Reserve | Reserve created from car parks revenue repairs and maintenance budget in order to provide resources for future years. | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Cemetery Land Purchase Reserve | To purchase land for cemetery extensions | The General Fund capital programme and its financing is approved by the Executive. This sets the contribution from this reserve. Any variation to this figure will be formally agreed by the Executive either as part of the final accounts process or as part of the normal process of revising the General Fund Capital Programme. In addition the reserve is monitored by Finance on a regular basis to provide information for reviews of capital programme resources. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Community Projects Reserve | Reserve created from 2017/18 New Homes Bonus to provide finance for various District wide community projects. | Approval for project spend will be way of reports to the Executive. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |

Summary of Reserves and Balances

Appendix 5a

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Assets Reserve | To provide finance for refurbishment of facilities following Stock Condition Surveys. | Subject to future Executive reports, approvals from the reserve have been delegated to SAG and the Section 151 Officer in consultation with the Strategic Director and Finance. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Covent Garden Multi Storey Reserve | Balance repurposed towards the 'Future High Street Fund'. | Authority to spend is delegated to the Head of Finance in line with the actual lost net income and debt charges. Executive to be informed of the use of the reserve and its balance. | The level and continuing need for the reserve was reviewed by Finance in conjunction with the S151 Officer, where a recommendation was made to Cabinet for the balance to be repurposed towards the 'Future High Street Fund' |
| Election Expenses Reserve To provide finance to fund the expense incurred in holding the District Council elections every four years. | The cost of the election is charged to a service account and a contribution from this reserve is credited to the General Fund from this reserve as part of the final accounts process. In the years where no election is held an annual contribution of £30,000 is made to the reserve.. | The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Enterprise Projects Reserve | Reserve is used to smooth surpluses / deficits | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes, with delegations over usage agreed by Executive (August 2017) to the Head of Place Arts & Economy Services up to £20k.. | Reserve reviewed by Finance as part of budget estimates and closedown procedures. |
| Equipment Renewal Reserve To finance a rolling programme of equipment and property replacement and renewal. | Revenue Items to be financed from this reserve are charged to the service accounts during the year. An appropriate amount is then transferred to the General Fund as part of the final accounts process. | Items proposed to be financed from this reserve are first approved by the Executive. Use of reserve is subsequently controlled by SMT, which considers a business case requesting release of funding from the reserve and may approve, if appropriate, followed by approval from Chief Executive and relevant portfolio holders. The standard business case template to be used for SMT's consideration was presented and approved by the September 2011 Executive. | Reserve reviewed as part of Estimates and closedown procedures. Balance increased on basis of Executive approval. |
| Harbury Lane Reserve | A reserve has been created over a number of years to fund this project. | The use of this reserve will be agreed by the Chief Executive in consultation with the Leader. | The level and continued requirement of this reserve will be reviewed by Finance in conjunction with the Chief Executive and the Leader. |
| Homelessness Prevention Reserve | From Government grants received in 18/19 and 19/20 towards Homelessness Prevention. A balance of £40k is committed for Rough Sleepers Initiative Interventions. | The Head of Housing Services has delegated authority to draw down from the Reserve in conjunction with the Service Portfolio Holder, Head of Finance and Finance Portfolio Holder. | This money is ring-fenced to prevent or deal with homelessness, with the funding being allocated to the reserve until Council has determined how this money will be spent. |
| ICT Replacement Reserve To provide finance for the Council's ICT Replacement programme | This reserve has been established in order to provide certainty of finance for the Council's ICT replacement programme. | The ICT Services Manager has delegated authority to spend from this reserve in consultation with the Head of Finance and relevant Portfolio Holders | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer and ICT Manager essentially three times a year: a) when the Financial Strategy is updated b) at budget setting and c) final accounts where depending on the need. A recommendation to the Executive can include increasing / decreasing the balance or complete closure. In addition the adequacy of the reserve is taken into account when revising the capital programme. |

Summary of Reserves and Balances

Appendix 5a

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insurance Reserve To provide finance to cover the Council's self insurance against potential claims and to pay for security improvements to the Council's General Fund properties. The reserve also holds sufficient funds to cover any potential claim with regard to the Municipal Mutual Insurance "clawback" re previous claims settled. | Self insurance claims and Security Improvements are charged to the service accounts and the comparable amount is credited to the General Fund from this reserve as part of the final accounts process. | The Insurance Officer has authority to spend up to £15,000 (£1,000 per project) in any one year on security improvements. Items above these thresholds have to be authorised by the Head of Finance. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Investment Volatility Reserve | Set up to capture a portion of the gain on corporate equity funds to be used to smooth possible future fluctuations | Authority to spend from this reserve is delegated to the Head of Finance. | The use of this reserve will be included within future Budget reports to be agreed by the Executive. |
| Leisure Options Reserve | This reserve has been established to cover such items as the reduction in income whilst the Leisure Centre refurbishment programme is under way and also the first year and a half's debt charges arising from the prudential borrowing for this project. The reserve will also fund the re-profiling of the contractor concessions arising from the outsourcing of the Leisure Centres operation. | Authority to spend from this reserve is delegated to the Head of Finance in line with the actual lost income and debt charges incurred. | The continuing need for the reserve will be reviewed by Finance in conjunction with the S151 Officer and Head of Cultural Services, and depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Local Plan Delivery Reserve | The reserve is used for items of work required to help the implementation of the Local Plan. This would include detailed work on a specific proposal to help turn it from a proposal to reality. | Approval to spend from this reserve is delegated to the Chief Executive, Head of Finance and Head of Place Arts & Economy Services in consultation with the Deputy Leader (responsible for the Local Plan) and all group leaders. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Other Commuted Sums Reserve Commuted Sums are received from developers in respect of the adoption of public open space or other facilities to be maintained at the Council's expense. | Credits are made annually to the General Fund based on (usually) 1/13 th of the capital sum starting from the year in which the maintenance of the facility begins. This date notified by the relevant Service Area. | The General Fund Estimates and its financing is approved by the Executive. This sets the contribution to / from this reserve. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The balance on this reserve is dictated by receipts from developers. |
| Planning Appeal Reserve Originally created to provide finance to cover the costs incurred by the Council with regard to appeals against its planning decisions. The Reserve also now pays for issues relating to planning policy, for example the costs associated with the Local Plan, and associated research. | Items to be financed from this reserve are charged to the Planning service account during the year and notified to Finance. An appropriate amount is then transferred to the General Fund as part of the final accounts process. | Approval for expenditure to be met from this reserve is proposed to be delegated to the Head of Place Arts & Economy and Head of Finance, in consultation with the relevant portfolio holder. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Planning Investment Reserve | Creation of a reserve into which the 20% uplift in planning fees will be allocated. | To be apportioned by the Head of Finance. | The level and continuing need for the reserve is reviewed by Finance followed by a recommendation to the Executive can include increasing / decreasing the balance or complete closure |
| Public Amenity Reserve | To provide finance for play area and public open space improvements | The General Fund capital programme and its financing is approved by the Executive. This sets the contribution from this reserve. Any further upward variation in the contribution would have to be approved by the Executive either as part of a report on the particular scheme in question or as part of a revision of the capital programme during the budget monitoring process. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Public Open Spaces Planning Gain Reserve | Expenditure from this reserve will be charged to service accounts during the year. An appropriate amount is then transferred to the General Fund as part of the final accounts process. | The Head of Neighbourhood Services, in agreement with the Head of Finance, has delegated authority to spend from this reserve. | This reserve is reviewed during the final accounts process but as the reserve was created from S106 contributions which generally have conditions of use attached to them, levels and potential closure are not applicable |

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Services Transformation Reserve | Reserve created to enable services to continue to be provided pending delivery of required savings and to finance "Fit For the Future" schemes so as to help the Council secure the savings needed in its Medium Term Financial Strategy. | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Tourism Reserve To provide finance for initiatives relating to the Council's ongoing promotion of tourism | Items to be financed from this reserve are charged to the service accounts during the year. An appropriate amount is then transferred to the General Fund as part of the final accounts process. | Authority to spend delegated to Deputy Chief Executive in consultation with the Place Arts & Economy Services Portfolio Holder, Finance Portfolio Holder and S151 Officer. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Digital By Default Reserve | Reserve created to enable digitalisation of services to continue to be provided pending delivery of required savings and to finance "Fit For the Future" schemes so as to help the Council secure the savings needed in its Medium Term Financial Strategy. | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Climate Change Reserve | Reserve created to respond to the Climate Emergency Declaration for Council services and across the District. | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Community Emergency Response Fund Reserve | Reserve created to respond to the COVID-19 pandemic. | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Newbold Benches Donation Reserve | To be used in accordance with the wishes of the benefactor on benches and tree planting at Newbold Comyn. | Head of Service to ensure sums spent in accordance with donation conditions. | Use of the Reserve to be reviewed annually until fully disbursed. |
| Ukrainian Resettlement Inspections Reserve | Paid to the Council to fund the inspection of properties for the Ukrainian resettlement scheme | The responsibility for the authorisation of expenditure from this reserve is the Head of the Housing Service and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The reserve can only be used to fund staff carrying out inspections under this scheme. Unutilised balances would have to be repaid. |
| Working for Warwick Reserve | Reserve set up to carry forward the employee benefits from the 'Working For Warwick' package to future years | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Energy Generation Projects Reserve | Reserve created to investigate and forward-fund energy generation projects that will be cost neutral over the medium-term | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Change Programme Delivery Reserve | Reserve created to support initial investment required to deliver the organisational change programme | The responsibility for the authorisation of expenditure from this reserve is proposed to be with the Chief Executive and Head of Finance in consultation with the relevant portfolio holders, subject to being reported within subsequent budget reports. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GF Volatility Reserve | Reserve established to provide finance for "smoothing out" the General Fund balances to ensure there is enough funding available to balance the deficit budgets presented in the MTFS, using business rates overperformance (while ensuring the BRRVR maintains a balance of £2m) | Executive to approve usage. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Tennis Maintenance Reserve | To provide budget for Tennis court maintenance when required, created by surplus income within each year. | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Biodiversity Reserve | Created from New Homes Bonus budget for 'Trees for Future', This Reserve will support projects and initiatives to enhance biodiversity including tree planting, as prioritised through the planned review of the Trees For Our Future project. | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| HMO Equalisation Reserve | This Reserve is to support the HMO Licence Service, the majority of Licences are received in the first two years of the 5 year programme, Funds to be drawn down to support services in the final three years. | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Waste Management Contract Reserve | The reserve will support the Waste Contract and Sherbourne MRF. The reserve has been created by additional Government Grant 'Extended Provider Responsibility' in 2025/26. | Transfers to and from this reserve will be approved by the Executive as part of the Budget and Final Accounts processes. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure. |
| Housing Revenue Account (HRA) | | | |
| Housing Capital Investment Reserve To provide finance for new build projects. | To provide finance for new build projects. | The budgets which affect the balance are monitored during the year by Finance and Housing with the effect on the balance being taken into account in future years' projections to ensure the balance conforms to minimum acceptable requirements within the Self Financing Business Plan in order to achieve the required number of new build homes. | The adequacy of the balance is assessed as part of reviewing the Self Financing Business Plan . |
| Major Repairs Reserve To provide funding for major capital works to the Council's housing stock | The relevant amount required to finance the HRA capital programme is transferred to the Capital Adjustment Account as part of the final accounts process. | The contribution made from this reserve towards capital expenditure is dictated by the developing needs of the HRA Self Financing Business Plan and will be reviewed as part of the formal Business Plan governance process. | The operation of this reserve will be reviewed as part of the ongoing monitoring of the Self Financing Business Plan. |
| Housing Revenue Account balance To provide a contingency reserve to protect the HRA against any unexpected and adverse revenue or capital cash flows arising during the year. | The balance will be applied as necessary to finance housing landlord revenue or capital budget variations. | The budgets which affect the balance are monitored during the year by Finance and Housing with the effect on the balance being taken into account in future years' projections to ensure the balance conforms to minimum acceptable requirements within the Self Financing Business Plan. | The adequacy of the balance is assessed as part of reviewing the Self Financing Business Plan. The Self Financing Business Plan is based on maintaining a minimum £1.5m balance (uplifted each year for inflation). |
| HRA Early Retirement Reserve To provide finance to cover the pension one off costs to the HRA as a result of the early retirement of Housing officers and to provide finance to cover redundancy costs properly chargeable to the HRA. | Items to be financed from this reserve are charged to the HRA during the year and notified to Finance. An appropriate amount is then transferred to the HRA as part of the final accounts process. | Approval for expenditure to be met from this reserve is subject to a report to the Executive which previously has been agreed with Finance. The movements in and out of the reserve are monitored against the approved or expected pattern by Finance at least three times a year. | The level and continuing need for the reserve is reviewed by Finance in conjunction with the S151 Officer during the final accounts process where depending on the need, a recommendation to the Executive can include increasing / decreasing the balance or complete closure |

| Name of Reserve & Purpose | Use of Reserve / Balance | Management and Control | Review Mechanism |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <i>HRA Rough Sleeping Initiative Reserve</i> | To fund a rough sleeping initiative at the William Wallsgrove hostel, from Government grant received in 2018/19. | To match-fund expenditure incurred by the HRA, up to the level of the Reserve. | The reserve will be reviewed as part of the wider housing and homeless strategies of the Council |

GENERAL FUND AND HOUSING REVENUE ACCOUNT RESERVES AND BALANCES

APPENDIX 5b

| Reserve | Use of Reserve 2025/26 to 2029/30 | Balance 1/4/2025 £000 | Estimated Balance 1/4/2026 £000 | Estimated Balance 1/4/2027 £000 | Estimated Balance 1/4/2028 £000 | Estimated Balance 1/4/2029 £000 |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
| GENERAL FUND RESERVES - EARMARKED | | | | | | |
| Art Gallery Gift Reserve | Balance on this reserve includes monies transferred from Art Fund Reserve. Currently there is no expenditure to be met from this reserve. External donations of approximately £1k per annum will be credited to this reserve. | 139 | 140 | 141 | 142 | 143 |
| Building Control Reserve | The surpluses from this 'trading account' are used to support the service costs. | 427 | 427 | 427 | 427 | 427 |
| Business Rate Retention Volatility Reserve | Reserve set up to 'smooth' receipt of business rate income. Covid-19 grants since 20/21 have distorted the previous trends. Expected to be a Government Business Rate re-set in 2025/26. | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Capital Investment Reserve | The reserve will receive £100k top ups in respect of RUCIS capital schemes in 21/22 and 22/23. £1m is the minimum balance recommended for this reserve. | 1,456 | 1,283 | 1,183 | 1,083 | 983 |
| Car Parking Repairs and Maintenance Reserve | Reserve created in order to provide resources for future years repairs and maintenance programmes. It is currently funding replacement pay & display ticket machines. | 122 | 122 | 122 | 122 | 122 |
| Cemetery Land Purchase Reserve | Reserve established to provide finance for the purchase of land for cemetery extensions. Currently no such purchases are included in the General Fund Capital Programme. Future contributions to the reserve will be provided for by a surcharge imposed on out of area burial fees. | 48 | 48 | 48 | 48 | 48 |
| Community Projects Reserve | Reserve created from New Homes Bonus to provide finance for various District-wide community projects. Being topped up in 2023/24 with £500k from New Homes Bonus / Funding Guarantee. | 183 | 158 | 133 | 133 | 133 |
| Corporate Assets Reserve | Reserve created to provide finance for refurbishing facilities following stock condition surveys. It includes General Fund contributions of £500k from 22/23, which are necessary to maintain balances. Drawdown from reserve is subject to future Executive reports. | 2,440 | 1,953 | 2,160 | 2,397 | 2,694 |
| Covent Garden Multi Storey Reserve | Balance being repurposed towards the 'Future High Street Fund'. | - | - | - | - | - |
| Election Expenses Reserve | £35k per annum will be credited to the reserve to help defray the costs of General Elections and £105k subsequently released toward funding the General Elections, based on a 4-year cycle. | 54 | 107 | 174 | 4 | 71 |
| Enterprise Projects Reserve | Reserve being reduced to cover legal commitments only. | 50 | 50 | 50 | 50 | 50 |
| Equipment Renewal Reserve | Projects will be approved by SMT, Chief Executive and relevant Portfolio Holders prior to going ahead. The reserve will receive top ups of £100k per annum and is being used to support a number of projects detailed in Appendix 7. | 35 | 70 | 160 | 250 | 340 |
| Harbury Lane Reserve | This reserve will provide funding towards the proposed travellers site in Harbury Lane | 84 | - | - | - | - |
| Homelessness Prevention Reserve | From Government grants received in 18/19 and 19/20 towards Homelessness Prevention. | 1,169 | 1,169 | 1,169 | 1,169 | 1,169 |
| ICT Replacement Reserve | This reserve is to provide for planned ICT replacements and revenue costs. The reserve will be topped up by £250k p.a., plus a one-off £500k from the ICT Alignment Reserve in 2022/23 and £1m from General Fund balances in 2023/24, but is projected to become negative at the end of 2025/26. | 1,343 | 728 | 766 | 818 | 1,080 |
| Insurance Reserve | This reserve will be used to cover self insurance against claims and to provide finance for security improvements to mitigate future claims. | 274 | 274 | 274 | 274 | 274 |
| Investment Volatility Reserve | Set up to smooth possible future fluctuations on equity funds and other treasury investments. | 100 | 100 | 100 | 100 | 100 |
| Leisure Options Reserve | Balance from Phase 1 of leisure improvements, plus funds for Phase 2. New Homes Bonus contributions totalling £740k across 20/21 and 21/22. | 267 | 267 | 66 | 66 | 66 |
| Local Plan Delivery Reserve | The reserve is funding the Tachbrook Country Park capital budget | 44 | 44 | 44 | 44 | 44 |
| Other Commuted Sums Reserve | Contributions of around £29k will be made to the General Fund each year to fund maintenance of adopted land. In addition, the reserve will fund part of the cost of the Green Spaces Team Leader. New developer | 1,337 | 1,080 | 929 | 777 | 626 |
| Planning Appeal Reserve | This is funding consultancy for Local Plan, HS2, Kenilworth development brief and site development officer salary etc. costs | 319 | 269 | 140 | 10 | 10 |
| Planning Investment Reserve | This reserve will receive income from the uplift in planning fees. Various posts e.g. temporary Senior EHO, Development Monitoring Officer, CIL Officer etc. are being funded from this reserve | - | - | - | - | - |
| Public Amenity Reserve | This reserve will provide the finance for the play equipment capital programme. £270k was added from New Homes Bonus in 22/23. | - | - | - | - | - |
| Public Open Spaces Planning Gain Reserve | Reserve receives a reduced amount of S106 planning development contributions for one-off improvement of Public Open Spaces. It contributes towards capital play area improvements. | 181 | 160 | 161 | 163 | 164 |
| Services Transformation Reserve | Current approvals from this reserve include contribution to a number of capital projects, 'Transforming Our Workplace' and various temporary posts. The reserve received a top-up from the New Homes Bonus, and the balance on the Service Alignment Reserve in 2022/23, and is used to smooth funding between financial years | 953 | 2,008 | 2,273 | 2,673 | 3,073 |
| Tourism Reserve | Established to help fund tourism initiatives within the District | 27 | - | - | - | - |
| Digital By Default Reserve | Used for digitisation projects. | 23 | - | - | - | - |
| Climate Change Reserve | Tackling the climate emergency declaration. | 67 | 130 | 130 | 130 | 130 |
| Community Emergency Response Fund Reserve | Funds for Covid-19 community support | 2 | - | - | - | - |
| Newbold Benches Donation Reserve | Donation from a member of public for benches and tree planting | 6 | 6 | 6 | 6 | 6 |
| Ukrainian Resettlement Inspections Reserve | Paid to the Council to fund the inspection of properties for the Ukrainian resettlement scheme | 25 | 25 | 25 | 25 | 25 |
| Working For Warwick Reserve | Reserve set up to carry forward the employee benefits from the 'Working For Warwick' package to future years | 194 | 194 | 194 | 194 | 194 |

GENERAL FUND AND HOUSING REVENUE ACCOUNT RESERVES AND BALANCES

APPENDIX 5b

| Reserve | Use of Reserve 2025/26 to 2029/30 | Balance 1/4/2025 £000 | Estimated Balance 1/4/2026 £000 | Estimated Balance 1/4/2027 £000 | Estimated Balance 1/4/2028 £000 | Estimated Balance 1/4/2029 £000 |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
| G M Commuted Sums Admin Reserve | | - | - | - | - | - |
| Tennis Maintenance Reserve | To provide budget for Tennis court maintenance when required, created by surplus income within each tear. | 26 | 26 | 26 | 26 | 26 |
| Biodiversity Reserves | This fund will support projects and initiatives to enhance biodiversity including tree planting, as prioritised through the planned review of the Trees For Our Future project. | 978 | 1,391 | 1,391 | 1,391 | 1,391 |
| Change Programme Delivery Reserve | Reserve created to support initial investment required to deliver the organisational change programme | 500 | 500 | 500 | 500 | 500 |
| Energy Generation Projects Reserve | Reserve created to investigate and forward-fund energy generation projects that will be cost neutral over the medium-term | 500 | 800 | 800 | 800 | 800 |
| Waste Management Contract Reserve | The reserve will support the Waste Contract and Sherbourne MRF. The reserve has been created by additional Government Grant 'Extended Provider Responsibility' in 2025/26. | - | 954 | 954 | 954 | 954 |
| HMO Equalisation Reserve | Reserve established to provide future year funding of the HMO service, where licence fees are received in advance and expenditure is seen over future years. | 105 | 105 | 105 | 105 | 105 |
| General Fund Volatility Reserve | Reserve established to provide finance for "smoothing out" the General Fund balances to ensure there is enough funding available to balance the deficit budgets presented in the MTFs, using business rates overperformance (while ensuring the BRRVR maintains a balance of £2m) | 5,172 | 2,774 | 2,604 | 2,604 | 2,604 |
| GENERAL FUND RESERVE TOTAL | | 20,650 | 19,362 | 19,255 | 19,485 | 20,352 |
| Change in GF reserves (+ increase / - decrease) | | | -1,288 | -107 | 230 | 867 |
| BALANCES | | | | | | |
| General Fund | A core balance of at least £1.5m after liabilities will be maintained as a contingency reserve. | 4,804 | 4,323 | 3,823 | 3,323 | 2,823 |
| Housing Revenue Account (HRA): | | | | | | |
| Housing Capital Investment Reserve | Under self financing, this reserve provides the finance for investment in new housing stock | 24,093 | 20,120 | 16,534 | 13,450 | 11,286 |
| Major Repairs Reserve | Under Self Financing this reserve provides the major element of funding for capital maintenance works to the Council's housing stock. | 4,262 | 960 | 1,699 | 2,577 | 3,523 |
| Housing Revenue Account balance | To provide a contingency reserve to protect the Housing Revenue Account against adverse in year revenue or capital cash flows arising from unexpected major repairs etc. | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Housing Early Retirements Reserve | Contributions of £20k in each year will be made. | 21 | 21 | 21 | 21 | 21 |
| Lifeline Funding for Assistive Technology Reserve | North Warwickshire Borough Council paid WDC as part of the transfer of their Lifeline customers over to WDC's Lifeline service. This reserve is ringfenced to be used to upgrade the Lifeline connections as the customers migrated over the next 2 years. | 21 | 21 | 21 | 21 | 21 |
| HRA Rough Sleeping Initiative Reserve | To support provision of temporary accomodation and services | 262 | 262 | 262 | 262 | 262 |
| HRA TOTAL | | 30,159 | 22,884 | 20,037 | 17,831 | 16,613 |

CAPITAL VARIATIONS

Appendix 6

| | 2024/25 £'000's | 2025/26 £'000's | 2026/27 £'000's | 2027/28 £'000's | 2028/29 £'000's | TOTAL £'000's |
|--------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| ORIGINAL BUDGETS PER 2024/25 BUDGET BOOK: | | | | | | |
| Original General Fund Capital Budgets | 24,677.9 | 2,912.8 | 1,365.3 | 460.0 | N/A | 29,416.0 |
| TOTAL | 24,677.9 | 2,912.8 | 1,365.3 | 460.0 | | 29,416.0 |

| | | | | | | |
|----------------------------------------------------------------------|-----------------|----------------|----------------|--------------|----------------------|-----------------|
| ORIGINAL GENERAL FUND CAPITAL BUDGETS PER 2024/25 BUDGET BOOK | 24,677.9 | 2,912.8 | 1,365.3 | 460.0 | Not published | 29,416.0 |
|----------------------------------------------------------------------|-----------------|----------------|----------------|--------------|----------------------|-----------------|

| | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------|---------|-----|-----|-----|-----|---------|
| Items slipped from 2023/24 and added to 2024/25 Budgets (see Final Accounts Report 2023/24 for detail on individual schemes) | 1,966.0 | N/A | N/A | N/A | N/A | 1,966.0 |
|------------------------------------------------------------------------------------------------------------------------------|---------|-----|-----|-----|-----|---------|

| | | | | | | |
|--------------------------------------------------------------------------------------------------------------------|--------|-----|-----|-----|-----|--------|
| Items brought forward from 2024/25 to 2023/24 (see Final Accounts Report 2023/24 for detail on individual schemes) | -450.0 | N/A | N/A | N/A | N/A | -450.0 |
|--------------------------------------------------------------------------------------------------------------------|--------|-----|-----|-----|-----|--------|

| | | | | | | |
|--------------------------------------------------------------|----------------|------------|------------|------------|------------|----------------|
| TOTAL adjustments arising from Final Accounts Report: | 1,516.0 | N/A | N/A | N/A | N/A | 1,516.0 |
|--------------------------------------------------------------|----------------|------------|------------|------------|------------|----------------|

| | | | | | | |
|-----------------------------------------|----------------|-------------|--|--|--|----------------|
| INCREASES TO SCHEMES: | | | | | | |
| Castle Farm LC New Building | 647.6 | | | | | 647.6 |
| CCTV Cameras (UKSPF) | 14.2 | | | | | 14.2 |
| Play Area Disabled Improvements | | 41.0 | | | | 41.0 |
| Community Stadium | 55.8 | | | | | 55.8 |
| Hatton Park Play Area | 45.0 | | | | | 45.0 |
| Tach Brook Country Park | 77.0 | | | | | 77.0 |
| Frontline Vehicle Fleet (SDC/WDC) | 214.5 | | | | | 214.5 |
| Spa Centre Lights and Radio Microphones | 1.7 | | | | | 1.7 |
| Pump Rooms Roof Repair and Restoration | 1,897.3 | | | | | 1,897.3 |
| Kenilworth School loan | 153.0 | | | | | 153.0 |
| TOTAL Increase to Schemes: | 3,106.1 | 41.0 | | | | 3,147.1 |

| | | | | | | |
|-------------------------------------------------------------|----------------|-----------------|--------------|--------------|--------------|-----------------|
| NEW APPROVALS: | | | | | | |
| Server Infrastructure | | | | 220.0 | | 220.0 |
| Desktop Infrastructure | | | | | 40.0 | 40.0 |
| Virtual Server Estate | | | | | 100.0 | 100.0 |
| Infrastructure General | | | | | 15.0 | 15.0 |
| Network devices LAN & WAN | | | | | 15.0 | 15.0 |
| Physical Server Replacement | | | | 90.0 | 10.0 | 100.0 |
| AV Kit | | | 15.8 | | | 15.8 |
| Rural & Urban Initiatives | | | | | 100.0 | 100.0 |
| Recycling & Refuse Containers | | | | | 80.0 | 80.0 |
| Newbold Comyn LC Solar Panels | 234.0 | | | | | 234.0 |
| Abbey Fields LC New Building | | 12,550.0 | 911.9 | | | 13,461.9 |
| Myton footpath/cycleway-should have been slippage from 23/2 | 47.0 | | | | | 47.0 |
| Commonwealth Games-should have been slippage from 23/24 | 50.0 | | | | | 50.0 |
| Student Voice App Software (UKSPF) | 14.6 | | | | | 14.6 |
| Fallow Hill Community Room items(UKSPF) | 3.7 | | | | | 3.7 |
| Emergency Contact (UKSPF)- slippage moved to revenue | -13.0 | | | | | -13.0 |
| Victoria Park Paddling Pool Improvements | 368.0 | 65.0 | | | | 433.0 |
| St.Nicholas Park Paddling Pool | 334.5 | 54.6 | | | | 389.1 |
| Newbold Comyn Cycle Hub | 65.0 | | | | | 65.0 |
| Interactive Futures (UKSPF) | 10.0 | | | | | 10.0 |
| TOTAL New Approvals: | 1,113.8 | 12,669.6 | 927.7 | 310.0 | 360.0 | 15,381.1 |

CAPITAL VARIATIONS**Appendix 6**

| | 2024/25 £'000's | 2025/26 £'000's | 2026/27 £'000's | 2027/28 £'000's | 2028/29 £'000's | TOTAL £'000's |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| TOTAL General Fund New/Increases to Capital Approvals during 2024/25: | 4,219.9 | 12,710.6 | 927.7 | 310.0 | 360.0 | 18,528.2 |
| SLIPPAGE/BUDGET B/FWD - Changes to start dates or delays on projects mean that it is proposed to slip resources into future years/bring forward from future years - identified as part of budget review process: | | | | | | |
| Mobile Phone Replacement | | 30.0 | -30.0 | | | |
| Replacement of Member IT Kit | | 30.0 | -30.0 | | | |
| Regulatory Services Software | -300.0 | 250.0 | 50.0 | | | |
| Software/Digital - Strategy Seed Funding | -136.8 | 136.8 | | | | |
| UPS | | 20.0 | -20.0 | | | |
| AV Kit | -4.3 | | 4.3 | | | |
| Abbey Fields LC New Building | -9.9 | | 9.9 | | | |
| St. Nicholas Park All Weather Pitches Carpet Replacement | -350.0 | 350.0 | | | | |
| Air Quality Sensors Warwick Hospital Car Park | -3.2 | 3.2 | | | | |
| Air Quality Sensors Oakley Grove Phase 3/Land off Harbury Lane & Oakley Wood Rd | -3.2 | 3.2 | | | | |
| Eagle Recreation Ground Improvement Works | -22.5 | 22.5 | | | | |
| Athletics Facility Relocation-budget b/fwd from 23/24 | 50.0 | | | | | 50.0 |
| Myton footpath/cycleway | -100.0 | 100.0 | | | | |
| PA system Front of House/Backstage | -55.0 | 55.0 | | | | |
| Play Area Disabled Improvements | -60.0 | 60.0 | | | | |
| Skate Park in St. Nicholas Park | | -38.8 | 38.8 | | | |
| Pump Rooms Roof Repair and Restoration | -2,118.3 | 2,118.3 | | | | |
| Tach Brook Country Park | -1,265.9 | 932.2 | 333.7 | | | |
| Community Stadium Project | -200.0 | 200.0 | | | | |
| Future High Street-Sorting Office | -3,100.8 | 3,100.8 | | | | |
| Castle Farm Sports Pitch Drainage | -73.0 | 73.0 | | | | |
| TOTAL General Fund Capital Slippage identified during 2024/25: | -7,752.9 | 7,446.2 | 356.7 | | | 50.0 |
| SCHEMES DELETED / REDUCED / SAVINGS/VIREMENTS: | | | | | | |
| Play Area Improvements | | | | -200.0 | | -200.0 |
| Voice of IP telephone system | -47.0 | | -30.0 | | | -77.0 |
| Network | -3.4 | | | | | -3.4 |
| Contact Centre | -38.0 | | | | | -38.0 |
| Abbey Fields LC Demolition-virement to main project | -99.2 | | | | | -99.2 |
| Abbey Fields LC New Building-virement from demolition | | | 99.2 | | | 99.2 |
| Newbold Comyn Pavilion Refurbishment-project aborted | -26.5 | | | | | -26.5 |
| Central Ajax Football Club-saving | -1.5 | | | | | -1.5 |
| CCTV Server Upgrade (UKSPF) | -3.2 | | | | | -3.2 |
| CCTV Cameras (UKSPF) | 3.2 | | | | | 3.2 |
| Improvements to lighting in parks and open spaces (UKSPF) | -76.5 | | | | | -76.5 |
| Student Voice App Software (UKSPF) | 31.3 | | | | | 31.3 |
| ASB App X React (UKSPF) | 45.2 | | | | | 45.2 |
| Play Area Improvements | -145.5 | | -520.0 | | | -665.5 |
| Sabin Drive Play Area | -4.1 | | | | | -4.1 |
| Address barriers to accessing education and training courses (UKSPF) | 12.0 | | | | | 12.0 |
| Develop activities (Spark and Ignite)(UKSPF) | -12.0 | | | | | -12.0 |
| Lillington Health Hub | -31.4 | | | | | -31.4 |
| Future High Street-Town Hall | -1.4 | | | | | -1.4 |
| TOTAL General Fund Reductions / Savings: | -398.0 | | -450.8 | -200.0 | | -1,048.8 |
| PROPOSED GENERAL FUND CAPITAL PROGRAMME FOR BUDGET BOOK: | 22,262.9 | 23,069.6 | 2,198.9 | 570.0 | 360.0 | 48,461.4 |
| | -6.5 | 0.0 | 0.0 | | | |

| | Latest Budget 2024/25 £'000 | Proposed Expend. 2025/26 £'000 | Proposed Expend. 2026/27 £'000 | Proposed Expend. 2027/28 £'000 | Proposed Expend. 2028/29 £'000 | TOTAL 2024/25 to 2028/29 £'000 |
|-----------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|
| Capital Programme Summary | | | | | | |
| Climate Change | 75.0 | | | | | 75.0 |
| Customer & Digital Services | 1,279.1 | 1,080.8 | 424.5 | 390.0 | 180.0 | 3,354.4 |
| Safer Communities, Leisure & Environment | 10,409.4 | 13,134.4 | 1,221.8 | | | 24,765.6 |
| Finance Portfolio | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| Neighbourhood & Assets | 2,994.7 | 5,453.6 | 452.6 | 80.0 | 80.0 | 9,060.9 |
| Place, Arts & Economy | 7,411.2 | 3,300.8 | | | | 10,712.0 |
| Total General Fund Capital Programme | 22,269.4 | 23,069.6 | 2,198.9 | 570.0 | 360.0 | 48,467.9 |
| Climate Change | | | | | | |
| Hydrogen Hub (UKSPF) | 75.0 | | | | | 75.0 |
| Total Climate Change | 75.0 | - | - | - | - | 75.0 |
| Customer & Digital Services | | | | | | |
| Desktop infrastructure | 200.0 | 125.0 | 40.0 | 40.0 | 40.0 | 445.0 |
| Mobile Phone Replacement | | 30.0 | | | | 30.0 |
| Virtualisation Servers | 10.0 | | | | | 10.0 |
| Virtual Server Estate | 60.0 | | | | 100.0 | 160.0 |
| Infrastructure general | 14.5 | 14.5 | 14.5 | 15.0 | 15.0 | 73.5 |
| Backup solution | 100.0 | | | | | 100.0 |
| Voice of IP telephone system | 20.0 | | 50.0 | | | 70.0 |
| Server Infrastructure | 10.0 | | | 220.0 | | 230.0 |
| Network | 60.0 | 14.5 | 180.0 | 15.0 | 15.0 | 284.5 |
| Contact Centre | 20.0 | | 60.0 | | | 80.0 |
| Physical server replacement | 56.0 | 10.0 | 10.0 | 100.0 | 10.0 | 186.0 |
| UPS | | 20.0 | | | | 20.0 |
| Development, Building Control and LLPG Replacement. | 350.0 | | | | | 350.0 |
| Replacement of Member IT Kit | | 30.0 | | | | 30.0 |
| Regulatory Services Software | | 300.0 | 50.0 | | | 350.0 |
| Revenues and Benefits Replacement or Renewal | | 400.0 | | | | 400.0 |
| Software/Digital - Strategy Seed Funding | 200.0 | 136.8 | | | | 336.8 |
| Software/Digital - GIS | 70.0 | | | | | 70.0 |
| Cyber Security Posture | 93.6 | | | | | 93.6 |
| AV Kit | 15.0 | | 20.0 | | | 35.0 |
| Total Customer & Digital Services | 1,279.1 | 1,080.8 | 424.5 | 390.0 | 180.0 | 3,354.4 |
| Safer Communities, Leisure & Environment | | | | | | |
| Castle Farm sports pitch drainage | | 73.0 | | | | 73.0 |
| Newbold Comyn LC Solar Panels | 234.0 | | | | | 234.0 |
| St. Nicholas Park All Weather Pitches Carpet Replacement | | 350.0 | | | | 350.0 |
| Abbey Fields LC New Building | 8,598.5 | 12,550.0 | 1,021.0 | | | 22,169.5 |
| Abbey Fields LC Demolition | 10.2 | | | | | 10.2 |
| Castle Farm LC New Building | 562.6 | | | | | 562.6 |
| Kenilworth Leisure Centre Sites Fit Out Costs Abbey Fields | | | 200.8 | | | 200.8 |
| Central Ajax Football Club | 111.4 | | | | | 111.4 |
| Athletics Facility Relocation | 238.0 | | | | | 238.0 |
| Myton footpath/cycleway | 47.0 | 100.0 | | | | 147.0 |
| Commonwealth Games | 50.0 | | | | | 50.0 |
| Spa Centre Replacement Seating | | | | | | |
| Spa Centre Lights and Radio Microphones | 81.4 | | | | | 81.4 |
| Cinema projector | 40.0 | | | | | 40.0 |
| PA system Front of House/Backstage | | 55.0 | | | | 55.0 |
| Assembly Rooms at Pump Rooms Replacement Chairs | 30.8 | | | | | 30.8 |
| CCTV Cameras (UKSPF) | 87.1 | | | | | 87.1 |
| Improvements to lighting in parks and open spaces (UKSPF) | 141.5 | | | | | 141.5 |
| Fallow Hill Community Room items(UKSPF) | 3.7 | | | | | 3.7 |
| ASB App X React (UKSPF) | 45.2 | | | | | 45.2 |
| Student Voice App Software | 45.9 | | | | | 45.9 |
| The Crest (UKSPF) | 8.3 | | | | | 8.3 |
| Everyone Active (UKSPF) | 0.2 | | | | | 0.2 |
| Brunswick HLC (UKSPF) | 20.0 | | | | | 20.0 |
| Establish 'an active neighbourhood' to prioritise the movement of people over motor traffic (UKSPF) | 20.0 | | | | | 20.0 |
| The Gap(UKSPF) | 20.0 | | | | | 20.0 |
| Air Quality Sensors Warwick Hospital Car Park | 6.8 | 3.2 | | | | 10.0 |
| Air Quality Sensors Oakley Grove Phase 3/Land off Harbury Lane & Oakley Wood Rd | 6.8 | 3.2 | | | | 10.0 |
| Total Safer Communities, Leisure & Environment | 10,409.4 | 13,134.4 | 1,221.8 | - | - | 24,765.6 |
| Finance | | | | | | |
| Rural & Urban Initiatives | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| Total Finance | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| Neighbourhood & Assets | | | | | | |
| Play Area Improvements | 324.5 | 480.0 | | | | 804.5 |
| Play Area Disabled Improvements | 40.0 | 101.0 | | | | 141.0 |
| Severn Acre Close Play Area | 8.2 | | | | | 8.2 |
| Sabin Drive Play Area | 18.0 | | | | | 18.0 |
| Glendale Drive Play Area | 55.0 | | | | | 55.0 |
| Hatton Park Play Area | 97.6 | | | | | 97.6 |
| Eagle Recreation Ground Improvement Works | | 22.5 | | | | 22.5 |
| Refugee Sculpture | 9.4 | | | | | 9.4 |
| Skate Park in St. Nicholas Park | | | 38.8 | | | 38.8 |
| Abbey Fields Management Plan | 3.0 | | | | | 3.0 |
| Pottertons Landscaping Works | 2.9 | | | | | 2.9 |
| Victoria Park Paddling Pool Improvements | 368.0 | 65.0 | | | | 433.0 |
| St.Nicholas Park Paddling Pool | 334.4 | 54.6 | | | | 389.0 |
| Pump Rooms Roof Repair and Restoration | 1,000.0 | 2,118.3 | | | | 3,118.3 |
| Newbold Comyn Cycle Hub | 65.0 | | | | | 65.0 |
| Tach Brook Country Park | 179.2 | 2,532.2 | 333.8 | | | 3,045.2 |
| Recycling & Refuse Containers | 80.0 | 80.0 | 80.0 | 80.0 | 80.0 | 400.0 |
| Frontline Vehicle Fleet (SDC/WDC) | 409.5 | | | | | 409.5 |
| Total Neighbourhood & Assets | 2,994.7 | 5,453.6 | 452.6 | 80.0 | 80.0 | 9,060.9 |
| Place, Arts & Economy | | | | | | |
| Barford Youth & Community Centre-Grant | 250.0 | | | | | 250.0 |
| Community Stadium Project | 55.7 | 200.0 | | | | 255.7 |
| Kenilworth School loan | 153.0 | | | | | 153.0 |
| Future High Street-Town Hall | 1,792.5 | | | | | 1,792.5 |
| Future High Street-Former Stoneleigh Arms | 2,590.0 | | | | | 2,590.0 |
| Future High Street-Sorting Office | 2,000.0 | 3,100.8 | | | | 5,100.8 |
| Signage (UKSPF) | 8.0 | | | | | 8.0 |
| Sustrans (UKSPF) | 50.0 | | | | | 50.0 |
| Creative Organisations (UKSPF) | 25.0 | | | | | 25.0 |
| Spark & Ignite (UKSPF) | 20.2 | | | | | 20.2 |
| Makers Hub (UKSPF) | 20.0 | | | | | 20.0 |
| Lights of Leamington (UKSPF) | 70.0 | | | | | 70.0 |
| Digital skills provision (UKSPF) | 30.0 | | | | | 30.0 |
| Anchor Space at Leamington Town Hall (UKSPF) | 42.0 | | | | | 42.0 |
| Develop activities (Spark and Ignite)(UKSPF) | 8.0 | | | | | 8.0 |
| Commission a programme of Public art (UKSPF) | 5.0 | | | | | 5.0 |
| Interactive Futures UKSPF | 10.0 | | | | | 10.0 |
| Leper Hospital regeneration | 281.8 | | | | | 281.8 |
| Total Place, Arts & Economy | 7,411.2 | 3,300.8 | - | - | - | 10,712.0 |

Housing Investment Programme (HIP) 2024/25 to 2033/34

Appendix 7 Part 2

| Activity Description | | Actual Spend | Budgeted Spending Plan | | | | | | | | | |
|--------------------------------------------------------|-----------------------------|--------------|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Construction / Acquisition of Housing: | 2024/25 Revised £'000's | | 2025/26 £'000's | 2026/27 £'000's | 2027/28 £'000's | 2028/29 £'000's | 2029/30 £'000's | 2030/31 £'000's | 2031/32 £'000's | 2032/33 £'000's | 2033/34 £'000's | Total £'000's |
| Repurchase of Ex-Council Housing | 1,167 | | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 5,667 |
| Purchase of Property | 15,000 | | 11,000 | 11,000 | 11,000 | 4,268 | 0 | 0 | 0 | 0 | 0 | 52,268 |
| Purchase of property | 5,000 | | 5,000 | 13,000 | 38 | 0 | 0 | 0 | 0 | 0 | 0 | 23,038 |
| Purchase of property | 5,000 | | 7,000 | 5,000 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 17,005 |
| Purchase of property | 4,500 | | 4,500 | 1,191 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,191 |
| Purchase of property | 200 | | 1,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Purchase of property | 680 | | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 715 |
| Purchase of property | 2,635 | | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,646 |
| Purchase of property | 4,485 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,485 |
| Purchase of property | 1,659 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,659 |
| Purchase of property | 536 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 536 |
| Purchase of property | 201 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 201 |
| Purchase of property - LAF 3 | 2,709 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,709 |
| Total Construction / Acquisition of Housing | 43,772 | | 29,345 | 30,691 | 11,543 | 4,768 | 500 | 500 | 500 | 500 | 500 | 122,619 |
| | | | | | | | | | | | | |
| Improvement / Renewal Works: | 2024/25 Revised5 £'000's | | 2025/26 £'000's | 2026/27 £'000's | 2027/28 £'000's | 2028/29 £'000's | 2029/30 £'000's | 2030/31 £'000's | 2031/32 £'000's | 2032/33 £'000's | 2033/34 £'000's | Total £'000's |
| Stock Condition Survey Works: | | | | | | | | | | | | |
| Aids & Adaptations | 647.1 | | 647.1 | 647.1 | 647.1 | 647.1 | 647.1 | 647.1 | 647.1 | 647.1 | 647.1 | 6,471 |
| Defective Flooring | 59.3 | | 59.3 | 59.3 | 59.3 | 59.3 | 59.3 | 59.3 | 59.3 | 59.3 | 59.3 | 593 |
| Door Entry/Security/Safety Systems | 150.0 | | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 1,500 |
| Kitchen & Bathroom Fittings / Sanitaryware Replacement | 1,000.0 | | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 10,000 |
| Electrical Fitments / Rewiring | 612.4 | | 612.4 | 612.4 | 612.4 | 612.4 | 612.4 | 612.4 | 612.4 | 612.4 | 612.4 | 6,124 |
| Water Services | 9.1 | | 9.1 | 9.1 | 9.1 | 9.1 | 9.1 | 9.1 | 9.1 | 9.1 | 9.1 | 91 |
| Structural Improvements | 19.7 | | 19.7 | 19.7 | 19.7 | 19.7 | 19.7 | 19.7 | 19.7 | 19.7 | 19.7 | 197 |
| Improved Ventilation | 4.7 | | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 | 47 |
| Major Garage Works | 24.6 | | 24.6 | 24.6 | 24.6 | 24.6 | 24.6 | 24.6 | 24.6 | 24.6 | 24.6 | 246 |
| Codependant Asbestos Removal | 200.0 | | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 2,000 |
| Special capital works - Lift Replacement | 150.0 | | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,500 |
| Capital Salaries for Improvement / Renewal Works | 309.7 | | 315.9 | 322.2 | 328.6 | 335.2 | 341.9 | 348.8 | 348.8 | 348.8 | 348.8 | 3,349 |
| Total Stock Condition Survey Works | 3,186.6 | | 3,192.8 | 3,199.1 | 3,205.5 | 3,212.1 | 3,218.8 | 3,225.7 | 3,225.7 | 3,225.7 | 3,225.7 | 32,117.5 |
| Climate Change & Environmental Works: | | | | | | | | | | | | |
| Environmental - Roof Coverings | 750.0 | | 525.0 | 525.0 | 525.0 | 525.0 | 525.0 | 525.0 | 525.0 | 525.0 | 525.0 | 5,475 |
| Environmental - Decarbonisation | 750.0 | | 750.0 | 750.0 | 750.0 | 750.0 | 750.0 | 500.0 | 750.0 | 750.0 | 750.0 | 7,250 |
| Solar Panels - Roof Covering Works | 0.0 | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 |
| Environmental - Window/Door Replacement | 535.0 | | 535.0 | 535.0 | 535.0 | 535.0 | 535.0 | 535.0 | 535.0 | 535.0 | 535.0 | 5,350 |
| Environmental Central Heating Replacement | 1,239.8 | | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 1,239.8 | 12,398 |
| Thermal Improvement Works | 141.3 | | 141.3 | 141.3 | 141.3 | 141.3 | 141.3 | 141.3 | 141.3 | 141.3 | 141.3 | 1,413 |
| Environmental Works | 75.0 | | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 750 |
| Environmental Works: Tenant Participation Projects | 37.7 | | 37.7 | 37.7 | 37.7 | 37.7 | 37.7 | 37.7 | 37.7 | 37.7 | 37.7 | 377 |
| Total Climate Change Works | 3,528.8 | | 3,303.8 | 3,303.8 | 3,303.8 | 3,303.8 | 3,303.8 | 3,053.8 | 3,303.8 | 3,303.8 | 3,303.8 | 33,013.0 |
| Fire Safety Works: | | | | | | | | | | | | |
| Fire & Building safety in Multi Occupancy Use Blocks | 3,000.0 | | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 30,000 |
| Hi Rise Cladding Replacement 5x Hi-rises | 9,944.0 | | 9,944.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 19,888 |
| Total Fire Safety Works | 12,944.0 | | 12,944.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 49,888.0 |
| Total Improvement/Renewal Works | 19,659.4 | | 19,440.6 | 9,502.9 | 9,509.3 | 9,515.9 | 9,522.6 | 9,279.5 | 9,529.5 | 9,529.5 | 9,529.5 | 115,018.6 |
| | | | | | | | | | | | | |
| Total Housing Investment Programme Expenditure | | 63,431.9 | 48,785.8 | 40,193.9 | 21,051.8 | 14,284.2 | 10,022.6 | 9,779.5 | 10,029.5 | 10,029.5 | 10,029.5 | 237,638.1 |

General Fund Capital Programme Financing 2024/25 to 2028/29

Appendix 7 Part 3

| Source | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 | Total £'000 |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| Internal / External Borrowing | 409.5 | 3,100.8 | - | - | - | 3,510.3 |
| Capital Receipts | 3,778.3 | 200.0 | - | - | - | 3,978.3 |
| External Contributions | 8,457.3 | 4,353.1 | 1,354.7 | - | - | 14,165.1 |
| Local Growth Initiative | 5,608.8 | 12,550.0 | - | - | - | 18,158.8 |
| Revenue Contributions to Capital Outlay | 234.7 | 80.0 | 80.0 | 80.0 | 80.0 | 554.7 |
| Service Transformation Reserve | 183.6 | - | 58.8 | - | - | 242.4 |
| Equipment Renewal Reserve | 150.5 | 55.0 | - | - | - | 205.5 |
| Public Amenity Reserve | 445.2 | 480.0 | - | - | - | 925.2 |
| Planning Public Open Space Reserve | 10.4 | 22.5 | - | - | - | 32.9 |
| Community Projects Reserve | 300.0 | - | - | - | - | 300.0 |
| Leisure Options Reserve | - | - | 200.8 | - | - | 200.8 |
| Corporate Assets Reserve | 368.0 | 974.5 | - | - | - | 1,342.5 |
| ICT Replacement Reserve | 1,185.5 | 1,080.8 | 404.5 | 390.0 | 180.0 | 3,240.8 |
| Enterprise Reserve | 137.6 | - | - | - | - | 137.6 |
| Covent Garden MSCP Reserve | 900.0 | - | - | - | - | 900.0 |
| Capital Investment Reserve | 100.0 | 173.0 | 100.0 | 100.0 | 100.0 | 573.0 |
| Funding | 22,269.4 | 23,069.7 | 2,198.8 | 570.0 | 360.0 | 48,467.9 |

Housing Investment Programme (HIP) Financing Strategy 2024/25 to 2033/34

Appendix 7 Part 4

| Housing Investment Programme (HIP) Financing: | 2024/25 Revised £'000's | | 2025/26 £'000's | 2026/27 £'000's | 2027/28 £'000's | 2028/29 £'000's | 2029/30 £'000's | 2030/31 £'000's | 2031/32 £'000's | 2032/33 £'000's | 2033/34 £'000's | Total £'000's |
|--------------------------------------------------|-------------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Capital receipts: Buy Back | 1,167.0 | | 500.0 | 500.0 | 500.0 | 500.0 | 500.0 | 500.0 | 500.0 | 500.0 | 500.0 | 5,667.0 |
| Capital Receipts: One for One replacement | 5,160.0 | | | | | | | | | | | 5,160.0 |
| HRA Capital Investment Reserve | 0.0 | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Major Repairs Reserve | 9,521.2 | | 10,402.4 | 6,502.9 | 6,509.3 | 6,515.9 | 6,522.6 | 6,279.5 | 6,529.5 | 9,429.5 | 9,429.5 | 77,642.2 |
| S 106 Affordable Housing Contributions | | | | | | | | | | | | 0.0 |
| Decent Homes Grant | | | | | | | | | | | | 0.0 |
| Shared Ownership Sales Capital Receipts | 5,219.4 | | 3,045.1 | 3,754.5 | 477.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 12,496.5 |
| LA Housing Fund 3 - Refugee scheme | 668.2 | | | | | | | | | | | 668.2 |
| Homes England - Refugee scheme | 180.0 | | | | | | | | | | | 180.0 |
| CWLEP Demolition Grant | 200.0 | | 1,000 | | | | | | | | | 1,200.0 |
| HRA Additional Borrowing | 41,316.1 | | 33,838.3 | 29,436.5 | 13,565.0 | 7,268.3 | 3,000.0 | 3,000.0 | 3,000.0 | 100.0 | 100.0 | 134,624.2 |
| Housing Revenue Account Related HIP Financing | 63,431.9 | | 48,785.8 | 40,193.9 | 21,051.8 | 14,284.2 | 10,022.6 | 9,779.5 | 10,029.5 | 10,029.5 | 10,029.5 | 237,638.1 |

Project funding

Appendix 8

| | Funding source | 2025/26 | 2026/27 |
|----------------------------------------------------------------------------------------|----------------|---------------|---------------|
| Projects | | £000 | £000 |
| Fixed term Capital Accountant (2 years) | NHB | 72.3 | 73.3 |
| Pennington Audit | NHB | 10.4 | |
| Staff cover | NHB | 32.5 | |
| Continue with the additional dedicated 'Rapid Response Unit' | NHB | 135.0 | |
| RRU for fly tipping | | | |
| CIL Officer | NHB | 29.6 | |
| Development Monitoring Officer and Site Delivery Officer (Coventry South) | NHB | 31.2 | |
| Principal Planners Regrade, Enforcement Officer | NHB | 55.4 | |
| Stoneleigh Arms | NHB | 55.0 | |
| Biodiversity Action Programme - actions identified in approved Action Plan for 2025/26 | NHB | 46.0 | 46.0 |
| Leamington Transformation 2 years | NHB | 50.0 | 50.0 |
| St Michaels Place | NHB | 72.0 | |
| Devolution | NHB | 25.0 | |
| Kenilworth School Sites | NHB | 200.0 | |
| Total | | 814.4 | 169.3 |
| Funding Source Summary | | | |
| New Homes Bonus 25/26 | | -814.4 | -169.3 |

GF PPM - New 5 Year Plan - 2025/26 - 2029/30

Appendix 9

| PPM Category | 25/26 Budget Estimate | 26/27 Budget Estimate | 27/28 Budget Estimate | 28/29 Budget Estimate | 29/30 Estimate | 5 Year Overall Totals |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|-----------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Corp Operational Total | 258 | 255 | 210 | 165 | 165 | 1,052 |
| Non-Operational Total | 70 | 70 | 80 | 70 | 70 | 360 |
| Open Spaces Total | 381 | 381 | 386 | 381 | 381 | 1,908 |
| | | | | | | |
| Total Total | 709 | 706 | 676 | 616 | 615 | 3,320 |

| Revised PPM 5 year Medium Term Financing Plan | | | | | | |
|--------------------------------------------------------------|---------|---------|---------|---------|---------|-----------------------|
| Funding Resources Analysis | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 5 Year Overall Totals |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Corporate Assets Reserve Opening Balance | 2,531 | 2,235 | 1,943 | 1,681 | 1,478 | |
| Corporate Assets Reserve Annual Top Up - MTFS | 0 | 0 | 0 | 0 | 0 | |
| Contribution from Business Rate Retention Volatility Reserve | 0 | 0 | 0 | 0 | 0 | |
| Corporate Asset Reserve Balances | 2,531 | 2,235 | 1,943 | 1,681 | 1,478 | |
| PPM Base General Fund Budget | 413 | 413 | 413 | 413 | 413 | |
| Total Available Funding | 2,944 | 2,648 | 2,356 | 2,094 | 1,891 | |
| PPM Annual Budgets - Estimated Spend | -709 | -706 | -676 | -616 | -615 | -3,320 |
| Y/E Estimated Corp Assets Reserve Balance | 2,235 | 1,942 | 1,680 | 1,478 | 1,276 | |

Title: Housing Revenue Account (HRA) Budget 2025/26 and Housing Rents Setting Report

Lead Officers: Lisa Barker & Victoria Bamber

Portfolio Holder: Councillor Adkins

Wards of the District directly affected: All

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
| Portfolio Holder | 23/01/2025 | Cllr Adkins & Cllr Chilvers (Housing & Finance) |
| Finance | 23/01/2025 | Victoria Bamber (Author) |
| Legal Services | | N/A |
| Chief Executive | 23/01/2025 | Chris Elliott |
| Director of Climate Change | 23/01/2025 | Dave Barber |
| Head of Service(s) | 23/01/2025 | Lisa Barker |
| Section 151 Officer | 23/01/2025 | Andrew Rollins |
| Monitoring Officer | 23/01/2025 | Graham Leach |
| Leadership Co-ordination Group | | N/A |
| Final decision by this Committee or rec to another Cttee / Council? | Recommendation to: Council | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, 2025/26 Budget Setting Report | |
| Accessibility Checked? | Yes | |

Summary

Each year local authority housing landlords are required to set rents and budgets for the forthcoming financial year.

This report informs Members on the Council's financial position for the Housing Revenue Account, bringing together the latest and original Budgets for 2024/25 and 2025/26. The report presents a balanced budget for 2025/26, with a forecast requirement of £4.073m from the Housing Revenue Account (HRA) Capital Investment Reserve (CIR). This is presenting an increased requirement from the CIR of £1.136m from that presented in December 2024.

The report makes recommendations to members in respect of Council tenant housing rents, garage rents and other HRA charges for 2025/26.

Recommendation(s)

- (1)** That Cabinet recommends to Council to approve the proposed increase to rents for all Social & Affordable tenanted dwellings (excluding Shared Ownership) for 2025/26 at 2.7% (CPI 1.7%+1%) at September 2024 as per the Regulator of Social Housing National Rent Policy increases.
- (2)** That Cabinet recommends to Council to approve that Existing Shared Ownership tenanted dwelling rent increases of 4.1% (RPI 3.6%+0.5%) at November 2024 in line with Homes England Leases and advice from the National Housing Federation.
- (3)** That Cabinet recommends to Council to approve that New Shared Ownership tenanted dwelling rent increases commencing from 12th October 2023 are increased annually by 2.7% (CPI 1.7% + 1%) in line with the Shared Ownership Rents Reform.
- (4)** That Cabinet notes that the HRA Social dwelling rents for all new rented tenancies created in 2024/25 continue to be set at Target Social (Formula) Rent for Social rent properties.
- (5)** That Cabinet notes that the HRA Affordable dwelling rents for all new tenancies created in 2025/26 continue to be set at the standard National Affordable rent level of 80% of Local Market Rent.
- (6)** That Cabinet recommends to Council to approve that Garage Rents for 2025/26 continue to be increased by 10% per year.
- (7)** That Cabinet recommends to Council to approve the new Temporary Accommodation rent review inflation policy of 2.7% (CPI 1.7% +1%) capped at 90% of Local Housing Allowance Rent
- (8)** That Cabinet recommends to Council to approve the proposed 2025/26 HRA revenue budget
- (9)** That Cabinet recommends to Council to approve the Sheltered Housing Heating, Water and Lighting recharges for 2025/26
- (10)** That Cabinet recommends to Council to approve the phased introduction of Service Charges and the associated annual inflation policy specific to each service charge contract in place to be inflated at the 1st April each year.
- (11)** That Cabinet recommends to Council to approve for work to commence to assess the scope for separating out service charges from rents across all multi-occupancy buildings.

1 Reasons for the Recommendation

- 1.1 The Housing Revenue Account (HRA) is a ringfenced account for Local Authority Housing provision under Section 74 of the Local Government and Housing Act 1989. Councils must set rents and budgets for the forthcoming year and provide tenants with statutory notice of any proposed rent and service charge changes. The Council by law is to avoid budgeting for a deficit on the HRA which means that the HRA Balance must be above zero with costs being met in full by income and if required drawing down from reserves.
- 1.2 The budget presents an increased requirement from the HRA Capital Investment Reserve (CIR). The full impact of having to drawdown from the HRA CIR will be outlined in the forthcoming HRA Business Plan Report being presented to March Cabinet.
- 1.3 The development of Leyes and Rouncil Lane school sites in Kenilworth are two key priorities for the Council. These will significantly contribute to the delivery of affordable homes in the area and provide beneficial contributions to the HRA going forward. The sites will be subject to a separate Cabinet report in due course.
- 1.4 **Social Rent Setting and National Rent Policy**
- 1.5 From April 2020, a new National Rent Policy came into effect, which included the ability for Councils to increase rents annually by up to (CPI+1%) at September per annum. It is proposed that the Council will increase rents for Social Rent dwellings by (CPI+1%) at the September 2024 rate of 1.7% + 1% meaning a total rent increase of 2.7% from April 2025.
- 1.6 After a short consultation, in the Autumn Statement on 17th November 2022 the Chancellor of the Exchequer announced that a one year 7% Rent Cap would be applied in the place of the National Rent Policy, using a Direction to the Regulator of Social Housing and advised this would support people in Social & Affordable Housing in England with the cost of living crisis by limiting the increase in their rents. CPI at that time was at 11.7% and members will recall that costs (energy, materials, services) were spiraling. The Government has not enabled the position prior to the cap to be recovered resulting in the loss of millions of pounds to the social housing sector over time.
- 1.7 Details of current rents and those proposed because of these recommendations are set out in Appendix 1. It is noted that from April 2016 Target Formula rents are applied when a dwelling becomes void and re-let, existing tenancies prior to this policy change, continue under the historic rent regime with inflation linked in line with national rent policy. Appendix 1 contains the average rents for both Target Formula Rent and Historic Rent policy dwellings.
- 1.8 A comparison of the Councils proposed 2025/26 rents to Local Market Rents, National Formula Rent Caps and Local Housing Allowance Rents is set out in Appendix 2. The Councils Social Rents are 42% lower than the Local Average Weekly Market Rent. This means that the Council's housing service reduces the cost of living for tenants, allowing more money to be spent in the wider economy and reducing the social welfare costs of helping lower income tenants afford their rent.

- 1.9 From April 2016 landlords were permitted to set the base rent as the Target Social Rent (also known as Target Formula Rent) for new Social Tenancies. These tenancies are subject to agreed rental policy to comply with the Welfare Reform and Work Act 2016. New lettings for social rent properties that take place between 24 February 2025 and 31 March 2026 (after the rent increase notification has been sent to current tenants,) will be let at the post April target rent, based on previous year's figures, this will affect approximately 40 new tenants.
- 1.10 The Council adopted the policy to introduce Target Formula Social Rents on new tenancies issued upon a dwelling becoming void and re-let. This phased approach equates to approximately 400 dwellings per year transferring from the prior social rent policy to Target Formula Rents. Existing tenancies commencing prior to April 2016 will remain on the prior rent policy with rents being inflated by (CPI+1%) for 2025/26, in line with Target Social Rents Dwellings.
- 1.11 **New Affordable Rented Housing Tenancies**
- 1.12 New Affordable Rented Housing tenancies within the HRA will continue to have their rents set in line with the National Affordable Housing Rate which is 80% of the Local Market Rent in line with planning permission and grant approvals from Homes England (where these apply).
- 1.13 Prior to 2020 existing Affordable Housing tenancies were set at a special "Warwick Affordable Rent" which was a mid-point between Social and Affordable rent. Any existing historic tenancies will continue to pay 'Warwick Affordable' rents for the remainder of their tenancy to ensure there are no negative financial implications for existing tenants.
- 1.14 Affordable rents and 'Warwick Affordable' rents will be inflated in line with national rent policy at (CPI+1%) at September, meaning total rent increasing to 2.7% from April 2025.
- 1.15 **Shared Ownership**
- 1.16 Shared Owners purchase a percentage of the property from the Council and are required to pay rent on the proportion of their home which they do not own.
- 1.17 Up until 2024 Shared Ownership rents used to be increased once a year by the Retail Prices Index (RPI+0.5%) in line with the Homes England Lease Agreements in place, However, the government recognised that RPI was an outdated measure of inflation, with the government is committed to phasing out of usage by the end of the decade.
- 1.18 On 12th October 2023 it was announced by the Department for Levelling up, Housing & Communities that rents for new Shared Owners can instead be increased once a year by no more than the Consumer Prices Index (CPI+1%). This reform brings Shared Ownership rents into line with the limit that normally applies to annual rent increases in other forms of social housing.
- 1.19 Rents for new shared ownership tenancies will be increased annually by (CPI+1%) which will be 2.7% from April 2025, existing Shared Ownerships will remain on (RPI+0.5%) which will be 4.1%.

1.20 **Garage Rents**

- 1.21 Garage Rent increases are not governed by National Rent Policy Guidance. In 2020/21 as part of the HRA Rent Setting Report, Cabinet approved Garage Rents to be increased by 10% per year over a 5-year period with following years being inflated by CPI. The Council does not have a formal policy for the setting of rents for garages, but the points below contributed to the decision to increase the rents.
- 1.22 Two different rent charges apply to garages depending upon whether the renter is an existing WDC tenant or not. There are also parking spaces and cycle sheds which are charged for.
- 1.23 Market Research shows that in the private sector, garages are being marketed in the district with rents ranging from £80-£105 per month depending on quality and location (local market valuations last reviewed January 2024). The average monthly rent for a Council garage is currently £55.19.
- 1.24 **HRA Dwellings being Leased to the General Fund for Temporary Accommodation**
- 1.25 The HRA owns a number of dwellings that are sub-leased to the Councils General Fund to be used as Temporary Accommodation. The reason for the dwellings being sub-let is that Homelessness is a General Fund function and must be financed separately from the HRA Ringfence which means the HRA cannot cross subsidise General Fund costs and vice versa in line with legislation.
- 1.26 The way the Lease Financing works is that the HRA charges the General Fund an annual lease charge based on the weekly rent that would be charged for a Temporary Accommodation Dwelling. The General Fund Temporary Accommodation team allocates the Temporary Accommodation occupants and levies an occupation charge which is then collected and paid into the General Fund. At year end an internal transfer is made by the Accountancy Team to enable the General Fund to transfer enough to the HRA to pay for the annual lease charge.
- 1.27 Most of the Temporary Accommodation charge is funded by tenants claiming Housing Benefit due to the nature of the service.
- 1.28 During the 2021/22 Social Housing Rent Regulator's inspection of the HRA Rents It became apparent that the HRA dwellings being sublet to the General Fund as Temporary Accommodation were deemed to have low rents. Although Temporary Accommodation falls outside of the Social Rent Regulators Remit, it was stated that it is good practice to have an annual rent review in place and a firm inflation policy adopted where the HRA owns the stock being sub-let to the General Fund.
- 1.29 There is no official National Rent Policy where Temporary Accommodation is concerned as providers vary greatly across the sector from B&B's, Hotels, Private Landlords, Local Authorities and Housing Associations so one flat rate of rental inflation has not been legislatively applied to this sector.
- 1.30 During the 2023/24 financial year a full review of the HRA Temporary Accommodation Rents was completed to comply with the Social Rents Regulator's suggestions, a consultation took place in January 2024 with the

Local Benefits Office, where it was discovered rents are undercharged and should be increased to £117.69 for a 1-bed property, £147.69 for a 2-bed property and £173.08 for a 3-bed property.

- 1.31 The lease agreements between the HRA and General Fund would be updated to factor in these new revised rents and an annual agreed inflation policy will be implemented.
- 1.32 To ensure that these rents do not fall below acceptable levels again they will need to be inflated annually. After researching other Social Housing and Temporary Accommodation providers to seek the most appropriate inflation policy it is recommended that the rental inflation policy adopted by the Councils HRA for leased HRA Temporary Accommodation properties is CPI+1% in line with the Councils Social Rent Policy with a locally set cap being put in place of 90% of the Local Housing Allowance Rate for the local area in November each year and linked to the relevant property size which ties up with housing benefit eligibility rules linked to temporary accommodation rents.
- 1.33 This annual inflation policy will ensure the rents will remain affordable to tenants but will give assurance that the Council is recovering its costs for leasing HRA housing stock to the General Fund and Temporary Accommodation Tenants.
- 1.34 **HRA Revenue Budgets 2025/26 base**
- 1.35 In determining the 2024/25 Base Budget, the over-riding principle is to budget for the continuation of services at the agreed level. The following adjustments need to be made to the 2024/25 Original Budgets:

- Removal of any one-off and temporary items
- Addition of inflation (contractual services and pay only)
- Addition of previously agreed growth items
- Addition of unavoidable growth items
- Inclusion of any identified savings

- 1.36 The table below summarises the figures in Appendix 3 and shows how the 2025/26 HRA base budget has been calculated.

| | £ |
|--------------------------------------------------|--------------------|
| Original Approved Net HRA Surplus 2024/25 | (6,866,300) |
| Net Increase in Expenditure | 1,360,400 |
| Net Increase in Income | (2,616,800) |
| Original Net HRA Surplus 2025/26 | (8,122,700) |
| | |

- 1.37 In December 2024, the 2025/26 draft base budget was presented to members. This reflected a balanced position at that stage of the process, with a forecast deficit of £2.937m, with provision made to balance the budget using the HRA Capital Investment Reserve.
- 1.38 A further £1.136m of budget changes have subsequently been added to the budget, bringing the requirement on the HRA CIR to £4.073m to balance the budget.
- 1.39 Key drivers of the change in budget include:

- Extension to waking watch into 2025/26 - £0.599m. Work is underway to provide an alarm solution in the respective high-rise sites which, when concluded, will negate the requirement to provide a waking watch. Supply constraints have meant that work to conclude the alarm installation will continue through into 2025.
- Extension to security at school sites in Kenilworth pending development decision - £0.292m.
- A scheme to provide an allocation towards the provision of flooring to support vulnerable tenants who start WDC tenancies - £0.100m per year for 2 years.

1.40 While a number of budget changes have already been included to meet service redesign requirements, a new target operating model is currently being developed and alongside this, a review of the Assets and Housing service is underway. These pieces of work will see the functions integrate to enable improved customer pathways and outcomes. Any changes to the funding requirements will be brought forward at the earliest available opportunity.

Appropriations

Appendix 3 shows the HRA Expenditure and Income budgets which are noted in the above paragraphs, the Expenditure and Income are added together to create a Net Income from Services Total.

Further down the appendix there is a further section titled "Appropriations" which shows how the operational surplus is then used to fund the "below the line" costs such as paying the interest on loan financing, contributions to and from HRA reserves and capital financing recognition. This is accounted for differently to the General fund budgets but is a set format outlined by national accounting guidance from the Chartered Institute of Public Finance (CIPFA).

The Key Drivers for changes in Appropriations budgets are as follows:

- An Increase of £3.474m on Interest on Balances Costs. This represents the increasing borrowing to support the HRA's capital programme year-on-year.
- An Increase of £0.699m in Capital Financing
- An increase contribution from HRA Reserves of -£3.873m
- A Reduction of £0.787m in Retirement Benefit Contributions

Ultimately the increase in operational costs linked to the regulatory cost increases plus the external loan borrowing costs have caused a need to bring in £4.1m HRA reserves to balance the budget of the Housing Revenue Account.

Due to the current Economic instability external Public Works Loan Board (PWLb) borrowing is a lot higher than forecast so when external loans are being drawn down to fund the HRA's contractually committed capital expenditure the loan financing costs will vary depending on the rates at the time of the loan being agreed.

New Council dwellings do start generating income from handover and have been financially appraised to show the rents will cover the loan repayments. Extra unexpected costs linked to the housing regulator improvements are impacting the HRA's ability to cover these increase loan financing costs and the extra income from

the new dwelling rents is partially being taken up to fund the new staff costs and contracts linked with the regulatory improvements.

The HRA's capital programme had always planned on relying on external borrowing to fund its housing development schemes but the Council deferred taking out this external borrowing for a number of years. This was due to treasury management strategies which allowed for 'internal borrowing', for which the interest was paid to the General Fund rather than to PWLB. Rates were lower than those charged by PWLB meaning that both the borrower, and the General Fund investor received benefit. However, this has meant that now when the time has come to borrow externally the interest rates are high and therefore shorter-term loans are being used to keep the interest rates as low as possible and enable the HRA to refinance loans where possible, and when the time is right, to more preferable rates. It is nevertheless having an impact on the HRA negatively.

- 1.41 A number of assumptions have been made in setting the budgets for 2025/26 as follows:
- 1.42 Inflation has been applied in line with specific guidance for each expenditure type, for instance the Gas and Electricity inflation has been advised by ESPO the Commercial Energy Broker that the Council buys its energy from.
- 1.43 Other inflation factors such as for the major works has been inflated depending on the contract, staff costs have been inflated in line with the National Local Government annual pay agreement and where no clear inflation factor is apparent a % estimate has been applied to general budgets where applicable.
- 1.44 Rents - In 23/24 a rent cap of 7% was applied to social and affordable housing and shared ownership for a period of one year which meant that the increase in income did not cover the costs of the increased inflation on other operation costs and has an ongoing knock on effect to the HRA budgets as the lost income compounds. As mentioned previously the rent cap has now been lifted allowing WDC to inflate rents by the National Rent Policy rates of (CPI+1%) for Social and Affordable Housing, (RPI+0.5%) for existing Shared Ownership in 2025/26
- 1.45 Growth/Income Reductions from unavoidable and previously committed growth have been included in the Base Budget.
- 1.46 HRA Capital Investment Reserve - Any HRA operational surplus above the amount required to maintain the appropriate HRA working balance of £1.5m is transferred into the HRA Capital Investment Reserve (CIR) to be used on future HRA capital projects. If the costs increase to the point that there is a requirement to draw money out of the HRA CIR then this is noted in the same place in the budget appendix 3.
- 1.47 The Current Balance of the HRA CIR is £20.120m, there are numerous demands on this reserve particularly from new regulatory costs, New Build Development schemes, Climate Change and Fire Safety works. The CIR is also being used to support the Major Repairs Reserve as that has been used in full in recent years to support the ongoing improvement works on the Councils Housing Stock. The full impact of having to drawdown from the HRA CIR will be documented in the forthcoming HRA Business Plan Report being presented to March 2025 Cabinet,

which will also set out how a more sustainable position can be achieved to move away from a reliance on reserves to balance the in-year budget.

1.48 Relevant Age Designated & Sheltered Housing Heating, Water and Lighting recharges for 2025/26

- 1.49 Costs for electricity, gas, water, and laundry facilities are provided at some sheltered housing schemes and are recovered as a weekly charge. These utility charges are not eligible for Housing Benefit. Tenants are notified of these charges at the same time as the annual rent increase. Appendix 4 contains the charges for 2025/26 which will commence on the 1st April 2025.
- 1.50 A policy of full cost recovery was adopted in the report to Cabinet "Heating, Lighting and Water Charges 2018/19 – Council Tenants' on 7th February 2018." Recharges are levied to recover costs of electricity, gas, and water supply usage to individual properties within one of the sheltered and the five very sheltered housing schemes.
- 1.51 The costs of maintaining communal laundry facilities are also recharged at those sites benefiting from these facilities under the heading of miscellaneous charges.
- 1.52 Utility costs are reviewed in line with Council contracts to ensure affordability. The gas and electricity used to deliver communal heating and lighting is supplied under the provisions of the Council's energy supply contracts. Other measures such as installing Photovoltaic cells (solar panels) at James Court, Tannery Court and Yeomanry Court in April 2012 assist with reducing tenant's costs with the electricity generated reducing consumption from the national grid.
- 1.53 The charges necessary to fully recover costs for electricity, gas, water, and laundry facilities in 2025/26 are calculated annually from average consumption over the last three years, updated for current costs such as average void levels, Solar panel feed in tariff income, Biomass Boiler feed in tariff subsidy and adjusted for estimated inflation for the forthcoming year. The use of a 3-year adjusted average ensures that seasonal and yearly variations are reflected in the calculation.
- 1.54 In recent years the cost of gas and electricity had increased. The Council's electricity contract was renewed in October 2024 and the gas contract is to be renewed in April 2025. At the end of 2023 we began to see prices stabilise and, in some cases, decrease. As part of these contract renewals, it has been predicted that Gas will decrease by 20% in 2025. Electricity is predicted to reduce by 25% from October 2024-September 2025 but after then a slight increase is expected, these inflated costs are starting to reduce for 2025/26.
- 1.55 To protect the general public from the huge increases in energy costs the Government implemented an Energy Price Guarantee which protects customers from increases in energy costs by limiting the amount suppliers can charge per unit of energy used. It currently brings a typical household energy bill in Great Britain for dual-fuel gas and electricity down to around £1,928 per annum from January 24.
- 1.56 Council tenants are on the ESPO business contract. Therefore, the total charges to be paid by Sheltered Housing tenants for their energy is below this cap noted

in Appendix 4. Depending on the location and the number of bedrooms in the dwelling the total annual bills range from £585.00 - £1,398.80 which at the top end of this range is £529.20 less than the £1,928 Energy Price Cap.

- 1.57 The 3-year average cost calculation shown in appendix 4 shields tenants to some extent from the huge increases in gas and electricity bills which have been experienced over the last years. However, in 2024/25 a further measure was taken to reduce the impact to tenants as it was also decided to forecast further increases based on a per property basis, % increase between 2022/23 to 2023/24, rather than use the previous year's mark up of 200% and 100%, this was a more accurate approach to setting budgets and has helped further reduce charges to tenants, however this still means the Council's HRA has to meet any shortfalls in income caused by this policy change.
- 1.58 The total cost to the Council in 2025/26 has been calculated at £239,919.72 for Electricity, Heating, Lighting and Laundry and £44,141.74 for Water. This will be recovered by recharging tenants of applicable Sheltered Housing Schemes with the Service Charges being itemised on Appendix 4.
- 1.59 **New HRA Service Charges Policy**
- 1.60 Service charges apply in two ways a) where the Council own multi-occupancy buildings and provide services such as heating, lighting and cleaning of communal areas, and b) where the Council own buildings on an estate where external services such as maintenance of unadopted roads, play areas or green spaces are provided by a managing agent.

Council Owned Buildings

- 1.61 For Sheltered schemes, the Council already applies a service charge in relation to heating and lighting and a total cost recovery approach applies.
- 1.62 There is however no charge for other services such as grounds maintenance, fire alarms and other such services to the sheltered schemes.
- 1.63 Across the remainder of the multi-occupancy dwelling stock, which constitutes around half of the total stock, services which are commonly covered by service charges are not charged for separately.
- 1.64 This means that the costs for these services is met from rents. There are drawbacks with this approach:
- 1.65 The HRA is missing out on additional income that could be generated by applying charges for service provision
- 1.66 Rents are regulated by government policy and artificially constrained to increases of CPI +1% whilst energy prices and land management costs are more volatile and subject to market forces. This means as energy costs rise, the proportion of rental income available to repay the 'mortgage' effectively reduces.
- 1.67 Government has, from time to time further limited the rent rise that landlords can apply. An example of this is referenced at para 1.4. There was no correlating government policy on the treatment of service charges meaning that

landlords who has separated out costs of service charges from rent could apply a total cost recovery.

- 1.68 While most service charges will see increases annually to reflect the additional cost of providing the service linked to contract inflation it may be possible in some cases that service charges could reduce where contracts are reprocured in future years. Contracts would always be procured within the Councils Procurement policies with best value and quality to tenants being the main drivers awarding each contract, where such services are provided by the Council.
- 1.69 It is proposed to scope out the potential to separate service charges from rents and thereby provide some protection from government rent caps and restrictions going forward.

New Developments

- 1.70 A number of new build housing developments have been purchased by the Council's HRA in recent years. At some sites, facilities which would ordinarily be adopted by the relevant local authority (who in turn would service and maintain), are being retained by the developer, and service charge levied to each household. These service charges are totally independent from Social/Affordable or Shared Ownership Rents. It is the intention of the Council for the HRA to pay the charges for properties and then seek reimbursement from occupants.
- 1.71 A phased introduction of Service Charges therefore needs to be approved in the HRA which is specific to each dwelling on each separate new build site where applicable.
- 1.72 The annual inflation policy of these contracts also needs to be approved and revised annually in line with actual contract inflation costs specific to each service charge contract in place to be inflated at the 1st April each year.
- 1.73 Service charges are calculated by splitting the cost of the service over the number of properties benefitting from that service and must be on a cost recovery basis i.e. charges must not make a profit, they are just to recover full contract costs that the Council's HRA would incur otherwise.
- 1.74 If a service charge is proposed to increase, it's because the current charge does not cover the full cost of providing that service. Different services may therefore have different proposed adjustments annually to better reflect their actual costs.
- 1.75 Service charges may increase or decrease separately from rents each year based on the actual services being provided and the costs incurred and will be based on actual expenditure for the preceding financial year where reasonably possible.
- 1.76 The Council will seek to recover 100% of the service charge costs being incurred to ensure that tenants that benefit from the additional services being provided do not subsidise the service.

For both types of Service Charges

- 1.77 Service Charges are not covered by the same Government guidelines as rent setting; however, the guidelines are that service charges should be set on a reasonable and transparent basis and should reflect the service provided.
- 1.78 Where new or extended services are introduced, and an additional charge may need to be made, the Council would consult with tenants.
- 1.79 For Affordable Rent tenants, the service charge is included alongside the rent.
- 1.80 The service charges that form part of the tenancy or occupation agreement will be highlighted in the agreement. There is no option to opt out of any specified charge.
- 1.81 The annual review of service charges will be an integral part of the budget setting process across the Council and subject to approval. Once agreed the new rent and charges are implemented in the April of the next financial year.
- 1.82 The Council will give tenants four weeks written notice of any change in the level of service charges which normally be prior to April and rent increases would be advised at the same time in line with Section 13(2) of the Housing Act 1988 where appropriate.
- 1.83 **Alternative Options**
- 1.84 The purpose of this report is to produce budgets as determined under the requirements of the Financial Strategy, in line with current Council policies. Any alternative strategies will be the subject of separate reports.
- 1.85 **Garage Rents** - The Council has discretion over the setting of Garage Rents. It would be possible to set Garage Rents higher than those proposed to maximise income; however significantly higher rents may make Garages harder to let and so reduce income. Similarly, rents could also be reduced but this would reduce income to the HRA Budget when it is needed and not provide sufficient funds to maintain the garages in good condition.
- 1.86 **Dwellings** - The Council does have the discretion to decrease rents for existing tenants. However, following the negative impact of the previous rent policy of a four-year fixed -1% rental income reduction from 2016-2020, the negative impact of the Covid-19 Pandemic; and then the recent 7% rent cap not matching inflationary operational costs, any decreases would further reduce the level of income for the HRA, which in turn could impact upon the viability of the HRA to cover its operational costs, future projects and business requirements.
- 1.87 **Shared Ownership** - The Council does not have the discretion to change the rent schedule for existing shared ownership dwellings without permission from Homes England, which is determined by the existing terms of the lease.
- 1.88 **Heating** – The Council does have the discretion to reduce the heating charges charged back to tenants however as bills are now reducing so full cost recovery will be implemented as there are already measures in place to shield tenants from the recent high utility cost increases mentioned in paragraphs above.

1.89 Legal Implications

- 1.89.1 The proposals are in line with current legislation where applicable.

1.90 Financial Services

- 1.90 The HRA is a key component of the Council's budget framework and the budgets proposed are in accordance with the long term HRA Business Plan. The gross increased income generated from inflating rents in line with the National Rent Setting Policy in relation to, Social Rents, Affordable Rents, Shared Ownership Rents, and the other increases such as Garage Rents, and Service Charges is estimated as a total budget growth of £ 2,616,800 as noted in Appendix 3.
- 1.91 The recommended budgets maintain the reserve will be kept at £1.5m on the HRA under current Council policy. This minimum balance is separate to any contributions to the HRA Capital Investment Reserve (HRA CIR) or the Major Repairs Reserve, all of which can be seen in the HRA Budget Appendix 3
- 1.92 The HRA Business Plan will be presented to March 2025 Cabinet and will be reviewed throughout 2025/26 to take account of the changes proposed through the budget setting process and outlined within this report, and also subsequent changes to national policy or adjustments needed to reflect changes to existing spending priorities throughout the year.

1.93 Corporate Strategy

- 1.94 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation:
- Delivering valued, sustainable services – Better return/ use of our assets. Full cost accounting, continued cost management. Seek best value for money, ensuring that the HRA is able to set a balanced budget whilst maintaining service provision.
 - Low cost, low carbon energy across the district - Where possible we have reduced the charges of energy to our tenants by spreading increases over an average of 3 years. In 2025/26 Charges are forecast to improve the energy efficiency of Council homes.
 - Creating vibrant, safe and healthy communities of the future - The HRA budgets provide the necessary resources to enable tenants' needs to be met and support improvement of services relating to Council Housing Stock. Setting sufficient budgets and planning for the future ensures the business plan remains viable to meet service provision and provide a safe environment for residents.

1.95 Environmental/Climate Change Implications

- 1.96 As part of the HRA repairs, maintenance, replacement and investment work, consideration is given to the environmental impact. The Council has a work programme for decarbonising and increasing the energy efficiency of the housing stock in response to the Climate Emergency declared by the Council. The Council is focused on delivering Council dwellings and services which enable them to meet their agreed strategic outcomes.

1.97 Analysis of the effects on Equality

- 1.98 Tenants of Council housing include some of the most marginalised and disadvantaged households within our communities. Providing tenants with a home that is built and maintained to a decent standard, is safe and energy efficient will improve the quality of life of occupants, enabling their home to be

a springboard to achieve better health, education, and life outcomes.

1.99 Data Protection

1.100 Not relevant.

2 Health and Wellbeing

2.1 See Paragraph 7.1

3 Risk Assessment

- 3.1 The Council's Significant Business Risk Register contains several risks which are finance related. Shortage of finance will impact upon the Council's plans for the provision of services. Reduced income or increased expenditure will reduce the funding available. The risks, and appropriate control mechanisms, for the 2024/25 HRA Budget and the rent increase process are considered below.
- 3.2 The main sources of income which may be subject to increases/decreases include:
- Rental income based on (CPI+1%) at September 2024 and (RPI+0.5%) at November 2024 where applicable, increased arrears from the cost of living crisis and bad debts, void rent loss and Sale of Council Houses (SOCH) through Right to Buy (RTB)
 - Service Charges
 - Fees and charges
 - Investment interest
 - Grants
- 3.3 Increased expenditure in service provision may be due to:
- Inflation and price increases for supplies and services
 - Increased demand for services increasing costs
 - Changes to taxation regime
 - Unplanned and unexpected responsive expenditure
 - Assumed savings in budgets not materialising
 - Changes in Government legislation
- 3.4 When setting the HRA budget for 2025/26, a sensitivity analysis of assumptions relating to these risks and their potential impact on the budget is as follows:
- Further years of rent caps enforced on the HRA dwelling rents would be damaging to the business model. After the announcement of the 7% rent Cap in the 2023 Autumn Statement, the housing sector is lobbying for a rent clawback scheme to be implemented to enable Registered Social Housing Providers to claw back the lost income in future years above the current (CPI+1%) and (RPI+0.5%) Rent Policies in place but nothing has been confirmed at the time of writing this report.
 - The Covid-19 Pandemic impact on Central and Local Government finances is expected to have an ongoing affect the economy for the next 3-5 years. There are several potential risks for instance in regard to the Government's ability to continue to support housing development with grants from Homes England and the ability to continue to fund Homelessness initiatives. Central Government's

stance on these matters will have to be monitored closely as changes to current arrangements will impact this model negatively.

- In 2025/26 The Cost-of-Living Crisis is still expected to have a huge impact on the UK's economy.
- Inflation is still a lot higher than expected and seems to have changed direction and is increasing again as the economy is not stabilising as expected, prior to the fluctuations of 2022/23 where CPI reached 11.1% and RPI 14.0%, an expectation of CPI and RPI inflation was 1.5%-2.00% annually.
- The latest published inflation rate as at 10th January 2025 had begun to increase again, RPI is 3.6% and CPI is 2.6% which are both increases on the previous 2 months of inflation rates published on the Office of National Statistics Website. Industry experts are projecting that inflation is set to rise again due to the current economic instability. This is very uncertain at this point in time
- On average the loss of rental income due to Right to Buy (RTB) sales in 2023/24 is £5,600 per annum for each property sold. A capital receipt is received when a property is sold which can be retained, in part, in line with RTB Pooling Rules to fund the acquisition of new/replacement housing.
- In some circumstances, ex-RTB properties must be offered to the Council in advance of the property being advertised on the market. An annual reoccurring budget of £500,000 has been included in the most recent version of the Housing Investment Plan presented to December 2021 Cabinet as part of the HRA Business Plan Report to enable a modest number of properties to be repurchased each year, mitigating the rental loss upon the longer-term Business Plan. Furthermore, the Council has agreed proposals to build new council housing, effectively replacing those sold through the RTB.
- Where any, or all, of these possibilities to arise the impact could be accommodated within the proposed HRA budget for 2025/26 and HRA Business Plan.

3.5 Many controls and mitigations are in place to help manage these risks. These include:

- The comprehensive Budget Review process. This entails all budget managers reviewing their budgets, considering previous, current, and future years, along with any possible issues that may impact upon their budgets. As part of this process, quarterly Budget Review reports are issued to the Cabinet and Senior Leadership Teams.
- Financial Planning with the Housing Business Plan, bringing together all known/projected issues that will impact on HRA finances in the medium and long term. The next revision is due to be presented to Cabinet in March 2025.

- Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
- Project Management and associated controls.
- Trained staff and access to appropriate professional advice (e.g., Legal, Local Government Futures for advice on local government funding and developments in housing).
- Scrutiny by Members of the Council's finances, including Budget Reports and the financial implications of all proposals brought to them for consideration.
- Maintaining a HRA Capital Investment Reserve (CIR) to fund capital investment, such as providing new homes, and to fund any unexpected HRA costs.
- In addition to Reserves, the HRA Balance stands at £1.5m. This is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance at this level and replenish any monies that are drawn down.
- The HRA follows the same Risk Management process as all Service Areas across the Council, including the on-going review and maintenance of risk registers.
- Specific causes of reductions to income or increased expenditure
- should continue to be managed by the Service Area as part of managing risks within the Service Risk Register.

4 Consultation

4.1 Not required

Background papers:

HRA Business Plan presented to Cabinet on the 6th March 2024

Housing Revenue Account (HRA) Budget 2023/24 and Housing presented to Cabinet on 8th February 2024

Supporting documents:

Appendix 1 HRA Rent Setting Report - Rent Summary

Appendix 2 HRA Rent Setting Report – Rent Comparison

Appendix 3 HRA Budgets 2025/26

Appendix 4 Heating, Lighting, Water, Misc Recharges 2025/26

Historic Rent Regime Weekly Rents - Formula, Current and Proposed Social Rents

- The Historic Rent Regime levels are slightly lower than Target Formula Rent
- It is estimated that approximately 2000 HRA dwellings are currently paying Target Formula Rents with approximately 400 dwellings per year transferring from the historic rents policy

| Number of Bedrooms | 2024/25 | 2025/26 | 2025/26 Proposed Average Increase in Weekly Rent 2.7% (CPI + 1% %) | |
|---------------------------------------------|--------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------|------|
| | Historic Rents - Proposed Weekly Rent - Averages | Historic Rents - Proposed Weekly Rent - Averages | | |
| Studio | £76.35 | £78.41 | £2.06 | 2.7% |
| 1 | £98.95 | £101.63 | £2.67 | 2.7% |
| 2 | £108.27 | £111.19 | £2.92 | 2.7% |
| 3 | £120.51 | £123.76 | £3.25 | 2.7% |
| 4 | £130.93 | £134.47 | £3.54 | 2.7% |
| 5 | £135.50 | £139.16 | £3.66 | 2.7% |
| Averages Based on all HRA Social Rent Stock | £111.75 | £114.77 | £3.02 | 2.7% |

Target Formula Weekly Rents - Formula, Current and Proposed Social Rents

- From April 2016 the national rent policy was updated with all NEW Social Rent Tenancies being charged Target Formula Social Rent
- Target Formula rents are applied when a dwelling becomes void and re-let, existing tenancies prior to this policy change continue under the historic rent regime with inflation linked in line with national rent policy

| Number of Bedrooms | 2024/25 | 2025/26 | 2024/25 Proposed Average Increase in Weekly Rent 2.7%% (CPI + 1% %) | |
|---------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------|------|
| | Target Formula Rent - Proposed Weekly Rent - Averages | Target Formula Rent - Proposed Weekly Rent - Averages | | |
| Studio | £84.86 | £87.15 | £2.29 | 2.7% |
| 1 | £104.30 | £107.11 | £2.82 | 2.7% |
| 2 | £113.32 | £116.38 | £3.06 | 2.7% |
| 3 | £128.63 | £132.10 | £3.47 | 2.7% |
| 4 | £154.08 | £158.24 | £4.16 | 2.7% |
| 5 | £182.70 | £187.64 | £4.93 | 2.7% |
| Averages Based on all HRA Social Rent Stock | £127.98 | £131.44 | £3.46 | 2.7% |

"Warwick" Affordable Rent - Existing Schemes Only from April 2021

- Prior to April 2021 "Warwick Affordable Rents" were charged which was a local policy to charge a mid point between National Affordable Rents and Target Social Rent
- In 2020 Homes England Investment Partner Status was achieved so National Affordable Rents will now apply from April 2021 on all new Affordable tenancies
- Existing tenants will continue to pay "Warwick Affordable Rents" for the remainder of their tenancy to ensure financial hardship is not caused by this policy change
- The average market rent for "Warwick Affordable Rent" Schemes is based on independent valuations prepared upon completion of Sayer Court (2016) and Bremridge Close (2019) by a RICS registered Valuer.
- The average market rent is based on median weekly rents data from Hometrack .
- Affordable rent is calculated at 80% of the market rent
- "Warwick" affordable rent is calculated at the midpoint between affordable rent and target social rent
- Some affordable rents properties are subject to a service charge per week

| Number of Bedrooms & Property Type (SC/B denotes different schemes) | 2024/25 Rent Per Week | 2025/26 Rent Per Week | Average Proposed increase for Existing Tenants Only from 1st April 2025 | |
|---------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------------|------|
| | Warwick Affordable Rent *** (existing tenancies Only) | Warwick Affordable Rent *** (existing tenancies Only) | | |
| 1 Apartment (SC) | £129.28 | £132.77 | £3.49 | 2.7% |
| 2 Apartment (SC) | £155.17 | £159.36 | £4.19 | 2.7% |
| 2 Bungalow (SC) | £169.10 | £173.67 | £4.57 | 2.7% |
| 3 Bungalow (SC) | £198.36 | £203.72 | £5.36 | 2.7% |
| 2 House (B) | £154.32 | £158.49 | £4.17 | 2.7% |
| 3 House (B) | £182.51 | £187.44 | £4.93 | 2.7% |
| 2 Bungalow (B) | £155.48 | £159.67 | £4.20 | 2.7% |

National Affordable Rent - New Affordable Schemes from April 2021

- National Affordable Rents Policy will apply to all Affordable Tenancies from April 2021.
- Historic Affordable Housing Stock currently paying "Warwick Affordable" Rents will transfer to the National Affordable rent levels when dwellings become void and are re-let.
- Affordable rent is calculated at 80% of the market rent using the Average Market Rents sourced from Hometrack for the Warwick District area at December 2021

Existing Tenancies

| Number of Bedrooms | 2024/25 Rent Per Week | 2025/26 Rent Per Week | | |
|--------------------|----------------------------------------------------|----------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|
| | Average Affordable Rent - 80% of local Market Rent | Average Affordable Rent - 80% of local Market Rent | Proposed increase for Existing Tenants Only | 2025/26 Proposed Average Increase in Weekly Rent 2.7% (CPI 1.7% + 1%) |
| 1 | £149.35 | £153.38 | £4.03 | 2.7% |
| 2 | £189.91 | £195.04 | £5.13 | 2.7% |
| 3 | £260.90 | £267.95 | £7.04 | 2.7% |
| 4 | £360.47 | £370.20 | £9.73 | 2.7% |

New Tenancies from April 2025

| Number of Bedrooms | 2025/26 Rent Per Week | |
|--------------------|------------------------------------------------|----------------------------------------------------|
| | Average Local Market Rent (Hometrack Dec 2024) | Average Affordable Rent - 80% of local Market Rent |
| 1 | £187.94 | £150.35 |
| 2 | £248.53 | £198.83 |
| 3 | £331.72 | £265.38 |
| 4 | £425.18 | £340.14 |

WDC HRA Rent Setting Report - Rent Comparisons 2025/26

Comparison to Local Market Rents - WDC Historic Rents Regime - Average Rents

- The overall average rents charged for HRA dwellings are compared with the average market rents
- Median local average private market rents (as at December 2019) from Hometrack
- The Council currently charges Historic Social Rent, Target Formula Social Rent, "Warwick Affordable Rents", National Level Affordable Rents (From April 2021) - All are inflated by (CPI+1%)
- Shared Ownership Rents are excluded from this exercise, existing Shared Ownership will be inflated by (RPI+0.5%) and new Shared Ownership will be inflated by (CPI+1%) in line with the lease agreement

| Number of Bedrooms | 2024/25 WDC Proposed Average Formula (Target) Rent (inflated by CPI+ 1%) | 2025/26 WDC Proposed Average Formula (Target) Rent (inflated by CPI+ 1%) | Hometrack Local Average Weekly Market Rent (Dec 2024) | Difference between Proposed WDC Rent and Market Rent | Proposed 2025/26 WDC Rent as a % of Market Rent |
|---------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------|-------------------------------------------------|
| 1 Bedroom | £98.95 | £101.63 | £187.94 | -£86.31 | 54% |
| 2 Bedroom | £108.27 | £111.19 | £248.53 | -£137.34 | 45% |
| 3 Bedroom | £120.51 | £123.76 | £331.72 | -£207.96 | 37% |
| 4 Bedroom | £130.93 | £134.47 | £425.18 | -£290.71 | 32% |
| Average 2024/25 Proposed WDC Rent as a % of Market Rent | | | | | 42% |

Comparison to Local Market Rents - Target Formula Rents

- From April 2016 the national rent policy was updated with all NEW Social Rent Tenancies being charged Target Formula Social Rent
- Target Formula rents are applied when a dwelling becomes void and re-let, existing tenancies prior to this policy change continue under the historic rent regime with inflation linked in line with national rent policy
- It is estimated that approximately 1600 HRA dwellings are currently paying Target Formula Rents

| Number of Bedrooms | 2024/25 WDC Proposed Average Formula (Target) Rent (inflated by CPI+ 1%) | 2025/26 WDC Proposed Average Formula (Target) Rent (inflated by CPI+ 1%) | Hometrack Current Local Average Weekly Market Rent (Dec 24) | Difference 2024/25 WDC Formula Rent to Market Rent | 2025/26 WDC Formula Rent as a % of Market Rent |
|--------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------|------------------------------------------------|
| 1 Bedroom | £104.30 | £107.11 | £187.94 | -£80.83 | 57% |
| 2 Bedroom | £113.32 | £116.38 | £248.53 | -£132.15 | 47% |
| 3 Bedroom | £128.63 | £132.10 | £331.72 | -£199.62 | 40% |
| 4 Bedroom | £154.08 | £158.24 | £425.18 | -£266.94 | 37% |

Comparison to Local Market Rents - Affordable Rents (National Level)

- Prior to April 2021 "Warwick Affordable Rents" were charged but Homes England Investment Partner Status was achieved in 2020 so National Affordable Rent applies from April 2021 on all new Affordable tenancies

| Number of Bedrooms | 2023/24 Hometrack Local Average Weekly Market Rent (Dec 24) | 2025/26 Affordable Rent 80% Local Market Rent | Difference 2025/26 Affordable Rent to Local Market Rent | 2024/25 Affordable Rent as a % of Market Rent |
|--------------------|-------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------|-----------------------------------------------|
| 1 Bedroom | £187.94 | £150.35 | -£37.59 | 80% |
| 2 Bedroom | £248.53 | £198.83 | -£49.71 | 80% |
| 3 Bedroom | £331.72 | £265.38 | -£66.34 | 80% |
| 4 Bedroom | £425.18 | £340.14 | -£85.04 | 80% |

Comparison to National Formula Rent Caps - Target Formula Rent

- Annual Target Formula Rent Caps represent the highest possible rents that can be charged to Social Housing tenants.
- The Rent Cap Data is as per the Regulator of Social Housing Publication "Limit on annual rent increases 2025-26"
- Formula Rent Caps are applicable from the 1st April each year

| Number of Bedrooms | Target Formula Rent Caps for 2025-26 (Dec 24) | WDC Average Formula Rents 2025/26 | Difference between WDC Average Formula Rents and Rent Cap | WDC Rents as a % of Formula Rent Caps |
|--------------------|-----------------------------------------------|-----------------------------------|-----------------------------------------------------------|---------------------------------------|
| 1 Bedroom | £194.06 | £107.11 | -£86.95 | 55% |
| 2 Bedroom | £205.46 | £116.38 | -£89.08 | 57% |
| 3 Bedroom | £216.87 | £132.10 | -£84.77 | 61% |
| 4 Bedroom | £228.27 | £158.24 | -£70.03 | 69% |

Comparison to Local Housing Allowance Limit - Target Formula Rent

- LHA (Local Housing Allowance) is the cap for housing benefit for those who rent privately, subject to other eligibility criteria.
- Rates shown are for the Warwickshire South Broad Rental Market Area, December 2024 sourced from the Valuation Office Agency via Direct Gov
- LHA does not apply to council tenants; it is shown to illustrate the highest rents that can be supported by housing benefit in the private rented sector.

| Number of Bedrooms | LHA Local Housing Allowance Limit ** (Dec 2024) | WDC Average Formula Rents 2024/25 | Difference between WDC Average Formula Rents and LHA | WDC Rents as a % of LHA Rent Caps |
|--------------------|----------------------------------------------------|-----------------------------------|------------------------------------------------------|-----------------------------------|
| 1 Bedroom | £161.10 | £107.11 | -£53.99 | 66% |
| 2 Bedroom | £195.62 | £116.38 | -£79.24 | 59% |
| 3 Bedroom | £240.49 | £132.10 | -£108.39 | 55% |
| 4 Bedroom | £310.68 | £158.24 | -£152.44 | 51% |

| HOUSING SERVICES - HOUSING REVENUE ACCOUNT | | Original Budget 2024/25 £ B | Latest Budget 2024/25 £ C | Original Budget 2025/26 £ D | Variance 2024/25 £ C- B | Variance 2025/26 £ D - B |
|--------------------------------------------|-------------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|----------------------------------|-----------------------------------|
| 6999 | | HOUSING REVENUE ACCOUNT | | | | |
| EXPENDITURE | | | | | | |
| 10-0-6999-10000-64500 | Housing Repairs Supervision | 942,000 | 942,000 | 942,000 | 0 | 0 |
| 10-0-6999-10000-62111 | HRA Repairs and Maintenance | 8,951,600 | 9,062,400 | 9,724,100 | 110,800 | 772,500 |
| 10-0-6999-10000-62201 | Electricity | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-62202 | Gas | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-62400 | Rates | 59,600 | 59,600 | 55,600 | 0 | (4,000) |
| 10-0-6999-10000-62401 | Council Tax | 350,000 | 350,000 | 350,000 | 0 | 0 |
| 10-0-6999-10000-62500 | Water Rates | 45,500 | 45,500 | 48,300 | 0 | 2,800 |
| PREMISES | | 10,348,700 | 10,459,500 | 11,120,000 | 110,800 | 771,300 |
| 10-0-6999-10000-61104 | Joint Post contribution | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-64607 | Postage | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-65105 | Debt Recovery Agency Costs | 4,100 | 4,100 | 4,100 | 0 | 0 |
| 10-0-6999-10000-64950 | Contributions To Provisions | 77,200 | 77,200 | 77,200 | 0 | 0 |
| 10-0-6999-10000-64951 | Bad Debts Provision | 402,600 | 402,600 | 402,600 | 0 | 0 |
| SUPPLIES AND SERVICES | | 483,900 | 483,900 | 483,900 | 0 | 0 |
| 10-0-6999-10000-67100 | Supervision & Management - General | 3,258,000 | 3,175,500 | 3,282,100 | (82,500) | 24,100 |
| 10-0-6999-10000-67101 | Supervision & Management - Special | 5,495,600 | 5,306,700 | 5,921,400 | (188,900) | 425,800 |
| SUPPORT SERVICES | | 8,753,600 | 8,482,200 | 9,203,500 | (271,400) | 449,900 |
| 10-0-6999-10000-68100 | Depreciation on Equipment | 6,032,700 | 6,032,700 | 6,171,900 | 0 | 139,200 |
| 10-0-6999-10000-68101 | Depreciation on Council Dwellings | 878,500 | 878,500 | 878,500 | 0 | 0 |
| 10-0-6999-10000-68102 | Depreciation on Other HRA Properties | 50,000 | 50,000 | 50,000 | 0 | 0 |
| CAPITAL CHARGES | | 6,961,200 | 6,961,200 | 7,100,400 | 0 | 139,200 |
| GROSS EXPENDITURE | | 26,547,400 | 26,386,800 | 27,907,800 | (160,600) | 1,360,400 |
| INCOME | | | | | | |
| 10-0-6999-10000-41000 | Government Grants - General | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-43001 | Service Charges Leasehold | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-43010 | Other Income | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-43021 | Other Licences | (4,200) | (4,200) | (4,200) | 0 | 0 |
| 10-0-6999-10000-43016 | Heating Charges | (318,000) | (318,000) | (324,300) | 0 | (6,300) |
| 10-0-6999-10000-43030 | Legal Fee - Income | (83,000) | (83,000) | (83,000) | 0 | 0 |
| 10-0-6999-10000-43034 | Service Charges | 0 | 0 | (21,000) | 0 | (21,000) |
| 10-0-6999-10000-43500 | Rents-Others | (364,700) | (364,700) | (364,700) | 0 | 0 |
| 10-0-6999-10000-43501 | Rents-Housing | (30,356,600) | (30,356,600) | (31,786,700) | 0 | (1,430,100) |
| 10-0-6999-10000-43502 | Rents-Shared Ownership | (120,800) | (120,800) | (539,500) | 0 | (418,700) |
| 10-0-6999-10000-43503 | Rents-Garages | (842,100) | (842,100) | (753,000) | 0 | 89,100 |
| 10-0-6999-10000-43504 | Use and Occupation - Homeless | (33,000) | (33,000) | (15,000) | 0 | 18,000 |
| 10-0-6999-10000-43505 | Rents-Affordable | (878,700) | (878,700) | (1,718,000) | 0 | (839,300) |
| 10-0-6999-10000-43506 | Recharges - Water | (39,300) | (39,300) | (40,000) | 0 | (700) |
| 10-0-6999-10000-43507 | Recharges - Heating & Lighting | (394,100) | (394,100) | (401,900) | 0 | (7,800) |
| 10-0-6999-10000-43900 | Insurance - Income | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-49003 | Interest Receivable | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-10000-49012 | Adjustment for HRA Financing (Cr) | 59,500 | (133,800) | 59,500 | (193,300) | 0 |
| 10-0-6999-10000-69002 | General Fund (And EMR) | (38,700) | (38,700) | (38,700) | 0 | 0 |
| GROSS INCOME | | (33,413,700) | (33,607,000) | (36,030,500) | (193,300) | (2,616,800) |
| NET INCOME FROM SERVICES | | (6,866,300) | (7,220,200) | (8,122,700) | (353,900) | (1,256,400) |
| 10-0-6999-40010-49003 | Interest-Balances | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40013-69101 | Capital Charges - Adj | (100,000) | (100,000) | (100,000) | 0 | 0 |
| NET OPERATIONAL INCOME | | (6,966,300) | (7,320,200) | (8,222,700) | (353,900) | (1,256,400) |
| APPRORPRIATIONS | | | | | | |
| 10-0-6999-40009-68002 | External Interest | 4,765,600 | 4,765,600 | 4,765,600 | 0 | 0 |
| 10-0-6999-40010-68003 | HRA External Interest Payable | 2,217,400 | 2,217,400 | 5,694,000 | 0 | 3,476,600 |
| 10-0-6999-40003-69001 | Capital financing | 0 | 0 | 966,000 | 0 | 966,000 |
| 10-0-6999-40003-69310 | Cap Fin-Rev Contr to Cap Outlay(GF+HIP) | 119,600 | 119,600 | 119,600 | 0 | 0 |
| 10-0-6999-40017-69002 | Cont from Reserves | 32,500 | 32,500 | 32,500 | 0 | 0 |
| 10-0-6999-40017-69014 | Contrib HRA Capital Invest Reserve (Dr) | 133,500 | 133,500 | 133,500 | 0 | 0 |
| 10-0-6999-40002-49008 | Unrealised Losses on investments (cr) | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40002-49321 | Recognised gains/losses -asset sales | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40017-49002 | Cont from Reserves | (100,000) | (533,100) | (4,073,200) | (433,100) | (3,973,200) |
| 10-0-6999-40008-49008 | rec gains/losses - fa - reversal | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40001-69200 | employee benefits accruals (cr) | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40016-49200 | Net IAS19 Charges for Retirement Benefits | (1,490,200) | (703,200) | (703,200) | 787,000 | 787,000 |
| 10-0-6999-40006-69102 | Employers Contribs payable to Pension Fd | 928,800 | 928,800 | 928,800 | 0 | 0 |
| 10-0-6999-40019-63300 | HRA CLS Decants - Hired Transport | 0 | 0 | 0 | 0 | 0 |
| 10-0-6999-40012-69302 | Pensions Interest+Rate of Return Assets | 359,100 | 359,100 | 359,100 | 0 | 0 |
| TRANSFER (TO) / FROM HRA RESERVE | | 0 | 0 | 0 | 0 | 0 |
| Balance Brought Forward | | (1,500,000) | (1,500,000) | (1,500,000) | | |
| HRA BALANCE CARRIED FORWARD | | (1,500,000) | (1,500,000) | (1,500,000) | 0 | 0 |

Appendix 4 - 2025/26 Sheltered Heating, Lighting and Miscellaneous Charges

The Charges necessary to fully recover costs are calculated annually from average consumption over the last 3 years, updated for current costs. The use of an average ensures that seasonal and yearly variations are reflected in the calculation

As Heating, Lighting and water charges are intended to be cost recovery it is proposed that from 2019/20 the charges are agreed following the meathodology above by the Head of Housing, Head of Finance and in consultation with the relevant porfolio holders, any changes to the income will be reflected in the HRA rent setting report.

| Heating, Lighting and Miscellaneous Recharges | Current Charge per Week 2024/25 | Proposed Charge per Week 2025/26 | Proposed Increase/ (Decrease) per week 2025/26 | Total Cost per year |
|---------------------------------------------------------------|---------------------------------|----------------------------------|------------------------------------------------|---------------------|
| Acorn Court, Stockton Grove, Lillington, Royal Leamington Spa | £ | £ | £ | |
| No's 1-12, 14-41 | 21.95 | 22.15 | 0.2 | 1,151.80 |
| No's 43, 44, 46, 47 (Misc. Charge Only) | 1.85 | 1.85 | 0 | 96.20 |
| Tannery Court, Bertie Road, Kenilworth | | | 0 | |
| No's 1, 2 ,4-6, 7a, 8-12, 22a, 14-40 | 6.05 | 11.72 | 5.67 | 609.44 |
| Yeomanry Close, Priory Road, Warwick | | | 0 | |
| No's 1-12,14-32 | 9.2 | 13.9 | 4.7 | 722.80 |
| James Court, Weston Close, Warwick | | | 0 | |
| No's 1-12, 14-26 | 5.10 | 11.25 | 6.15 | 585.00 |
| Chandos Court, Chandos Street, Royal Leamington Spa | | | 0.00 | |
| No's 1-12,11a, 25a,14-46 | 24.60 | 26.90 | 2.30 | 1,398.80 |
| Radcliffe Gardens, Brunswick Street, Royal Leamington Spa | | | 0 | |
| Bedsits and 1 Bed Flats | 15.35 | 13.05 | -2.30 | 678.60 |
| 2 Bedroom Flats | 23.05 | 19.55 | -3.50 | 1,016.60 |

| Water Recharges Weekly Cost Analysis | Acorn Court | Tannery Court | Yeomanry Close | James Court | Chandos Court |
|-----------------------------------------|-------------|---------------|----------------|-------------|---------------|
| | £ | £ | £ | £ | £ |
| Charge payable for 2024/25 per week | 3.90 | 4.03 | 2.49 | 6.68 | 3.73 |
| Proposed weekly charge 2025/26 per week | 5.24 | 4.13 | 2.75 | 6.57 | 4.38 |
| Difference between 2024/25 & 2025/26 | 1.34 | 0.10 | 0.26 | -0.11 | 0.65 |
| Total Cost per year | 272.41 | 214.56 | 143.07 | 341.89 | 227.61 |

Title: Preparing for the introduction of the Procurement Act 2023

Lead Officer: Rebecca Reading; Andrew Rollins

Portfolio Holder: Jonathan Chilvers

Wards of the District directly affected:

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|----------------|-------------------|
| Portfolio Holder | 21/01/2025 | Jonathan Chilvers |
| Finance | 17/01/2025 | Andrew Rollins |
| Legal Services | 17/01/2025 | Kathryn Tebbey |
| Programme Director for Climate Change | 22/01/2025 | Dave Barber |
| Chief Executive | 22/01/2025 | Chris Elliot |
| Head of Service(s) | 17/01/2025 | Andrew Rollins |
| Section 151 Officer | 22/01/2025 | Andrew Rollins |
| Monitoring Officer | 22/01/2025 | Graham Leach |
| Leadership Co-ordination Group | 22/01/2025 | - |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, Ref 1,481 | |
| Accessibility Checked? | Yes | |

Summary

This report briefs Members on the Procurement Act 2023 which is due to come into force on 24 February 2025. A consequential review of the Code of Procurement Practice has been undertaken and a new set of standing orders is recommended for approval.

Recommendations

- (1) That the Cabinet recommends to Council they adopt the updated Code of Procurement Practice and Corporate Procurement Strategy with immediate effect, unless stated, and the constitution is amended accordingly. With the key emphasises being:
 - To increase the threshold for Cabinet approval of exemptions to the UK threshold for Goods and Services.
 - To moving the £10,000 thresholds to £50,000 with the ability to direct award contracts providing best value is evidenced, with this to commence no later than 1st September 2025.
 - To enforce the completion of a timely Procurement Project initiation Document (PPID) for all procurement projects of £25,000 and above, to ensure Procurement Act 2023 governance if fulfilled.
 - That the Monitoring Officer be given delegated authority to approve the Procurement Conflicts of Interest assessment specified within the Procurement Act, in consultation with the relevant Head of Service.
 - That the Monitoring Officer be given delegated authority, in consultation with the Chief Executive, Section 151 Officer, Internal Audit and Risk Manager, Chair of Audit and Standards, Portfolio Holder for Resources and the relevant Head of Service, to exclude suppliers from a procurement project due to identification of an unfair advantage as defined in the Procurement Act Guidelines.
 - (2) The Monitoring Officer, in consultation with the Head of Finance, Portfolio Holder for Resources and Chair of Audit & Standards Committee, be given delegated authority to make changes to the new Code of procurement Practice to reflect any additional or revised guidance published prior to the Procurement Act go live date.
 - (3) That the value of a Key Decision, as defined in the constitution be revised to the value of the Goods & Services Threshold within the act (currently c.£177k excluding VAT) to provide consistency around key decisions on procurement that require Cabinet approval.
 - (4) The Monitoring Officer be delegated authority to revise the Key Decision value recorded in the constitution to align with the UK threshold for Goods & Services) as and when it is revised by Government.
 - (5) That the requirement for the sealing of contracts, as defined in the constitution, be revised to all Works contracts, and Goods contracts with a Whole Life Cycle of 6 years or more.
-

1. Reasons for the Recommendations

1.1.1 Background/Information

1.1.1 Following the exit of the UK from the EU in 2020, the government committed to reforming Public Procurement, initiated by the publication of the procurement reform green paper in December 2020. This led to the creation of the Procurement Act 2023 which was given Royal Assent in October 2023 and the consequential Procurement Regulations 2024. Both the Procurement Act 2023 and Procurement Regulations 2024 will come into force on 24 February 2025; and will supersede the Public Contracts Regulations 2015, Concession Contract Regulations 2016 and other related regulations. The Council is required by law to adopt internal requirements for procurement which is captured by the Council's Code of Procurement Practice. These are to be found in the [Council's constitution – rules of procedure](#). With the new legislation approaching, there is need to review the Code of Procurement Practice to align them with the new legislation. On review by the Strategic Procurement & Creditors Manager, it was concluded that the Code of Procurement Practice needed a substantial review and update to support the major changes being brought by the new legislation and the principles and requirements set out within it.

1.2 Procurement Act 2023 and Procurement Regulations 2024

1.2.1 The Procurement Act 2023 and Procurement Regulations 2024 aim to deliver the following improvements to public procurement over and above the current Regulations:

- Consideration of Procurement throughout the entire commercial cycle, from 'cradle to grave'
- Transparency and integrity
- Fair and Equal treatment for suppliers
- Performance monitoring and improved contract management
- Opening up opportunities to small businesses and social enterprise
- The ability to exclude and bar suppliers in certain circumstances, including poor performance
- Delivery of strategic national priorities by having regard to the National Procurement Policy Statement

1.2.2 To achieve these, the following wholesale changes have been made:

- The term Procurement has been redefined to recognise all stages of the Commercial Cycle: Planning, Supplier engagement, Commissioning, Sourcing, Awarding, Contract Management, Contract Termination.
- Increased scrutiny on Contract Management to ensure best practice, value for money, and Social Value benefits.
- Increased transparency obligations throughout a Procurement Project by introduction of a new Central Digital Platform for suppliers and buyers to register and store their details and activity so that Procurement activities can be scrutinised. This will be supported by mandated notices which have been expanded to include Procurement Pipelines, Pre-market engagement, Contract modifications, Contract Performance, and Procurement and Contract Terminations.
- More robust guidance on Conflicts of Interest and a requirement to record and report on these throughout a Procurement.

- The introduction of the Procurement Review Unit (PRU) to monitor compliance, investigate supplier complaints and persistent poor practice, maintain the central supplier debarment list.
 - Increased opportunities for exclusion, whereby in specified circumstances, the Council must or may exclude bids received from suppliers due to their serious misconduct, unacceptable poor past performance, or other circumstances which determine whether it is appropriate to award a public contract to a particular supplier. Serious cases of misconduct will be monitored by the PRU for inclusion on the central debarment list which the Council must consult once quotes or tenders are received and then during the lifetime of the contract.
- 1.2.3 The focus of the legislation remains on competition and 'Value For Money' but has change the emphasis from considering only financial value to a need to also consider non-financial benefits and Social Value when evaluating suppliers bids.
- 1.2.4 For clarity, as with the existing legislation, many of the legislative provisions apply only to procurement projects above certain thresholds. The most common thresholds are currently set at - £213,477 (incl. VAT) for goods and services and £5,336,937 (incl. VAT) for works. Whilst the majority of the Council's contracts will be below these thresholds, some of the provisions and objectives, particularly around engagement of SMEs and transparency, which will apply to 'below threshold' procurement.
- 1.3 Transition and Preparation
- 1.3.1 The legislation is not retroactive, except for transparency requirements on supplier payments. All procurements formerly commenced (published) prior to the Procurement Act 2023 and Procurement Regulations 2024 coming into force on 24 February 2025 will be governed by the relevant prior regulations. The Procurement Act 2023 and Procurement Regulations 2024 will only apply to procurements projects (and the resulting contracts) published post 24 February 2025. The Code of Procurement Practice has been updated to recognise the impact of this.
- 1.3.2 In preparation for the Procurement Act 2023 and Procurement Regulations 2024, the Council has undertaken the following:
- Created a Procurement Reform Action plan which identifies actions needed to meet the new legislation (see appendix 1).
 - Introduced a SLT Procurement subgroup to contribute to the successful implementation of the actions stated within the Procurement Reform Action Plan.
 - Resurrected the Procurement Champions members group to provide oversight and support for the Procurement Reform Action Plan and Council procurement activity.
 - Review training requirements for Officers and Members and disseminate training provided by the Cabinet Office in preparation for the legislative changes.
- 1.3.3 The most urgent item on the Procurement Reform Action plan is the review and revision of the Council's Code of Procurement Practice and the review of the Procurement Strategy. Future reviews that will be reported to Cabinet in due course are the introduction of a Corporate Social Responsibility Statement and

a Sustainable Sourcing Policy and review of the following existing policies:

- Social Value Policy
- Equality in Procurement Policy

1.4 Code of Procurement Practice

- 1.4.1 The Local Government Act 1972 requires councils to adopt contract standing orders which the Council has named the Code of Procurement Practice. These are set by councils according to their own requirements and cover, for example – authority to procure, procedure according to value, required documentation and other relevant matters. The current Code of Procurement Practice can be found in the [Council's constitution – rules of procedure](#).
- 1.4.2 The current Code of Procurement Practice was last fully reviewed and updated in 2018 to make it clearer and more accessible in any event. It was then updated with minor changes in 2021 to accommodate actions to help meet the Council's Climate Change Action Plan. Despite the robust nature of the current Code of Procurement Practice, the wholesale changes identified in 1.2.2 have required a major revision of the Code of Procurement Practice to ensure it provides sufficient support for Officers and Members in meeting the new legislative obligations. Accordingly, the new Code of Procurement Practice has been prepared and is attached in Appendix 2.
- 1.4.3 Key changes within the new Code of Procurement Practice are:
- The new Code of Procurement Practice has been revised to recognise the re-definition of Procurement as referencing the whole commercial lifecycle approach as well as the additional obligations that accompany this. The intention is the document is supporting Officers and members in understanding their obligations under the new legislation; as well as defining accountabilities for each stage of the Procurement (Commercial) cycle due to the devolved structure of procurement within the Council. Although accountability for all procurement activities outside of sourcing a contract lie within Service area, it is still recognised that further input and guidance may be required from the central Procurement function and/or legal services.
 - Changes to the internal thresholds with regard to undertaking competitive processes will come into force by no later than the 1st September 2025, to enable training to be implemented for Officers on achieving Best Value and fulfilling governance obligations linked to the Procurement Act 2023 including the requirement to record decision making as soon as practicable.
 - Changes to the internal thresholds exemptions to streamline operational procurement for service areas.
 - Review of transparency obligations and notice publication requirements.
 - The introduction of a more robust Conflict of Interest requirement with increased reporting and monitoring procedures.
 - The redefinition of Supplier engagement and a more robust requirement for the undertaking, recording and publication of such activity.
- 1.4.4 At the time of writing this report, the impact of the above will affect the following, and may result in further reviews and reports on resources, capabilities and priorities:
- The Council currently has 291 contracts listed within its published contract Register, with a total annual commitment of £75,600,366. Of

these contracts, 266 are for ongoing BAU requirements with a total annual commitment of £61,752,265. When replaced, the increased transparency requirements will result in a minimum of 3 times the number of legal notices currently placed for these contracts.

- Of the BAU contracts, 61 are above the UK thresholds for the Public Contract Regulations 2015 and will fall under the additional obligations of the Procurement Act and Procurement Regulations 2024 when they come to be replaced. Most of them fall within Neighbourhood and Assets, and Finance.
- There are currently 49 planned procurement projects that will fall under the new legislation and its additional obligations.
- Of current contracts, 48 have been awarded through an exemption to the Code of procurement Practice, 10 of which would have fallen under the requirement to obtain Cabinet approval. With the exemption changes within the new Code of Procurement Practice, including the threshold change for cabinet approval, none of these exemptions would require cabinet approval.

1.5 Procurement Strategy

1.5.1 The current Procurement Strategy covers 2019 to 2023. It was updated in 2021 to incorporate aspirations within the climate change action plan.

1.5.2 The Procurement Strategy sets out key objectives for the Council regarding procurement, to facilitate the achievement of the Council's objectives.

1.5.3 In 2023, the Council's corporate strategy was updated, setting out new objectives for the organisation which included several actions that could be facilitated through Procurement:

- 1.5.3.1 (1.2.1) Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district. This will include making better use of existing resources and consider how we can increase income generating opportunities.
- (1.2.2) Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.
- (1.3.1) By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.
- (1.3.4) We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.
- (1.4.1) Our People Strategy will help to attract the right people with the right skills the Council needs; this will help the Council become recognised locally, regionally and nationally as an employer of choice.
- (1.5.2) We will continue to develop our approach for maximising social value through our place-shaping initiatives to recycle money within the District.
- (2.1.1) Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.
- (2.5.1) By working in partnership locally, regionally and nationally, we will

identify, evaluate and undertake initiatives to help local people reduce their energy needs.

1.5.4 In addition, the Procurement Act 2023 has defined new Procurement objectives for the public sector, as well as legislating the National Procurement Policy Statement which will set out additional objectives from parliament.

1.5.5 To recognise these changes, the Procurement Strategy has been reviewed and updated to ensure that it sets out how the Council will fulfil its local, national and legal objectives through Procurement. The Procurement Strategy 2024 to 2028 is set out in Appendix 3.

1.5.6 Key changes within the new Procurement Strategy are:

- A recognition of the new Procurement structure within the Council and the termination of the shared service arrangement with Warwickshire County Council Procurement.
- The setting out of WDC Procurement objectives to support the achievement of local, national and legal ambitions.
- The recognition of the National Procurement Policy Statement for consideration in addition to the Procurement Strategy objectives.
- An increased emphasis on the adoption and use of procurement best practice across the Council, in particular with regard to contract management and performance monitoring.
- An update in all actions for achieving defined priorities.

1.6 Section on Key definition

The proposal to revise the key decision threshold is brought forward for consideration to provide alignment of policy and key decisions to make it a more streamlined process. This increase is considered reasonable alignment based on the measures that are required for contracts above this value.

1.7 Section on sealing contracts

The proposal to revise the requirements for a contract to be sealed is to balance the benefits of sealing a contract against the additional time and cost of sealing a contract.

1.7.1 A standard contract 'signed under hand' is legally enforceable up to 6 years upon the resolution of the contract. A sealed contract however can be enforced the contract for up to 12 years.

1.7.2 Service contracts and most goods contracts by their nature have a finite impact aligned to the term of the contract. Any requirements to enforce a contract beyond its resolution would be sufficiently covered within the standard 6 years provided by a contract signed underhand. However, Works contracts and some product contracts for long-life plant equipment whereby contract considerations may apply up to 10 years or more beyond the original contract term.

1.7.3 Currently, the constitution requires all contracts above the UK threshold for Goods and Services must be sealed. Although contracts are now sealed electronically, it requires additional time, legal resource and electronic sealing costs to seal a contract. As there is no benefit from sealing Service contracts and most product contracts, retaining this requirement for sealing is not cost effective.

1.7.4 It is therefore proposed that the constitution is amended to align the requirements for the sealing of a contract to just apply to contracts for which

the sealing process would create legal benefit, such as for Works contracts and Product contracts whereby the lifecycle of the product exceeds 6 years.

2. Alternative Options

- 2.1 Alternative options have been considered, but there are none due to the Procurement regulations being mandatory.

3. Legal Implications

- a. The Procurement Act 2023 received Royal Ascent in October 2023, and official notice was given for the 6 month count down to the Procurement Regulations 2024 coming into force on 28th October 2024. In September 2024 the Cabinet announced a delay to the launch to the 24 February 2025. Non-compliance with the new regulations is considered a breach in law, which are subject to challenge, either by the PRU, or through the formal challenge process.

4. Financial

- a. WDC currently has a budgeted contract commitment of circ. £75.6m per annum and has spent circ. £65.5m in the 2023/24 financial year on goods, works and services.
- b. With the current financial pressures placed on the council which include the need to save £2.5m recurring by 2028, it is essential that procured spend not only is compliant but is also achieving 'Value for Money' and obtaining added value through obtaining Social Value, innovation and development from the Council's contracts.
- c. The need for Councils to demonstrate compliance while delivery value for money and maximising public benefit will come under greater scrutiny under the Procurement Act 2023 and Regulations 2024; which increases the transparency requirements placed on public sector procurement to cover the whole commercial lifecycle (cradle to grave), with a particular emphasis on best value contract management.
- d. WDC has already set up good foundations for good practice throughout the Council's Sourcing activities which are overseen and managed by the inhouse Procurement function; however, due to the devolved structure for Procurement regarding commissioning and contract management, the change in regulations will expose the Council to greater risk of legal, financial and reputational damage.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. This report contributes to the delivery of each of the aims by:
- 5.2 **Delivering valued, sustainable services** – Good procurement practices throughout the procurement cycle will ensure the Council obtains value for money in the provision of its services and allows for flexibility and innovation to ensure that its contracts are sustainable.
- 5.3 **Low cost, low carbon energy across the district** – The Procurement Strategy and Code of Practice include actions and commitments to ensure that the Council's objective is to become a net-zero carbon organisation by 2025, including contract services by 2030. This includes the award criteria for Corporate Social Responsibility (CSR) being included in the award of all Procurement projects above £50,000. CSR includes environmental benefits and

carbon reduction commitments; and the inclusion of suppliers to declare their carbon footprint information and provide a carbon reduction plan.

- 5.4 **Creating vibrant, safe and healthy communities of the future** – The Policies have been revised to reflect agreed delegations. There is no direct impact on this strategic aim.

5. Environmental/Climate Change Implications

- a. The Procurement Regulations 2024 has stated that the National Procurement Policy Statement (NPPS) will now become a legal obligation. The NPPS includes several government objectives regarding decarbonisation and climate change.

6. Analysis of the effects on Equality

- a. The Procurement Regulations 2024 includes a more robust set of requirements regarding conflicts of interest, expanding the definition of conflicts to include associative and inferred. An assessment of conflicts of interest including a plan of how these will be managed will become a mandated report to ensure equality through the procurement cycle.
- b. The regulations have also changed the parameters for supplier feedback and management to enforce a more transparent approach that allows for greater public scrutiny to ensure equality within the Procurement cycle.

7. Data Protection

- a. WDC has almost 300 contracts with the private sector, many of which involved the appointment of a data processor. Compliance with the Procurement Initiation Document ensures that data protection risks are contractually accounted for.

8. Health and Wellbeing

- 9.1 Not directly impacted.

9. Risk Assessment

- a. Competitive procurement is and will remain the cornerstone of the Council's procurement approach as this is considered to be the fairest way of awarding contracts and will deliver value for money for the Council and its community in the most transparent way.
- b. There may be circumstances where a direct award of a contract with a supplier will be appropriate; however, no direct contracts will be placed where it will put the Council in contravention of the requirements of the Procurement Regulations 2024.

| Risk Identified | Risk Management and Mitigation |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Procurement activity does not comply with the legal framework | All sourcing activity above £25,000 is required to complete a Procurement Project Initiation Document. All commissioning and contract management TBC as part of the process in response to 4.4 of the Action Plan. |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Results of procurement activity do not offer value for money | Continue to consider cost, quality, and CSR in all procurement activity with support from the Procurement Function. |
| Results of procurement activity not achieving carbon reduction commitments within Climate Change Action Plan | Code of Procurement Practice amended to provide governance on the inclusion of Corporate Social Responsibility commitments (which includes environment, sustainability and carbon reduction) within all contracts over £50,000. National Procurement Policy Statement which includes government objectives regarding decarbonisation and climate change are now legally required under the Procurement Regulations 2024. |
| Procurement activity results in no contract being awarded and therefore creates wasted resource and consultancy spend from undertaking the procurement activity. | Wide circulation of guidance on the benefits of premarket engagement and understanding your supply market; and Procurement function support and advice in undertaking premarket engagement activity. |
| Contract failure resulting from poor company performance and/or company financial instability/failure. | Wide circulation of guidance on good contract management practices and provision of a financial monitoring data to contract owners by the Procurement team through use of a subscription service to CreditSafe. |
| Failure to follow the agreed Council Procurement Practices and Procedures and, as a consequence, not obtaining best value procurement. | TBC as part of the process in response to 4.2 of the Action Plan. |
| Failure to follow Procurement Regulations 2024 by not listing All regulatory notices in Contracts Finder (all procurements above £25,000) and Find a Tender (FTS). | TBC as part of the process in response to 3.1 of the Action Plan. |
| Officers are complicit in Procurement fraud during commissioning, sourcing or contract management of a contract. | Conflict of Interest Assessment form being introduced in support of the revised Code of Procurement Practice. Equality in procurement policy, Conflict of Interest guidance and form to be reviewed and amended as part of the process in response to 7.1 of the Action Plan. |

Background papers

None

Supporting documents

Appendix 1 – Procurement Reform Action Plan

Appendix 2 – Code of Procurement Practice 2025

Appendix 3 – Corporate Procurement Strategy 2025 to 2028

Appendix 1: Procurement Reform Action Plan

| Action category | Action activity | Action | Responsible Officer(s) | Delivery date |
|-------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------|
| Short term actions – by 24 Feb 2025 | | | | |
| 1. Constitution | 1.1 Code of Procurement Practice | <p>A) Needs a comprehensive overhaul due to the level of change.</p> <p>B) Will need to account for multiple regimes:</p> <ul style="list-style-type: none"> - PCR2015 for existing contracts and frameworks - Transitional procurement projects - PR2024 for new procurement contracts and frameworks. <p>C) Review:</p> <ul style="list-style-type: none"> - lower threshold to simplify process. - exemption criteria above and below threshold + internal threshold and sign offs. - responsibilities. - procurement procedures and timelines above threshold - contract modification rules - Code objectives <p>D) Will need to recognise:</p> <ul style="list-style-type: none"> - Cradle to grave definition of Procurement - new transparency obligations e.g. transparency notices (approx. 12 up from - new conflict of interest parameters including conflict assessment document. - new oversight bodies (PRU, PPRS, and escalation routes. - New treaty obligations | RR using feedback from SLT subgroup and procurement champions. | Feb 2025 |

| | | | | |
|--------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------|
| | | <ul style="list-style-type: none"> - National Procurement Policy Statement (new version due Oct 2024) - Increased emphasis on good practice contract management - Light Touch Regime - Emphasis on Premarket engagement - Publishing performance and KPIs (above £4.16m) <p>E) Need to decide how we will respond to change in regs moving from defined actions to overarching objectives i.e. how much risk are we willing to accept?</p> | | |
| | 1.2 Procurement Strategy | Review and update strategy to align to National Procurement Policy Statement and Council objectives | RR working with Procurement Champions and SLT Procurement Sub group | Feb 2025 |
| | 1.3 Procurement policies | <p>A) Corporate responsible procurement policy – replace with Responsible Sourcing policy</p> <p>B) Equality in Procurement policy – review and update to include new conflict of interest requirements</p> <p>C) Sustainable Procurement policy – merge into Responsible Sourcing and Social Value policies</p> <p>G) Social Value policy – review and update</p> | <p>RR and AE</p> <p>RR, GL and TD</p> <p>NA</p> <p>RR and AE</p> | <p>Mar 2025</p> <p>Mar 2025</p> <p>NA</p> <p>Mar 2025</p> |
| 2. Training and Guidance | 2.2 Procurement templates and forms | <p>Review and update:</p> <ul style="list-style-type: none"> - Tender pack templates – including reviewing templates to meet new tender procedures - Checklists - Conflict of Interest form - Conflicts of Interest assessment - Premarket engagement form | <p>RR, GL and KT</p> <p>RR</p> <p>RR and GL</p> <p>RR and GL</p> | Feb 2024 |

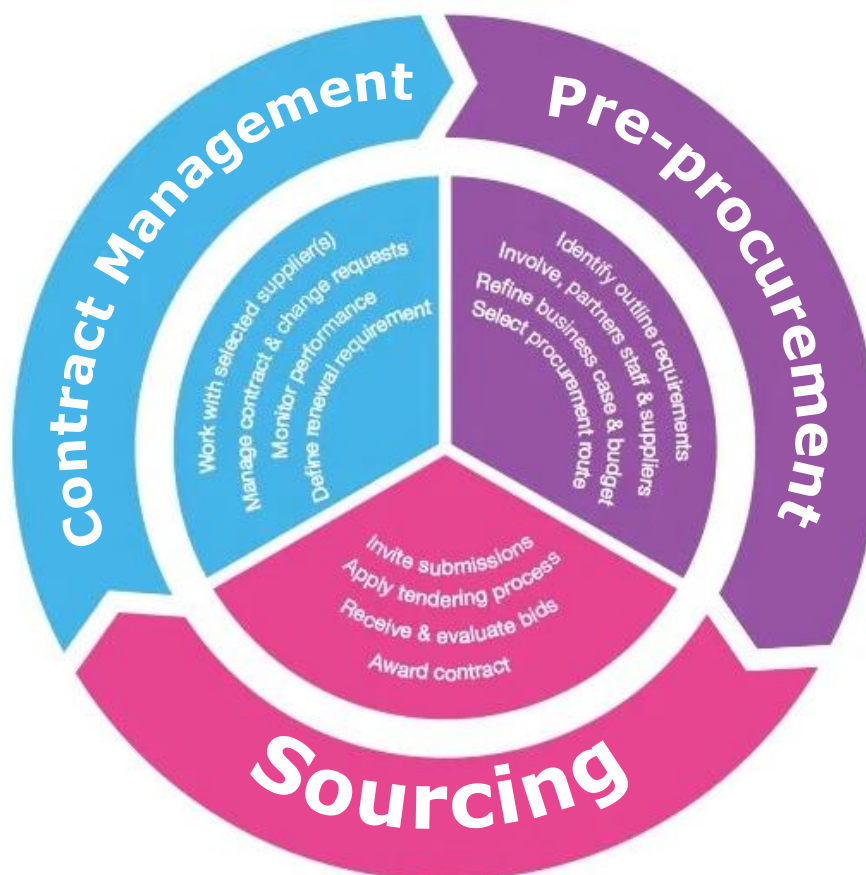
| | | | | |
|--------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------|
| | | Currently estimated a minimum of 1 FTEs worth of hours will be needed. | | |
| | 3.3 FMS | Encourage usage of the spend analysis dashboard and contracts overview dashboard. | RR, Procurement & P&P | On-going |
| Mid-term actions – by Dec 2025 | | | | |
| 4. Constitution | 4.1 Procurement policies | <p>A) Ethical Procurement statement – replace with CSR statement</p> <p>B) SME Procurement Policy – review and update</p> <p>C) SME -friendly Procurement policy – merge into SME Procurement policy</p> | <p>RR and SLT subgroup</p> <p>RR and Procurement Champions</p> <p>NA</p> | Dec 2025 |
| 5. Training and Guidance | 5.1 Update guidance on intranet | Review all guidance pages and documents and align to new regulation requirements | RR | Feb 2025 |
| | 5.2 Training | <p>A) Amend internal training offer and implement new training requirements</p> <p>B) Investigate advanced CM training from Cabinet office and ID up to 10 cohorts to put forward.</p> | <p>RR</p> <p>NA as now available to all Officers so part of 2.3</p> | 2025 |
| 6. Resources | 6.1 FMS | A) Review processes for transparency notices for payments and performance monitoring, including reports within CiA. | SFAO, AR | April 2025 |
| | | B) Sort out integration between Active H and CiA to ensure sufficient data is brought through to support spend and contract oversight in CiA. | RR, AR | Mar 2025 |
| | | C) Develop a report to enable the procurement pipeline can be automatically generated ready for publication | RR | Feb 2025 |

| | | | | |
|-------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------|
| | 6.2 Staff Resources | <p>A) Assess benefits of additional Procurement team resources (1 FTE Procurement Supervisor and 1 FTE Procurement Business Partner) and produce business case for resource requirements beyond 31st Dec 2025.</p> <p>B) Review current contract management resources for Gold and Silver contracts against Cabinet model and identify opportunities for improvement. Produce business case for corporate change programme to generate efficiencies, savings and reduce risk by introducing improved CM practices.</p> | <p>RR, AR</p> <p>RR and SLT</p> | <p>Feb 2025</p> <p>2025</p> |
| Long-term actions – 2026 and beyond | | | | |
| 7. Governance | 7.1 CM Change programme | <p>Corporate Change Programme for best practice procurement cycle to be compliant and achieve greater value for money (money spent on suppliers, money spent on products, money spent on time/resource both internal/external).</p> <ul style="list-style-type: none"> ○ Review of resources for commissioning and contract management ○ Upskilling of staff including external training/ accreditation/qualifications ○ Updating of job descriptions | | |
| 8. Training and Guidance | 8.1 Guidance tools | Review contract management approach and documentation to create a corporate wide approach. | | |
| | 8.2 FMS | Develop the contract management functionality within CiA to support contract management actions and monitor contract performance. | | |

WARWICK DISTRICT COUNCIL

Code of Procurement Practice (The Code)

The Procurement Act 2023 (PA2023) defines 'Procurement' as 'any step taken for the purpose of obtaining, entering into or managing a contract'. Procurement is therefore any activity undertaken by the Council following its identification of the need for a third party deliver goods, works or services, to the point that party is no longer needed – 'the Procurement Cycle'.



The 'Code' should be read in conjunction with the Council's 'Code of Financial Practice', the Council's Procurement Strategy and the following Council specific policies and documents:

- Responsible Sourcing policy
- Equality in Procurement Policy
- Corporate Social Responsibility (CSR) Statement
- SME Procurement Policy
- Social Value Policy
- Contract Management Framework

This 'Code' details how the Council will undertake its procurement activities to be both legally compliant as well as meeting its obligations and objectives as a public body. It also covers how the Council will dispose of surplus assets and sell services to other organisations. It sets out the minimum requirements for Council Officers and Members when undertaking a procurement project and promotes the use of best practice processes and procedures, where it is proportionate and beneficial to do so.

This 'Code' is not intended to be a detailed set of instructions on how to undertake procurement activities. More detailed guidance on procurement activity processes is available on the Council's Intranet.

The Code has the following legislative and corporate objectives:

- To deliver Value for Money – A proportionate, cost effective, and efficient route of procurement and the delivery of the service or goods procured.
- Demonstrate integrity to ensure the highest standards of probity.
- To ensure that the Council complies with all legal requirements including its obligations under the Local Government Act 1999 to seek continuous improvement in the services it provides.
- Treat suppliers the same and do not put a supplier at an unfair advantage or disadvantage.
- To ensure that risks are managed to protect against any allegation of acting without due diligence, unfairly or unlawfully.
- Sharing information to ensure openness, fairness and transparency.
- Maximise public benefit through delivering Social Value through contracts.
- Have regard to Small, Medium Enterprises (SMEs).
- To support the Council's Corporate Strategy aims, objectives and policies.

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SECTION ONE

1. Scope & Purpose

This Code aims to promote good procurement practice, public accountability, deter corruption and provide protection against allegations of impropriety.

2. Legal framework

- 2.1 The Public contract regulations 2015 (PCR2015) will be superseded by the Procurement Act 2023 (PA2023) and the Procurement Regulations 2024 (PR2024) as of the 'switch over date' set by the Cabinet Office.
- 2.2 The period of transition from PCR2015 to PA2023 & PR2024 will proceed as follows:
 1. All contracts awarded prior to the switch over date will be subject to PCR2015 until contract termination.
 2. All contracts that have already had a contract notice or VEAT notice issued prior to the switch over date will be subject to PCR2015 until contract end. Any contract that issues a tender notice (formerly contract notice) or transparency notice (formerly a VEAT notices) after the switch over date will be subject to PA2023 & PR2024.
 3. All contracts called-off from a framework agreement (Section 2.6) initiated before the switch over date, will be subject to PCR2015, even if the call off occurs after the switch over date.
 4. All contracts awarded using a Dynamic Purchasing System (DPS) framework launched before the switch over date, and will be subject to PCR2015, even if the call off occurs after the switch over date. All DPS frameworks and associated contracts call-offs must end by 2 years following the 'switch over date'.

3. Covered by this Code

- 3.1 All procurement projects undertaken by, or on behalf of the Council including where the Council is acting on behalf of other bodies. A relevant procurement for the purposes of this Code is any arrangement made by, or on behalf of, the Council for the carrying out of works, the supply of goods or services, the disposal of assets or the selling of Council services to other organisations. This includes contracts let as a 'Concession'.
- 3.2 All procurement projects undertaken by, or on behalf of the Council irrespective of the method of funding e.g. capital, revenue, sponsorship,

donations or grants from a third party, unless excluded under Section 2, point 5.2.

- 3.3 All Officers of the Council including any temporary employees, agents and/or consultants etc. undertaking procurement on the Council's behalf.
- 3.4 All Members of the Council.

4. Exclusions from this Code

- 4.1 Contracts of employment which make an individual a direct employee of the Council.
- 4.2 Agreements for the leasing or acquisition of buildings (excluding room or hall rental) or land.
- 4.3 Agreements for the disposal or transfer of land unless the Council exerts significant influence over what the land is used for.
- 3.4 Loans to banks or other financial institutions and investments made in accordance with the Council's Code of Financial Practice.

5. Non-Compliance with this Code

- 5.1 Any case of non-compliance with this Code must be reported immediately to the Section 151 Officer and/or Monitoring Officer. Where the non-compliance results in identifiable additional cost to the Council or where the non-compliance places the Council under an identifiable increase in risk exposure, or generally where the Strategic Procurement & Creditors Manager considers the non-compliance to be significant; a report will be submitted to the next meeting of the Senior Leadership Team then the Cabinet.
- 5.2 Failure to comply with this Code may result in further action in accordance with the Employee Code of Conduct or the Member Code of Conduct.

6. Guiding Principles

- 6.1 All contracts above £25,000 must be let through a competitive process as per PA2023 and meet the requirements of this Code, unless an exemption request has been appropriately approved or the arrangement is otherwise permitted by this Code.
- 6.2 The following are excluded from the requirement for competition:
 - i. Purchases deemed exempt under PA2023, schedule 2. However, a Transparency Notice must be published in accordance with PA2023.
 - ii. Purchases made via a catalogue or framework agreement owned and

managed by a purchasing consortium that is recognised as or led by a 'contracting authority'. Purchases are subject to the competition requirements associated with each individual framework agreement. Framework agreements must be accessible to the Council and have been let in accordance with the requirements of the PA2023.

- iii. Contracts entered into through joint working with other public bodies, where a competitive process has been followed, in compliance with the Code of Procurement Practice or equivalent document of the lead organisation, provided that the collaborator has let their contract in accordance with the PA2023 and PR2024 on behalf of the Council.
 - iv. Purchases under Light Touch Contracts as defined under PA2023, that are below the Goods and Services UK threshold and are deemed unsuitable for a competitive approach by the Procurement Team.
 - v. Subscription services below the Goods and Service UK threshold that are reviewed on an annual basis.
 - vi. Membership arrangements in which the Council becomes a member organisation to the contracting body and gains access to contractual arrangements specifically let for the benefit of member organisations.
 - vii. Collaborative proposals for joint working or shared services with other public bodies. Where the aggregate contract value of the joint-working or shared services arrangement is expected to exceed the relevant UK threshold, the following conditions must be satisfied: -
 - o The principal activity of the collaborative arrangement is the provision of services back to the participating bodies;
 - o The collaborating public bodies when acting together exercise the same kind of control over the service as they would over an in-house service; and
 - o There is no independent or private sector partner involved in the collaborative arrangement.
- 6.3 All procurements will be classified as Bronze, Silver or Gold in accordance with the Public Sector classification tool (©Government Commercial Function Office). Classification is based on an evaluation of project/contract value, complexity and risk; and determines the level of resource and activities needed for contract management.
- 6.4 For all Procurements Projects valued at over £25,000 excl. VAT, a Procurement Project Initiation Document (PPID) must be completed and have appropriate approvals prior to the commencement of a sourcing activity to appoint a supplier. For Procurement Projects above the UK

- threshold for Goods and Services, approval by Cabinet will be required.
- 6.5 Adequate staff resources should be identified to undertake the entire procurement cycle, including planning and any subsequent contracts awarded. This information should be recorded within the PPID.
- 6.6 Any contract which exceeds the relevant threshold set by the UK Government must comply with any legal requirements in the Public Contract Regulations 2015, or the Procurement Act 2023 and Procurement Regulations 2024 as per the Legal framework set out in Section One, point 2 of this Code.
- 6.7 Procurement should be undertaken using electronic procurement systems unless otherwise agreed by the Strategic Procurement & Creditors Manager. Only approved electronic procurement systems should be used, and advice should be sought from the Strategic Procurement & Creditors Manager on their use. The use of electronic procurement systems does not negate the requirement to comply with all other elements of this Code.
- 6.8 Comprehensive and robust records of all stages of the procurement must be maintained which support the decision to award a contract.
- 6.9 Contracts will be awarded based on the most advantageous offer to the Council (MAT). In appropriate circumstances the lowest price (for purchases) or the highest price (for disposals) alone may be considered the most advantageous solution for the Council. Where it is considered that lowest price (for purchases) is in the best interests of the Council, advice should be sought from the Procurement Team prior to quotation/tender documents being issued.
- 6.10 Contracts should be issued using electronic signing systems for both Under-hand and sealed contracts, unless otherwise agreed by Legal Services. Only approved electronic signing systems should be used, and advice should be sought from the Procurement Services and/or Legal Services on their use.
- 6.11 All procurement must be appropriately authorised before a procurement process commences, and a contract is awarded.
- 6.12 Sufficient budget must be available to cover the procurement project (including any associated costs such as professional support) and to cover the expected life and disposal of the contract.
- 6.13 All contracts must include appropriate terms and conditions that are acceptable to the Council. Any deviations from the Council's acceptable terms must be agreed with Legal Services. Any deviations

that result in an increase in risk to the Council, must be approved by the Monitoring Officer, in consultation with the Audit & Risk Manager.

6.14 All Contracts, irrespective of value, shall clearly specify:

- What is to be supplied i.e. the specification
- The commercial response, including agreed price, quality, delivery deadlines,
- Appropriate performance information or key performance indicators (KPIs) or alternative performance monitoring methods to enable the effective management of contract performance.
- Social Value commitments including appropriate measures for ensuring these commitments are met, if above £50,000.
- Appropriate provision for contract 'change controls' and termination

7. Responsibilities

7.1 Unless specifically excluded by this Code, anyone undertaking a procurement activity on behalf of the Council must comply with this Code, the Code of Financial Practice and with all legal requirements. They must also comply with any other Codes of Practice, guidance or instructions relating to procurement activity issued by the Strategic Procurement & Creditors Manager.

A high standard of ethical conduct is expected in public office and any conduct which is contrary to this is not acceptable. Anyone undertaking procurement activities on behalf of the Council must comply with the Council's Employee or Member Code of Conduct and for example must not invite or accept any gift or reward that may be perceived as compensation for the award of or performance of a contract. Gifts and Hospitality should only be accepted in accordance with the Council's Gifts and Hospitality policy and it will be for the individual to show that anything received was not received with the purpose of influencing the relationship or decision of the individual.

7.2 **Senior Leadership Team (SLT)** must in relation to their Service areas:

- Declare any potential conflict of interest to the Strategic Procurement & Creditors Manager and the Monitoring Officer;
- Be responsible for all procurement activity undertaken within their service;
- Ensure all Officers comply with this Code;
- Ensure that any Officer undertaking procurement is sufficiently skilled and competent and completes any required learning and development;
- Ensure that adequate time and resources are available for undertaking procurement activities;

- Ensure that all procurement and delegated decision-making is within approved budgetary limits and that there are effective systems in place to manage budgets on an on-going basis; this should include whole life costings that may affect other contracts or services;
- Ensure the procurement cycle activities align with Council policy;
- Ensure there are sufficiently resourced and skilled contract management arrangements in place for all awarded contracts;
- Provide any information requested by the Strategic Procurement & Creditors Manager regarding current procurement activities;
- Ensure there is a comprehensive documentary record of all Procurement exercises which will include correspondence/ documentation supporting the final award decision;
- Agree contract variations for their Service area contracts in consultation with the Procurement Service, where required;
- Ensure that in any procurement activity involving the transfer of staff into or out of the Council, that all applicable statutory obligations regarding TUPE are complied with;
- Where a contract involves the transfer of staff between existing and new providers, oversee the TUPE process and ensure that support of outgoing and incoming providers is undertaken to facilitate a smooth transition;
- Ensure that all procurement and delegated decision making is within the Council's Constitution;
- Formally consider within an SLT meeting, as appropriate, where any one of the following apply:
 - an innovative approach to procurement is proposed which is significantly different to current practice and carries greater risk;
 - a proposed procurement is likely to have a significant impact on the Council's workforce;
 - a proposed contract exceeds the approved budget by £10,000 or more, exceeds the time for completion or is incurring significant risks not initially identified
 - the provision of goods or services by the Council to other organisations.
- Agree requests to supply goods or services to other organisations with a value under £10,000;
- Ensure their Service area maintains the Council's contract data within the FMS contracts module, so that the 'Contracts Register' is accurate and compliant (which includes all live contracts with an aggregate value of £5,000 or above);

- Ensure the Procurement team is provided with details of proposed or planned contracts with an anticipated aggregate value of £25,000 or above.
- The Chief Executive, Deputy Chief Executive, or Programme Director for Climate Change will agree requests for Exemptions to this 'Code', up to the UK Goods and Services threshold.

7.3 The **Section 151 and Monitoring Officers** shall:

- Consider any declarations of interest (either as part of a procurement project or within the register of interests) and determine whether the individual making the declaration can continue to be involved in the procurement process or contract award;
- Escalate any high-risk potential conflict of interest to the Chief Executive;
- Agree requests for Exemptions to this 'Code' up to the value of £100,000, providing budget is agreed;
- Approve all Procurement Project Initiation Documents (PPIDs) to ensure financial and legal compliance;
- Nominate other officers to exercise all or part of these powers on their behalf.

7.4 The **Strategic Procurement & Creditors Manager** shall:

- Maintain a record of Conflict of Interest declarations and escalate declared conflicts of interest to the Section 151 and Monitoring Officers;
- Maintain the Code of Procurement Practice and all supporting procurement related policies and guidance;
- Provide appropriate professional advice, guidance, training and support to Officers and Members on all procurement related matters;
- Report all agreed requests for exemptions to this 'Code' to the Cabinet;
- Approve PPIDs above the UK Goods and Services threshold, and ensure they are complete, accurate and are compliant with the Code and PA2023 and PR2024;
- Maintain and publish a procurement pipeline showing all potential procurement opportunities with a total value of £25,000 or above over the forthcoming 18months; and publish a pipeline notice on 'Central Digital Platform' (CDP) within 56 days of the 1 April if the Council total contractual spend exceeds £100m (incl. VAT) per annum.
- Ensure all ICT related procurement projects are approved by ICT Service;
- Nominate other officers to exercise all or part of these powers on their behalf.

7.5 **Officers** shall

- Declare any potential conflict of interest to the Procurement function.

- Comply with the requirements of this Code and observe any guidance or instructions relating to procurement activity issued by the Procurement function
- Ensure that any procurement supports the Council's wider objectives
- Ensure they have all necessary governance approvals before commencing any procurement process or awarding any contract;
- Ensure that a PPID is approved prior to any 'Sourcing' activity commencing; including by Cabinet for all contracts above the UK threshold for Goods and Services.
- Ensure any necessary legal, procurement, finance, HR, ICT, risk management, technical support etc. is identified and engaged in good time;
- Ensure that adequate time and resources are made available for the undertaking all procurement activities
- Ensure that appropriate reporting measures are implemented to enable transparency notices to be published.
- Ensure that suitable and proportionate training has been undertaken to perform relevant procurement responsibilities.
- Escalate to SLT any opportunities to provide services to other organisations.

7.6 Elected Members shall:

- Declare any potential conflict of interest in Procurement to the Monitoring Officer and the procurement lead for that activity
- Through effective scrutiny and review via the Procurement Champions, ensure that significant procurement projects stay on track and deliver the Council's business case objectives and wider Council priorities.

7.7 Cabinet Members shall:

- Consider PPIDs and accompanying business cases (if referenced) in relation to Council procurement projects above UK threshold for goods and services.
- Agree requests for Exemptions to this 'Code' with a value exceeding the UK goods and services threshold, as long as it does not contravene PA2023 and PR2024.
- Agree requests to supply of goods or services to other organisations with a value of £10,000 and above.
- Agree the disposal of assets, excluding buildings and land, expected to be worth £20,000 and above.
- Consider reports relating to procurement and contracting submitted by the Strategic Procurement & Creditors Manager

8 Reserved Contracts

- 8.5 A contract can be reserved for a specified supplier or supplier type if:
- 8.5.1 The supplier is a supported employment provider which wholly or partly operates to provide employment for or in support of disabled or disadvantaged people.
 - 8.5.2 A group of multiple organisations collaborating to form an employment programme wholly or partly for the purpose of providing employment to or in support of disabled or disadvantaged people.
 - 8.5.3 Below threshold Light Touch Contracts for the provision of temporary accommodation or facilities, can be reserved for suppliers with a physical presence within the borders of Warwick district.

9 Exemptions from this 'Code'

- 9.5 Any requirement of this 'Code' may be waived with the consent of the Section 151 and Monitoring Officers, and where required, the Cabinet subject to any legal constraints.
- 9.6 Requesting an Exemption from this 'Code'
- 9.6.1 All requests for an exemption must be submitted on the Exemption Request form and in accordance with the Exemption process.
 - 9.6.2 The Exemption request must clearly set out the reasons for requesting the exemption and include:
 - sufficient justification to support the request,
 - how the proposal complies with any applicable law including a statement of the regulation under which the exemption is being made,
 - evidence to demonstrate that the request achieves best value and supports the Council's objectives,
 - confirmation that an agreed budget is in place.
 - 9.6.3 Where the total contract value is below £100,000, the Section 151 or Monitoring Officer may agree the exemption.
 - 9.6.4 Where the total contract value is £100,000 up to below UK threshold for Goods and Services, in addition to approval by the Section 151 or Monitoring Officer, approval must also be obtained from the Chief Executive and retrospectively reported to Cabinet.
 - 9.6.5 Where the total contract value is at or above the UK Goods and

Services threshold, the Exemption must be agreed by Cabinet, prior to any commitment being made to the supplier or any contract being entered into.

9.7 Obtaining an Exemption in an Emergency Situation:

- 9.7.1 Where an exemption is necessary because of an unforeseeable emergency, in accordance with the definition provided with the PA2023, and involves immediate risk to persons, property or serious disruption to Council services the Senior Leadership Team member may make all necessary and reasonable arrangements to manage the emergency. Full details must be reported to the Strategic Procurement & Creditors Manager as soon as practicable following the event.
- 9.7.2 Any contract entered under the emergency provisions should be for the minimum duration required to remove the immediate risk to persons or property or to reduce the disruption to Council services to a manageable level.
- 9.7.3 Any contract awarded under the Emergency Exemption provisions must not be extended beyond a maximum 6-month initial term without the prior approval of Cabinet.
- 9.7.4 Any contract entered under the emergency provision must be reported to the Cabinet at the next available opportunity.

SECTION TWO

PROCUREMENT PROCESS

The Council has 4 different thresholds for procurement as detailed in the table below. Section 2 sets out in more detail the requirements when dealing with a specific procurement. Further guidance is available via the Intranet.

| Procurement Type | Estimated Contract Value (Excl. VAT) |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | £1 - £24,999 |
| 2 | £25,000 to £49,999 threshold |
| 3 | £50,000 up to UK Goods and Services threshold (Note – this includes Works contracts even though the thresholds for Works contracts is higher than this threshold) |
| 4 | UK Goods and Services threshold and above (Note – this includes Light Touch Contracts even though the thresholds for Light Touch Contracts is higher than this threshold) |
| 5 | Framework call off |

1. Pre-Procurement

1.1 Before commencing a procurement project, Officers must:

- Assess and challenge the need for the expenditure;
- Define the objectives of the procurement and identify out of scope requirements;
- Review any legal implications and considerations e.g. Data protection, insurance, risk, grants;
- Review the relevant supply market to understand competition, availability, innovations, costs; as per the information within Preliminary Market Engagement of this document;
- Identify the appropriate contract length, including breaks, extensions and milestones;
- Calculate and verify an estimated Total Value of the contract, including extensions;
- All Procurement Projects, both anticipated and agreed, must be added to the

Councils Procurement project pipeline;

- The Council's Procurement Pipeline will be published quarterly on the Council's website;
- If the Council's contract spend equals or exceeds £100m incl. VAT per annum, a Pipeline notice must be published on the CDP within 56 days of 1st April.

2 Procurement Planning

2.1 Once a procurement project has received appropriate approvals to commence, Officers must:

- Ensure that appropriate measures are taken to consider and account for Micro SMEs, SMEs and Voluntary Community Sector Enterprises (VCSEs) participation;
- Ensure there is sufficient budget available which covers the whole-life financial commitment being made (including any consultant's or other external charges or fees);
- Ensure the Council's requirements for IT system security and data security (GDPR) are satisfied where appropriate;
- Ensure that relevant regulatory requirements are considered and accounted for;
- Ensure any necessary subject matter experts e.g. legal, procurement, finance, HR, ICT, risk management, technical support etc. are identified and engaged;
- Agree the type and form of contract to be used and the terms and conditions that are to apply to the proposed contract;
- Consider the need for a performance bond and/or parent company guarantee;
- Ensure resources with the necessary skills and capacity to undertake the full procurement cycle are identified and allocated, including resources to collect and relay to Procurement Services information for mandated legal notices;
- For procurements of £25,000 excl. VAT and above, this information must be captured within the Procurement Project initiation Document (PPID).

2.2 For all procurement projects above the applicable UK threshold for Goods and Services (this includes any projects for 'Works' or projects covered under PA2023 as a 'Light Touch Contract') Officers must in addition to Section 2 point 2.1: -

2.2.1 Comply with any legal requirements in the Public Contract

Regulations 2015 or Procurement Act 2023 and Procurement Regulations 2024 in accordance with the Legal framework set out in Section One, point 2 of this Code.

- 2.2.2 Comply with the Council's Procurement Commissioning Gateway Procedures
 - 2.2.3 Consider any contract management information, KPIs and lessons learned from the previous contract where this exists.
 - 2.2.4 Consult with internal and external stakeholders (including users and, the supply market (in accordance with Section 2 point 5 of this Code) where appropriate
 - 2.2.5 Consider how through the procurement, improvements to the economic, social, environmental and ethical wellbeing of the area might be achieved, in accordance with the Council's Corporate Social Responsibility (CSR) statement and Social Value Policy. Social Value)
 - 2.2.6 Carry out an options appraisal to decide the best way to achieve the Council's objectives, including internal or external sourcing, partnering, collaborative procurement with another contracting authority, recycling, reuse etc.
 - 2.2.7 Produce a business case and have this approved by a member of the Senior Leadership Team
 - 2.2.8 Assess the potential risks and how to manage them
 - 2.2.9 Consider required governance and reporting resources to meet transparency obligations for contract management.
 - 2.2.10 Ensure that the Procurement project is added to the Procurement update cabinet report for approval to proceed.
- 2.3 All contracts or purchase orders issued by the Council shall:
- 2.3.1 Be evidenced in writing;
 - 2.3.2 Refer to a contract reference number and/or contain a purchase order number;
 - 2.3.3 Include appropriate Terms and Conditions;
 - 2.3.4 Support the Council's Corporate Strategy priorities and policy objectives; and
 - 2.3.5 Endeavour to fulfil the priorities of the National Procurement Policy Statement (NPPS) excluding contracts awarded via framework call off or Dynamic market contracts, which may be updated from time to time.
 - 2.3.6 Include a requirement for the supplier to comply with all

relevant statutory requirements

2.3.7 Include a requirement for the supplier to notify the Council of any actual, potential or perceived conflicts of interest for the duration of the contract.

3 Covered Procurement publication requirements

3.1 For all 'covered procurements' (procurement projects above the UK Goods and Services threshold), if it is deemed appropriate to do so, a Planned Procurement Notice can be published on the CDP to alert suppliers to an upcoming procurement project.

4 Debarment List

- 4.1 The debarment regime enables Ministers to put suppliers on a published debarment list.
- 4.2 Inclusion on the list means that the supplier's past behaviour or circumstances mean that it is not, or may not be, allowed to participate in covered procurements or be awarded public contracts.
- 4.3 The Debarment List should be checked prior to any purchase or contract award.
- 4.4 Purchases and contract awards cannot not be made to a supplier that appears on the Debarment List.
- 4.5 For active contracts, the Debarment List should be checked periodically to ascertain whether the contracted supplier has been added to the List. Should a contracted supplier be added to the Debarment List during their contract term, the Council should take all reasonable steps to terminate and relet the contract as quickly as possible.

5 Conflicts of Interest

- 5.1 The Council is obligated to identify, mitigate and review Conflicts of Interest from the moment a Procurement Project is initiated until the resulting contract is terminated. Officers and Members must declare any actual, potential or inferable direct or indirect conflicts of interest. This may take the form of:
 - 5.1.1 Evaluator Conflicts of Interest declaration form;
 - 5.1.2 'Conflicts of Interest assessment' form for Procurement Projects above the UK Goods and Services threshold; and/or
 - 5.1.3 Declaration under the officer or member codes of conduct relevant to the procurement project they are directly involved in.

- 5.2 Failure to declare any potential conflict of interest may lead to further action.
- 5.3 Any Officer or Member who has an actual, potential or inferable direct or indirect interest in any procurement project and contract must declare their interest when it arises at any point during a Procurement cycle by notifying in writing to the Procurement Team who will escalate any concerns to the Strategic Procurement & Creditors Manager. The Strategic Procurement & Creditors Manager will then make a recommendation to the Section 151 and Monitoring Officers about whether the Officer or Member should or should not remain involved in the procurement or proposed contract. The Section 151 and Monitoring Officers (or the Chief Executive if either are subject to a Conflict of Interest in themselves) will make the final decision as to whether a conflict of interest will result in an Officer or Member being removed from the Procurement project or contract.
- 5.4 The Section 151 and Monitoring Officers, having due regard to any recommendation in 5.2 and in relation to Officers and Members, ensure the availability of sufficiently skilled staff to undertake the evaluation of bids prior to the commencement of a Procurement Project and throughout in response to any highlighted conflicts of interest that may result in the exclusion of an individual from being involved in the project.
- 5.5 For procurement projects and contracts classified as Gold or Silver, a Conflicts of Interest assessment form must be completed and maintained for the duration of the procurement project. For procurement projects and contracts above the UK Goods and Services threshold, recognition of this form must be included within the following legal notices on the CDP: Tender notice, Transparency notice or Dynamic Market notice, Contracts details notice, Contracts change notice.

6 Contract Value

- 6.3 The procurement procedure will usually be determined by the estimated aggregate value of the contract, although the project classification may also impact on the procedure recommended. The aggregate value of the contract is calculated as follows:
- 6.3.1 For long term arrangements, the initial term of the contract plus any extension periods multiplied by the annual contract value.
- 6.3.2 For one off requirements, the available agreed budget that has been based on a genuine estimate of contractual spend.

- 6.3.3 For concession contracts, the est. turnover value to the supplier (concessionaire) generated over the course of the contract.
- 6.4 Contract values must not be distorted or disaggregated in order to avoid the requirements of PA2023 and PR2024, this Code and/or to prevent the use of an optimum Sourcing process.
- 6.5 Where the estimated aggregate value of the contract exceeds the relevant UK threshold, a UK compliant procurement process should be undertaken

7 Use of Existing Council Contracts

- 7.1 Before commencing a procurement process and/or seeking to let a new contract, Officers must check whether the Council already has a suitable contract in place which could satisfy the requirement. Where a suitable contract exists, that contract should be used unless agreed otherwise by the Contract Owner and the Procurement Team.

8 Preliminary Market Engagement and Consultation

- 8.1 Officers may consult potential suppliers prior to the issue of an Invitation to Quote/Tender about the nature, level and standard of the supply, contract packaging and other relevant matters. Records must be kept of this consultation.
- 8.2 Officers must not, once any consultation period under 8.1 has ended seek or accept technical advice on the preparation of the actual Invitation to Quote/Tender from anyone who may have a commercial interest in bidding for the contract as this may prejudice the equal treatment of all potential bidders and distort competition.
- 8.3 For procurements that will be tendered under PA2023 & PR2024, the additional obligations under Section 16 and 17 of PA2023 will apply. Preliminary Market Engagement must take place before the publication of a Tender or Transparency notice and help contracting authorities, and the market prepare for an upcoming procurement. Preliminary Market Engagement:
- includes any and all engagement with suppliers with the aim of using that information to shape a future procurement or contract e.g. soft market testing, market consultations, supplier engagement, formal pre-market engagement, supplier events, informal supplier discussions.
 - must be conducted in a way that does not give a supplier an unfair advantage or distort competition.

- should be used to help level the playing field for competition by removing or mitigating any unfair commercial advantages or competition distortion identified (including incumbents). If the distortion cannot be mitigated, the advantaged supplier must be prevented from tendering.
- must be advertised via a Preliminary Market Engagement notice to encourage new entrants and supplier engagement; or the notice must be used to notify suppliers that it has taken place.

8.4 For all procurement projects above the applicable UK threshold for Goods and Services, a Preliminary Market Engagement Notice should be completed to either, notify the market of a pre-market engagement opportunity, or advise the market of market engagement already undertaken. If this notice is not published, information must be provided as to why in the Tender notice on the CDP.

9 Using Frameworks

9.1 Contracts based on framework agreements may be awarded by either:

- Applying the terms and commercial offering laid down in the framework agreement (where such terms are sufficiently precise to cover the call-off) without reopening competition; or
- Where the terms laid down in the framework agreement or the specification requirements require the re-opening of competition by holding a mini competition, to enable a bespoke commercially suitable tender.

9.2 A mini competition must be run in accordance with the framework's guidance, and the following procedure:

- Inviting all organisations within the framework agreement who are capable of delivering the contract to submit written tenders, unless they have expressed their need to be excluded in writing;
- Fixing a time limit which is sufficiently long to allow tenders for each specific contract to be submitted, taking into account factors such as the complexity of the subject of the contract

10 Use of existing External Frameworks

10.1 Before undertaking sourcing in a procurement project, Officers shall consider whether there is an existing pre-tendered framework agreement available. This may be a framework agreement let by another public body or by a purchasing consortium (e.g. CCS, ESPO, YPO). It may be necessary to

- examine a number of framework agreements to identify the best value solution for the Council.
- 10.2 Existing framework agreements may be used where these have been established by an appropriate contracting authority (as defined under PA2023) and the Council can evidence that they can legitimately and legally access them.
- 10.3 Where the use of an existing framework agreement is identified as the appropriate procurement route, the Officer will, in conjunction with the Procurement Service, agree the appropriate procedure for accessing the framework agreement.
- 10.4 When using an existing framework agreement, Officers must not invite additional suppliers to bid which are not included on the framework agreement.
- 10.5 The use of an existing framework agreement does not remove the requirement to comply with all other elements of this Code or relevant UK law.
- 10.6 Frameworks should be used in accordance with their own guidance and UK as per Section One, point 2.2.2 of the Legal framework within this Code.

11 Creating Council Frameworks

- 11.1 Officers may establish framework agreements for goods, works or services. For any contracts where the aggregate contract value is likely to exceed the relevant UK threshold, the framework agreement must be established in accordance with the requirements of PA2023 and PR2024. Where Services are considering establishing a framework agreement, they must seek advice from the Procurement Service, before commencing the procurement process
- 11.2 For a 'Closed framework', the duration of a framework agreement shall not exceed 4 years except in exceptional circumstances and only with permission from the Strategic Procurement & Creditors Manager and legal services. Single supplier frameworks are permitted; and a maximum number of suppliers to be awarded can be specified.
- 11.3 For an 'Open framework', the duration of a framework agreement shall not exceed 8 years, and as a minimum, must be reopened for competition within and including the initial 3 year term, and every 5 year term following that until the framework expires. A minimum of 2 suppliers is required for a valid 'Open framework'. Should the number of suppliers drop to 1, the framework will revert to a 'Closed framework'. There is no

limit to the number of suppliers awarded to the framework though a maximum number can be specified. There is no limit to the number of times the framework can be reopened for competition.

- 11.4 For a Dynamic Market, there is no maximum duration that the framework can run, or the number of suppliers that can be awarded. No maximum can be applied to the number of suppliers. The framework must always remain open to the addition and removal of suppliers.
- 11.5 For all framework types and Lots (or categories for Dynamic Markets) should be considered to remove barriers to SMEs and VCSEs. Evidence of this consideration should be recorded including reasons for not undertaking Lots if so decided.

12 Publication of Council Framework Notices

- 12.1 For closed and open frameworks, the notices applicable to an above threshold procurement apply.
- 12.2 For Dynamic markets, the following notices will apply:
 - 12.2.1 Dynamic Market intention notice (in place of a Tender notice)
 - 12.2.2 Dynamic Market establishment notice (in place of an Award notice)
 - 12.2.3 Dynamic Market modification notice (in place of a Contract Change notice)
 - 12.2.4 Dynamic Market cessation notice (in place of a Contract Termination notice)

13 Awarding Contracts from a Framework

- 13.1 Contracts awarded by call-off from a Closed framework, cannot exceed 4 years unless otherwise stated within the framework guidance and notices.
- 13.2 For Closed and Open Frameworks, contracts should be awarded to the supplier in accordance with the framework's guidance. This can be via direct award to the most suitable supplier on the basis of the award criteria set out in the framework agreement or price; or by reopening competition.
- 13.3 For Dynamic Markets, contracts can only be awarded through undertaking a competitive procedure in accordance with the framework guidance.
- 13.4 Where the contract value exceeds £5,000 Officers should include details on the awarded contract on the Council's 'Contract Register'
- 13.5 Where the contract value is £25,000 or above, a Contract Award Notice

- should be placed on Contracts Finder for frameworks let under PCR2015; and the CDP for frameworks let under PA2023 and PR2024.
- 13.6 Where the contract value exceeds the relevant UK threshold, Officers should observe a 'standstill period' before finalising the award of the contract.
- 13.7 Where the contract value exceeds the relevant UK threshold a contract Award Notice should also be placed on the Central Digital Platform (CDP) followed by a Contract Detail Notice.

14 Inviting Quotations (Contract Type 1 and 2)

All Invitations to Tender shall, as a minimum:

- 14.1 Be conducted electronically using the Council's approved E-Procurement system or another E-Procurement system approved by the Procurement Service unless agreed otherwise by the Strategic Procurement & Creditors Manager;
- 14.2 Be issued to at least 3 potential suppliers unless:
- There are not 3 suppliers in the market or
 - An individual supplier has been identified and evidenced as the most cost-effective provider.
- 14.3 Ensure consideration is given to local suppliers, micro SMEs, SMEs and VCSEs, recording evidence of this consideration and reasons for any exclusions.
- 14.4 Include clear instructions on how and where quotations are to be returned
- 14.5 Include the date, time and process for the return
- 14.6 Include appropriate terms and conditions or specified requirements regarding substantial terms.
- 14.7 Include a clear specification which describes the Council's requirements and expected levels of quality.
- 14.8 Specify the time limit (if any) for delivery;
- 14.9 Describe the criteria and process that will be used to evaluate the bids including any question weightings and sub-criteria that apply ensuring that the Council's preference towards 'quality' criteria always has a combined weighting higher than that of financial or 'price' criteria
- 14.10 Include performance measures to demonstrate that the contract is delivering the required business benefits/outcomes.
- 14.11 Procurement Projects with an estimated aggregate value below £25,000 excl. VAT are not required to be publicly advertised; however, informal

advertising and engagement is encouraged.

14.12 For Contract Type 2 only:

Procurement Projects with an estimated aggregate value of between £25,000 and £49,999 excl. VAT, must publish a below threshold contract notice if a competitive process is undertaken.

15 Inviting to Tenders (Contract Types 3-5)

All Invitations to Tender shall, as a minimum:

- 15.1 Be conducted electronically using the Council's approved E-Procurement system or another E-Procurement system approved by the Procurement Service unless agreed otherwise by the Head of Finance
- 15.2 Be advertised in accordance with the requirements of this Code
- 15.3 Ensure consideration is given to removing any barriers to local suppliers, SMEs and VCSEs, recording evidence of this consideration and reasons for any exclusions.
- 15.4 Be advertised as an open-competition via the CDP portal: -
- 15.5 Include clear instructions on how and where tenders are to be returned
- 15.6 Include the date, time and process for the return
- 15.7 Include appropriate terms and conditions
- 15.8 Include a clear specification which describes the Council's requirements and expected levels of quality including setting out how any social value can be achieved in line with the Council's policies, such as addressing climate change impacts, sustainability issues or other Corporate Social Responsibilities associated with the contract.
- 15.9 Specify the time limit (if any) for delivery;
- 15.10 Describe the criteria and process that will be used to evaluate the bids including any question weightings and sub-criteria that apply ensuring that the Council's preference towards 'quality' criteria always has a combined weighting higher than that of financial or 'price' criteria
- 15.11 Include 'Corporate Social Responsibility (CSR)' Criteria (including addressing Climate Change) at a combined weighting of 5-15% in addition to the 'quality' criteria, for all tenders over £50,000; or review CSR criteria and inclusion for all framework direct award contracts.
- 15.12 Where relevant, consider whether an assessment of the foreseeable element of 'embedded carbon' contained within any tendered offer should be sought.
- 15.13 Include a robust and proportionate framework for managing the

performance of the contract capable of evidencing that the contract is delivering the required business benefits/outcomes, including performance in relation to carbon emissions. For contracts valued at £5m including VAT, a minimum of 3 KPIs must be specified in accordance with section 52 of PA2023.

- 15.14 Include any supplementary information required by potential bidders to enable them to submit clear and concise bids.
- 15.15 Require the completion and return of a Form of Tender and certificates applicable to the contract.
- 15.16 When establishing a framework agreement, a clearly defined process shall be included outlining how call off contracts are to be awarded see Section 2 Point 9 of this Code
- 15.17 All Procurement Projects with an estimated aggregate value of £25,000 excl. VAT or above must be advertised on the Council's E-Tendering portal and on the CDP.
- 15.18 For Procurement Projects below the relevant UK threshold, a Below-threshold Tender notice should be published.
- 15.19 For Procurement Projects equal to or above the relevant UK threshold, a Tender notice should be published.

16 Management of Quotations and Tenders (All Contract Types)

- 16.1 Bidders must be given an adequate period of time in which to prepare and submit a quotation/tender consistent with the complexity of the procurement. Where the contract value is expected to exceed the applicable UK threshold, the Public Contract Regulations require specific time periods to be observed depending on the procurement procedure being followed.
- 16.2 Providing clarification on any aspect of the quotation/tender to bidders during the bidding period is permitted. All clarification requests should be in writing and therefore Officers must not accept or respond to verbal clarification requests. The clarification questions asked (anonymised to ensure the integrity of the bidders) together with the Council's response must be made available to all bidders.
- 16.3 Officers may extend the deadline for submission of quotations/tenders where it is considered appropriate to do so. Where the deadline for submission of quotations/tenders is extended, all bidders will be notified of the extension and any bidders that have already submitted a quotation/tender shall be given the opportunity to re-submit.
- 16.4 Quotations/Tenders will be submitted by bidders via the Council's approved

E-Tendering portal unless alternative arrangements have been agreed by the Strategic Procurement & Creditors Manager.

16.5 No quotation/tender submissions will be available to evaluate until after the quotation/tender deadline has passed.

16.6 Late quotations/tenders will not normally be accepted. Officers must obtain the agreement of the Strategic Procurement & Creditors Manager prior to accepting any late quotations/tenders

17 Evaluation of Quotations (Contract Type 1 and 2)

17.1 Officers are responsible for ensuring that all bids are suitably assessed. The assessment process shall, as a minimum, establish that all potential bidders have sound economic and financial standing and sufficient technical ability and capacity to fulfil the requirements of the Council

17.2 Evaluation of bids must be undertaken in accordance with the evaluation methodology and evaluation criteria described in the quotation/tender document.

17.3 Completion of a Procurement Summary form, to be approved by the Procurement Service must be undertaken prior to the award of a contract.

18 Evaluation of Tenders (Contract Types 3 - 5)

18.1 Officers are responsible for ensuring that all bids are suitably assessed. The assessment process shall, as a minimum, establish that all potential bidders have sound economic and financial standing and sufficient technical ability and capacity to fulfil the requirements of the Council.

18.2 Evaluation of bids must be undertaken in accordance with the evaluation methodology and evaluation criteria described in the quotation/tender document.

18.3 Evaluators are required to evaluate bids independently and provide comprehensive comments in support of their evaluation.

18.4 Where less than 3 quotations/tenders are returned, the evaluation can still proceed. Prior to awarding any contract in these circumstances, Officers should be confident that the bids received secure best value for the Council.

18.5 Where only one quotation/tender has been received, the Head of Service in conjunction with the Procurement Service will agree whether it is appropriate to award a contract or to abort the procurement and consider alternative options.

18.6 If the tender evaluation reveals any errors which affect the tender price, the bidder will be provided with the details of the error and given the

option of confirming the price as submitted or withdrawing from the procurement process. If an Officer considers an alternative approach to be in the best interests of the Council, Officers must receive prior approval from the Strategic Procurement & Creditors Manager

- 18.7 Where information is missing from a tender, Officers may clarify the omission with the bidders with the prior agreement of the Procurement Service.
- 18.8 Seeking clarification of a submitted tender whether in writing or by way of a meeting is permitted. However, discussions with bidders after submission of a quotation/tender and before the award of a contract with a view to obtaining adjustments in price, delivery or content (i.e. post tender negotiations) must be the exception rather than the rule. In particular, such negotiations must not be conducted during an above UK threshold tender (other than within the provisions of the Competitive Flexible Procedure) without the prior agreement of the Strategic Procurement & Creditors Manager
- 18.9 If post tender negotiations appear necessary, you should take professional advice on whether negotiations are permissible. Normally such negotiations should be undertaken with all those bidders who have met the selection criteria in the original procurement process. During negotiations, the Council's requirements set out in the original procurement process should not be substantially altered.
- 18.10 Apart from the debriefing required or permitted by this Code, the confidentiality of tenders and the identity of bidders must be preserved at all times and information about one bidder's response must not be given to another during the evaluation process. Notwithstanding this, Officers should be mindful of the Council's duties under the Freedom of Information Act and in some circumstances some disclosure may be required to comply with those

19 Procurement Termination

- 19.1 The Council can choose to terminate a procurement project at any point prior to the acceptance of a tender. Abandonment of a tender exercise requires approval from the Strategic Procurement & Creditors Manager and the relevant Head of Service.
- 19.2 For procurement projects above the Goods and Services UK threshold, approval is also required from the Section 151 and Monitoring Officers.
- 19.3 For all 'covered procurement' projects a Procurement termination notice must also be published on the CDP.

20 Acceptance of Tenders

- 20.1 The table below sets out the approvals required. They apply equally to contracts that may be awarded through negotiation as they do to those awarded through competition. They also apply to contracts intended to be awarded from collaborative procurement exercises or framework agreements including those let by organisations such as CCS, ESPO, YPO etc.

| Contract Type | Approval To Award a Contract |
|---------------|------------------------------------------------------------------------------------------------------|
| 1 | Commissioner or above and Procurement Service |
| 2 | Commissioner, Head of Service, Accountant and Procurement Service |
| 3 & 4 | Commissioner, Accountant, Head of Service, Section 151 or Monitoring Office and Procurement Services |

- 20.2 Where external funding has being agreed to support the budget for the procurement, e.g. ERDF, Heritage Lottery Fund, Friends Groups etc. acceptance of the award decision may need to be obtained from the external funder prior to a tender being accepted.
- 20.3 Tenders may be accepted provided that the tender sum and any on-going financial commitments can be met from within the available budget or in relation to capital expenditure, the tender sum together with any other scheme costs (e.g. fees, capital, salaries, post-contract services etc.) can be met from within the capital programme provision and that Cabinet approval for the capital expenditure has previously been granted.
- 20.4 Where a tender cannot be accepted because of budget limitations, a report should be submitted to the Cabinet outlining the circumstances and the possible options. It will then be a matter for the Cabinet to decide: if the shortfall will be funded in line with the Financial Code of Practice; to proceed on a reduced basis; or not to proceed with the scheme.

21 Notifying Suppliers of the Outcome

- 21.1 Suppliers should be notified of the outcome of a procurement project as soon as possible after relevant approvals to award the contract have been obtained and should be notified in writing.

21.2 For contracts below £25,000 excl VAT (Types 1), the winning bidder should be advised of the outcome prior to communicating with any unsuccessful bidders. Unsuccessful bidders should be advised of the outcome, once the successful bidder has indicated their willingness to deliver the contract

21.3 For Type 2 contracts below the applicable UK threshold, the Award letters should be issued simultaneously to all bidders (successful and unsuccessful) advising them of the tender outcome and award of contract. A voluntary 'standstill period' of 8 working days can be implemented prior to issuing the contract, if desired.

21.3.1 The Council's standard Award letter must be used and must include the following debriefing information: -

- The criteria for the award of the contract;
- The name of the successful bidder(s);
- The score of the bidder, together with the score of the successful bidder(s);
- The evaluation summary sheets for bidder and successful bidder indicating the agreed score and evaluator comments for each individual quality and CSR question; and
- Confirmation of the date before which the Council will not enter into the contract (allowing for a standstill period is desired).
- Once an award of contract is accepted, a Below Threshold Contract Detail notice must be published on the CDP within 30 days.

21.4 For Type 4 and 5 Contracts that are subject to PA2023 and PR2024 the following should be adhered to:

- Intention to award letters should be issued simultaneously to all bidders (successful and unsuccessful) advising them of the intention to award the contract and providing them with a 'standstill period' of at least 8 working days when sent electronically via the Council's approved E-Tendering portal.
- The Council's standard Intention to Award letter must be used and must include the following debriefing information:
 - The criteria for the award of the contract;
 - The name of the successful bidder(s);
 - The score of the bidder, together with the score of the successful bidder/s;
 - The evaluation summary sheets for bidder and successful bidder

indicating the agreed score and evaluator comments for each individual quality and CSR question; and

- Confirmation of the date before which the Council will not enter into the contract (i.e. the date the standstill period finishes).
- A Contract Award notice must also be published on the CDP, this commences the standstill period.
- Following completion of the standstill period, an award letter must be sent to the successful bidder and a Contract detail notice must be published onto the CDP within 30 days of Award.

21.5 For Type 4 and 5 Contracts above the relevant UK threshold let under PCR2015 or PA2023 and PR2024, Award letters should be issued simultaneously to all bidders (successful and unsuccessful) advising them of the tender outcome and award of contract. A voluntary 'standstill period' of 8 working days can be implemented prior to issuing the contract, if desired.

21.5.1 The Council's standard Award letter must be used and must include the following debriefing information: -

- The criteria for the award of the contract;
- The name of the successful bidder(s);
- The score of the bidder, together with the score of the successful bidder(s);
- The evaluation summary sheets for bidder and successful bidder indicating the agreed score and evaluator comments for each individual quality and CSR question; and
- Confirmation of the date before which the Council will not enter into the contract (allowing for a standstill period is desired).
- Once an award of contract is accepted, a Contract Detail notice must be published on the CDP within 30 days of the contract being entered into, except for light touch contracts which must be published within 120 days.
- For contracts valued at £5m or more including VAT, the notice must include a link to access a full copy of the contract (commercially sensitive data can be redacted) and set out the 3 KPIs regarded as most material to the performance of the contract at the time of publication.

21.6 Unsuccessful bidders wishing to formally challenge an above UK threshold contract award decision are initially required to do so during the standstill

period and before the contract award is confirmed. If an award decision is questioned in writing or formally challenged by or on behalf of an unsuccessful bidder after the issue of an Intention to Award letter and during the standstill period, the Officer shall not proceed to award the contract but shall immediately inform the Strategic Procurement & Creditors Manager and seek the advice of Legal Services on next steps.

- 21.7 Subject to no formal challenges being received during the standstill period, the Officer may confirm the award of the contract to the successful bidder using the Council's Confirmation of Award letter template.

22 Procurement Review Unit (PRU)

- 22.1 The PRU has been appointed to manage the oversight regime (Part 10 of PA2023) on behalf of Ministers of the Crown and will:
- 22.1.1 monitor compliance and investigate patterns of repeated non-compliance;
 - 22.1.2 investigate supplier complaints submitted to the Public Procurement Review Service (PPRS)
 - 22.1.3 manage the central debarment list.
- 21.2 The PRU will have the power to issue recommendations to improve compliance including an obligation to report on progress and publish guidance on lessons learned.
- 21.3 Formal challenges under the PA2023 and PR2024 should be instigated in accordance with the [Technology and Construction Court \(TCC\) guidance](#).

23 Contract Signing and Order Authorisation

- 23.1 All contracts should be in written form and the written formalities should be completed before the contract is due to start except in exceptional circumstances and only then with the prior approval of the Section 151 and Monitoring Officers.
- 23.2 The Officer responsible for securing a signature for the contract must ensure that the person signing for the other contracting party has authority to bind it.
- 23.3 Contracts over the sums specified in the Public Contracts Directive must be sealed in accordance with the Council's Constitution by the Chief Executive, Deputy Chief Executive, Monitoring Officer and Programme Director for Climate Change (Delegation A(2)).
- 23.4 All other contracts may be signed by Chief Officer as defined under Article 12 of the Constitution or their duly authorised nominated officer- The Officer

signing the contract on behalf of the Council must ensure that they have the relevant authorisation to sign the contract.

- 23.5 Contracts under Seal can only be signed by either Chief Executive, Deputy Chief Executive, Monitoring Officer and Programme Director for Climate Change (or a person authorised by them). A contract must be sealed where:
- 23.5.1 The Council wishes to extend the liability period under the contract and enforce its terms for up to 12 years; or
- 23.5.2 The price(s) specified under the contract are nominal and do(es) not reflect the value of the goods or services.
- 23.6 Order Authorisation - Orders can only be placed by approved Officers. Senior Leadership Team members will authorise the Officers allowed to place orders on behalf of the Council, along with each individual's authorisation limits.
- 23.7 Contracts valued at £5m or more including VAT must be published on the Council's website. All contract documents must be included in the publication. Commercially sensitive or personal data may be redacted. Commercially sensitive data must have been specified by the supplier within their tender submission.

24 Document Storage & Document Retention

- 24.1 By default, the Council will use an e-signature solution for all contracts and a digital copy of the contract must be stored against the contract within the Council's FMS contracts module.
- 24.2 Exceptions may be made with prior agreement from the Strategic Procurement & Creditors Manager in consultation with the Monitoring Officer.
- 24.3 Any hard copy signed contracts must be scanned and then stored in the Deed Store with the pdf copy attached to the contract within Council's FMS contracts module.
- 24.4 Appropriate documents and records must be retained for all procurement projects, in particular:
- 24.4.1 Documents or records relating to successful quotations/tenders (e.g. any documents which might have a bearing on the way the contract was let or is interpreted) must be kept for at least 6 years after the contract comes to an end. If the contract is made as a deed/under seal the records must be kept for a minimum of 12 years.
- 24.4.2 Documents or records relating to unsuccessful quotations/tenders must be kept for at least 24 months from the date the contract starts.

24.4.3 Sensitive or personal data must not be retained longer than 6 months following the award of contract.

25 Form and Conditions of Contract

25.1 The contract terms and conditions used must be the most appropriate for the procurement project and can be: the Council's pre-agreed standard terms and conditions; industry standard terms and conditions such as JCT, NEC etc.; framework call-off terms and conditions; and/or bespoke terms and conditions written specifically for the particular procurement project.

25.2 Contracts will clearly state:

25.2.1 The Services/Works to be carried out or the goods to be supplied

25.2.2 The total contract value

25.2.3 The price(s) or schedule or rates to be paid including any discounts

25.2.4 The mechanism for managing any changes or variations to the contract during its life

25.2.5 The mechanism by which price adjustments (e.g. for any agreed contract changes or contract variations, any additional payments for over performance, any payment deductions for under performance, any general efficiency (cost management) initiatives and the mechanism for any inflationary increases etc.) will be managed;

25.2.6 The delivery period by when (or during which) the contract is to be carried out;

25.2.7 Appropriate performance management provisions to allow for effective contract management

25.2.8 Powers for the Council to cancel the contract and recover any resulting losses from the contractor

25.2.9 Appropriate provision for information sharing to support the Council in meeting its statutory duties

25.2.10 Appropriate contract termination provisions

26 Managing Contracts

26.1 A Contract Owner must be appointed to act on behalf of the Council for all contract types.

26.2 For all type 3 contracts, a member of the Senior Leadership Team must be appointed as part of the contract governance structure.

26.3 Contract Owners must ensure sufficient resources are allocated within the contract governance structure to ensure effective Contract Management and

administration, in accordance with the recommended levels based on the contract's classification level of Gold, Silver or bronze (Public Sector classification tool ©Government Commercial Function Office).

26.4 As a minimum, every 12 months, all contract owners must:

26.4.1 Meet with the Supplier to discuss contract improvements, innovation opportunities, and added value (including Social Value if applicable)

26.4.2 Monitor contract performance and report supplier adherence to contractual obligations and report to the Strategic Procurement & Creditors Manager and Head of Service.

26.4.3 Review Supplier financial standing and failure risk, including potential risks from supply chains.

26.4.4 Manage the contract exit plan, including documenting decisions regarding contract termination.

26.4.5 Set up and maintain a lesson learnt log

26.4.6 Ensure Financial controls are met within the Council's FMS.

26.5 For contracts classified as Silver and Gold, the contract owner must also:

26.5.1 Meet with the supplier to discuss performance, including reviewing KPI achievement and varying KPIs is appropriate.

26.5.2 Benchmark supplier performance and record outcomes and actions

26.5.3 Manage the contract management plan to ensure contract management and administration is effective

26.5.4 Set up and maintain a change control register

26.5.5 Ensure business appointment rules are met regarding certification and financial requirements

26.5.6 Monitor risk and mitigate or escalate early signs of failure

26.5.7 For contracts above the Goods and Services UK threshold, ensure a reporting mechanism is implemented and managed for the retention and publication of data in accordance with PA2023 and PR2024.

26.6 Contract Owners must ensure contracts are managed in accordance with the Councils Contract Management Framework

27 Contract Performance Reporting

27.1 For contracts awarded under PA2023 and PR2024 in accordance with the legal framework within this code, all contracts valued at £5m including VAT (excluding concession contracts) are required to publish performance data at least every 12 months. The performance notice must include ratings for a

minimum of 3 KPIs, as per the rating system set out in regulation 39 of PA2023. If more than 3 KPIs are applicable, all KPI data must be published.

28 Extending Contracts

- 28.1 Contracts can be extended by a Contract owner if the original contract included the provision to extend (an 'option period'). Before activating any option period, an Extension Approval Request must be completed and submitted to Procurement Services in order that an appropriate level of due diligence and a value for money assessment can be undertaken.
- 28.2 Officers wishing to extend a contract where the original contract did not include the provision to extend (an 'option period') must follow the Exemption process.
- 28.3 When negotiating a contract extension Officers must make all reasonable efforts to secure added value for the Council.

29 Changes to Contract

- 29.1 Changes (variations/modifications) to requirements and/or contracts are likely to occur throughout the life of a contract. Each individual contract should describe the specific process to be adopted to manage any change however all changes are subject to the following:
 - 29.1.1 The value of any changes and/or any resulting changes to the performance management framework etc. required as a consequence of the change should be fully understood by the Council and documented prior to the change being agreed/implemented.
 - 29.1.2 Contract variations not provided for within the awarded contract should only be agreed in writing and must be approved by a member of the Senior Leadership Team following consultation with Procurement and if appropriate, Finance, Legal, HR etc.
 - 29.1.3 If a specific change, or cumulative changes significantly increase or decrease the value, scale or scope of the contract, it may constitute 'Substantial Change'. Changes or variations to contracts that are considered substantial changes must not be agreed without the prior approval of the Strategic Procurement & Creditors Manager in consultation with the Monitoring Officer.
 - 29.1.4 Any agreed change or modification will take effect on the

date of signature

- 29.1.5 The Contract owner is responsible for updating the contract entry within the FMS contract module to reflect any changes/variations agreed.
- 29.2 For light touch contracts and contracts below the Goods and Works UK threshold, contracts may be modified in accordance with this code.
- 29.3 For all contracts above the Goods and Works UK threshold, contracts can only be modified in accordance PCR2015 or PA2023 and PR2024, which ever is applicable as per the legal framework within this document.
- 29.4 For contracts awarded under PA2023 and PR2024, in accordance with the legal framework within this document, contract modification notices must be published, in accordance with reg 75, on the CDP prior to the modification being implemented. Following the publication of a modification notice, a stand still period of 8 working days must be observed before the modification can be made.

30 Reviewing Contractual Arrangements

- 30.1 Existing contracts must (as a minimum) be reviewed in accordance with the following requirements:

| Total Contract Value | Review Date |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| £1 - 24,999 | At least 3 months before a break clause, the end of the initial contract term or the final contract end date. |
| £25,000 - UK threshold for Goods & Services | At least 9 months before a break clause, the end of the initial contract term or the final contract end date. |
| UK threshold for Goods & Services and above | At least 18 months before a break clause, the end of the initial contract term and the final contract end date. |

31 Contract termination

- 31.1 A contract shall be deemed terminated is the following occurs:
- 31.1.1 The contract has reached its specified end date
- 31.1.2 The contract has reached a break clause or extension option, and the Council has decided not to exercise its right to extend.

31.1.3 The contract has been terminated by either the Council or the supplier in accordance with the mechanisms set out within the contract terms and conditions

31.1.4 The contract has been terminated by mutual agreement following a dispute.

30.2 For contracts awarded under PA2023 and PR2024 in accordance with the legal framework within this document, a contract termination notice must be published on the CDP setting out the date and reason for the termination. The notice must be published within 30 days of the agreed termination date. In situations where there is an award of damages, details must be included the number of damages and any other monies paid.

32 Concession Contracts

32.1 A Concession contract is a specific type of arrangement under which the Council will grant the supplier the right to exploit an opportunity and receive some or all of its income from third parties. The operating risk which comes from exploiting the opportunity must pass to the supplier.

32.2 Where Services are considering establishing a Concession contract, they should seek advice from the Procurement and Legal Services before commencing the procurement process.

32.3 Where the Council seeks to grant a Concession, the Officer should follow this Code as though it were a procurement, having regard to the various thresholds, need to advertise and other matters to ensure an open, transparent and competitive process.

32.4 Where the Council seeks to grant a Concession contract, the Officer should consider the potential to secure future income streams or other non-cost benefits to the Council

32.5 Where the value of a Concession contract to be awarded is above the threshold set out in PA2023 and PR2024, Officers must follow the process identified in those Regulations.

33 Appointment of Consultants

33.1 Consultants are subject to the same competition requirements as any other type of contract and must be selected and awarded a contract in accordance with this Code.

33.2 The engagement of a Consultant shall follow the agreement of a brief that adequately describes the scope of the services to be provided, the

deliverables expected, the total cost to be paid and any stage payment arrangements. The engagement shall also be subject to completion of a contract of appointment.

33.3 Records of consultancy contracts shall be maintained in accordance with this Code

33.4 Consultants shall be required to provide evidence of, and maintain, professional indemnity insurance policies to the satisfaction of the Council's Risk Management Policy for the periods specified in the respective agreement.

34 The Council as a buyer or supplier to contracting Authorities

34.1 In the purchase or sale of goods, works or services, the Council shall act in accordance with its internal controls for the recharging of those goods, works or services. This will apply to:

34.1.1 Horizontal agreements between the Council and another contracting authority or group of contracting authorities.

34.1.2 Vertical agreements with person's or organisations wholly owned and controlled by the Council

34.1.3 Vertical agreements with organisations jointly owned and controlled by a group of contracting authorities of which the Council is a partner.

34.2 Council owned organisations that are not covered by the vertical or horizontal arrangements specified in PA2023 must be treated as external organisations.

35 The Council as a supplier to non-contracting Authorities

35.1 The Strategic Procurement & Creditors Manager, Section 151 and Monitoring Officers must be consulted where contracts to work for organisations other than the Council are proposed, in order to:

- a) Confirm the Council can legally enter into the contract;
- b) Confirm the legality of the charging arrangements; and
- c) Approve the terms and conditions of the proposed contract.

35.2 Officers shall produce a robust business case for the Council acting as a supplier which fully considers the costs to the Council of delivering the goods, works or services concerned. The financial viability of such business cases must be approved by the Strategic Finance Manager and Section 151 Officer.

- 35.3 Officers shall liaise with the Council's Audit and Risk Manager to ensure any potential liabilities are sufficiently covered by the Council's insurance policies.
- 35.4 Prior to signing any agreement to supply services to another organisation, Officers must get the necessary approval. For contracts with a value less than £10,000 approval can be obtained from the relevant member of the Senior Leadership Team. For contracts with a value of £10,000 and above approval must be obtained from the Cabinet.

36 Disposal of Assets

- 36.1 The following requirements apply to asset disposals
- 36.1.1 Any asset considered to be available for disposal should be offered for re-use within the Council prior to being disposed of externally.
 - 36.1.2 Assets should not be sold without competition unless agreed by the Section 151 Officer.
 - 36.1.3 For assets expected to be worth £50,000 and above, Cabinet approval should be sought prior to commencing the disposal process.
 - 36.1.4 Officers should use best endeavours to secure at least two written quotations.
 - 36.1.5 Quotations can be obtained in the form of formal bids (the Council's E- Tendering portal can be used for this purpose) or by public auction.
 - 36.1.6 In the event that an online auction is used then the auction must be conducted using a Council account and under **NO** circumstances personal accounts used.
 - 36.1.7 If a low value asset cannot be sold then consideration should be given as to its suitability to support local charities, voluntary groups, parish councils etc.
- 36.2 The Disposal of land and buildings are not covered by the PA2023, PR2024 or this Code. However, if the disposal is linked to further outputs or developments that fall under this Code, then there may be a requirement to comply with the above. In these circumstances, Officers must seek advice from the Procurement team.

DEFINITIONS

| | |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agent | A person or organisation acting on behalf of the Council. |
| Award Criteria | The criteria by which the successful Quotation or Tender is to be selected |
| Best Value (VFM) | A balance of economy, efficiency, effectiveness in obtaining organisational benefits; and how community benefits can be achieved. |
| Bidder | Any person or organisation submitting a Quotation or Tender |
| CCS | The Crown Commercial Service |
| Code of Conduct | The 'Officers Code of Conduct' |
| Commissioner | Those officers within the Council responsible for identifying a business need and through the process of procurement securing that need on behalf of the Council. This Officer may be a Project or Programme Officer commissioning multiple procurement projects, or a Service area Officer. |
| Conflicts Assessment form | A record of any identified conflicts (actual potential, or perceived) and the plan to mitigate them or confirmation that the conflict doesn't exist including evidence. Should be applied proportionately |
| Conflict of Interest - Actual | An individual has a direct or indirect personal, professional or financial connection that may affect the outcome of a procurement project (whether through the specification, evaluation, contract management), including connection to suppliers and company shares. |
| Conflict of Interest - Potential | An individual has private interests that may result in a conflict if they were to become involved in a procurement project e.g. through relatives, or social club memberships, group or business associates. Risk should be identified, with a plan to monitor and mitigate if required. |

| | |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conflict of Interest - Perceived | Situations that may lead to the public wrongly believing that a reasonable person may have an actual or potential conflict e.g. receiving gifts or hospitality that have no connection to a procurement activity. Risks should be identified, and steps taken to demonstrate no conflict exists. Up to Council how far they take this, e.g. recording or publishing information |
| Concession | A specific type of contractual arrangement under which the Council will grant the supplier the right to exploit an opportunity and receive some or all of its income from third parties. The operating risk which comes from exploiting the opportunity must pass to the supplier |
| Consultant | Someone engaged for a specific length of time to work to a defined project brief with clear outcomes to be delivered, and who brings specialist skills or knowledge to the role. |
| Contract | A legally enforceable agreement between two legally recognised bodies. |
| Contract Administrator | Those officers carrying out post award day to day usage, monitoring and payment processing of a contract in accordance with the Council's contract management framework. |
| Contract Manager | Those officers carrying out post award overarching monitoring and management of a contract in accordance with the Council's contract management framework. |
| Contract Management | The monitoring and management of a contract whether by an individual a Contract Manager that also owns or administers the contract; or by a group of collaborating Officers each undertaking one of the Contract Officer roles. |
| Contract Owner | Those officers carrying responsible for the sponsoring or budgetary oversight of a contract in accordance with the Council's contract management framework. |
| Contracts Finder | A Government portal for notices pertaining to central and local government contract opportunities and contract awards (https://www.contractsfinder.service.gov.uk/Search) |

| | |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contract Termination | The end of a contract, whether by a pre-determined date specified within the contract, or by mutual agreement to terminate, or by termination due to contractual breach. |
| Contract Register | The Council's published record of all contracts awarded with a value of £5,000 or above |
| Convertible contract | Below threshold contract that when modified in value becomes subject to above threshold rules. |
| Councils E-Tendering Portal | E-procurement portal for the publication of tendering opportunities and the management of tendering processes in compliance with UK law. |
| Covered Procurement | Procurement activity (award, entry into and management of) a public contract with a value above the relevant UK threshold, that is not exempt under Schedule 2 of the Procurement Act 2023. Formerly known as In-scope procurement. |
| ESPO | The Eastern Shires' Purchasing Organisation |
| Existing Council Contract | A contract already owned by the Council that can be utilised by all Services for the supply of the goods, works or services specified within its terms. |
| Existing Framework Agreement | An existing contract let by another public body or purchasing organisation such as CCS, ESPO, YPO that may be legally utilised by the Council |
| Framework Agreement | An agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the main terms governing call off contracts to be awarded during a given period. |
| Freedom of Information | The Freedom of Information Act 2000 is an Act of Parliament that creates a public "right of access" to information held by public authorities. |
| CDP | The Official Central Digital Platform of United Kingdom; a central platform for the recording and publication of all relevant data |

| | |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | covered under the Procurement Act 2023 and Procurement Regulations 2024. |
| Integrity | Act and be seen to act in a non-fraudulent or corrupt way as demonstrated through good management, misconduct prevent, and process controls. |
| Invitation to Tender | A document issued to bidders inviting competitive bids for works goods or services |
| JCT | Joint Contracts Tribunal standard building contract designed for large or complex construction projects |
| Substantial Change | Material changes or variations (individual or cumulative) that result in the agreement being 'substantially' different in value, scope or character from the original agreement |
| MAT | (Most Advantageous Tender) A method of assessment that allows the contracting party to award the contract based on aspects of the tender submission other than just price. |
| Maximising Public Benefit | Achieving greater benefits for their community through collaboration, social value, CSR. |
| Micro SME | An organisation with less than 10 employees and an annual turnover of less than £2m |
| Monitoring Officer | Statutory officer responsible for the legal governance of the Council or his/her specified nominee. |
| NEC | The New Engineering and Construction (NEC) Contract, is a formalised system created by the Institution of Civil Engineers that guides the drafting of documents on civil engineering and construction projects for the purpose of obtaining tenders, awarding and administering contracts. |
| NPPS | Sets out the current strategic priorities for public sector procurement and how they can be delivered. |
| Officer | A person employed by or acting on behalf of the Council |

| | |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Planned Procurement Notice | Formerly a Prior Information Notice (PIN). An optional notice published on the CDP, used to provide advance notice of an upcoming procurement. It also enables a reduction in minimum time periods between a tender notice and the tender submission deadline. |
| PPID | The Procurement Project Initiation Document, the Council's internal governance document for procurement projects. |
| Preliminary market engagement notice | A mandatory notice for when premarket engagement has been undertaken. It should be published before a Tender notice, but if not published, reasons why must be included in the Tender notice. |
| Procurement cycle | All activities covered by the Procurement Act 2023, including, but not limited to: Project Planning, Commissioning; Market exploration and engagement; Whole-life costing and Cost-benefit analysis; Sourcing and Tendering; Contract implementation, Contract Management and Contract termination. |
| Procurement Notices | Legal notices to be published on the CDP throughout the procurement cycle for all new procurements tendered after the 'go live date' set by the Cabinet Office. |
| Procurement Pipeline | The Council's internal record of all existing or potential contracts with a value of £25,000 or above |
| Procurement Pipeline Notice | A notice published to the CDP providing information about current and future public contract opportunities (12 to 18 months) to benefit supplier, particularly SMEs and VCSEs by allowing them time to plan for future work. Mandatory for Councils that spend £100m or more incl. VAT. |
| Procurement Service | The centralised support service to provide practical support in the sourcing of contracts on behalf of the Council; as well as the advisory service compliant and best practice Procurement activity. |
| Purchasing Consortium | Two or more independent organisations that join together, either formally or informally for the purpose of combining their |

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| | individual requirements for purchased goods, services and works |
| Quotation | A quotation of price and any other relevant matter (without the formal issue of an Invitation to Tender). |
| Scheme of Delegation | The Council's internal arrangements delegating responsibility and accountability to take decisions and commit expenditure |
| Section 151 Officer | Chief Financial Officer responsible for ensuring that the Council make's arrangements for the proper administration of its financial affairs or his/her specified nominee. |
| Selection Criteria | The criteria by which Bidders are chosen to have their Award criteria evaluated or to submit quotations or tenders |
| SME | An organisation with less than 250 employees and a turnover of less than £50m. |
| SLT | The Council's senior leadership team, consisting of the Chief Executive, Deputy Chief Executive, Director of the Climate Change Programme, and Heads of Service. |
| Standstill Period | A legal requirement imposed through the Public Contract Regulations which provides for a short (at least 8 business days) pause between the point when the contract award decision is notified to Bidders and the final contract conclusion during which time the decision can be challenged. |
| TUPE | <p>Transfer of Undertakings (Protection of Employment) Regulations 2006 [SI2006 No.246]</p> <p>Subject to certain conditions, these regulations apply where responsibility for the delivery of works or services for the Council are transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a 'contracting- out' or competitive tendering process) and where the individuals involved in carrying out the work are transferred to the new employer. These regulations seek to protect the rights</p> |

| | |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | of employees in such transfers enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business. |
| UK Threshold | The contract value at which the UK public procurement directives must be applied |
| Utilities contract | The supply of goods, services or works wholly or mainly for the purpose of utility activity carried out by a non-public authority that has special or exclusive rights e.g. gas and heat networks, electricity networks, drinking water networks and supply, public transport services, ports and airports, fuel extraction. |
| VCSE | Voluntary, Community or Social Enterprise organisations. |
| Works contract | The main purpose of the contract is to carry out works under the contract, even if those works are not completed; or to facilitate the carrying out of works whereby those works result in the completion of works as specified in the contract e.g. maintenance checks that result in repairs. |
| YPO | The Yorkshire Purchasing Organisation |

WARWICK DISTRICT COUNCIL: Procurement Strategy 2025-2028

The Vision, Goals and Priorities set out in this Strategy illustrate the contribution that effective procurement can make to ensuring the Council is able to meet its legislative and statutory responsibilities as well as contributing to the aims and objectives of the Corporate Strategy.

Our Procurement Vision

Our vision is for procurement to be core to the Council's provision of good quality, value for money, services for our community to meet our Corporate Strategy, regarding the following priorities:

- Sustainability will be at the heart of our decision-making; throughout the procurement cycle.
- Plan and invest for the long-term benefit for the people and environment of the district; by ensuring 'whole life costing' and 'Cost verses benefit' analysis are key to pre-procurement business cases.
- Good governance and transparent decision-making; is undertaken and recorded throughout the procurement cycle.
- Use data, including insight from our customers, residents, businesses, and visitors to help us make the right decisions; with regard to Contract implementation, replacement and improvements.
- Social value and inclusive growth will underpin the investments we make throughout the district to help ensure all our communities prosper.
- Consultation and engagement with stakeholders will be used to help inform and shape how we deliver improvements and change through Preliminary Market Engagement ahead of all Sourcing activities to help inform and shape contract improvements and identify innovation and efficiencies.
- We will evaluate how we make the best use of resources to offer the best service at the best value; by ensuring project resource planning throughout the procurement cycle and awarding best value contracts.

What do we mean by Procurement?

Procurement encompasses the whole cycle involved in acquiring goods, services and works; from the initial concept and definition of the business need, sourcing the right provider, management of the arrangements we put in place, and ultimately through to the end of the useful life of an asset or the end of the service.

The framework within which public sector procurement is undertaken is complicated, comprising of UK legislative requirements from the Public Contract regulations 2015, the Procurement Act 2023, the Procurement Regulations 2024, as well as laws placed on Local Government. Within the Council this is supplemented by local requirements contained within the Council's own Constitution.

To make the legislative framework workable for Officers and Members, summary requirements are detailed in the Council's Code of Procurement Practice and Financial Code of Practice. These codes, together with procurement guidance issued by the Procurement function, form the framework within which officers and members undertake procurement activity. All officers and members are required to observe the rules, regulations and guidance contained within this framework for any procurement activity they undertake or are involved with, and selective auditing of compliance is undertaken to ensure this.

Our Procurement Goals

The Council spends approximately £75m each year on purchased goods, services and works. Spending this money wisely through effective procurement is fundamental to achieving organisational success for the Council, and delivering our corporate priorities while securing good quality, affordable services that meet the needs of the residents of Warwick District and the users of our services.

The Council recognises the wider impact that procurement can have and the importance of defining value as a balance of cost and quality of the goods, services and works that it procures. Our procurement goals are:

1. To deliver Value for Money – A proportionate, cost effective, and efficient route of procurement and the delivery of the service or goods procured.
2. Make it achievable for staff to procure goods, works and services in an effective and efficient way while being able to demonstrate integrity to ensure the highest standards of probity.
3. To ensure that the Council complies with all legal requirements as per the Procurement Act 2023 and associated objectives (fair treatment of suppliers, risk management and regulations; as well as its obligations under the Local Government Act 1999 to seek continuous improvement in the services it provides.
4. Sharing information to ensure openness, fairness and transparency throughout the procurement cycle.
5. Maximise public benefit through supporting a circular economy and delivering Social Value through contracts, including having regard to Small, Medium Enterprises (SMEs), Voluntary Community Sector

- Enterprises (VCSEs) and local businesses and communities.
6. Enhance procurement capability within the Council, in particular regarding commissioning and contract management, to relieve pressure on the central procurement team.

Procurement within our Council

The Council has implemented a devolved structure for Procurement, with purchasing activities being undertaken by service areas to reflect the Council's financial strategy of delegated budgets and local service management.

Service areas are supported by a small, centralised Procurement function, led by the Strategic Procurement & Creditors Manager. The function is responsible for:

- Advising Members and Officers on procurement related matters.
- Establishing and promoting compliance with procurement strategy, policy and process.
- Identifying collaborative and consolidative procurement opportunities.
- Strategic procurement leadership on high value and/or high-risk Procurement projects.
- Developing procurement skills and competence across the Council.
- Supporting Services in their transformation and savings agendas.
- Providing advice and guidance on good practice contract management and commissioning.
- Enforcing the use of E-procurement solutions throughout the Council
- Monitoring commercial creditor financial.
- Ensuring legislated transparency obligations are met, including oversight of the Council's contract register, published on the Council website.

The Council works in collaboration with 7 local Councils in the advertisement of Procurement opportunities. All Council opportunities are advertised through the Coventry, Warwickshire and Solihull e-tendering portal (CSW-Jets).

Our Procurement Initiatives

The Council has prioritised 7 key initiatives to support the achievement of its Procurement vision and goals:

1. To elevate procurement in the Council from an operational process to a strategic priority, by:

- Embedding the Code of Procurement Practice across the Council.
- Evaluating and continually refining our approach to contract management.
- Embedding our approach to all projects to ensure the adoption of procurement best practice

- Seeking out innovative solutions to service delivery
- Developing a centralised set of contract KPIs to improve contract performance oversight

2. Support the Council in delivering its social priorities by capitalising on supplier Corporate Social Responsibility (CSR) offerings, by:

- Reviewing and launching the Council's Procurement Policies to support the Procurement Act 2023 and recognition of the National Procurement Policy Statement (to be updated from time to time).
- Embedding the Council's policy aspirations into procurement process and practice.
- Supporting the Council to deliver its Climate ambitions.
- Undertaking sustainable sourcing wherever possible.
- Develop contracted suppliers and their supply chains to support them in becoming net zero carbon.
- Introduce performance management measures for supplier and supply chain carbon emissions by utilising carbon monitoring tools and carbon action plans.

3. Ensuring that the council's officers and members have the necessary knowledge, tools and support to undertake effective procurement, by:

- Developing and delivering a portfolio of training for officers and members.
- Relaunching the procurement self-service interactive toolkit.
- Introduce increased flexibility in procurements below £50,000 excluding VAT.
- Continually review all procurement related documentation and guidance to support best practice and meet user needs.

4. Maximising commercial opportunities through effective collaboration, by:

- Effective networking with the right people at the right time.
- Actively seeking collaborative opportunities both internally and externally to the Council.
- Maximising the opportunities to work jointly with councils.

5. Maximising contract opportunities through effective contract management, by:

- Develop a corporate approach to contract management, embedding corporate performance measures and monitoring to facilitate council oversight and the achievement of strategic targets.

- Installing appropriate resources to ensure effective contract management across the Council.
- Ensuring all contracts utilise and report on indicators that drive performance.
- Providing appropriate training and guidance for officers.

6. Supporting the council to meet its commercial and environmental objectives, by:

- Encouraging the exploration of new and innovative methods for providing services, goods and works.
- Ensuring that specifications and contracts are written with a commercial and environmental slant.
- Through effective contract management ensuring that value for money and outcomes are achieved and contract performance is high.

7. Seek to maximise Council procurement opportunities for local businesses, SMEs and VCSEs, by:

- Being plugged into and aware of the relevant networks and forging effective relationships with them.
- Facilitating early engagement events and having constructive dialogue with the sectors.
- Promoting the benefits of local supply and a thriving voluntary and community sector through procurement training and procurement guidance.
- Consider all opportunities to remove barriers to the participation of SMEs, and third sector suppliers on procured contracts. Embedding the use of electronic tendering across the council.

Continuous Improvement

The Council is committed to continuously reviewing and improving practices and procedures throughout the course of this strategy. We will seek to achieve best practice for procurement through networking and benchmarking. We will attempt to always be responsive and aim to simplify the complexities of public sector procurement for those that matter most – the end customer, service users and our suppliers.

A series of key measures and targets (KPIs) are being identified to measure the key themes of the strategy.

1. **Social Value inclusion for contracts valued at £50,000 excl VAT and above** - The contractor works effectively with the employer to meet their Social Value commitments and Carbon reduction plan
2. **Cost of delivery** - The contractor works effectively with the employer to maintain costs at an acceptable level.

3. **SME supplier engagement** – The Council engages with and supports SMEs for Council contracts.

These KPIs will be monitored and reviewed on a bi-annual basis in order to ensure that performance against targets are delivered. The Procurement Champions and SLT will have delegated authority to amend the KPIs to reflect any changes in the sector or the council's corporate objectives. A bi-annual report will be presented detailing progress against the action plan.

This Procurement Strategy has been developed based on the 'known' current climate and is achievable based on existing capacity.

Code of Procurement Practice

For further information on the minimum expectations regarding undertaking Procurement on behalf of the Council.

Title: Q2 Budget Update 2024/25

Lead Officer: Steven Leathley (01926 456843)

Portfolio Holder: Councillor Chilvers

Wards of the District directly affected: All

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|----------|------------------------------|
| Portfolio Holder | 22/01/25 | Councillor Chilvers |
| Finance | 22/01/25 | Steven Leathley / Betty Gong |
| Legal Services | | |
| Chief Executive | 23/01/25 | Chris Elliott |
| Director of Climate Change | 23/01/25 | Dave Barber |
| Head of Service(s) | 22/01/25 | Andrew Rollins |
| Section 151 Officer | 22/01/25 | Andrew Rollins |
| Monitoring Officer | 23/01/25 | Graham Leach |
| Leadership Co-ordination Group | | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | |
| Accessibility Checked? | Yes | |

Summary

The report provides an update on the current financial position as at 30th June 2024, providing a full year forecast for the 2024/25 financial year, and for the medium term through the Financial Strategy. Key variances and changes are highlighted to inform members, with some recommendations also being put forward for their consideration.

Quarter Three Update 2024/25 Report will be presented at Cabinet on 19 March 2025
Quarter Four (Outturn) 2024/25 Report will be presented at Cabinet on 3 September 2025 in line with the publication of the draft Statement of Accounts 2025/26.

Recommendation(s)

- (1) That Cabinet notes the latest current year financial position for General Fund £0.291m adverse after adjustments for earmarked Reserves, and Housing Revenue Account £0.282m adverse, with the key variations that drive these positions.
 - (2) That Cabinet notes the impact on the Medium-Term Financial Strategy (MTFS) due to changes detailed within the report, and how these changes are expected to be accommodated through the use of reserves.
 - (3) The Cabinet notes the current capital variations for schemes originally approved in February 2024 and approves all changes.
 - (4) That Cabinet recommend to Council that the Members Allowances Scheme for 2024/25 is uprated by 2.78% and back dated to Annual Council on 14 May 2024 in line with the Paragraph 7 of the members allowances scheme.
 - (5) That the Cabinet recommends to Council the Chair of Housing Scrutiny is paid an allowance of £4,596.93 (before the uplift above).
-

1 Current year variances - General Fund

A full review and full year forecast have been completed by all Cost Centre Managers to estimate the total financial commitment for this current year. Accountancy has supported managers in the preparation of these figures. As at 30th September (end of Quarter Two) there is an Adverse forecast variance of £0.291m after adjustment for Reserves for the 2024/25 financial year to 31st March.

| Department / Portfolio | Budget 2024/25 | Forecast 24.25 Q2 | Q2 Variance | Reserves | Adjusted Variance after reserves |
|---------------------------------------------|-------------------|----------------------|----------------|--------------|-------------------------------------------|
| General Fund | £000 | £000 | £000 | £000 | £000 |
| Customer & Digital Services | 1,279 | 1,448 | 169 | 0 | 169 |
| Finance | 2,118 | 1,466 | (652) | 0 | (652) |
| Housing Services - GF | 3,860 | 3,696 | (164) | (173) | 9 |
| Neighbourhood & Assets | 8,785 | 9,340 | 555 | 0 | 555 |
| People and Communication | 40 | 25 | (15) | (3) | (12) |
| Place, Arts & Economy | 11,296 | 11,088 | (208) | 0 | (208) |
| Safer Communities, Leisure & Environment | 6,610 | 6,827 | 217 | (10) | 227 |
| Strategic Leadership | 2,578 | 2,824 | 246 | 43 | 203 |
| General Fund Total | 36,566 | 36,714 | 148 | (143) | 291 |

A Breakdown of changes between Quarter One and Quarter Two by Portfolio is shown below.

| Movement Between Q1 and Q2 | Q1 Variance after Reserves | Q2 Variance after Reserves | Movement |
|------------------------------------------|-------------------------------------|-------------------------------------|-----------|
| General Fund | £000 | £000 | £000 |
| Customer & Digital Services | 305 | 169 | (136) |
| Finance | (69) | (652) | (583) |
| Housing Services - GF | 103 | 9 | (94) |
| Neighbourhood & Assets | 217 | 555 | 338 |
| People and Communication | (32) | (12) | 20 |
| Place, Arts & Economy | (343) | (208) | 135 |
| Safer Communities, Leisure & Environment | (44) | 227 | 271 |
| Strategic Leadership | 127 | 203 | 76 |
| General Fund Total | 264 | 291 | 27 |

Earmarked Reserve Movements in Q2

| Proposed Earmarked Reserve Movements at Qutar Two | | |
|---------------------------------------------------|-----------------------------------------------------|------------|
| General Fund | | £000 |
| Election Expenses Reserve | Drawn down of underspent Grant from 2023/25 | (51) |
| Climate Change Reserve | Underspend / Overspend in year to Earmarked Reserve | 8 |
| Tennis Maintenance Reserve | Underspend / Overspend in year to Earmarked Reserve | 10 |
| Working for Warwick Reserve | Underspend / Overspend in year to Earmarked Reserve | 3 |
| HMO Funded Work | Underspend / Overspend in year to Earmarked Reserve | (46) |
| Homelessness Prevention Reserve | Underspend / Overspend in year to Earmarked Reserve | 219 |
| | | 143 |

A summary by Portfolio of major variances is provided below:

| List of major Variations | | Q2 £000 | Favourable (F) / Adverse (A) | Q1 £000 | Change £000 |
|-----------------------------------------------------|-----------------------------------------------|------------|---------------------------------------|------------|----------------|
| Customer & Digital Services | | | | | |
| 1.1.2.1 | Benefits - Homelessness Rent Rebates | 173 | A | 304 | (131) |
| Finance | | | | | |
| 1.1.3.1 | Revenues | 0 | F | (50) | 50 |
| 1.1.3.2 | Audit, Risk & Insurance | 1 | A | (15) | 16 |
| 1.1.3.3 | Contingency Budgets | (687) | F | 0 | (687) |
| 1.1.3.4 | Audit Fees | 30 | A | 0 | 30 |
| Housing Services - General Fund | | | | | |
| 1.1.4.1 | Private Sector Housing | (55) | F | 110 | (165) |
| 1.1.4.2 | Choice Base Lettings | 18 | A | 0 | 18 |
| 1.1.4.3 | Community Partnership | 53 | A | 0 | 53 |
| Neighbourhood & Assets | | | | | |
| 1.1.5.1 | Waste Collection Contract – SMRF | 450 | A | 280 | 170 |
| 1.1.5.2 | Estate Management | 25 | A | 31 | (6) |
| 1.1.5.3 | Business Support & Development | 11 | A | 11 | 0 |
| 1.1.5.4 | Car Parks | (79) | F | (108) | 29 |
| 1.1.5.5 | Waste Management | 91 | A | 0 | 91 |
| 1.1.5.6 | Grass Cutting | 29 | A | 0 | 29 |
| 1.1.5.7 | Compliance Management | 6 | A | 0 | 6 |
| 1.1.5.8 | Bereavement Services | 13 | A | 0 | 13 |
| People & Communication | | | | | |
| 1.1.6.1 | Apprentice Incentive scheme funding | (33) | F | (32) | (1) |
| 1.1.6.2 | Human Resources General | 21 | A | 0 | 21 |
| Place, Arts & Economy | | | | | |
| 1.1.7.1 | Royal Spa Centre | (219) | F | (229) | 10 |
| 1.1.7.2 | Women's Cycle Tour | (30) | F | (30) | 0 |
| 1.1.7.3 | South Warwickshire Local Plan | (21) | F | (21) | 0 |
| 1.1.7.4 | Royal Pump Rooms | (26) | F | (28) | 2 |
| 1.1.7.5 | LEP Contribution Growth Hub | (16) | F | (36) | 20 |
| 1.1.7.6 | Development Control | 143 | A | 0 | 143 |
| 1.1.7.7 | Building Control | (96) | F | 0 | (96) |
| 1.1.7.8 | Town Hall | 137 | A | 0 | 137 |
| 1.1.7.9 | Policy & Projects | (36) | F | 0 | (36) |
| 1.1.7.10 | Parish Neighbourhood Plans | (22) | F | 0 | (22) |
| 1.1.7.11 | Economic Development | (13) | F | 0 | (13) |
| Safer Communities, Leisure & Environment | | | | | |
| 1.1.8.1 | Community Safety | 32 | F | (67) | 99 |
| 1.1.8.2 | Licensing & Registration | 19 | A | 14 | 5 |
| 1.1.8.3 | Edmondscote Sports Track | 10 | A | 10 | 0 |
| 1.1.8.4 | Client Monitoring | 23 | A | 0 | 23 |
| 1.1.8.5 | Green Space Development | 99 | A | 0 | 99 |
| 1.1.8.6 | Outdoor Recreation | 10 | A | 0 | 10 |
| 1.1.8.7 | CCTV | 6 | A | 0 | 6 |
| Strategic Leadership | | | | | |
| 1.1.9.1 | Kenilworth School | 221 | A | 243 | (22) |
| 1.1.9.2 | Abbey Fields Cycle Route | (140) | F | (140) | 0 |
| 1.1.9.3 | Shared Legal Services | 130 | A | 111 | 19 |
| 1.1.9.4 | Corporate projects - Linen Street Feasibility | (27) | F | (50) | 23 |
| 1.1.9.5 | CS Team | (1) | F | (28) | 27 |
| 1.1.9.6 | Democratic Representation | (7) | F | (10) | 3 |
| 1.1.9.7 | Relocation Kenilworth Wardens | 28 | A | 0 | 28 |

1.1.1 Salary Costs (General Fund).

- 1.1.1.1 As part of the Vacancy factor process for Q2, A full year forecast of all Salary budgets has been completed and the Vacancy factor calculations have been made. This forecasts that 97.35% of the for General Fund Vacancy Factor (£0.826m) has been met. This leaves the remaining £0.497m to be completed for the current year.
- 1.1.1.2 Agency use is offset against staffing underspends across service areas, and is therefore factored into the vacancy factor calculations. However, it should be noted that agency use is currently forecast to be over budget by £0.312m in 2024/25. A review on the use of agency staffing is due to be carried out as part of ongoing work reviewing establishments as part of the change programme.

1.1.2 Customer & Digital Services.

- 1.1.2.1 An increase in Homelessness Rent Rebates for which the authority does not receive full government subsidy. The number of residents claiming this allowance, and the duration for which they claim it, has increased in recent years, while the subsidy has remained at a level set back in 2011 (Local Housing Allowance Rate). Further work will take place to look at the accommodation in which people are placed, and whether there is more that can be done to reduce durations, particularly in accommodation such as hotels and B&B's which are not fully reimbursed by the subsidy.

1.1.3 Finance.

- 1.1.3.1 Quarter One staff savings now given up to vacancy factor.
- 1.1.3.2 Quarter One staff savings now given up to vacancy factor.
- 1.1.3.3 At budget setting in February 2024, contingency budgets were set to mitigate the unknown rising costs of contracts linked to inflation. These are held and managed centrally by the Head of Finance. In Q2, the contingency budgets have been fully utilized to offset some of the increased expenditure reflected in this report and therefore showing in a favorable underspend in the Finance Service.
- 1.1.3.4 Increase cost of External Audit for the completion of the 2021/22 and 2022/23 Statement of Financial Accounts, this is partly due to the additional work required due to the change of Financial System mid-year of 2021/22, and extra scrutiny required from our External Auditors

1.1.4 Housing Services – General Fund.

- 1.1.4.1 Private Sector Housing – An increase anticipated from grant repayments due to house sales. Budget adjustment to other grants and contributions as Warwick university post was no longer required.
- 1.1.4.2 Choice based lettings – Income from using home choice is no longer available.
- 1.1.4.3 Community Partnerships-overspend in salary as additional employee was transferred to the establishment from Tenancy management. A budget growth is considered in Q3.

1.1.5 Neighborhood & Assets.

- 1.1.5.1 Waste Collection Contract – The budget and MTFS made provision for an expected rebate of £1m for recycle that is sold by the Materials Recycling Facility (MRF), which WDC is an owner along with 7 other local authorities. However, it has emerged over the last year that some of the forecasts included in the original business case do not reflect ongoing costs and challenges of delivering the service.

In Quarter One the Budget target was reduced to £0.550m using contingency budgets held for this purpose. It is now expected that the rebate will be £0.100m, a £0.450 under-delivered against the 2024/25 budget. The rebate is low due to the set up and actual costs of haulage, higher non sellable waste and lower tonnage across the shareholders.

This is an issue no exclusive to WDC, with all shareholding Councils experiencing similar problems due to incorrect financial information being given upon which decisions have been made, including setting the budget.

We are still awaiting further details relating to the Business Plan and schedule for rebates and this will be assess in future monitoring reports and Budget Setting.

- 1.1.5.2 Estate Management - A number of wider Estates management matters require consultancy.
- 1.1.5.3 Business Support & Development – increased expenditure on waste disposal.
- 1.1.5.4 Car Parking income. After the Parking Service underwent an alignment in July last year, the increase in Penalty Charge Notices (PCN) being issued were expected to stabilise. However, we continue to see record numbers of PCN's being issued, increasing income for this service.
- 1.1.5.5 Waste management - forecasted an increase in costs due to the new cleaning contract in May 2024. Green waste income from the sale of the permit is estimated to be under budget, it is under a fees and charges review.
- 1.1.5.6 Grass cutting – overspend due to additional machinery needed to hire for events in the final quarter of the year, Service Area manager to review in Q3 to propose savings within Services to mitigate this overspend.
- 1.1.5.7 Compliance Management- this is the annual fee for the security alarm system and monthly service charges. Budget to be reviewed and set for 2025/26.
- 1.1.5.8 Bereavement Services – Reduced income from rental of the lodge properties in the cemeteries as currently undertaking review of an empty property that will need to be brought back to lettable standard.

1.1.6 People & Communications.

- 1.1.6.1 Underspend to be contributed towards shared post apprentice to cover Forestry apprentice Final year costs.
- 1.1.6.2 Human Resources General. Increase in Occupational Health charges. This will be reviewed in Budget setting 2025/26.

1.1.7 Place, Arts & Economy.

- 1.1.7.1 The Royal Spa center projected increase in income to be from Non-WDC Shows this year. The predictions are based on income to date and previous year's outturn.
- 1.1.7.2 Budget was allocated from the Core Finance Settlement for the Women's cycle tour. This had unfortunately been cancelled in 2023. Despite funding being in place for 2024, the tour of Britain has not returned to Warwick, and instead visited other parts of Wales and England in June. This funding will therefore be released back to Reserves.
- 1.1.7.3 The Local Plan budget has been set aside to support a programme of work on the South Warwickshire Local Plan (SWLP) over several years. An estimate of costs was made when the SWLP was commenced in 2021, recognizing that it would be needed over the lifetime of the project. Work is proceeding apace on the SWLP and, to date, costs have predominantly related to the cost of preparing the evidence base and public consultation. A revised timetable for the SWLP was agreed in November 2023 and this sees the SWLP being adopted in 2027. This project is also being funded by Stratford-on-Avon District Council and costs are being shared between the two authorities.
- 1.1.7.4 Royal Pump Room – Increased income forecast based on previous year's outturn. This will be reviewed in Budget setting 2025/26.
- 1.1.7.5 LEP Contribution Growth Hub. Funding for the Growth Hub in 2024/2025 was agreed to fund the level 2 service at £0.015m this year. Remaining amount in the EMR will be savings.
- 1.1.7.6 Development control. Additional costs on Staffing, partly offset by underspends in established post. Income online to meet budgeted targets.
- 1.1.7.7 Building control. Salary underspend from current Vacant posts.
- 1.1.7.8 Town Hall. Due to the current works at the Town Hall for the future High Street Project, and the relocation of Riverside House, rental income and charges have reduced as the space was not available to rent out. This budget has been addressed in the Budget Setting process for 2025/26.
- 1.1.7.9 Policy and Project. An increase in Grant received from UKSPF
- 1.1.7.10 Parish Neighborhood Plans. Budget created in 2024/25 will not be used in year. This will be reviewed in budget setting 2025/26.
- 1.1.7.11 Economic Development. General savings on service expenditure.

1.1.8 Safer Communities, Leisure & Environment.

- 1.1.8.1 Community Safety. OPCC grants and Serious Violence grants to be received in 2024/2025 to fund salary costs. An increase in costs for Hired Transport.
- 1.1.8.2 Licensing & Registration – Forecasted income for Private Hire Services was revised to be lower than the budgeted income, this is impacted by the number of applications received, which have been lower than expected.
- 1.1.8.3 Edmondscote Sports Track - Athletics Track Idverde ground maintenance costs for the year. Budget to be reviewed at Budget setting 2025/2026.
- 1.1.8.4 Client Monitoring. Increase in costs for Consultancy charges at Leisure Centres within the district

- 1.1.8.5 Green space development. Increased costs relating to Agricultural Goods
- 1.1.8.6 Outdoor Recreation. Increased costs in relationship to Contracted Cleaning.
- 1.1.8.7 CCTV. Reduced income for CCTV viewing charges.

- 1.1.9 Strategic Leadership.
 - 1.1.9.1 Kenilworth School - WDC acted as guarantor and the approved budget as of July 2023 was £1.5m. Following several months of checking and chasing WCC it has been established that our unbudgeted liability for the school 278 highway costs was £243k. Going forward WDC will ensure that our interests are protected in future agreements, through agreed cost caps on any guarantees, protocols for cost escalation being in place and having a technical WDC representative on such project teams.
 - 1.1.9.2 Abbey Fields Cycle Route - Consultation & Feasibility works to be completed in 24/25, works expected to be completed 2025/2026, this will most likely require EMR to 2025/2026
 - 1.1.9.3 At present a number of positions with the shared legal team are being covered by agency/locum staff, to ensure that service provision can continue. However, these come at additional cost which is accepted cannot be sustained and discussions on this are taking place between the Head of Law & Governance at SDC and Head of Governance at WDC. There is an expectation that this level should reduce however there is also significant demand with the legal team working at above capacity to meet the demands from WDC commercial work at this time.
 - 1.1.9.4 This is a long on-going project, the forecast is an estimate based on expected costs for existing work for 2023/2024. The remaining Budget will be requested by Embarked Reserve to transfer into the new financial year.
 - 1.1.9.5 Quarter One staff savings now given up to vacancy factor.
 - 1.1.9.6 Democratic Representation. Expected increase on previous years, as using a new location (shire hall) this will change when meetings move back to town hall. Budget to be reviewed at budget setting for 2025/2026.
 - 1.1.9.7 Kenilworth wardens. Final project charges including Business Plan and Valuations.
- 1.1.10 Members Allowance & Chair of Housing Security Committee.
 - 1.1.10.1 Members Allowance (Recommendation 4). The uprating of members allowances is dependent on the pay award offered to officers on scale point / nationally. The Current scheme reads as follows: "The allowances identified in paragraphs 2 and 3 above shall be increased by the annual local government pay percentage increase as agreed each April (linked to spinal column point 38 of the NJC scheme) to be implemented the following May in that year from the date of the Council Annual Meeting". The pay award to officers on all scale points was £1,925 and calculated as percentage for scale point 38 this would be 2.78%. Officers have consulted with the Independent Remuneration Panel who have agreed with this interpretation.
 - 1.1.10.2 Chair of the Housing Security Committee (Recommendation 5). In respect of the allowance for the Allowance for Chair of Housing Scrutiny Committee this was proposed as part of the paper establishing this committee and officers were asked to consult with the Independent Remuneration Panel on this proposal. This consultation has taken place and they are in agreement with

the proposal recognising the key assurance role of the committee and detailed involvement required of the chair. In addition to this there is due to be a full review of allowances undertaken and completed to be built into the February 2026 budget report.

1.2 Current year variances – Housing Revenue Account (HRA).

Variations have been identified by the Accountancy Team in conjunction with the relevant budget managers, giving a full year variance of £0.282m.

| Department / Portfolio | Budget 2024/25 | Forecast 24.25 Q2 | Q2 Variance | Reserves | Adjusted Variance after reserves |
|--------------------------------------|-------------------|----------------------|----------------|----------|-------------------------------------------|
| Housing Revenue Account (HRA) | £000 | £000 | £000 | £000 | £000 |
| Housing Services - HRA | 0 | 282 | 282 | 0 | 282 |
| Housing Revenue Account Total | 0 | 282 | 282 | 0 | 282 |

Changes for Quarter One to Quarter Two.

| Movement Between Q1 and Q2 | Q1 Variance after Reserves | Q2 Variance after Reserves | Movement |
|--------------------------------------|-------------------------------------|-------------------------------------|-----------|
| Housing Revenue Account (HRA) | £000 | £000 | £000 |
| Housing Services - HRA | 219 | 282 | 63 |
| Housing Revenue Account Total | 219 | 282 | 63 |

A summary of major variances is provided below:

| List of major Variations | Q2 £000 | Favourable (F) / Adverse (A) | Q1 £000 | Change £000 |
|--------------------------------------|------------|------------------------------------|------------|----------------|
| Housing Revenue Account (HRA) | | | | |
| 1.2.2 Tenancy Management | 159 | A | 158 | 1 |
| 1.2.3 Warwick Response | 42 | F | 24 | 18 |
| 1.2.4 Housing Repairs - Responsive | 64 | A | 78 | (14) |
| 1.2.5 Paining & Decoration | (300) | F | 0 | (300) |
| 1.2.6 Waking Watch | 205 | A | 0 | 205 |
| 1.2.7 Kenilworth Schools | 101 | A | 0 | 101 |

- 1.2.1 As part of the Vacancy factor process for Q2, A full year forecast of all Salary budgets has been completed and the Vacancy factor calculations have been made. This forecasts that 100.00% of the for HRA Vacancy Factor (£1.592m) has been met.
- 1.2.2 Tenancy Management – Current forecast of IT software cost based on last year's outturn, the annual software license fee I expected to be charged in September 2024. Budget for costs of IT software to be reviewed at budget setting for 2025/2026.
- 1.2.3 Warwick Response – Forecast for general fees and charges predicted yearly reduction resulted from private customers leaving with only Warwick council

customers in properties, income generated from sales of sundry item is not as much as pre-covid.

- 1.2.4 Housing repairs – Overspend on repairs and maintenance for Fire Prevention Works. Service Manager to review further for Quarter Three forecast and provide additional update.
- 1.2.5 Painting & Decoration. Reduced expenditure in year to offset increased costs within the HRA including Waking Watch and Kenilworth Schools.
- 1.2.6 Waking Watch. Costs of providing a waking watch fire security service to high rise building, originally budgeted up to December 2024, the additional cost relate to the service continuing until July 2025 (this report only includes cost to end of March 2025), when all fire safety works will be completed. A provision in 2025/26 budget has been made for costs up to July 2025.
- 1.2.7 Kenilworth Schools. Cost of vacant possession of Rouncil and Layes Lane School site, these include security and NNDR costs.

1.3 Medium Term Financial Plan (MTFS). Recommendation 3

- 1.3.1 The MTFS was last formally reported to members in February 2024 as part of the Budget setting and Council Tax setting reports. At that stage the profile of revenue savings to be found was as follows:

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 |
|--------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Deficit-Savings Req (+)/Surplus (-) future years | 0 | 4.475 | 2.434 | (0.250) | (0.913) |

- 1.3.2 Within the 2024/25 budget report, it was agreed that to balance the in-year budget that £4.475m be allocated from the GF Volatility Reserve.

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 |
|--------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Deficit-Savings Req (+)/Surplus (-) future years | 0 | 0 | 2.434 | (0.250) | (0.913) |

- 1.3.3 In light of the variations highlighted in this report, the MTFS been updated as outlined below:

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 |
|--------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Deficit-Savings Req (+)/Surplus (-) future years | 0 | 0.291 | 2.500 | 0.163 | (0.030) |

- 1.3.4 As referenced in section 1.1.5.1, the impact of the updated Business Plan for the MRF will be reflected in future updates.
- 1.3.5 Officers are continuing to review ways of reducing the deficit, including income generation, service efficiency and cost saving schemes through the change programme board.
- 1.3.6 Were the deficit to remain, it is recommended that this is met by the GF Volatility Reserve. There remains sufficient headroom within the reserve (£3.8m) to meet the forecast deficits for 2024/25 and 2025/26.
- 1.3.7

- 1.3.8 In addition to the variations discussed in section 1.1, since the budget was set the Council has agreed to participate in the delivery of the West Midlands Investment Zone. As part of this, it had been agreed that Warwick District Council can invest up to £90.2m over 25 years of the business rates generated from the Segro Park and Whitley South sites in local growth initiatives (LGI's) across the district, offering the Council increased financial certainty for the future.

This report has now been presented to Cabinet and reflected in the MTFS.

1.4 **Capital Forecast 2024/25. Recommendation 4.**

- 1.4.1 Capital currently forecasts a reduction in funding requirement in year of £6.612m for General Fund and £7.484m for HRA. A full breakdown of Capital Variances is shown in Appendix 1.

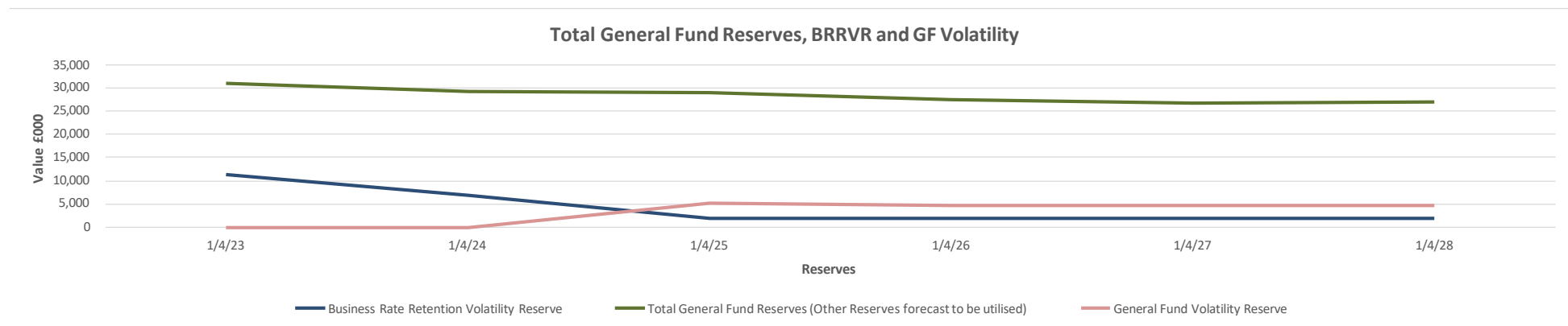
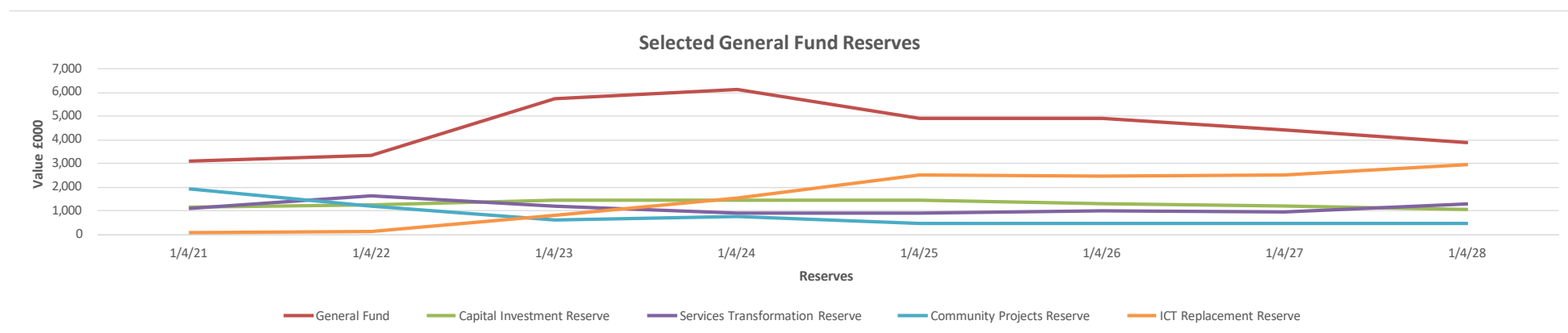
1.5 **Reserves**

- 1.5.1 The below table presents the latest summary of available reserves. This reflects non committed, and non-ringfenced balances as at Budget Setting reports approved at Cabinet February each Financial Year, and ranges from 1st April 2020 (Showing previous 3 years and current year) up to 1 April 2028 (the period covered by the current MTFS).

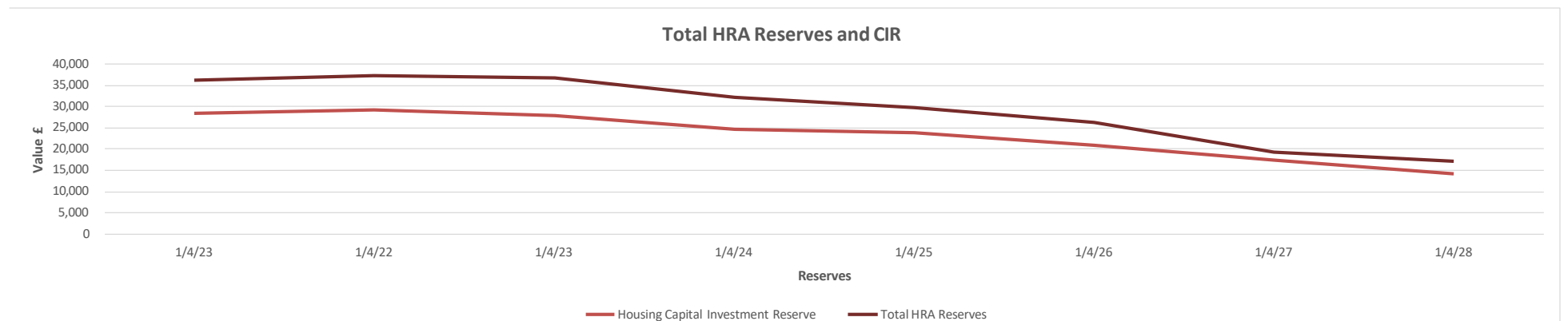
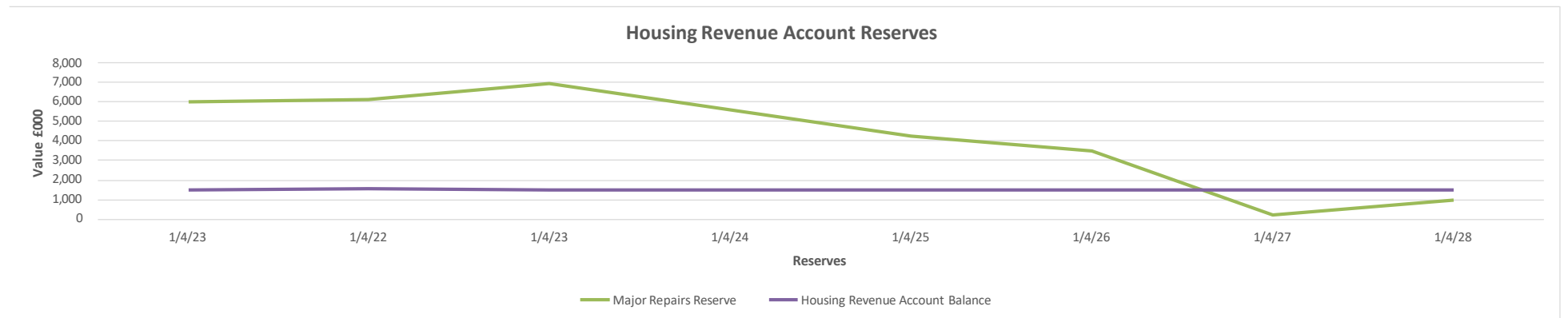
All Reserves include the final movements for 2021/22, 2022/23 and 2023/24 after the completion of these accounts (draft accounts for 2023/24).

All reserves do not include any adjustments in relation to the forecast final position, or movement to Earmarked Reserves for the 2024/25 financial year.

| | | Actual | Actual | Actual | Actual | Estimate | Estimate | Estimate | Estimate |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| General Fund | Minimum agreed balance £1.5m | 3,118 | 3,341 | 5,739 | 6,109 | 4,901 | 4,901 | 4,401 | 3,901 |
| Capital Investment Reserve | minimum agreed balance £1.0m | 1,153 | 1,256 | 1,456 | 1,456 | 1,456 | 1,283 | 1,183 | 1,083 |
| Services Transformation Reserve | | 1,087 | 1,632 | 1,198 | 932 | 895 | 1,020 | 961 | 1,303 |
| Community Projects Reserve | | 1,919 | 1,210 | 616 | 756 | 483 | 458 | 458 | 458 |
| ICT Replacement Reserve | | 94 | 132 | 829 | 1,553 | 2,535 | 2,483 | 2,527 | 2,975 |
| General Fund Volatility Reserve | Transfer from BRRVR to leave £2m | 0 | 0 | 0 | 0 | 5,172 | 4,710 | 4,710 | 4,710 |
| Business Rate Retention Volatility Reserve | £2m agreed balance ahead of anticipated Business Rate Reset in 2025/26 is achieved. | 7,522 | 18,110 | 11,485 | 6,913 | 2,000 | 2,000 | 2,000 | 2,000 |
| Total General Fund Reserves (Other Reserves forecast to be utilised) | | 21,924 | 34,443 | 31,080 | 29,333 | 28,951 | 27,468 | 26,723 | 27,118 |



| Housing Revenue Account Reserve | 1/4/23 | 1/4/22 | 1/4/23 | 1/4/24 | 1/4/25 | 1/4/26 | 1/4/27 | 1/4/28 |
|---------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | Actual | Actual | Actual | Estimate | Estimate | Estimate | Estimate |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Housing Capital Investment Reserve | 28,495 | 29,206 | 27,871 | 24,626 | 23,811 | 20,934 | 17,348 | 14,264 |
| Major Repairs Reserve | 5,996 | 6,150 | 6,956 | 5,610 | 4,262 | 3,520 | 218 | 958 |
| Housing Revenue Account Balance | 1,513 | 1,552 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Housing Early Retirements Reserve | 21 | 21 | 21 | 41 | 21 | 21 | 21 | 21 |
| HRA Rough Sleeping Initiative Reserve | 262 | 262 | 262 | 262 | 21 | 21 | 21 | 21 |
| Lifeline Funding for Assistive Technology Reserve | 0 | 0 | 127 | 21 | 262 | 262 | 262 | 262 |
| Total HRA Reserves | 36,287 | 37,191 | 36,737 | 32,060 | 29,877 | 26,258 | 19,370 | 17,026 |



2 Alternative Options

- 2.1 No alternative options are presented.

3 Legal Implications

- 3.1.1 The proposals are in line with current legislation where applicable.

4 Financial Services

- 4.1.1 Officers review current year budgets against outturn on a monthly basis at the same time as considering their implications for the medium term. Members are updated on a quarterly basis. As part of this process budget managers are asked to review both their salary position and revenue position through returns with Accountancy, and update / comment as necessary. This process has been strengthened over the last few years through increased formalisation. Further reviews and changes to this process will be implemented through utilisation of the new Financial Management System (FMS).
- 4.1.2 The Budget Review Process provides a planning tool to ensure resources are directed to the Council's priorities. Alongside the Council's own activities, external factors influencing its finances are also taken into consideration, for example Central Government Financing, the Business Rates Retention scheme, changes in legislation and the economy.
- 4.1.3 The Council maintains its Reserves to deliver Capital and other projects, and to ensure that there are sufficient resources available to manage unforeseen demands and continue to deliver its services. Close monitoring of these Reserve balances and Capital Programme, together with plans to replenish them will preserve the financial stability of the organisation for future years.
- 4.1.4 Accountancy supported by SLT will continue to work with Cost Centre Managers to improve forecasting utilising the new FMS and training of managers.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services.
- 5.3 Low cost, low carbon energy across the district.
- 5.4 Creating vibrant, safe and healthy communities of the future.

6 Environmental/Climate Change Implications

- 6.1 WDC has a budget of £500,000 per annum for Climate Change. It is proposed to utilise this in 2024/25 to support a number of priorities within the Climate Change Action programme.

7 Analysis of the effects on Equality

- 7.1 Not relevant.

8 Data Protection

- 8.1 Not relevant.

9 Health and Wellbeing

9.1 Not relevant.

10 Risk Assessment

- 10.1 The February Budget report detailed the main financial risks facing the Council. Many of these related to local authority funding, notably Business Rate Retention.
- 10.2 Many controls and mitigations are in place to help manage the financial risks facing the Council. These include:
- 10.2.1 The comprehensive Budget Review process. This entails all budget managers reviewing their budgets on at least a monthly basis, considering previous, current, and future years, along with any possible issues that may impact upon their budgets. As part of this process, regular Budget Review reports are issued to Cabinet and the Senior Leadership Team.
 - 10.2.2 Financial Planning with the MTFS / financial projections, bringing together all issues that will impact on the Council's finances in the medium term.
 - 10.2.3 Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
 - 10.2.4 Project Management and associated controls.
 - 10.2.5 Trained staff and access to appropriate professional advice (e.g. Legal).
 - 10.2.6 Implementation and continued development of the new Financial Management System.
 - 10.2.7 Risk Management process across the Council, including the on-going review and maintenance of risk registers.
 - 10.2.8 Scrutiny by members of the Council's finances, including Budget Reports, and the financial implications of all proposals.
 - 10.2.9 Reserves – The Council holds a number of reserves, with each being allocated for specific purposes. Whilst much of these reserves have already been earmarked for agreed projects, it is important that reserves are held for any unforeseen demands. The Business Rate Retention Volatility Reserve (BRRVR) was used over prior years to deliver a balanced budget. However, to ensure this reserve remains available for its primary purpose of smoothing business rate receipts, any overperformance above a £2m balance has been reallocated to the General Fund Volatility Reserve. The General Fund Balance is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance of at least £1.5m.
 - 10.2.10 The specific causes of reductions to income or increased expenditure should continue to be managed by the relevant Service Area as part of managing the risks within each Service Risk Register. Each Service Area's Risk Register is presented to Finance and Audit Scrutiny Committee annually on a rolling basis.

Background papers:

Budget setting 2024/25 Report (Cabinet 8 February 2024 – Item 5)

Housing Revenue Account (HRA) Budget 2024/25 and Housing Rent Setting (Cabinet 8 February 2024 – Item 6)

Supporting documents:

Appendix 1 – Capital Variations 2024/25.

| Department | Project Manager | Project Code | Project Description | Revised Budget 2024/25 £000 | Full Year 2024/25 Forecast £000 | Variance 2024/2025 £000 | Comments |
|----------------------------------------|-----------------|--------------|-----------------------------------------------------|-----------------------------|---------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer & Digital Services - Projects | David Elkington | 100020 | AV Kit | 15 | 15 | 0 | A project to improve the quality of meeting room setups will commence in Q3 with the ICT Desktop Team. We are unlikely to overspend on this budget. Further spend is indicated in 2026/27 but this is dependent on any decision the Council makes around it's extended occupation of Saltisford. |
| Customer & Digital Services - Projects | David Elkington | 104021 | Software-Digital-- Strategy Seed Funding | 200 | 200 | 0 | Spending on digital seed projects is under way, beginning with the CRM programme. Further activities to deliver integrated ePayments are being costed currently, together with plans to redesign the Council's website. Funding may be required in future years to support further digital projects and continual improvement. Future expenditure has been included as the intention of the seed funding was to provide a mechanism for services to launch IT driven service innovations. |
| Customer & Digital Services - Projects | David Elkington | 104022 | Software/Digital-- GIS | 70 | 70 | 0 | The procurement of a GIS system is imminent and this budget will likely be fully utilised by the end of the financial year. |
| Customer & Digital Services - Projects | David Elkington | 105000 | Desktop Infrastructure | 200 | 200 | 0 | Procurement of replacement laptops will be undertaken shortly. Work on the replacement programme will commence once the Desktop Team have completed the Council's telephony migration. |
| Customer & Digital Services - Projects | David Elkington | 105002 | Voice of IP telephone system | 20 | 20 | 0 | Replacement of the Council's VoIP telephony is underway and is likely to be completed by September. It is possible that this budget may not be required in full as the Council has opted to migrate to MS Teams rather than introduce a new, single purpose telephone system. This has shifted costs into the Council's revenue budget, as part of planned expenditure on telephony licences. A further update at Q3 will confirm this but at present, it is estimated that the only costs will be for consultancy to support the project. This may also impact on future capital requirements as there may no longer need to be a timed replacement of the phone system. Costs may exist for the replacement of SIP trunking, but this is not likely to be of the same magnitude as replacing an entire phone system. Additional costs are identified in 2026/27 depending on the Council's plans for future occupation of SF1. |
| Customer & Digital Services - Projects | David Elkington | 105003 | Storage Area Network | 10 | 10 | 0 | We are unlikely to spend all of the allocated budget. A further update in Q3 will consider any outstanding liabilities from the Saltisford move project, as ICT are currently waiting to confirm the status of a discount offered on our SAN replacement for trading in our old hardware. |
| Customer & Digital Services - Projects | David Elkington | 105004 | Network | 60 | 60 | 0 | A project is currently underway to look at the Council's remaining telephone line contracts that were not covered as part of the migration to Saltisford One. The current in-year costs are being covered from existing revenue budgets, and it is unlikely that further expenses will be incurred until Q4. Additional costs are identified in 2026/27 depending on the Council's plans for future occupation of SF1 and expenditure beyond that has been moved back. If the Council remains in SF1, this spending may need to come forward again. |
| Customer & Digital Services - Projects | David Elkington | 105005 | Infrastructure General | 15 | 15 | 0 | The nature of this budget is to accommodate the replacement of non-specific infrastructure items. Spending is therefore sporadic and difficult to predict. |
| Customer & Digital Services - Projects | David Elkington | 105007 | Physical Server Replacement | 56 | 56 | 0 | Spend re-profiled to take account of possible future accommodation changes. |
| Customer & Digital Services - Projects | David Elkington | 105008 | Backup Solution | 100 | 100 | 0 | Work on this project is scheduled to commence in Q3. |
| Customer & Digital Services - Projects | David Elkington | 105009 | Cyber Security Posture | 94 | 94 | 0 | Funding received from grant. The remaining funds must be spent on cyber security activities. Procurement of a logging system is currently underway and will consume the remaining budget. |
| Customer & Digital Services - Projects | David Elkington | 105010 | Virtualisation Servers | 10 | 10 | 0 | Work on this project is scheduled to commence in Q3. |
| Customer & Digital Services - Projects | David Elkington | 105011 | Infrastructure Replacement-ESX Servers (x5) | 60 | 60 | 0 | Work on this project is scheduled to commence in Q3. |
| Customer & Digital Services - Projects | David Elkington | 105012 | Mobile Phone Replacement | 0 | 0 | 0 | No anticipated further spending until mobile phone contract replacement is due in 2026/27 |
| Customer & Digital Services - Projects | David Elkington | 105014 | Development, Building Control and LLPG Replacement. | 350 | 350 | 0 | A report will shortly be provided to cabinet fully detailing and seeking approval for the replacement of the DC system. It is likely that this budget will be required in it's entirety. |
| Customer & Digital Services - Projects | David Elkington | 105016 | Regulatory Services Software | 0 | 0 | 0 | It is unlikely that this project will progress within the 2024/25 financial year as the resources required within ICT to facilitate the replacement of EH's system are the same resources which are supporting the Development Control system replacement. Funding will likely require re-profiling into the following financial years. |
| Customer & Digital Services - Projects | David Elkington | 105017 | Revenues and Benefits Replacement or Renewal | 0 | 0 | 0 | It is unlikely that this project will progress within the 2024/25 financial year as the resources required within ICT to facilitate the replacement of Revenues and Benefits system are the same resources which are supporting the Development Control system replacement. Funding will likely require re-profiling into the following financial years. |
| Customer & Digital Services - Projects | David Elkington | 105018 | Replacement of Member IT Kit | 0 | 0 | 0 | Future spending ties in with election periods. |
| Customer & Digital Services - Projects | David Elkington | 106000 | Contact Centre | 20 | 20 | 0 | Replacement of the Contact Centre is underway and is likely to be completed by August. It is possible that this budget may not be required in full. A further update at Q3 will confirm this. ICT are migrating the Council's on-premise Contact Centre solution to the Cisco UC Cloud. This has significantly reduced our anticipated capital costs as our existing licences can be reused in the cloud environment. As such, it is likely that the only costs will be for consultancy. |
| Customer & Digital Services - Projects | David Elkington | 106001 | UPS | 0 | 0 | 0 | Future spend will in part be influenced by the Council's decisions on remaining at SF1. |
| Finance - Projects | Jon Dawson | 102000 | Rural and Urban Capital Improvements | 100 | 100 | 0 | On track to be fully allocated by end of March 2025 |
| Neighbourhood & Assets - Projects | Zoe Court | 104001 | Recycling & Refuse containers | 80 | 80 | 0 | SDC order containers/then recharge WDC. |
| Neighbourhood & Assets - Projects | Zoe Court | 104029 | Frontline Vehicle Fleet (SDC/WDC) | 410 | 410 | 0 | |
| Place, Arts & Economy - Projects | Andrew Cornfoot | 101031 | Lillington Health Hub | 31 | 0 | (31) | This project is complete and no further drawdowns |
| Place, Arts & Economy - Projects | Matthew Barber | 100036 | Sustrans | 50 | 50 | 0 | |
| Place, Arts & Economy - Projects | Paul Roberts | 104019 | Spa Centre Lights and Radio Microphones | 80 | 80 | 0 | £55,000 spent to date |
| Place, Arts & Economy - Projects | Paul Roberts | 104031 | Pump Rooms Roof Repair and Restoration | 3,118 | 1,000 | (2,118) | ACE funding still to be drawn down |
| Place, Arts & Economy - Projects | Paul Roberts | 104039 | Cinema projector | 40 | 40 | 0 | Budget to be spent by March 2025 |
| Place, Arts & Economy - Projects | Paul Roberts | 104040 | PA System Front of House/Backstage | 55 | 0 | (55) | Budget roll over to 25/26 |
| Place, Arts & Economy - Projects | Paul Roberts | 104041 | Assembly Rooms(Pump Rooms) Replacement Chairs | 31 | 31 | 0 | Seats for the RPR - completed |
| Place, Arts & Economy - Projects | Philip Clarke | 101025 | Future High Street-Town Hall | 1,793 | 1,567 | (226) | £437,749 spent as at end of Q2 |

| Department | Project Manager | Project Code | Project Description | Revised Budget 2024/25 £000 | Full Year 2024/25 Forecast £000 | Variance 2024/2025 £000 | Comments |
|-----------------------------------------------------|--------------------------|--------------|----------------------------------------------------------------------|-----------------------------|---------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Place, Arts & Economy - Projects | Philip Clarke | 101027 | Future High Street- Former Stoneleigh Arms | 2,590 | 1,680 | (910) | £1,420,227.53 spent as at end of Q2. |
| Place, Arts & Economy - Projects | Philip Clarke | 101028 | Future High Street-Sorting office | 5,101 | 2,544 | (2,557) | Total budget is £5.14M. Split the remainder equally over 24/25 and 25/26. |
| Safer Communities, Leisure & Environment - Projects | Ann Hill | 100001 | Commonwealth Games - General | 50 | 50 | 0 | Signage and Storage - team working on projects |
| Safer Communities, Leisure & Environment - Projects | Ann Hill | 100005 | Castle Farm Sports Pitch drainage | 73 | 73 | 0 | Awaiting Wardens outcome |
| Safer Communities, Leisure & Environment - Projects | Ann Hill | 103009 | St.Nichs Park All Weather Pitch Carpet Replc. | 0 | 0 | 0 | Awaiting Khalsa move to own site (Hockley surface to 3G) |
| Safer Communities, Leisure & Environment - Projects | Ann Hill | 103010 | Newbold Comyn LC Solar Panels | 234 | 234 | 0 | Needs to be spent by 31st March 2025 , funding agreement stipulation |
| Safer Communities, Leisure & Environment - Projects | Bernadette Allen | 100032 | The Crest | 8 | 8 | 0 | Fully allocated and complete |
| Safer Communities, Leisure & Environment - Projects | Bernadette Allen | 100033 | Everyone Active | 0 | 0 | 0 | Fully allocated and complete |
| Safer Communities, Leisure & Environment - Projects | Bernadette Allen | 100042 | Brunswick HLC | 20 | 20 | 0 | 1st Instalment paid and 2nd instalment due by March 2025 |
| Safer Communities, Leisure & Environment - Projects | Bernadette Allen | 100049 | Establish 'an active neighbourhood' (UKSPF) | 20 | 20 | 0 | Currently unspent possible reallocation |
| Safer Communities, Leisure & Environment - Projects | Bernadette Allen | 100050 | Develop active sessions (UKSPF) | 20 | 20 | 0 | Active session initiaive possibly reallocated to The Gap |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 100027 | Pottertons Landscaping Works | 3 | 3 | 0 | On landscaping |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 100030 | Sabin Drive Play Area | 18 | 18 | 0 | Fences and footpaths completed. |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 100044 | Severn Acre Close Play Area | 8 | 8 | 0 | On further landscaping |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 101015 | Play Area Disabled Improvements | 70 | 70 | 0 | A further £40,000 from Leamington TC, profiling to be looked at next quarter |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104014 | Play Area Improvement Programme | 325 | 250 | (75) | 24/25 Castle Farm play area. 25/26 Mill Gardens and St. Nicholas Park play area funded from both PAR and secured s106 funding |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104032 | Refugee Sculpture | 9 | 9 | 0 | |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104033 | Glendale Avenue Play Area | 55 | 55 | 0 | Out to tender now |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104034 | Abbey Fields Management Plan | 3 | 3 | 0 | May need to be increased in next quarter |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104036 | Eagle Recreation Ground Improvement Works | 0 | 0 | 0 | Planned for match funding a MUGA which will not likley to happen now until 25/26 |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104037 | Hatton Park Play Area | 98 | 98 | 0 | £45,000 will be provided by Hatton PC on top of the £52,600 from WDC |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104042 | Victoria Park Paddling Pool Improvements | 433 | 433 | 0 | Working up specifications for procurement. Will be done same time as St. Nix paddling Pool if approved at September Cabinet. |
| Safer Communities, Leisure & Environment - Projects | David Anderson | 104046 | St.Nichs Park Paddling Pool | 0 | 389 | 389 | |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100035 | Signage | 8 | 8 | 0 | £7,495 spent as at end of Q2 |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100037 | Creative Organisations | 25 | 25 | 0 | |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100038 | Spark and Ignite | 20 | 20 | 0 | £15,938 spent as at end of Q2 |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100039 | Makers Hub | 20 | 20 | 0 | £11,864 spent as at end of Q2 |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100040 | Lights of Leamington | 70 | 70 | 0 | |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100045 | Digital skills provision(UKSPF) | 30 | 30 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100046 | Address barriers to accessing education and training courses (UKSPF) | 30 | 30 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100047 | Develop activities (Spark and Ignite)(UKSPF) | 20 | 20 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100048 | Commission a programme of Public art (UKSPF) | 5 | 5 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Johnathan Branson | 100053 | Interactive Futures UKSPF | 10 | 10 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Liz Young | 103006 | CCTV Cameras | 87 | 87 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Liz Young | 103008 | Improvements to lighting in parks and open spaces | 218 | 218 | 0 | UKSPF funded |
| Safer Communities, Leisure & Environment - Projects | Lorna Hudson | 100051 | Air Quality Sensors Wrwck Hospital CrPrk | 7 | 7 | 0 | Costs lower than total (expected) budget, but higher than Q1 forecast |
| Safer Communities, Leisure & Environment - Projects | Lorna Hudson | 100052 | Air Quality Sensors Oakley Grve Phse 3 | 7 | 7 | 0 | Lower than total (expected) budget, but higher than Q1 forecast |
| Safer Communities, Leisure & Environment - Projects | Marianne Rolfe | 104043 | Newbold Comyn Cycle Hub | 65 | 65 | 0 | |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 100017 | Abbey Fields LC New Building | 8,599 | 8,599 | 0 | Awaiting new profile - adjust at that time |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 100018 | Castle Farm LC New Building | 563 | 563 | 0 | Final sign off before Q3 |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 100028 | Central Ajax Football Club | 111 | 111 | 0 | Project complete no further expenditure |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 101001 | Community Stadium Project | 256 | 256 | 0 | Consultancy not contractor. Expenditure based on report (DEC) |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 101023 | Athletics Facility Relocation | 238 | 238 | 0 | Ground work proposal by Pick Everard |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 101024 | Myton footpath/cycleway | 147 | 147 | 0 | Pick Everard - project management, Turley - planning consultant |
| Safer Communities, Leisure & Environment - Projects | Padraig Herlihy | 104028 | Abbey Fields Leisure Centre Demolition | 10 | 10 | 0 | Signed off - no further expenditure |
| Safer Communities, Leisure & Environment - Projects | Ruth Hytch | 104010 | Newbold Comyn Masterplan & Cycling Fac | 0 | 0 | 0 | No further spend planned on this project |
| Strategic Leadership - Projects | Chris Elliott | 103007 | Barford Youth & Community Hub/Shop Grant | 250 | 250 | 0 | This grant has already been fully drawn-down. |
| Strategic Leadership - Projects | Darren Knight | 101004 | Kenilworth Wardens Relocation | 296 | 296 | 0 | Needs to be spent by 31st March 2025 , funding agreement stipulation |
| Strategic Leadership - Projects | Darren Knight | 101032 | Kenilworth School Loan (S278) | 0 | 0 | 0 | Budget to be set, and funding is to be reviewed from RCCO. |
| Strategic Leadership - Projects | David Barber | 100043 | Hydrogen Hub | 75 | 75 | 0 | This project has been aborted. UKSPF funded, Sept 24 cabinet-budget going to be used for "Solar installations for bin lorries" |
| Strategic Leadership - Projects | Graham Leach | 101009 | Leper Hospital Site | 282 | 282 | 0 | |
| Strategic Leadership - Projects | Ruth Hytch/Paul Garrison | 104005 | Tachbrook Country Park | 1,208 | 179 | (1,029) | Project due to be s.106 funded including 13 years of maintenance costs estimated at c. £1.4m (coming from revenue 26/27 onwards). Project, including maintenance costs, currently forecasting overspend against expected income. |
| Total | | | | 28,863 | 22,251 | (6,612) | |

| Department | Project Manager | Project Code | Project Description | Revised Budget 2024/25 £000 | Full Year 2024/25 Forecast £000 | Variance 2024/2025 £000 | Comments |
|-----------------------------------|------------------|--------------|--------------------------------------------------------|--------------------------------------|------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|
| Department | Project Manager | Project Code | Project Description | Revised Budget 2024/25 £000 | Full Year 2024/25 Forecast £000 | Variance 2024/2025 £000 | Comments |
| Housing Services - HRA - Projects | Alice Ellis | 300059 | Home Upgrade Grant Phase 2 (HUG2) Scheme | 900 | 500 | (400) | 2 year programme from 23/24. Funding is allocated, to be paid on completion of work. |
| Housing Services - HRA - Projects | Andy Paul | 300005 | Roof Covering | 795 | 571 | (224) | |
| Housing Services - HRA - Projects | Andy Paul | 300014 | Improved Ventilation | 5 | 0 | (5) | |
| Housing Services - HRA - Projects | Andy Paul | 300041 | Solar Panels - Roof Covering Works | 524 | 0 | (524) | |
| Housing Services - HRA - Projects | April Knapp | 300019 | Repurchase of Ex-Council Housing | 500 | 1,167 | 667 | |
| Housing Services - HRA - Projects | April Knapp | 300023 | Warwick Street Purchase | 0 | 1,659 | 1,659 | |
| Housing Services - HRA - Projects | April Knapp | 300030 | Triangle Europa way | 7,242 | 0 | (7,242) | Budget should be zero - possibly this expenditure was compensation to residents |
| Housing Services - HRA - Projects | April Knapp | 300031 | Cublington Riding School | 0 | 0 | 0 | Need to retain budget for at least 12 months for defects retention -April Knapp email |
| Housing Services - HRA - Projects | April Knapp | 300033 | Decarbonisation Fund | 0 | 0 | 0 | |
| Housing Services - HRA - Projects | April Knapp | 300036 | Crewe Lane Kenilworth S106 | 9,033 | 15,000 | 5,967 | |
| Housing Services - HRA - Projects | April Knapp | 300039 | Birmingham Road Hatton | 3,300 | 5,000 | 1,700 | Total for whole scheme should only be £13m |
| Housing Services - HRA - Projects | April Knapp | 300048 | LAHF Afghan/Ukrainian Project | 3,388 | 0 | (3,388) | Not expecting to spend this year. |
| Housing Services - HRA - Projects | April Knapp | 300052 | LA Housing Fund 2 - Afghanistan Refugees (6 dwellings) | 0 | 0 | 0 | Not expecting to spend this year. |
| Housing Services - HRA - Projects | April Knapp | 300053 | Trowers and Hamlins for The Asps housing project | 23,676 | 10,161 | (13,515) | Properties handed over early retention in 25/26 |
| Housing Services - HRA - Projects | April Knapp | 300055 | The Priors Europa Way Phase Two | 0 | 4,485 | 4,485 | |
| Housing Services - HRA - Projects | Ben Parkes | 300013 | Structural Improvements | 32 | 513 | 481 | |
| Housing Services - HRA - Projects | Caroline Russell | 300002 | Envir Improvements- General | 79 | 79 | 0 | |
| Housing Services - HRA - Projects | Caroline Russell | 300003 | Envir Improvements- Tenant Participation | 40 | 40 | 0 | |
| Housing Services - HRA - Projects | Caroline Russell | 300016 | Fire Prevention Works | 3,000 | 3,000 | 0 | |
| Housing Services - HRA - Projects | Caroline Russell | 300049 | Hi Rise Cladding Replacement | 5,617 | 10,700 | 5,083 | Budget may need increasing further project currently managed by Ricahrd Barratt |
| Housing Services - HRA - Projects | Caroline Russell | 300050 | Christine Ledger Square - Buy Back | 0 | 830 | 830 | need to purchase one more flat |
| Housing Services - HRA - Projects | Caroline Russell | 300051 | Christine Ledger Square - Demolition | 1,500 | 200 | (1,300) | Slipped to 25/26 |
| Housing Services - HRA - Projects | Katharine Ray | 300045 | BEIS Wave 2 Grant Funded Works | 500 | 0 | (500) | |
| Housing Services - HRA - Projects | Lisa Barker | 300054 | Thickthorn, Kenilworth (Persimmon Homes) | 3,750 | 2,635 | (1,115) | |
| Housing Services - HRA - Projects | Matthew Hammond | 300004 | HRA Aids & Adaptations | 678 | 679 | 1 | |
| Housing Services - HRA - Projects | Matthew Hammond | 300008 | Window+Door Replacement | 561 | 562 | 1 | |
| Housing Services - HRA - Projects | Matthew Hammond | 300009 | Kitchen Fittings / Sanitaryware Replacem | 1,048 | 1,050 | 2 | |
| Housing Services - HRA - Projects | Matthew Hammond | 300017 | Thermal Insulation | 148 | 148 | 0 | |
| Housing Services - HRA - Projects | Simon Hodges | 300000 | HIP - Asbestos Survey | 210 | 210 | 0 | |
| Housing Services - HRA - Projects | Simon Hodges | 300001 | HIP - CCMS | 300 | 150 | (150) | |
| Housing Services - HRA - Projects | Simon Hodges | 300006 | Defective Flooring | 62 | 62 | 0 | |
| Housing Services - HRA - Projects | Simon Hodges | 300007 | Door Entry Systems+Security | 157 | 158 | 1 | |
| Housing Services - HRA - Projects | Simon Hodges | 300010 | Electrical Fitments | 642 | 643 | 1 | |
| Housing Services - HRA - Projects | Simon Hodges | 300011 | Central Heating Replacement | 1,300 | 1,301 | 1 | |
| Housing Services - HRA - Projects | Simon Hodges | 300012 | Water Services | 10 | 10 | 0 | |
| Housing Services - HRA - Projects | Simon Hodges | 300018 | Garage Refurbishment | 26 | 26 | 0 | |
| Total | | | | 69,023 | 61,539 | (7,484) | |

Title: 2025-2026 Service Area Plans

Lead Officer: Graham Leach on behalf of SLT

Portfolio Holder: Cllr Ian Davison and all Portfolio Holders

Wards of the District directly affected: All

| Approvals required | Date | Name |
|-----------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| Portfolio Holder | 20/1/25 | Cllr Davison |
| Finance | 20/1/25 | Andrew Rollins |
| Legal Services | | N/A |
| Chief Executive | 20/1/25 | Chris Elliott |
| Deputy Chief Executive Strategic Director | 20/1/25 20/1/25 | Darren Knight Dave Barber |
| Head of Service(s) | | All |
| Section 151 Officer | 20/1/25 | Andrew Rollins |
| Monitoring Officer | 20/1/25 | Graham Leach |
| Leadership Co-ordination Group | 20/1/25 | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, Forward Plan Item 1,519 | |
| Accessibility Checked? | Yes | |

Summary

This report seeks agreement for the Service Area Plans (SAPs) for the remainder of 2025/26, recognising that the SAPs have been prepared to align with the Corporate Strategy and provide a key part of the way the Council will deliver the Corporate Strategy.

The report also seeks agreement to the performance management framework for the Council which outlines how performance will be reviewed within the Council, including the delivery of the Corporate Strategy.

Recommendations

- (1) That the Service Area Plans for the year 2025/26 as set out Appendix 1 to 9 to the report be approved.
 - (2) That delegated authority be given to the Deputy Chief Executive in consultation with the Monitoring Officer to revise service area plans for (a) any minor grammatical wording changes prior to publication and (2) following any internal changes in officer structure.
 - (3) That the Cabinet approve the Performance Management Framework for the Council attached at Appendix 10 to the report.
-

1 Reasons for the Recommendation

- 1.1 As shown in Figure 1, the Service Area Plans (SAPs) are an important part of the "golden thread", linking the Corporate Strategy to projects and frontline service delivery. The SAPs have been prepared to align with the Corporate Strategy. In turn, the SAPs provide the framework for Team Operational Plans, staff appraisals and one to ones, thereby enabling every team and every member of staff to consider how they contribute to the strategic priorities in their work.

Figure 1



- 1.2 The SAPs include an overview of the major workstreams for each service, along with the key performance measures to enable progress and performance to be tracked. Performance has been split into two criteria either targets (where there are regulatory requirements to report against a service standard and/or achieve that level of performance) and measures (where the Council will seek continual improvement in performance over time). The performance measures will be collated on a quarterly or annual basis (depending on the specific measure) and will be considered by SLT as part of the performance management framework. The performance measures will also enable progress against the Corporate Strategy to be reported to Overview and Scrutiny Committee.
- 1.3 The SAPs set out in the appendices to the report cover the period from 1 April 2025 to 31 March 2026. The SAPs have been brought to Cabinet alongside the budget papers to ensure alignment and consideration of both aspects which are required to deliver services as planned.
- 1.4 The SAP for Climate Change is presented in a slightly different format, recognising that the majority of the work in this area is delivered through projects and the other approved action plans for the Council (which have specific measures for delivery). Therefore, this approach will be reviewed when the new Strategic Director takes post later in the year.
- 1.5 Delegated authority is requested to allow amendments to the Service Area Plans, recognising that some line management changes, following the review of the Senior Leadership, will not be made until after the new Strategic Director is in post, later this year. When these changes are made, all Councillors will be notified of them.
- 1.6 The development of the Performance Management Framework recognises that organisational performance management helps the Council to ensure it achieves what it set out to do. The Framework does this by setting out how the Council plans and organises resources to achieve the things it wants to do – in line with the vision and priorities, as set out in the Corporate Strategy.
- 1.7 The framework intends to build on what is already in place and uses the Business Intelligence Portal to hold all relevant performance information, but also seeks to bring forward further work and development in the areas of Project Management as well.
- 1.8 This is a new framework for the Council which will be reviewed after a year of operation with feedback sought from Councillors and Officers on its operation and value.

2 Alternative Options

- 2.1 The Cabinet can revise each service area plan and provide a different course of approach, however before taking such a decision it should consult with officers about any proposal to ensure that revisions are deliverable.
- 2.2 The Cabinet could decide not to adopt the Service Area Plans as proposed but will need to ask officers to bring forward alternative proposals.
- 2.3 The Performance Management Framework builds on the recommendations from the Peer Review to improve on performance management within the Council. There are other approaches which could be taken, to provide a framework for performance management and the approach outlined within it. These are set within the Local Government Association, Performance Management Guide for local authority officers.

3 Legal Implications

- 3.1 There are no direct legal implications of the report.

4 Financial Implications

- 4.1 The service area plans presented are in line with the budget considered by Cabinet as part of the agenda for this meeting. Any changes within the final agreed budget or service area plans will need to be considered further by officers to ensure they are achievable within the final agreed budget.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 The service area plans have been developed to ensure the Council's resources focus on high priority work and deliver in line with the three priorities within the Corporate Strategy. In combination with team operational plans, appraisals, staff one to ones and other elements of the "golden thread", the service area plans ensure this aspect of the corporate Strategy is addressed.

6 Environmental/Climate Change Implications

- 6.1 Meetings have been held between the Climate Change Team and the Heads of Service to ensure alignment between the Service Area Plans and the Council's ambitions within the Corporate Strategy for delivering sustainability.

7 Data Protection

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

8 Health and Wellbeing

- 8.1 Each service is responsible for considering health and wellbeing as part of the Service Area Plan.

9 Risk Assessment

- 9.1 Each Service Area incorporates a risk register which forms the basis of ongoing risk management. Individual projects also have their own risk registers. In addition, the SBRR will be updated to provide the overall risk assessment for the Council's Corporate Strategy and the Council as a whole.

Background papers: None

Supporting documents: WDC Corporate Strategy 2023

| | |
|--------------------------------|--------------------------------------------------------|
| Service Area Plan Year: | 1 April 2025 to 31 March 2026 |
| Service Area: | Community Protection |
| Service Area Manager: | Marianne Rolfe |
| Portfolio Holder(s): | Jim Sinnott (Safer, Healthier and Active Communities) |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Links to Council Strategy - Warwick 2030 | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--|
| Theme and Strategic Goals | | Direct | Indirect | |
| Delivering Valued, Sustainable Services | | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | In order to support the theme, the district requires monitoring, overview and targeted interventions to deliver improvements to safeguard against environmental impacts in our communities, businesses, environment, district and services. The service ensures delivery against this corporate theme by: Ensuring that sustainability is a key focus of our processes; Seeking opportunities to make environmental improvements through service delivery; Ensuring the environment is protected so as to maintain or improve the current status; Ensure that we represent sustainable values in our own organisation; Promote sustainability within our communities; Provide advice and support to our communities; Ensure that all of our decisions, policies and strategies take clean environment and carbon footprint into account; Work in partnership with agencies to deliver wider aims; Investigate opportunities and programmes which promote our aims; Deliver sustainability interventions both in the community and of the councils own impacts; Air quality monitoring and interventions; Contaminated land monitoring; Private water supply monitoring; Environmental process permitting; Activities and projects to promote carbon emission reduction; | No indirect contribution | |
| 1.2 Continue to ensure the council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | In order to maintain or improve services operated by CP and ensure they remain on within their financial envelope, the services strive for continuous improvement and take advantage of opportunities. The service ensures delivery against this corporate theme by: Ensuring good financial governance of the service and the projects that it delivers; Operates a full cost recovery in the calculation of its fees (within legislative boundaries); Continually develops services which operate in a cost effective manner; Investigate and take advantage of commercial and technical opportunities; Deliver payment solutions; Seek investment and partners in order to deliver specialised services; Successful management of facilities that generate income for the council and financially sustainable; Continuous review its activities to ensure that it is providing value for money. | No indirect contribution | |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | | | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | In order to demonstrate and improve high quality services, the services strive for continuous improvement and take advantage of opportunities. The service ensures delivery against this corporate theme by: Benchmarking and auditing the services that we provide against neighbours and in our statutory returns to overseeing regulators (Food standards Agency, Health & Safety Executive, Gambling Commissions, DEFRA, etc); Monitoring our performance and the services that we provide; By learning from compliments and complaints about the services provided; Making services accessible remotely to customers and staff; Ensuring the staff have the required competence; Developing services in order to meet the needs of the future demand; Ensure that staff are developed in order to meet the need of the future service; Investigating opportunities and programmes of work; Developing commercial opportunities and experience; Overseeing transformation projects, Direct delivery of services working along side contractors and leases as appropriate, Working to improve the digital accessibility of our services and the information available to customers to self serve; Ensuring the continuation of award winning services; Good contract, lease and procurement management. | No indirect contribution | |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | | | |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | | | |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | | | |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | | | |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | 1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | Employees are the key to the successful delivery of the services of CP Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce. The service ensures delivery against this corporate theme by: Ensure every member of staff has a personal development plan; Ensure staff understand their role and contributions to the service plan and how their performance will be assessed; Promote shadowing, mentoring within teams and across service areas; Ensure that staff are treated fairly and that policies are consistently applied; Fully involving the team in development of team operational plans and performance review; Ensuring Healthy work life balance; Ensuring mentoring to increase specialist skills; Supporting with learning and development opportunities; Offering apprenticeship opportunities; Ensure that staff are developed in order to meet the need of the future service; Ensure the staff have the required competence. | No indirect contribution | |
| | | | | |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | The service has few assets that it operates itself and a number which are operated by stakeholders on the councils behalf. The service ensures delivery against this corporate theme by: Ensuring we make the most of our assets, That we ensure maximum social value from our services and grants, That we deliver against the regulators food business charter, Ensure good contract and lease management. | No indirect contribution | |
| | 1.5.2 We will continue to develop our approach for maximising social value though our place shaping initiatives and investments, to recycle the Warwick District Pound | | | |
| Low cost, low carbon energy across the District | | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | The service has few assets that it operates itself and a number which are operated by stakeholders on the councils behalf. The service ensures delivery against this corporate theme by: working with partners and stakeholder to reduce energy consumption in the assets we lease or hire or those operated on our behalf. | No indirect contribution | |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | | | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | No direct contribution | No indirect contribution | |
| | 2.2.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | | | |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | No direct contribution | No indirect contribution | |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | The service ensures delivery against this corporate theme by: assessing planning applications for impacting in relation to nuisance, contaminated land, and air quality; using monies from s106/Cil and other development agreements to deliver against air quality. | No indirect contribution | |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | The service ensures delivery against this corporate theme by: assessing planning applications for impacting in relation to nuisance, contaminated land, and air quality; using monies from s106/Cil and other development agreements to deliver against air quality ; air quality action plan delivery. | No indirect contribution | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | | |
| 3.1 Continue to ensure the council's finances remain on a firm and sustainable footing | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | In order for businesses to compete, grow and stay current, they need support and to engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands. The service ensures delivery against this corporate theme by: Regular engagement with businesses and business community; Work in partnership with other local authorities to engage with business; Take steps to engage with businesses which are hard to reach; Data share regarding business needs, confidence etc. ; Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development; Promote & deliver Primary Authority Arrangements; Provide appropriate advice and guidance to assist in regulatory compliance; Take graduated enforcement action to address non-compliance; Providing technical support and project management where appropriate for corporate projects; Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Corporate Strategy; Embed social value, return and sustainability into our procurement activities; Well maintained facilities that are financially sustainable. | No indirect contribution | |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | | |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | | | |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | | | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | In order for communities to compete, grow and stay current, they need support and to engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands. The service ensures delivery against this corporate theme by: Regular engagement with businesses and business community; Work in partnership with other local authorities to engage with business; Take steps to engage with businesses which are hard to reach; Data share regarding business needs, confidence etc. ; Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development; Promote & deliver Primary Authority Arrangements; Provide appropriate advice and guidance to assist in regulatory compliance; Take graduated enforcement action to address non-compliance; Providing technical support and project management where appropriate for corporate projects; Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Corporate Strategy; Embed social value, return and sustainability into our procurement activities; Well maintained facilities that are financially sustainable; working with partners to address crime and disorder; Designing out crime and nuisance from new developments; Attend local community meetings to give updates and gain feedback; Promotion of greater personal responsibility. i.e. good neighbour guide and Going Out & Staying Safe. | No indirect contribution | |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | | | |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | | | |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | | | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | | | |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | | | |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | | | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | No direct contribution | No indirect contribution | |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | No direct contribution | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | | In order for individuals and communities to remain healthy, they need to be supported in order to establish resilient self-reliant and suitably graduated care packages. The individual, the community and the specialist. The service ensures delivery against this corporate theme by: Analyse data and deliver suitable targeted interventions based on evidence; Use evidence to direct priorities; Work in partnership with other local authorities and agencies to ensure a coordinated holistic approach; Engage with those communities which are hard to reach; Identify gaps in available service provision and helping to establish mechanisms and arrangement to fill those gaps; Concentrating on those with the greatest need; Ensure that all of our decisions, policies and strategies promote health and wellbeing as a consideration; Advice and guidance through 'making every contact count'; Delivering interventions in partnership to contribute to improvements in health and wellbeing; Joint working on the Priority Families county-wide programme and on Anti-social behaviour issues; Co-ordinated response to Civil Emergency incident and recovery help & assistance; monitoring air pollution and supporting the opportunities to improve air quality; delivering community safety initiatives which reduce the fear of crime; through the food hygiene and safety interventions and food poisoning investigations; Promotion of greater personal responsibility. i.e. good neighbour guide and Going Out & Staying Safe; Coordination and leading of ASB multi agency groups; Undertaking Food Hygiene and Safety interventions. Inc. illegally imported food; Undertaking Health and Safety interventions. Inc. accident investigations; Licensing application processing and compliance interventions; Advice provision to ensure a safe & secure Events programme of WDC and third party events across the District; Community Safety multi-agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership; Work with the voluntary sector and Neighbourhood Watch to reduce the opportunity for crime and disorder; Mitigation against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners; Emergency & Business Continuity planning; Delivering a number of projects to improve security of parks and open spaces across the district; Analyse data in order to identify and agree priorities; Work in partnership with other local authorities and agencies to deliver targeted interventions; Ensure that all of our decisions, policies and strategies promote safer communities as a consideration; Ensure that all of our decisions, policies and strategies promote safer communities as a consideration; CCTV service; Crime and disorder, ASB and public places interventions; | No indirect contribution | |
| | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | | | |
| | | | | |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio-economic or isolated backgrounds. | | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | | |

Service Overview

| Key to : Actual Workload to date 25/26 (updated half yearly) | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | Service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload 25/26 (TBC APR 25) | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
|----------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| Community Safety & Wellbeing | CCTV & Emergencies | Observed Incidents | 13400 | | | 0% |
| | | Major incidents observed | 820 | | | 0% |
| | | Identification of incidents and reporting to the police | | | | |
| | | Identification and monitoring of suspicious individuals | | | | |
| | | Identification of missing persons, vulnerable persons etc. | | | | |
| | | Event CCTV monitoring of relevant events | | | | |
| | | Monitoring of Retail radio, rangers, police and events radios | | | | |
| | | Work to support statutory local authority duties as Category 1 responder. | | | | |
| | | Continuous review of Emergency Plan and Business Continuity Plans | | Annual Review of Plans | | |
| | | Checking of Business continuity plans | | | | |
| | | Testing of Emergency and Business Continuity Plans | 2 | | | 0% |
| | | Representing the Council at Warwickshire LRF Tactical Group Strategic LRF and all subgroups | | | | |
| | | Training programme to ensure complete understanding of roles responsibilities through organisation | | | | |
| | | Annual audit of all council CCTV systems | 8 | | | 0% |
| | | Delivery on new statutory duty - prepare and protect | | | | |
| | Crime and Disorder | Address community safety concerns raised by the community i.e. CIOG | | | | |
| | | Monitoring of the Street Marshal Service | | | | |
| | | Participate in the conduct of Domestic Homicide Reviews | 5 | 1 DHR on hold due to police investigation | | 0% |
| | | Reducing incidents of anti-social behaviour | 33 | Warning letters to perpetrators | | 0% |
| | | Reducing the risk to victims of high risk ASB cases | 71 | Victim profiles created | | 0% |
| | | Support for Community Safety Partnerships and the action plans produced in order to deliver against the priorities of the Community Safety Partnership | | Meetings and associated document production | | |
| | | | 74 | Total number | | 0% |
| | | Safeguarding referrals made | 8 | Children | | 0% |
| | | | 21 | Families | | 0% |
| | | | 49 | Adults | | 0% |
| | | Participate in Child safeguarding practise reviews | 1 | | | 0% |
| | | Participate in Adult safeguarding reviews | 1 | | | 0% |
| Environmental Health & Licensing | Food Safety | Number of Food businesses | 1476 | | | |
| | | | 30 | Advisory Inspections | | 0% |
| | | Delivery of Food business inspection programme as part of FSA agreed recovery work plan | 721 | Programmed Inspections as required (inc. alternative strategy where permitted) | | 0% |
| | | | 200 | Non-Programmed inspections | | 0% |
| | | | 20 | FHRS rescore request revisits | | 0% |
| | | | 200 | New Food Premises Registrations | | 0% |
| | | Revisits | 40 | Revisits (physical & remote) included in the SRU number | | 0% |
| | | Investigation of food complaints | | | | |
| | | Service requests - Food Safety advice, enquiries, registrations, hygiene complaints etc. | 1000 | | | 0% |
| | | Response to imported food notifications (kava kava) | 15 | | | 0% |
| | | Investigation of appropriate infectious disease notifications | 150 | | | 0% |
| | | Written warnings issued | 15 | | | 0% |
| | | Formal notices issued | 20 | | | 0% |
| | | Enforcement action taken | 2 | | | 0% |
| | | Business Closures | 10 | | | 0% |
| | | Understanding of service costs to progress commercialisation opportunities | | | | |
| | | Delivery of Primary Authority Services | 5 | PAP agreements. | | 0% |
| | | Sampling visits | 100 | | | 0% |
| | Health and Safety Enforcement | Number of workplaces | 4027 | Enforced by LA in WDC | | |
| | | Intervention Inc. visits | 54 | Interventions | | 0% |
| | | Complaints and enquires | 362 | | | 0% |
| | | Accident reports received | 64 | Expected number of reported accidents | | 0% |
| | | Accidents investigated | 38 | | | 0% |
| | | Informal written warnings | 143 | | | 0% |
| | | Formal Notices Served | 10 | | | 0% |
| | | Enforcement action taken | 0 | | | #DIV/0! |
| | | Delivery of Primary Authority Services | 1 | PAP agreements. | | 0% |
| | Licensing | Alcohol & Regulated Entertainment Licensing | 68 | Premises compliance visits | | 0% |
| | | | 31 | new premises applications received | | 0% |
| | | | 14 | variations premises received | | 0% |
| | | | 132 | DPS variation licences | | 0% |
| | | | 74 | Personal Licence Applications | | 0% |
| | | Taxi Licences | 572 | Temporary Events | | 0% |
| | | | 18 | New HC & PH drivers | | 0% |
| | | | 83 | Renewing Drivers | | 0% |
| | | | 7 | Granted HC & PH drivers | | 0% |
| | | | 1 | Refused HC & PH drivers | | 0% |
| | | | 0 | Suspended HC & PH drivers | | #DIV/0! |
| | | | 0 | Revoked HC & PH drivers | | #DIV/0! |
| | | | 156 | Vehicle Licences (PH) | | 0% |
| | | | 162 | Vehicle Licences (HC) | | 0% |
| | | | 6 | New Operators Licences | | 0% |
| | | | 23 | Renewing Operators Licences | | 0% |
| | | | 70 | HC & PH compliance inspections | | 0% |
| | | | 507 | | | 0% |
| | | Complaints and enquiries | 34 | Applications received | | 0% |
| | | Personal treatment registrations | 34 | Applications granted | | 0% |
| | | Street Trading Consents and Collections | 10 | New Street Trading consents | | 0% |
| | | | 18 | Renew Street Trading consents | | 0% |
| | | | 61 | Street Collections | | 0% |
| | | Animal Licensing | 33 | House to House Collections | | 0% |
| | | | 7 | New applications Boarding Establishments | | 0% |
| | | | 5 | renewing applications Boarding establishments | | 0% |
| | | | 0 | New applications Breeding Establishments | | #DIV/0! |
| | | | 2 | renewing applications Breeding establishments | | 0% |
| | | | 1 | New applications Performing animals | | 0% |
| | | | 0 | renewing applications performing animals | | #DIV/0! |
| | | | 0 | New applications pet shops | | #DIV/0! |
| | | | 0 | Renewing applications for pet shops | | #DIV/0! |
| | | | 1 | New applications riding establishments | | 0% |
| | | | 3 | Renewing applications for Riding establishments | | 0% |
| | | | 0 | New applications for Dangerous Wild animals | | #DIV/0! |
| | | | 0 | Renewing applications for Dangerous wild animals | | #DIV/0! |
| | | | 0 | New applications for Zoos | | #DIV/0! |
| | | | 0 | Renewing applications for Zoos | | #DIV/0! |
| | | Gambling Licences | 14 | animal licensing Inspections | | 0% |
| | | | 0 | Gaming permit applications | | #DIV/0! |
| | | | 0 | New Gambling License application | | #DIV/0! |
| | | | 0 | Renewed Gambling License | | #DIV/0! |
| | | | 1 | Club machine permits | | 0% |
| | | | 7 | Renewed club machine permits | | 0% |
| | | | 0 | New Alcohol gambling machine permit received | | #DIV/0! |
| | | | 11 | Renewed Alcohol Gambling machine permits | | 0% |
| | | | 7 | New Alcohol Premises automatic entitlements | | 0% |
| | | | 7 | Granted Alcohol Premises automatic entitlements | | 0% |
| | | | 78 | Continuing Alcohol Premises automatic entitlements | | 0% |
| | | | 7 | Gambling compliance visits | | 0% |
| | | | 19 | New Small Lotteries | | 0% |
| | | | 18 | Granted Small Lotteries | | 0% |
| | | | 70 | Renewing Small Lotteries | | 0% |
| | | Pavement licensing | 30 | New & extending licences | | 0% |
| | | Sex Entertainment Venus | 1 | Applications received | | 0% |
| | | | 1 | SEV compliance inspection | | 0% |
| | | Scrap Metal | 1 | New licence applications | | 0% |
| | | | 2 | renewal licence applications | | 0% |
| | | | 0 | compliance visits | | #DIV/0! |
| | Animal Warden | Collection of Stray Dogs | 6 | No. of incidents | | 0% |
| | | Provide advice regarding those effected by and allegedly causing noise nuisance as a result of dogs | | included in the SRU number | | |
| | | Promotion and education activities for responsible dog ownership | | | | |
| | | Investigation of dog service requests | 347 | No. of incidents | | 0% |
| | | | | | | |
| | | Advice to Planning on Environmental Protection issues | 429 | | | #REF! |
| | | Referred noise complaints to HS2 | 10 | Not investigated by WDC. | | 0% |
| | | Expert noise input on HS2 | 23 | Requests for detailed site information (26 by contractor) | | 0% |
| | | Investigated noise complaints | 605 | | | 0% |
| | | Drainage service requests | 58 | | | 0% |
| | | Air quality service requests | 202 | | | 0% |
| | | Monitoring of air quality - Operation of monitoring stations and equipment, preparation of reports as required by legislation. | 3 | (revocation of AQMS took place in this time) | | 0% |
| | | | | | | |

| | | | | | | |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------|----|-----------------|
| Environmental Protection | Diffusion tubes locations | 65 | Monitoring sites. (66 tubes 1 of which is a blank for testing) | | 0% | |
| | Delivery against the Air Quality Action Plan | | | | | |
| | Delivery of Air Quality projects in partnership with community and agencies | | | | | |
| | Advice to Licensing as a 'responsible authority' (public nuisance) | 292 | 193 x TENs and 94 x consultations | | 0% | |
| | Number of business requiring a IPPC permit | 36 | | | | |
| | Permitting of polluting businesses inspections | 20 | Petrol stations to be inspected Jan 2024 | | 0% | |
| | Audit by other means (polluting businesses) | 8 | | | 0% | |
| | new/variations or surrender applications for permits | 2 | 5 x variations and 1 x surrender | | 0% | |
| | exemptions for permitting businesses | 1 | | | 0% | |
| | investigation of complaints polluting businesses | 1 | | | 0% | |
| | Public Health Funerals | 7 | | | 0% | |
| | Contaminated Land advice and monitoring | 26 | | | 0% | |
| | Private Water Supplies | 33 | | | 0% | |
| | Private Water Sampling & risk assessment | 33 | | | 0% | |
| | Water service requests | 22 | | | 0% | |
| | Radiation related service requested | 16 | | | 0% | |
| | miscellaneous service request | 362 | Including pest control SRS. | | 0% | |
| | Delivery of Primary Authority Arrangements | 1 | PAP agreements | | 0% | |
| Private Sector Housing | Ensuring that housing standards in the private sector are maintained and where sub-standard improved, through appropriate enforcement activity. | | | | | |
| | Raising the standard of homes in the private rented sector by providing an effective service of HMO licensing and HHSRS inspections, supported by enforcement action when necessary. | | | | | |
| | Work with homeowners, landlords and private tenants to improve energy efficiency and reduce carbon emissions | | | | | |
| | Supporting a Landlord Steering Group and a Landlords' Forum | | | | | |
| | Respond to illegal gypsy and traveller encampment on WDC land to identify any housing needs that may need to be addressed before taking enforcement actions. | | | | | |
| | work with student accommodation landlords and managing agents to ensure HMOs meet minimum standards of health, safety, and welfare, taking enforcement action where necessary | | | | | |
| Service Management | Budget | Regular budget monitoring (including accountants) | | | | |
| | | Delivering service within budget | | | | |
| | | Savings to be achieved with as little service impact as possible | | | | |
| | | Reviewing opportunities to gain income for services | | | | |
| | | Ongoing budget management training | | | | |
| | Procurement | Attendance of key officers at in-house Ongoing training | | Ongoing training of officers and those participating in procurement. | | |
| | | Regular meetings with procurement officers | | | | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | | |
| | | Planned Procurement exercises in 25/26: | | | | |
| | | Maintenance of CCTV services (Crime & Disorder system) | | Safer Communities | | Jun-24 |
| | | Provision of Public Health Funeral services | | Environmental Health & Licensing | | Sep-24 |
| | | Provision of MOT and condition inspections for Taxis | | Environmental Health & Licensing | | Oct-24 |
| | | Air quality data processing | | Environmental Health & Licensing | | Jan-25 |
| | | Service level Agreements (annually renewed) | | | | |
| | | Prevent | | Safer Communities | | Mar-25 |
| | | DHRS | | Safer Communities | | Mar-25 |
| | | Marac | | Safer Communities | | Mar-25 |
| | | LRF | | Safer Communities | | Mar-25 |
| | Contract Management | No. Contracts due for renewal during the year (as identified above) | | | | |
| | | Training in relation to contract monitoring | | | | |
| | | Quarterly update of the contract register | | | | |
| | Audits | External Audit programme (annual audits) | | | | |
| | | Intra-Authority audit of Food Safety | | | | estimate Jun 25 |
| | | Peer Review of Health & Safety | | | | estimate Jun 25 |
| | | British Standard 7958 Management & Operation of Closed Circuit Television | | | | estimate Jun 25 |
| | | Internal audit programme - provisional | | | | |
| | | Counter Terrorism | | | | |
| | | CCTV and Monitoring Devices | | | | |
| | | Emergency Planning and business continuity | | | | |
| | | Food safety | | | | |
| | | Safeguarding | | | | |
| | | Health and Safety Enforcement | | | | |
| | Risk Register | Regular review at departmental management meetings | | | | |
| | | Annual review | | | | |
| | | Quarterly PH review | | | | |
| | | Implementation of mitigation and control | | | | |
| | Service Assurance | Actions arising out of Annual SA document include: - | | | | |
| | | Monitoring of customer measures | | | | |
| | | Refresher training in procurement and finance procedures, where appropriate | | | | |
| | | Update of Business Continuity Plan | | | | |
| | | Completion of the statutory returns. | | | | |
| | | Completion of the statutory Regulatory Service Plan | | | | |
| | Corporate Health and Safety | Ongoing reviews of fire assessments | | | | |
| | | Asset Management | | | | |
| | | Ongoing reviews of risk assessments | | | | |
| | Service Delivery | Horizon forecasting review | | | | |
| | | Integration of horizon forecast within service plan team operational plans and statutory service plans | | | | |
| | | Keeping up to date with key change programmes from statutory agencies | | | | |
| | | Monitoring growth and demand for service need | | | | |
| | Workforce Planning and Development | Establishment | 66.24 | including fixed term contracts | | |
| | | Vacancies (1st April 2025) | 4 (Jan 25) | | | |
| | | Review of the service organisation structure | | | | |
| | | Recruitment to vacant posts. | | | | |
| | | Keeping up to date with key change programmes from statutory agencies | | | | |
| | | Workforce planning including apprenticeships | | | | |
| | | Continuing development of post holders | | | | |
| | | Continuing development of councillors | | | | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to : On track? (RAG) | |
|--------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? (RAG) | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------|----------------------------------------------|-------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Change Programme - projects (2026 fees reviews, Lillington library etc) | | Marianne Rolfe | Saving 20-25K | Finance, Housing, Legal | Housing | 1st April 25 - lease | Mar-26 | Green | in progress |
| Corporate Projects - CCTV new home, linen street, Covent garden, Christine ledger | | Marianne Rolfe | | Governance, Finance, Housing, Assets, Strategic | TBC | TBC | Mar-26 | Green | in progress |
| Corporate Projects - Project management Improvement group | | Strategic | | | | | | Green | in progress |
| Digital transformation -Procurement development for the new back office system | | Elizabeth Young | | ICT, Finance | ICT, Finance | | Mar-26 | Green | |
| Digital transformation - Further online form integration activities | | Marianne Rolfe | Within existing budget | ICT | ICT, Finance | Within work programme | Mar-26 | Green | |
| Digital transformation - Continuous improvement of information for customers on website | | Elizabeth Young | Within existing budget | | ICT, Finance | Within work programme | Mar-26 | Green | |
| Digital transformation - future of the ECINs system and identification of a replacement. | | Elizabeth Young | TBC | ICT | ICT, Finance | TBC | Mar-26 | Green | potential continue with same product one more year. expires end of march. investigations underway for a replacement. |
| Digital transformation - Digitisation of remaining paper records | | Lorna Hudson | TBC | ICT | ICT, Finance | TBC | Mar-26 | Green | In progress |
| Policies - Policy reviews & development (Business Charter, Enforcement Policy, Air Quality Strategy, Pavement License, Licensing Act, Sexual Entertainment, Safeguarding, Taxi Handbook, Smoke control, Sampling, Public Health) | | Marianne Rolfe | Within existing budget | Housing, Planning, neighbourhood | Housing, Planning, neighbourhood | | Mar-26 | Green | |
| Air Quality - Delivery against the air quality action plan | | Lorna Hudson | Within existing budget | Climate Change, PAE, Finance | Place and Economy | September 2025 Annual air quality status submission to Defra for Approval. Circulated to Councillors and HCP PH for comment. Published on approval from DEFRA | Mar-26 | Green | |
| Air Quality - Review of the Air quality action plan | | Lorna Hudson | Within existing budget, raised grant funding | PAE, Finance | TBC | Publication from DEFRA of new guidance on PM2.5 TBC, Procurement of new modelling software by WCC TBC | Apr-25 | Green | Draft version being reviewed by officers prior to submission to DEFRA. Completed in accordance with DEFRA requirements and Templates. |
| Air Quality - Investigation of opportunities and programmes which would enhance air quality | | Lorna Hudson | Within existing budget, raised grant funding | Climate Change, PAE, Finance | PAE, Climate Change | TBC | Mar-26 | Green | |
| Air Quality - Ensure linked to the Climate Change Action Plan. (i.e. park and ride, transport options, sharing air quality data, promotion of flood alerts) | | Lorna Hudson | Within existing budget, raised grant funding | Climate Change, PAE, Finance | Place and Economy, Climate Change | TBC | Mar-26 | Green | |
| Air Quality - Engage in strategy development where air quality can be influenced | | Lorna Hudson | Within existing budget, raised grant funding | Climate Change, PAE, Finance | Place and Economy, Climate Change | TBC | Mar-26 | Green | |
| Regulation - Review of existing Public space protection orders | | Elizabeth Young/Lorna Hudson | Within existing budget | ALL | Governance, DCX, | Sep-23 | Apr-25 | Green | |
| Regulation - re-establish private water supply inspection & risk assessment regime | | Lorna Hudson | Within existing budget | TBC | TBC | TBC | Mar-26 | Amber | carried over 23/24 |
| Community Safety - future of linen street feasibility studies | 22F | Housing | TBC | SCLE, Finance | Finance | TBC | Mar-25 | Green | |
| Community Safety - relocation of CCTV service | | Elizabeth Young | TBC | Assets, Strategic | Assets | TBC | Mar-25 | Green | |
| Grants - delivery of UKPF projects | 14F | PAE | Grants | SCLE, Finance | PAE | TBC | Mar-26 | Green | |
| Grants - delivery of other grant programmes | | Elizabeth Young/ Ann Hill | Grants | TBC | TBC | TBC | Mar-26 | Green | |

Performance Measures

| | | | | | | | | | | | | Reporting Month |
|------------|---------|--------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------|----------|---|--------------------------------------|----------------|----------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target / Measure | Higher or lower is better? | Progress | | Comments | Current Status | Lead Officer | April-25 |
| CP1 | Target | Delivering Valued, Sustainable Services | No | Percentage requests for service received, first response to within defined target times | 95% | Higher | 0.0% | 0 | | | Marianne Rolfe | As Heading |
| CP2 | Measure | Delivering Valued, Sustainable Services | No | Percentage requests for service received, completed within defined target time | 86% | Higher | 0.0% | 0 | | | Marianne Rolfe | As Heading |
| | | | No | Percentage of Anti-Social Behaviour (ASB) high-risk victims, where through coordinated multi-agency interventions, the risk is reduced to a lower level within 6 months. | 80% | Higher | 0.0% | 0 | | | | |
| CP3 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Percentage of ASB perpetrators deterred at first intervention (incl. ASB Advisory/ASB Warning/ Acceptable Behaviour Contract/Community Protection Warning [excl. begging]). | 80% | Higher | 0.0% | 0 | | | Jon Barnett | Q1 Apr - Jun |
| CP4 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Percentage of CCTV incidents self sourced | 55% | Higher | 0.0% | 0 | | | Jon Barnett | Q1 Apr - Jun |
| CP5 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | 75% of noise nuisance investigations are resolved within measure period | 0% | Lower | 0.0% | 0 | | | Martin Riley | As Heading |
| CP6 | Measure | Delivering Valued, Sustainable Services | No | Background Air quality does not exceed 200um/m3 as an hourly mean (measured in events) | 0.0 | Lower | 0.0 | 0 | | | Frances Taylor | Q1 Apr - Jun |
| CP7 | Target | Creating Vibrant, Safe and Healthy Communities of the Future | No | Average end-to-end time for HEART adaptations | 380 | Lower | 0 | 0 | | | Frances Taylor | As Heading |
| CP 8 (A12) | Measure | Health, Homes and Communities | Yes | Reduction in reported Antisocial Behaviour in identified hotspot locations patrolled by Wardens. | 103 | Higher | 0 | 0 | reported once data becomes available | | Paul Hughes | Q1 Apr - Jun |
| CP9 | Measure | Delivering Valued, Sustainable Services | Yes | Reduction in reported Serious Violence in identified hotspot locations patrolled by Wardens. | 43 | Lower | 0 | 0 | reported once data becomes available | | Jon Barnett | Q1 Apr - Jun |
| CP10 | Measure | Delivering Valued, Sustainable Services | | | | | | | | | Jon Barnett | Q1 Apr - Jun |

| | |
|---------------------------------|------------------------------------------------------------------------------------------------------------------|
| Service Area Plan Year : | 1 April 2025 to 31 March 2026 |
| Service Area : | Customer & Digital Services |
| Service Area Manager: | David Elkington |
| Portfolio Holder(s): | Jim Sinnott (Safer, Healthier and Active Communities) Jessica Melrose (People and Organisational Development) |

Sections:

| |
|---------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workload & Major Workstreams |
| Performance |
| Risk Management |

| Links to Council Strategy – Warwick 2030 | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|
| Theme and Strategic Goals | | Direct | Indirect |
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | | |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | | |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | | |
| | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | | |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | | |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | | |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | | |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | | |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | | |
| | 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | | |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | | |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | | |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | | |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | | |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | | |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | | |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | | |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | | |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | | |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | | |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | | |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | | |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | | |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | |

Service Overview

| Key to : Actual Workload to date 25/26 (updated half yearly) | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | Service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
|--------------------------|-------------------------------------|-----------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | | | | | | |
| Desktop Services | Service Desk | Response to ICT incidents | c. 800 tickets / quarter | Incident demand varies depending on circumstances. | | |
| | | Completion of fulfilment requests | c. 2500 tickets / quarter | Fulfilment requests varies depending on circumstances. | | |
| | | Provision of advice | c. 500 tickets / quarter | | | |
| | | Problem management | c. 30 tickets / quarter | | | |
| | | Account and access management | c. 10 tickets / quarter | | | |
| | | ICT asset preparation and distribution | c. 20 units / monthly | | | |
| | | Desktop software update and release management | c. 100 / per device | Most updates are typically automated and rolled out to equipment without significant direct intervention. | | |
| | | Cyber response | | | | |
| | | Change management | c. 20 standard / monthly | Measures considers standard changes within the ICT environment on a per monthly basis. Excludes standard changes for fulfilment requests and emergency changes. | | |
| | | Supplier relationship management | 3 -5 hours / weekly | | | |
| | | Procurement of ICT goods and services | c. 30 initiatives / monthly | Procurements within desktop are typically quite low value, frequent activities such as obtaining headsets, laptops, small items of equipment, etc. | | |
| | | ID card / Door access management | c. 10 units / monthly | | | |
| | | Mobile phone support and procurement | c. 10 units / quarterly | Considers general mobile phone procurement only, not specific projects such as mobile refresh. | | |
| | Desktop Productivity | Expert support for desktop environment | c. 20 tickets / monthly | | | |
| | | Software distribution management | 10 -15 hours / weekly | | | |
| | | Mobile and compute device management | 2 - 3 Hours / weekly | | | |
| | | Complex license and compliance management | 2 - 3 Hours / weekly | | | |
| | | Public Service Network management | 1 - 2 hours / weekly | | | |
| | | Cybersecurity management | 3-5 hours / weekly | | | |
| | | Requirements specification | 1 hour or less / weekly | | | |
| | | Office 365 administration | 1 - 2 Hours / weekly | | | |
| | | Printers and Printing Management | 1 hour or less / weekly | | | |
| | | Proxy Server Administration | 1 - 2 Hours / weekly | | | |
| Infrastructure Team | Network and Communications | Expert support for network environment | c. 20 tickets / monthly | | | |
| | | Environment and performance monitoring | 2 - 3 Hours / weekly | | | |
| | | Configuration and maintenance of physical devices | 1 - 2 Hours / weekly | | | |
| | | Patching and connection | 1 hour or less / weekly | | | |
| | | Address scheme management | 1 hour or less / weekly | | | |
| | | DNS record maintenance | 1 hour or less / weekly | | | |
| | | Firewall configuration and maintenance | 1 hour or less / weekly | | | |
| | | VPN and RDS Gateway maintenance | 1 hour or less / weekly | | | |
| | | Software patching and upgrades | 2 - 3 Hours / weekly | | | |
| | | Intrusion detection and monitoring | 2 - 3 Hours / weekly | | | |
| | | Procurement and asset management | 1 hour or less / weekly | | | |
| | | Supplier relationship management | 2 - 3 Hours / weekly | | | |
| | | Wide area network management | 5 - 10 Hours / weekly | | | |
| | | Telephony configuration and development | 2 - 3 Hours / weekly | | | |
| | | Contact Centre Support | 2 - 3 Hours / weekly | | | |
| | | PSN Network Configuration and Management | 2 - 3 Hours / weekly | | | |
| | Server and Storage | Expert support for physical server environment | c. 20 tickets / monthly | | | |
| | | Expert support for virtual server environment | c. 15 tickets / monthly | | | |
| | | Environment and performance monitoring | 2 - 3 Hours / weekly | | | |
| | | Configuration and maintenance | 1 - 2 Hours / weekly | | | |
| | | Hardware procurement | 1 hour or less / weekly | | | |
| | | Core software support and maintenance | 10 -15 hours / weekly | | | |
| | | Hypervisor maintenance | 1 hour or less / weekly | | | |
| | | Procurement and asset management | 1 hour or less / weekly | | | |
| | | Supplier relationship management | 2 - 3 Hours / weekly | | | |
| | | Maintenance and Optimisation of storage | 2 - 3 Hours / weekly | | | |
| | | Capacity management and planning | 1 - 2 Hours / weekly | | | |
| | | Backup operations, maintenance and testing | 5 - 10 Hours / weekly | | | |
| | | Disaster recovery operations | 1 hour or less / weekly | | | |
| | | Business Continuity | 1 hour or less / weekly | | | |
| | | Cybersecurity monitoring and response | 3-5 hours / weekly | | | |
| | | Cloud integration support | 1 hour or less / weekly | | | |
| | | Database Administration | 3-5 hours / weekly | | | |
| | | Azure and Active Directory Management | 1 - 2 Hours / weekly | | | |
| | | Antivirus Administration | 1 - 2 Hours / weekly | | | |
| | | Server and Client Central Management (SCCM) | 1 - 2 Hours / weekly | | | |
| | | Office 365 Administration | 1 - 2 Hours / weekly | | | |
| Application Support Team | Application Support | Expert support for line of business applications | | | | |
| | | Application performance and usage monitoring | | | | |
| | | Configuration and maintenance of supporting software | | | | |
| | | Co-ordination with Infrastructure Team | | | | |
| | | Co-ordination with Desktop Team | | | | |
| | | Software patching and upgrades | | | | |
| | | Service transition support | | | | |
| | | Change management | | | | |
| | | Supplier relationship management | | | | |
| | | Sharepoint technology support | | | | |
| | | Database optimisation and support | | | | |
| | | OS optimisation and support | | | | |
| | Application Development | Application development (coded) | | | | |
| | | Development/Integration of COTS solutions | | | | |
| | | Data transformation and transference | | | | |
| | | Project support | | | | |
| | Street Naming and Numbering | Requirements gathering | | | | |
| | | Delivery of Street Naming and Numbering process | | | | |
| | | Co-ordination with internal and external stakeholders | | | | |
| | | Management of internal SNN policy | | | | |
| | Mapping and Spatial Data Management | Collection of SNN fees | | | | |
| | | Delivery of the Local Land and Property Gazetteer | | | | |
| | | Spatial data capture and management | | | | |
| | | Support for Planning service | | | | |
| Transformation Team | Project Management | Management of ICT and Digital related projects | | | | |
| | | Identification of future Digitalisation opportunities | | | | |
| | | Coordination with services and other ICT groups. | | | | |
| | Service Design | Co-ordination of business process modifications | | | | |
| | | Identification of future process improvements | | | | |
| | | Identification of service training requirements | | | | |
| | | Conducting User Research | | | | |
| | | Assisting business teams in the redesign of services to meet customer needs | | | | |
| | | | | | | |
| | | | | | | |
| | | Housing Benefits | | Assessment and payment of claims for housing benefit in line with DWP scheme. | | |

| | | | | | | |
|--------------------------------|------------------------------------|---------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Benefits and Customer Services | Benefits | Council Tax reduction | | Assessment of council tax reduction claims in line with Council's scheme. Including administering discretionary housing payments to housing benefit and universal credit customers. | | |
| | Customer Service | Customer Service Team | | Take Revenues, Benefits and Switchboard telephone calls | | |
| | | Reception / One Stop Shops | | To work with WCC to ensure customers can obtain the services they need efficiently and effectively as possible. | | |
| Service Management | Budget Management | Delivery of C&DS services and projects within budget | | | | |
| | | Regular meetings with finance officers | | | | |
| | | Financial planning short/medium term | | | | |
| | | Identification / Monitoring of savings opportunities | | | | |
| | | Monitoring of financial performance | | | | |
| | | Telephony Billing | | | | |
| | Procurement | Attendance of key officers at in-house training | | | | |
| | | Regular meetings with procurement officers | | | | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | | |
| | Contract Management | No. Contracts due for renewal during the year (as identified above) | | | | |
| | | Training in relation to contract monitoring | | | | |
| | | Quarterly update of the contract register | | | | |
| | Audits | External Audit programme 2025/26 | | | | |
| | | Contribution to general Council audit. | | | | |
| | | Internal audit programme 2025/2026 | | | | |
| | | TBC | | | | |
| | | TBC | | | | |
| | | TBC | | | | |
| | Risk Management | Regular review at departmental management meetings | | | | |
| | | Annual review | | | | |
| | | Quarterly Portfolio Holder review | | | | |
| | | Implementation of mitigation and controls | | | | |
| | | Monitoring of control measures and incident reporting | | | | |
| | Service Assurance | Actions arising out of Annual SA document include: - | | | | |
| | | Monitoring of customer measures | | | | |
| | | Corporate "refresher" training | | | | |
| | | Business Continuity Plan maintenance | | | | |
| | | Completion of the statutory returns | | | | |
| | Corporate Health and Safety | Ongoing reviews of risk assessment | | | | |
| | Service Delivery | Co-ordination of ICT efforts with other services | | | | |
| | | Horizon-scanning to meet service needs | | | | |
| | | Responding to statutory changes | | | | |
| | | Monitoring service performance and quality | | | | |
| | Workforce Planning and Development | Establishment and Vacancy Management | | | | |
| | | Continuing professional development of C&DS Team | | | | |
| | | Appraisals and Performance Management | | | | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| | |
|------------------------|---------------------------------------------------------------|
| Key to : On track? RAG | |
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------|------------------------------------------|------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| C&DS - Warwick 2030 Overall programme of transformation and digitalisation of Council services to take advantage of new technologies and promote efficient ways of working. | | David Elkington | CapEx - Digital Seed Funding is available to support initial developments. Revenue - Assessed on a per-initiative basis | | All (Directly) | Defined as part of project plan. | April 2030 | | Corporate Initiative |
| C&DS - Corporate CRM Introduction of a centralised Customer Relationship Management System to co-ordinate the fulfilment of customer interactions and service requests. | | David Elkington | CapEx - Digital Seed Funding is available to support initial developments. Revenue - Assessed on a per-initiative basis | | All (Directly) | Defined as part of project plan. | April 2030 | | Ongoing Project |
| C&DS - Corporate HQ Relocation Support for the future relocation of services out of Saltisford One. | | David Elkington | CapEx - Not defined. Revenue - Not defined. | | All (Directly) | Defined as part of project plan. | April 2029 | | Corporate Initiative |
| ICT - Hybrid Mail Introduction of Hybrid Mail facilities across WDC services for the distribution of 2nd and 1st class post. | | Tass Smith | Revenue - Within existing budgets across services | | All (Directly) | Defined as part of project plan. | April 2026 | | Ongoing Project |
| ICT - Laptop Replacement Programme Replacement of staff laptops on five year cycle. | | Lee Millett | CapEx - Included in ICT Budget for 2025/26, 2026/27. | | All (Directly) | Defined as part of project plan. | April 2027 | | Must Do Project |
| ICT - Windows 11 Rollout of Windows 11 across all WDC Desktop Devices. | | Lee Millett | Within existing budget | | All (Directly) | Defined as part of project plan. | October 2025 | | Must Do Project |
| ICT - Exchange Replacement Decommissioning of current Exchange 2016/19 on-premise infrastructure for local apps before End of Life in Oct 2025. | | Richard Bates | Within existing budget | | All (Directly) | Defined as part of project plan. | October 2025 | | Must Do Project |
| ICT - Server 2016 Replacement Decommissioning of current Windows Server 2016 environments before End of Life in Oct 2025. | | Richard Bates | Within existing budget | | All (Directly) | Defined as part of project plan. | January 2027 | | Must Do Project |
| ICT - Regulatory Services Software Replacement of the Civica APP Regulatory Services, Licensing and Private Sector Housing software solution. | | TBC | CapEx - Anticipated Initial Funding is included in ICT Budget for 2025/26 Revenue - Unfunded | | Community Protection | Defined as part of project plan. | TBC | | This project cannot start until the replacement of the DC/BC software is complete as the same resources are required to support both initiatives. |
| ICT - One Drive Migration & File store Cleardown Migration of individual, service area and shared data from on-premise storage systems to One Drive or SharePoint Storage (part of MS Teams). | | Lee Millett | Within existing budget | | All (Directly) | Defined as part of project plan. | TBC | | Carried over multiple times. Significant resourcing issues. Will require input from Governance team. |
| ICT - Cybersecurity Review Ongoing review of the Council's cybersecurity arrangements. | | David Elkington | Within existing budget | | All (Directly) | Defined as part of project plan. | Ongoing | | |
| ICT - Policy Review Complete review of ICT's existing policies which govern the delivery of the service. | | David Elkington | Within existing budget | | All (Directly) | Ongoing workload. | Ongoing | | |
| ICT - Website Review Appraisal of the Council's website and hosting solution to identify potential improvements to usability, design, integration and resilience. | | Tass Smith | CapEx - Unfunded Revenue - Unfunded | | Communications Team All (Directly) | Will be defined as part of project plan. | August 2025 | | Project to support the Communications team prior to the end of the existing Jadu Web CMS platform. |
| ICT - DC Software Replacement Replacement of the Accolade system | | Tass Smith | CapEx - Funded up to £300,000 Revenue - Will most likely require growth funding year 2 onwards | | Planning Team Building Control Team Land Charges GIS Team | Will be defined as part of project plan. | April 2026 | | Due to limited resources, other major software replacements are unlikely to commence until this project is completed. |
| ICT - GIS and LLPG Software Replacement Replacement of the GIS, Web Mapping, LLPG and SMH system. | | Mark Bayliss | Within existing budget | | GIS Team All (Indirectly) | Will be defined as part of project plan. | April 2025 | | Ongoing Project |
| ICT - LLPG Unique Property Reference Numbers Integration of the URPN across back-office platforms. | | Mark Bayliss | Within existing budget | | GIS Team All (Indirectly) | Will be defined as part of project plan. | April 2026 | | Project was first suggested as part of change programme. |
| ICT - Replacement Backup and Disaster Recovery Solution Replacement of the Council's existing backup and disaster recovery solutions. | | Richard Bates | Within existing budget | | All (Indirectly) | Will be defined as part of project plan. | June 2025 | | |
| ICT - RSA / AnyConnect Replacement of the RSA Authentication system and the upgrading/replacement of AnyConnect with a resilient platform. | | Richard Bates | Within existing budget | | All (Directly) | Will be defined as part of project plan. | June 2025 | | |
| ICT - PSTN/ISDN to IP Migration Preparation of legacy telephone services to migrate from PSTN to digital services | | Richard Bates | Within existing budget | | Dependent upon specific services being migrated. | | April 2026 | | Completion is governed by external timescales. |
| ICT - Power BI Review the potential and skills requirements to support greater corporate use of PowerBI | | Mark Bayliss | Within existing budget | | All (Indirectly) | Will be defined as part of project plan. | April 2026 | | |
| ICT - Operational Team Sites Creation of operational areas within MS Teams where services can collaborate, share important information and define their service operations. | | Mark Bayliss | Within existing budget | | All (Directly) | Will be defined as part of project plan. | April 2026 | | |
| ICT - Artificial Intelligence Development of a corporate stance toward AI and it's potential use within service areas. | | David Elkington | Within existing budget | | All (Indirectly) | Will be defined as part of project plan. | April 2026 | | |
| ICT - Print Solution Replacement Support to replace the Council's print solution prior to the end of it's contract. | | Lee Millett | CapEx - Unfunded Revenue - Unfunded | | All (Indirectly) | Will be defined as part of project plan. | April 2026 | | The print contract is currently within the Communications Team. |
| CS - Creation of Centralised Customer Service Function Migration of front facing contact points to a centralised Customer Service team. Dependent on Warwick 2030 programme. | | Andrea Wyatt | CapEx - Will be considered on a case by case basis. Revenue - Will be considered on a case by case basis. | | All (Indirectly) | Will be defined as part of project plan. | April 2030 | | This is an ongoing project as part of the Council's Change Programme. |
| CS - Development of Performance and Customer Satisfaction Framework Develop more interactive and useful means to measure customer satisfaction and performance as part of a continual service improvement initiative. | | Andrea Wyatt | Within existing budget | | Customer Services | | June 2025 | | |
| CS - Customer Access Strategy Development of a customer access strategy that can be applied across the revised centralised services. | | Andrea Wyatt | Within existing budget | | All (Indirectly) | | September 2025 | | |
| CS - DWP Memorandum of Understanding Achieve compliance with the DWP MoU regarding shared data access services. | | Andrea Wyatt | Within existing budget | | Customer Services Benefits | Will be defined as part of project plan. | September 2025 | | This is requirements to continue accessing DWP data. |
| CM - Community Strategy Development of a Community Strategy that can be applied across Council services with community involvement. | | Bernadette Allen | Within existing budget | | All (Indirectly) | Will be defined as part of project plan. | September 2025 | | |
| CM - Community Lottery Implement a community lottery to further support local good causes and community development. | | Bernadette Allen | Within existing budget | | None Directly | Will be defined as part of project plan. | September 2025 | | |
| CM - Community Lottery Implement a community lottery to further support local good causes and community development. | | Bernadette Allen | Within existing budget | | None Directly | Will be defined as part of project plan. | September 2025 | | |

Performance Measures

| | | | | | | | | | | | Reporting Month |
|-------|---------|------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------|--------|----------------------------|----------|----------|----------------|-----------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | |
| CDS1 | Measure | Maintain or Improve services | No | Incident Management - Number of Incidents Raised | 200 | Lower | 0 | 0 | | David Elkington | April-25 |
| CDS2 | Measure | Maintain or Improve services | No | Incident Management - Incidents Handled within SLA | 85 | Higher | 0.00 | 0 | | David Elkington | April-25 |
| CDS3 | Measure | Maintain or Improve services | No | Incident Management - First Fix Resolution Rate | 75.0% | Higher | 0.0% | 0 | | David Elkington | April-25 |
| CDS4 | Measure | Maintain or Improve services | No | Incident Management - Number of Service Requests Raised | 3000 | Lower | 0 | 0 | | David Elkington | Q1 Apr - Jun |
| CDS5 | Measure | Maintain or Improve services | Yes | Availability Management - Service Availability | 99.0% | Higher | 0.0% | 0 | | David Elkington | Q1 Apr - Jun |
| CDS6 | Measure | Maintain or Improve services | No | Availability Management - Number of Unplanned Service Disruptions (Full Service Failure) | 3 | Higher | 0 | 0 | | David Elkington | As Heading |
| CDS7 | Measure | Maintain or Improve services | No | Contract Management - % ICT Software/Hardware/Support contracts current and compliant | 100.0% | Higher | 0.0% | 0 | | David Elkington | As Heading |
| CDS8 | Measure | Maintain or Improve services | No | User Satisfaction - % of users rating ICT Service as good or very good | 1 | Higher | 0.0% | 0 | | David Elkington | Q1 Apr - Jun |
| CDS9 | Measure | Maintain or Improve services | No | Change Management - Number of Emergency Changes | 2 | Lower | 0 | 0 | | David Elkington | As Heading |
| CDS10 | Measure | Maintain or Improve services | No | Average number of days from receipt of all information to determine new benefit / reduction claims | 30 | Higher | 0 | 0 | | Andrea Wyatt | Q1 Apr - Jun |
| CDS11 | Measure | Maintain or Improve services | No | Average number of days from receipt of all information to determine changes to benefit / reduction claims | 14.00 | Lower | 0 | 0 | | Andrea Wyatt | As Heading |
| CDS12 | Measure | Maintain or Improve services | No | Number of Benefits / Revenues calls to customer service centre | 2500 | Higher | 0 | 0 | | Andrea Wyatt | As Heading |

| | |
|--------------------------------|------------------------------------|
| Service Area Plan Year: | 1 April 2025 to 31 March 2026 |
| Service Area : | Finance |
| Service Area Manager: | Andrew Rollins |
| Portfolio Holder(s): | Cllr Jonathan Chilvers (Resources) |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Linkages to Council Strategy – Warwick 2030 | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|
| Theme and Strategic Goals | | Direct | Indirect |
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | | |
| | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | | |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | | |
| | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | | |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | | |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | | |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | | |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | | |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | | |
| | 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | | |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | | |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | | |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | | |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | | |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | | |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | | |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | | |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | | |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | | |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | | |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | | |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | | |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | | |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | |

Service Overview

| | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Key to : Actual Workload to date 25/26 (updated half yearly) | |
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | Service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | | | | |
|-------------------------|-------------------------|---------------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | | | Estimated Expected Workload | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
| Accountancy | Accountancy | Budget / Council Tax Setting | | Ensure council tax and budget setting complies with legislation, meets Council priorities and is within available resources. | | |
| | | Budget Review | | To monitor income and expenditure on an on-going basis and assess implications for medium term financial strategy, reporting regularly to SLT and members. | | |
| | | Final Accounts | | Ensure annual accounts closed down correctly and promptly. Production of Annual Statement of Accounts within statutory deadlines. Liaison with external auditors. | | |
| | | Fees and Charges | | Ensure fees and charges are set through liaison with service areas and reported to members | | |
| | | Financial Advice | | Advise officers and members of the financial implications of proposed actions and decisions and provide appropriate challenge. | | |
| | | Financial Planning | | Forecast the Council's income and expenditure for the General Fund and Housing Revenue Account as part of the Medium Term Financial Strategy and HRA Business Plan. | | |
| | | Parish / town council support | | Arrange payments to parish/town council in respect of precepts. | | |
| | Treasury Management | Investments | | Manage the Council's investments to minimise risk whilst securing the optimum return. | | |
| | | Cashflow | | Manage the Council's banking, cashflow and borrowing requirements. | | |
| | | Capital | | Funding the Council's Capital Programme. | | |
| | | Rural and Urban Capital Initiatives Scheme | | Manage the Council's RUCI scheme, making recommendations to Executive on grant awards, payment and monitoring of awards agreed. | | |
| | | | | | | |
| Audit, Risk & insurance | Audit, Risk & Insurance | Internal Audit | | Provision of comprehensive internal audit service for management in line with the Internal Audit Strategic Plan. | | |
| | | Risk Management | | Promote and advise on good risk management across the authority. | | |
| | | Insurances | | Ensure that the Council is appropriately insured in the provision of its services and manage any resulting claims. | | |
| | | Investigations | | Undertake ad-hoc internal investigations on behalf of management. | | |
| | | Fraud Investigation | | Undertake investigations into fraud against the council in respect of services such as council tax, business rates, house lettings. Promotion of fraud awareness. | | |
| Revenues | Revenues | Collection of Council Tax | | Maintenance of council tax records, award of reliefs, calculation of tax due, billing and recovery thereof. | | |
| | | Collection of Business Rates | | Maintenance of business rates records, award of reliefs, calculation of rates due, billing and recovery thereof. | | |
| | | Recovery of CT, BR and benefit overpayments | | Take appropriate action to recover sums due to the Council, including use of magistrates courts. | | |

| | | | | | | |
|--------------------|------------------------------------|---------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Procurement | Procurement Team | Lead / Manage corporate procurement | | Review and develop the Council's approach to procurement, management of the Council's Procurement Strategy and completion of the Procurement Action Plan. | | |
| | | Maintain contracts register | | Work with officers across the Council to ensure that the Council's contract register is correct, is duly published, and contracts within the register are appropriately managed. | | |
| | | Lead / advise on procurement and tenders | | Advise and assist officers in the procurement of goods and services in line with the Council's Code of Procurement Practice and UK Regulations. | | |
| | | Lead / advise on Corporate purchasing and spend | | Manage, maintain and improve the purchasing and contracts functionality of the Finance Management Solution. | | |
| | | Lead / advise on Contract Management | | Advise and assist officers on good contract management practices in line with the Council's Code of Procurement Practice and UK Regulations. | | |
| | | | | | | |
| | Financial Services Team | Payment of suppliers | | Arrange payment to suppliers for goods ordered. | | |
| | | Recovery of sundry debts | | Raise sundry debt accounts for sums due to the Council, and recovery thereof. | | |
| Service Management | Budget | Regular budget monitoring | | | | |
| | | Delivering services within budget | | | | |
| | Procurement | Attendance of key officers at in-house Ongoing training | | Ongoing training of officers and those participating in procurement | | |
| | | Regular meetings with procurement officers | | | | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | | |
| | | Planned Procurement exercises in year: | | Scheduled procurement exercises and review of long term service level agreements. | | |
| | | Electronic payment system | | | | |
| | | Revenues & Benefits system | | | | |
| | | Service level Agreements | | | | |
| | | AMS T1 Support | | | | |
| | | Bristol & Suitor - Enforcement agent | | | | |
| | | Oxford City Council | | | | |
| | Contract Management | No. Contracts due for renewal during the year (as identified above) | | Ongoing training | | |
| | | Training in relation to contract monitoring | | | | |
| | | Quarterly update of the contract register | | | | |
| | Audits | External Audit programme 2022/23 | | | | |
| | | Statement of Accounts 2021/22, including VFM | | | | |
| | | Statement of Accounts 2022/23, including VFM | | | | |
| | | Housing Benefits | | | | |
| | | Internal audit programme 2023/2024 | | | | |
| | | Financial Strategy, Planning and Budgetary Control | | | | |
| | | Main Accounting System | | | | |
| | | Treasury Management | | | | |
| | | Sundry Debtors | | | | |
| | | Payment of creditors | | | | |
| | Risk Register | Regular review at departmental management meetings | | | | |
| | | Annual review | | | | |
| | | Quarterly PH review | | | | |
| | | Peer Review at SMT, by Risk Manager and Insurance Officer | | | | |
| | | Implementation of mitigation and control | | | | |
| | Service Assurance | Actions arising out of Annual SA document include: - | | | | |
| | | Monitoring of customer measures | | | | |
| | | Refresher training in procurement and finance procedures, where appropriate | | | | |
| | | Update of Business Continuity Plan | | | | |
| | | Completion of the statutory returns. | | | | |
| | Corporate Health and Safety | Ongoing reviews of risk assessment (Covid and standard) | | | | |
| | Workforce Planning and Development | Establishment | | | | |
| | | Vacancies | | | | |
| | | Recruitment to vacant posts. | | | | |
| | | Continuing development of post holders | | | | |
| | | Monitoring | | S151 Shareholder Rep for MHL. Quarterly meetings for | | |
| | | Assurance | | | | |

| | | | | | |
|---------------------|-------------------------|--|--------------------------|--|--|
| MHL Shareholder Rep | Review of Business Plan | | monitoring and assurance | | |
|---------------------|-------------------------|--|--------------------------|--|--|

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| | |
|------------------------|---------------------------------------------------------------|
| Key to : On track? RAG | |
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Sponsor/Lead Officer | Budget Impact | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments |
|-------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Budget Pressures | | | | | | | |
| Following Corporate Decisions | Head of Finance - Andrew Rollins | TBC | Unknown | Qtrly Budget Reviews | Feb-24 | Green | Presenting a balanced budget and ongoing sustainable position through the Medium Term Financial Strategy will require delivery of existing budgetary proposals, delivery within already agreed budgets and for further schemes to be developed. |
| Change Management programme | Head of Finance - Andrew Rollins | TBC | All services contribute to the change process and will need to outline areas for | Qtrly Budget Reviews | Feb-24 | Amber | |
| New Financial Management System - Phase 2 | Principal Accountant (Systems) - Tony Sidhu | £30k support contract agreed in place currently for 23/24 | Delivery of phase will focus on tailored reporting and refining information to better support service management and delivery. | | Jun-24 | Green | |
| Production of audited 2024/25 Accounts, including VFM | Strategic Finance Manager - Steven Leathley | Additional budget required due to additional work required. Report in Q1 and Q2 budget reports 23/24 | All services contribute to the closure process and need to adhere to internally set deadlines to ensure delivery to statutory deadlines | Draft Accounts Published 30 June Audited Accounts signed and published Feb | Feb-26 | Amber | A timeline will be agreed with our External Auditors, Azets, in Feb-March 25 |
| Transforming Public Procurement | Strategic Procurement and Creditors Manager - Rebecca Reading | TBC | All services contribute to effective procurement | Monthly procurement board meeting | Oct-24 | Green | New procurement bill redefined the procurement principles and objectives for the UK as: <ul style="list-style-type: none">• Delivering value for money• Maximising public benefit• Sharing info to allow suppliers and others to understand the Authority's procurement policies and decisions• Acting and being seen to act with integrity |
| WMIZ LGI's | Head of Finance - Andrew Rollins | Capital schemes funded through IZ generated business rates rather than internal funding | Delivery of capital schemes supporting wider strategic priorities of Council | Quarterly Meetings | Mar-26 | Amber | Need to agree LGI's with WMCA by 31 March 26 |

Performance Measures

| | | | | | | | | | | | Reporting Month |
|-----|---------|---------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------|----------|----------|----------------|-----------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | |
| F1 | Measure | Maintain or Improve services | No | Prompt payment of invoices within 30 day payment terms | 95% | Higher | 0% | 0 | | Rebecca Reading | April-25 |
| F2 | Measure | Firm Financial Footing over long term | Yes | Completion of 24/25 Statement of Accounts | N/A | Higher | | 0 | | Andrew Rollins | Q1 Apr - Jun |
| F3 | Measure | Firm Financial Footing over long term | Yes | Financial Forecasts / Revenue performance within agreed tolerance | 2% | Higher | 0% | 0 | | | April-25 |
| F4 | Measure | Firm Financial Footing over long term | No | Efficient and timely council tax processing (Age of oldest item) - Days | 30 | Lower | 0 | 0 | | Steven Leathley | Q1 Apr - Jun |
| F5 | Measure | Maintain or Improve services | No | Number of Council Tax correspondence awaiting processing | 0 | Lower | 0 | 0 | | Paul Town | As Heading |
| F6 | Measure | Maintain or Improve services | No | Efficient and timely NNDR processing (Age of oldest item) - Days | 30 | Lower | 0 | 0 | | Paul Town | As Heading |
| F7 | Measure | Maintain or Improve services | No | Number of legal challenges (formal and informal) | 0 | Lower | 0 | 0 | | Rebecca Reading | Q1 Apr - Jun |
| F8 | Measure | Firm Financial Footing over long term | No | Percentage of locally supplied contracts (Warwickshire) | 10% | Higher | 0% | 0 | | Rebecca Reading | Q1 Apr - Jun |
| F9 | Measure | Firm Financial Footing over long term | No | Sundry Debt balance outstanding over 90 days (excl BID) | £140,000 | Higher | 0% | 0 | | Rebecca Reading | As Heading |
| | | | No | Number of transactions - orders, creditor invoices, Supplier Credit Notes, sundry debtor Credit notes & invoices AND Write Offs (This excludes Non-order transactions and receipting/income cash transactions, Direct Debit, rejections etc) | 500 | Higher | 0 | 0 | | | |
| F10 | Measure | Firm Financial Footing over long term | | | | | | | | Rebecca Reading | As Heading |
| F11 | Measure | Firm Financial Footing over long term | No | Value cashable and non-cashable fraud savings detected | N/A | Lower | | 0 | | Ian Davy | Q1 Apr - Jun |
| F12 | Measure | Firm Financial Footing over long term | No | Council tax collection rate | 24.6% | Higher | 0% | 0 | | Paul Town | Q1 Apr - Jun |
| F13 | Measure | Firm Financial Footing over long term | No | NNDR collection rate | 24.0% | Higher | 0% | 0 | | Paul Town | Q1 Apr - Jun |
| F14 | Measure | Firm Financial Footing over long term | No | Business Rate Growth (Rateable value) | | Higher | | 0 | | Paul Town | As Heading |
| F15 | Measure | Maintain or Improve services | Yes | Completion of Internal Audit Plan (% variation to profiled plan) | | Higher | | 0 | | Ian Davy | Q1 Apr - Jun |
| F16 | Measure | Firm Financial Footing over long term | No | Number of outstanding appeals (Business Rates) | | Higher | | 0 | | Paul Town | Q1 Apr - Jun |
| F17 | Measure | Maintain or Improve services | No | Percentage of SME contracts□ | 50% | Higher | 0% | 0 | | Rebecca Reading | Q1 Apr - Jun |
| | | | No | Number of missing contracts (contracts that are not signed by both parties and saved on file)□ | 5 | Higher | 0 | 0 | | | |
| F18 | Measure | Maintain or Improve services | No | Percentage of Procurement Projects submitting PPID on time (as per CoPP) | 80% | Higher | 0% | 0 | | Rebecca Reading | April-25 |
| F19 | Measure | Maintain or Improve services | | | | | | | | Rebecca Reading | Q1 Apr - Jun |
| F20 | Measure | Firm Financial Footing over long term | No | Efficient and timely council tax processing - average processing time | 15 | Lower | 0 | 0 | | Paul Town | As Heading |
| F21 | Measure | Firm Financial Footing over long term | No | Efficient and timely NNDR processing - Average processing time | 15 | Lower | 0 | 0 | | Paul Town | As Heading |

| | |
|---------------------------------|-------------------------------|
| Service Area Plan Year : | 1 April 2025 to 31 March 2026 |
| Service Area : | Governance Services |
| Service Area Manager: | Graham Leach |
| Portfolio Holder(s): | Ian Davison |

Sections:

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| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Delivering Valued, Sustainable Services | | Theme and Strategic Goals | | Direct | Indirect |
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| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | | | | This will become an embedded requirement within the report template for consideration by officers when producing decision making reports. |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | The Service Area will seek to contribute efficiencies in service delivery through reducing the cost of service provided. This will be championed by the Head of Service and their line managers within their teams to seek more efficient delivery of services. | | | Review of delivery of service to ensure best practice through efficient use of resource. This will include improving the use of IT as set out within the major workstreams for procurement of two IT systems. This will also see the development of the information governance system for handling requests more effectively. |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | The Service Area will look to bring forward proposals to the Change Board for consideration. | | | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | The Service Area will provide overall insight in performance across the Council supporting Service Areas in identifying appropriate benchmarking data while helping to understand the characteristics of Warwick District in respect of the community and service delivery. | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | The service area will continue to look for areas to improve access through digital services, a number of these projects are listed within the Major Work Streams for the Service Area | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | The Service Area will provide overall guidance for the Council in analysis of performance and reporting for Councillors and the wider community. This will be provided in a clear format to make it easily understandable on how well the Council is core services | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | The Service Area will support this through the management of its contracts within the procurement lifecycle. | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | | Employees are the key to the successful delivery of the services. Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce. The service ensures delivery against this corporate theme by: Ensure every member of staff has a personal development plan; Ensure staff understand their role and contributions to the service plan and how their performance will be assessed; Promote shadowing, mentoring within teams and across service areas; Ensure that staff are treated fairly and that policies are consistently applied; Fully involving the team in development of team operational plans and performance review; Ensuring Healthy work life balance; Ensuring mentoring to increase specialist skills ; Supporting with learning and development opportunities; Offering apprenticeship opportunities; Ensure that staff are developed in order to meet the need of the future service; Ensure the staff have the required competence. | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | 1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | The Service area will consider the opportunities for supporting these initiatives through its procurement activities for services within the local economy so far as is allowed within the procurement framework and legislation. | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| Low cost, low carbon energy across the District | | | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | No direct contribution | | | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | No direct contribution | | | |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | No direct contribution | | | |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | | | | | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | | | | | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | | No direct contribution | | | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | No direct contribution | | | The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council |

Service Overview

| | |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Key to: Actual Workload to date 25/26 (updated half yearly) | |
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload 25/26 (TBC APR 25) | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
|---------------------|--------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | | | | | | |
| Governance Services | Civic & Committee Services | Delivery of Council, Cabinet Committee and Sub-Committee meetings | 88 formal meeting | In addition to the 88 Formal meetings the team also expect to support a further 30 informal meetings. | White | |
| | | Support to Individual councillors | | | | |
| | | Support to the Chairman & Vice-Chairman of the Council in their civic roles | 2 Civic Dinners | | Amber | |
| | | Support the Scrutiny process for the Council | | | | |
| | | Managing the Members Allowances Scheme | Circa £400,000 expenditure | | | |
| | | Overall Management the Member Development | | | | |
| | Policy Performance & Complaints Management | Despatch of outgoing Council mail | £300,000 per annum expenditure on postal delivery | The number of complaints received is expected to increase with revised process and policy being introduced in the year in line with the Housing Ombudsman & Local Government & Social Care Ombudsman proposed code for complaints. | Green | |
| | | Management of Incoming mail and deliveries | | | Green | |
| | | Management of the Coporate Document Store | | | Green | |
| | | Oversee and Support the Coporate Complaints process | 61 Stage 1 complaints and 14 Stage 2 Complaints For 2023/24 | | Green | |
| | | Delivery of Performance information to the Senior Leadership Team and Councillors | | | Green | |
| | | To oversee Corporate Policy and Service Area planning to deliver a consistent approach | | | Green | |
| | | Support to back office teams across the Council | | | Green | |
| | Electoral Services | Delivery of the Electoral Registration Service | | | Green | |
| | | Introduction of Elections Act 2022 Phase 2 | | | Green | |
| | | Delivery of the 2025 WCC Elections | | | Green | |
| | Information Governance | Delivery of the Information Governance Framework for the Council | | | Green | |
| | | Overall responsibility for the management and response to information requests | circa 700 information requests per annum | | Green | |
| | Legal Services | Providing legal service and advice for the Council. | | The Legal Service is a shared service with Stratford-on-Avon-District Council. The Service delivery is monitored through KPI's as set out in the Service Level Agreement | Green | |
| | | | | | | |
| Service Management | Budget | Regular budget monitoring (including accountants) | | | Green | |
| | | Delivering service within budget | | | Green | |
| | | Savings to be achieved with as little service impact as possible | | | Green | |
| | | Reviewing opportunities to gain income for services | | | Green | |
| | | Ongoing budget management training | | | Green | |
| | Procurement | Attendance of key officers at in-house Ongoing training | | Ongoing training of officers and those participating in procurement. | Green | |
| | | Regular meetings with procurement officers | | | Green | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | Green | |
| | | Planned Procurement exercises in year: | | Within the SAP there will be procurement of contracts for Committee Management System, Electoral Management System and completion of the Hybrid Mail contract procurement | Green | |
| | | in accordance with contract programme | | | Green | |
| | Contract Management | Contracts due for renewal during the year (as identified above) | | Ongoing training of officers and those managing contracts. | Green | |
| | | Training in relation to contract monitoring | | | Green | |
| | | Quarterly update of the contract register | | | Green | |
| | Internal audit programme | Internal audit programme | | | Green | |
| | | in accordance with audit programme | | | Green | |
| | Risk Register | Regular review at departmental management meetings | | | Green | |
| | | Annual review | | | Green | |
| | | Quarterly PH review | | | Green | |
| | | Peer Review at SLT, by Risk Manager and Insurance Officer | | | Green | |
| | | Implementation of mitigation and control | | | Green | |
| | Service Assurance | Actions arising out of Annual SA document include: - | | | Green | |
| | | Monitoring of customer measures | | | Green | |
| | | Refresher training in procurement and finance procedures, where appropriate | | | Green | |
| | | Update of Business Continuity Plan | | | Green | |
| | Corporate Health and Safety | Ongoing reviews of risk assessment (Covid and standard) | | | Green | |
| | Workforce Planning and Dvelopment | Establishment | 21 | During the year there will be a minor review to structures within the teams. | Green | |
| | | Vacancies | 1 | | Green | |
| | | Review of the service organisation structure | | | Green | |
| | | Recruitment to vacant posts. | | | Green | |
| | | Keeping up to date with key change programmes from statutory agencies | | | Green | |
| | | Authorisation review | | | Green | |
| | | Continuing development of post holders | | | Green | |
| | | Continuing development of councillors | | | Green | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to: On track? RAG | |
|-----------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference on corporate list | Sponsor/Lead Officer | Budget Impact | Input needed from other services | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Procurement (and if needed implementation) of Committee Mangement System | | Civic & Committee Services Manager Patricia Tuckwell | Budget provision made for initial procurement and plan for ongoing to be met within savings in Team budget | | ICT, Procurement and Finance involved. The system will see move to work flow fore report writing to reduce waste of report writing process | Procurement in early 2025, roll out of new system in summer 2025 followed by development of workflow | | Amber | |
| Corporate Complaints - Move to handling through CRM | | Policy, Performance & Complaints Manager - Dale Duffy | Minimal expenditure expected | | All Services for awareness and training | Awaiting completion of CRM for Waste calls to allow resources to be available from ICT | | Green | |
| Information Governance Framework Refresh | | Information Governance Manager - Gary McCann | No anticipated budget impact | | All Services for awareness and training | | Late 2025 | TBC | |
| Review of Members Allowances - Including investigation of a potential Policy for Maternity & Paternity Leave for Councillors | | Civic & Committee Services Manager Patricia Tuckwell | Anticipated Growth in Budget as a result of this. | | HR will need to be engaged for Paternity/Maternity Changes as well as any subsequent changes to allowances type and values | | 01/02/2026 | | Review will start in Autumn 2025 to ensure competition in time for budget in February 2026 |
| Return of Council meetings to the Town Hall | | Civic & Committee Services Manager Patricia Tuckwell | Cost neutral | | Place, Arts and Economy due to impact on resources and working practice, less directly all services in new location of meeting so clear communications | Completion of building works to allow meetings to return is in early 2025. This is dependent on a number of factors, once completed a formal plan will be developed for return of meetings | Apr-25 | | |
| Review of the Constitution | | Head of Governance & Monitoring Officer - Graham Leach and Civic & Committee Services Manager Patricia Tuckwell | No budget provision has been made, but an invest to save proposal being developed for consideration by Change Board in early 2025 | | All Service Areas will be asked for views as part of the scoping/brief for external review of Constitution | Proposal due to be submitted to the Change board for invest to save. | 31/12/2025 | TBC | Timetable being developed for review |
| Delivery of the WCC Election, including submission of accounts | | Electoral Services Manager - Leanne Marlow | | | All Service Areas due to staff involvement | | Election on 2 May 2025, Accounts due by November 2025 | | |
| Conclude the accounts for PCC and UKPGE (for receipt of final funds from Electoral Claims Unit) | | Electoral Services Manager - Leanne Marlow | If accounts are not submitted potential significant impact as costs of these two elections will not be centrally funded | | Finance - through work on completing accounts | Accounts to be Submitted in Feb 25 and Apr 25. This will then lead to feedback from ECU on accounts. Anticipated to be completed within 12 Months of submission | Apr-25 | | The accounts need to be submitted by 1 April 2024, it is possible that Final Settlement from the Electoral Claims Unit (ECU) will not be received in this Plan Period but needs to be recognised due to the work that is required to response to enquiries from the ECU |
| Postal Vote Write Out - Writing to all current Postal Voters (18,000) on new regulations as a result of the Elections Act 2022 | | Electoral Services Manager - Leanne Marlow | Budget provision has been made for this piece of work | | None | Summer & Autumn 2025 | Jan-26 | | |
| Further review of some Polling Districts & Places following feedback from PCC and UKPGE, as well as further review of stations in Lillington | | Electoral Services Manager - Leanne Marlow | No budget impact expected | | Impact of ICT in respect of GIS Team for Mapping data | | | | |
| Review of the Service Area Planning and performance management approach including IT used to deliver these | | Policy, Performance & Complaints Manager - Dale Duffy | Anticipated budget requirement for software | | Support from ICT and Deputy Chief Executive | | TBC | Amber | This will be a joint piece of work across ICT and the PMCop Group and will be considered by the Change Board in due Course. |

| Performance Measures | | | | | | | | | | | |
|----------------------|---------|-----------------------------------------|------------------------|-------------------------------------------------------------------------------------------------|-----------------|----------------------------|----------|----------|----------------|--------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target/ Measure | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | Reporting Month |
| Gov 1 | Target | Delivering Valued, Sustainable Services | Yes | Percentage of Freedom of Information Requests Responded to on time | 100.00% | Higher | 0.00% | 0 | | Graham Leach | Apr-25 |
| Gov 2 | Target | Delivering Valued, Sustainable Services | Yes | Percentage of Subject Access Requests Responded to on time | 100.00% | Higher | 0.00% | 0 | | Graham Leach | Apr-25 |
| Gov 3 (LGSCO) | Measure | Delivering Valued, Sustainable Services | Yes | Number of Complaints upheld by the Local Government & Social Care Ombudsman | 0 | Lower | 0 | 0 | | Graham Leach | Apr-25 |
| Gov 3 (HO) | Measure | Delivering Valued, Sustainable Services | Yes | Number of Complaints upheld by the Housing Ombudsman | 0 | Lower | 0 | 0 | | Graham Leach | Apr-25 |
| Gov 4 (S1) | Measure | Delivering Valued, Sustainable Services | Yes | Number of Complaints considered at stage 1 of complaints process | 0 | Lower | 0 | 0 | | Graham Leach | Apr-25 |
| Gov 4 (S2) | Measure | Delivering Valued, Sustainable Services | Yes | Number of Complaints considered at stage 2 of complaints process | 0 | Lower | 0 | 0 | | Graham Leach | Apr-25 |
| Gov 5 | Measure | Delivering Valued, Sustainable Services | Yes | Percentage of Complaints Up held by the Information Commissioner | 0.00% | Lower | 0.00% | 0 | | Graham Leach | Apr-25 |
| Gov 6 | Target | Delivering Valued, Sustainable Services | Yes | Percentage of Complaints Responded to by the Council at Stage 1 within required 10 working days | 0.00% | Lower | 0.00% | 0 | | Graham Leach | Apr-25 |
| Gov 7 | Target | Delivering Valued, Sustainable Services | Yes | Percentage of Complaints Responded to by the Council at Stage 2 within required 20 working days | 0.00% | Lower | 0.00% | 0 | | Graham Leach | Apr-25 |
| Gov 8 | Measure | Delivering Valued, Sustainable Services | Yes | Reduction in Postage costs within Service Area by 20% (£15,860 for year 2025/26) year on year | 0.00% | Higher | 0.00% | 0 | | Graham Leach | Aug-25 |

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|--------------------------------|-------------------------------|
| Service Area Plan Year: | 1 April 2025 to 31 March 2026 |
| Service Area : | Housing |
| Service Area Manager: | Lisa Barker |
| Portfolio Holder(s): | Councillor Adkins (Housing) |

Sections:

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|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Theme and Strategic Goals | | Direct | Indirect |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | No direct contribution | Supporting the development of the tool and data management requirements |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | The service area will continue to manage budgets effectively and report quarterly and identify savings through more efficient processes and use of technology. Provide good procurement decisions having identified budgets for contracts at an initial stage. Continue to identify areas for income generation. In addition to the existing lifeline services and Milverton Homes activities. | Reviewing income generating activities Encouraging developers to increase standards |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | The service area will continue to support the change programme and identify opportunities to save money directly and spend to save initiatives. | Promote the Change programme scheme with staff and review contribution periodically. |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | A high priority for the service area over the next two years as the Consumer Standards improvement plan is delivered and the improved services are embedded as business as usual. To deliver improved services for customers the service area is currently integrating the HRA Asset team with Housing and planning to implement a new operating model that is more customer centric. | No indirect contribution |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | The service area is fully committed to supporting this process and will work with ICT to deliver an improved CRM offering and upgrade our main IT system to the latest versions as well as introducing additional self service opportunities and increase the capacity for mobile working. | Work effectively with ICT to implement the Digital Strategy |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | A high priority for the service area to further develop our performance framework, expanding monitoring of compliance and regulatory performance measures and enhancing our benchmarking information. | Research best practice in this area and continually develop tools for reporting and data presentation |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | The service area will support and contribute to this strategic goal. | No indirect contribution |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | The service area is committed to maintaining our homes to the decent homes including to a good standard of energy efficiency across the district. To support this commitment there is a programme to collect and data manage stock condition information to be able to inform plans and the Housing Invest Programme. Supporting people to live independently by providing high quality sheltered and supported housing, Lifeline services, Disabled Facility Grants, an aids and adaptation service for Council homes, affordable warmth and financial inclusion advice. | Respond efficiently to changes in legislation and regulation. |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | Working closely with People and Communications to deliver the strategy and monitor its effectiveness. | No indirect contribution |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | A priority for 25/26 is the development of a new HRA Asset Management strategy. | No indirect contribution |
| | 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | No direct contribution from the service area | No indirect contribution |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | Contribute to the Councils approach to tackling Climate Change including ensuring that all new builds are carbon neutral as possible, existing homes are assessed for energy performance and retrofitting considered. In addition, ensuring that the products we use in our homes are as near to carbon neutral as possible. | No indirect contribution |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | No direct contribution from the service area | No indirect contribution |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | Service area to implement a decarbonisation framework | No indirect contribution |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | Service area delivering on the Damp Mould and condensation policy and implementing effective processes and protocols. Providing advice and support on energy efficiency in homes | No indirect contribution |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | See 2.1.1 | No indirect contribution |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | Providing advice and support on energy efficiency in homes | No indirect contribution |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | | No direct contribution from the service area | Service area to support and contribute to reviews |
| | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | No direct contribution from the service area | No indirect contribution |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | No direct contribution from the service area | No indirect contribution |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | No direct contribution from the service area | No indirect contribution |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | Development programme of 2,030 homes by the year 2030. Helping people to find and maintain housing appropriate to their needs by providing housing advice and homelessness services. | No indirect contribution |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | No direct contribution by the service area | No indirect contribution |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | No direct contribution by the service area | No indirect contribution |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | Support people-based services, tailored to reflect individual needs, that allow Council tenants and leaseholders to thrive and participate in their community and succeed to the best of their abilities. | No indirect contribution |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | Service area to continue to contribute towards initiatives in the Climate Emergency Action Programme and evaluate their impact | No indirect contribution |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | No direct contribution by the service area | Support and contribute to the process. |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | No direct contribution by the service area | No indirect contribution |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | Service area to contribute to this strategic goal | No indirect contribution |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | No direct contribution by the service area | No indirect contribution |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | No direct contribution by the service area | Review during procurement of contracts. |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | Contribute to the Council's approach to health and wellbeing to tackling health inequalities in our most deprived communities with a particular focus on our ethnically diverse communities. Support a thriving voluntary and community sector and work with the sectors to help deliver excellent and supportive services to tenants. | No indirect contribution |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | The service area will contribute to and support the development of a community development strategy | No indirect contribution |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | To provide effective management of our Council housing stock and estates including tenancy enforcement, reduction of incidents of ASB and addressing hate crime. | No indirect contribution |

Service Overview

| Key to : Actual Workload to date 25/26 (updated half yearly) | |
|--------------------------------------------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | | | | |
|------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | | | Estimated Expected Workload | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
| Housing Overview | | To provide and enable safe, secure properties at a consistent and decent standard, for customers to make their home. | Across 5600 dwellings | | | |
| | | Create and maintain healthy, resilient, cohesive & sustainable communities | | | | |
| | | Maximise the supply of affordable homes by developing new homes and enabling others to do so | 200+ new builds into WDC stock 25/26 | | | |
| | | Milverton Homes to develop as a company in line with the business plan | 10 Properties in ownership | | | |
| | | Support residents to live healthy, safe, independent and active lives | | | | |
| | | Addressing the needs of those requiring homes, and preventing and reducing homelessness | 1.7k registered applicants; 120 homelessness approaches per month | | | |
| | | Improve the energy efficiency of our homes and to reduce carbon emissions | 2.5k dwellings rated EPC D or lower | | | |
| Landlord Services Team | Landlord Operations | Supporting our customers to maintain and sustain their tenancy through early intervention and Financial inclusion support | 120 financial inclusion cases per annually; 500 new tenants | | | |
| | | Visit all of our customers at least every three years to ensure we know who our customers are. Check that the property is well maintained, identifying and remedying if there are any issues with damp and mould. | 130 visits per month required to uphold schedule | | | |
| | | Effectively respond to reports of ASB and breaches of tenancy conditions, taking swift action to attempt to resolve issues quickly | 140 ASB and 150 Condition of Tenancy cases annually | | | |
| | | Work closely with our customers to support them with difficulties in paying rent and service charges, taking legal action to gain possession back of their homes as a last resort. | Approx 250 tenants 8+ weeks in arrears at any one time. | | | |
| | | Consult with our customers on a range of issues, ranging from local concerns to corporate strategy | | | | |
| | Independent Living & Lifeline Services | Maximising opportunities for residents to maintain independence and foster healthy mental and social well-being, through provision of activities at schemes and community centres | 185 sheltered scheme tenants & 1.2k age-designated units | | | |
| | | Provide an excellent service to our Lifeline Customers so they can remain in their own homes and retain their independence. Offering new products and enhanced service provision (HERoS) | Approx 5000 lifeline customers (all tenures) | | | |
| | | Supporting customers to move to a suitable home after discharge from hospital to prevent homelessness and reduce discharge times - in partnership with Health & Social Care teams. | | | | |
| | Estates Services | Effective and proactive management of estates and communal area, maintaining high levels of safety and regulatory compliance | 503 blocks, of which 274 with a communal area. 16 blocks 11+ meters | | | |
| | | Effective contract monitoring for the provision of high quality cleaning and grounds maintenance services | | | | |
| | Fire Safety | To manage a programme of Fire Safety improvements in accordance with the FRA inspections, to improve the safety of our buildings for our customers and ensuring compliance with BSR & FSO | | | | |
| | Asset Management | Developing and managing the delivery of the achievement of HRA Business Plan objectives | c5600 | | | |
| | | Maintaining the value and quality of the Council's HRA and corporate stock through cost effective and customer focused repairs and maintenance | 10000 repairs per year £8.7m HRA repairs and voids budget | | | |
| | | Assisting in the appraisal, planning and delivery of major refurbishment and re-development projects across the Council's HRA stock | | | | |
| | | Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice | | | | |
| | | Collecting, maintaining and reviewing stock condition survey data for HRA stock to ensure flexible and effective repair, maintenance and improvement strategies, and to provide up to date plans and work programmes to inform future investment requirements. | | | | |
| | | Seeking opportunities to improve the environmental impact and sustainability of the Council Housing new and existing assets | 2.5k dwellings rated EPC D or lower | Average lodged EPC as of Jan 2025: 69 | | |
| | | | | | | |
| Housing Strategy | Maximise the delivery of affordable housing | To directly develop affordable housing across the District, including rural housing, and to work alongside delivery vehicles such as Local Housing Companies and Joint Ventures to increase the Council stock. | 200+ new builds into WDC stock 25/26 | | | |
| | | Generate commercial opportunities in the delivery of new housing and regeneration projects | | | | |
| | | Working with developers to effectively use resources made available through s106 planning obligations or CIL contributions | | | | |
| | | Taking advantage of any public funded investment made available by Homes England or other Government funding streams and also retaining Investment Partner Status | | | | |
| | | Explore the potential of development sites, both publicly and privately owned which can be used to deliver affordable housing for rent, shared ownership or sale | | | | |
| | | Buy back shared ownership and ex Council houses on the market | | | | |
| | | Buying properties on the open market | | | | |
| | | Identifying regeneration opportunities to develop more affordable housing opportunities | | | | |
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|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--|--|
| | | Providing high quality Council homes and continue to make a proactive contribution to the provision of a range of housing options for the district | | | | |
| | | Reviewing the Housing Strategy and monitor the actions on a continuous basis | | | | |
| | | Producing a Housing Development Strategy / policy and Regeneration policy to guide the delivery of the new housing options | | | | |
| | | Promoting net zero carbon delivery of Housing, both private and affordable housing and become an exemplar for the standards of new Council stock | | | | |
| | | Co-producing a new tenant engagement strategy including the development of initiatives to enable people to have their say | | | | |
| | | Maximising the amount of public funding into the District by bidding to BEIS to deliver measures to assist owner occupiers and landlords to address climate change and fuel poverty | | | | |
| | | Produce a Decarbonisation strategy to establish the objectives for retrofitting the Council housing stock | 2.5k dwellings rated EPC D or lower | Average lodged EPC as of Jan 2025: 69 | | |
| | | | | | | |
| Housing Needs | Helping people to find, maintain and enjoy a secure home | Delivery of effective homelessness strategies (county | | | | |
| | | Effectively administer the HomeChoice scheme to ensure affordable housing is allocated in a fair and transparent way, in accordance with the Allocations policy. | 1700 applicants Approx 800 lets per year, of which 400 WDC units | | | |
| | | Effective management of empty properties to reduce relet times and void loss. | 400 annual relets | Relet time as of Jan 2025: 80 Average monthly void loss for 24/25: 75k | | |
| | | Delivery of a comprehensive Housing Advice & Homelessness service with a strong emphasis on prevention which meets our statutory responsibilities. | 250 prevention duties accepted per year | | | |
| | | Provision of safe and secure temporary accommodation where homelessness cannot be prevented | 180 TA placements per year | Plus SWEP placements as required | | |
| | | Reducing the level of rough sleeping in the district through delivery of the Homelessness & Rough Sleeper strategy and effective partnership working | Typically 4-8 rough sleepers on nightly counts | | | |
| | | | | | | |
| Business Development and Change | Constructively challenging existing service delivery methods and generate ideas for positive change | Assist managers in providing reviews of processes and procedures | | | | |
| | | Identify improvements to processes and workflows | | | | |
| | | | | | | |
| | Using data and analysis to gain service user and operational insight to guide improvements in services | Implement processes to analyse and respond to customer insight data which help to shape services | | | | |
| | | Produce an improved performance framework for the service | | | | |
| | | Implement the required performance and satisfaction measures being developed by the Housing Regulator | | TSMs, LADR, FRS + LAHS, HCLIC for MHCLG | | |
| | | | | | | |
| | Implementing business and digital transformation which will improve efficiency and customer services | Improving the collection, storage and retrieving of data in the IT system and third party applications | | Review of in-house DMS security; access and retention | | |
| | | Development of the functionality of the Housing Management System, ActiveH | | Focus on Case Processing and CRM module to assist with compliance and regulatory obligations | | |
| | | Enhance our digital offer for customers to self serve | | | | |
| | | | | | | |
| | Key Projects | Coordinating the effective and timely delivery of projects across the whole service area by monitoring, reporting and evaluating projects identified in the SAP. Also support managers to use good project management principles | | | | |
| Delivery of the Consumer Standards Improvement Plan | | 108 actions | | | | |
| Developing the Housing & Assets IT system to improve efficiencies and enhance the customer service and experience | | | | | | |
| | | | | | | |
| Service Management | Budget | Regular budget monitoring (including accountants) | | | | |
| | | Delivering service within budget | | | | |
| | | Savings to be achieved with as little service impact as possible | | | | |
| | | Reviewing opportunities to gain income for services | | | | |
| | | Ongoing budget management training | | | | |
| | | | | | | |
| | Procurement | Attendance of key officers at in-house Ongoing training | | | | |
| | | Regular meetings with procurement officers | | | | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | | |
| | | completion of Procurement PID's where required | | | | |
| | | | | | | |
| | Contract Management | Managing contracts effectively and within budgets via the CIA system | | | | |
| | | Training in relation to contract monitoring | | | | |
| | Audit | contribute effectively to the Internal audit programme 2025/2026 | | | | |
| | | | | | | |
| | Risk Register | Regular review at departmental management meetings | | | | |
| | | Annual review | | | | |
| | | Quarterly PH review | | | | |
| | | Quarterly review with service managers | | | | |
| | | Implementation of mitigation and control | | | | |
| | | | | | | |
| | Service Assurance | Actions arising out of Annual SA document | | | | |
| | | Monitoring of customer measures | | | | |
| | | Refresher training in procurement and finance procedures, where appropriate | | | | |
| | | Comply with the outcomes of the Social Housing Regulators Consumer Standards | | | | |
| | | Update of Business Continuity Plan | | | | |
| | | | | | | |
| Corporate Health and Safety | Ongoing reviews of risk assessment | | | | | |
| | | | | | | |
| Workforce Planning and Development | Establishment | 98.45 FTE | | | | |
| | Vacancies (April 2024) | 37 | | | | |
| | Review of the service organisation structure | | | | | |
| | Recruitment to vacant posts. | | | | | |
| | Keeping up to date with key change programmes from statutory agencies | | | | | |
| | Authorisation review | | | | | |
| | Continuing development of post holders | | | | | |
| | Continuing development of councillors | | | | | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to : On track? RAG | |
|------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments - Quarterly (Q) |
|--------------------------------------------------------------------------------------------------|------------------------------------------|----------------------|------------------------------|-------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------|------------------------------------------|
| Continuation Fire safety in High rise blocks, including cladding replacement & FRA related works | | Caroline Russell | Housing Investment Programme | Finance - Monitoring HIP Media - Communication with residents. | Finance | Agree finalised cladding replacement programme - Westbrook House, Southern Court, Ashton Court, Radcliffe House. Completion of works | March 2025 April 2027 | Green | In progress, carrying forward from 24/25 |
| Continuation of Fire safety works to Sayer Court | | Caroline Russell | HIP | None | Finance | Agree finalised works & Complete works | September 2025 | Green | In progress, carrying forward from 24/25 |
| Delivery of the Consumer Standards Improvement Plan | | Lisa Barker | HIP | Support required from all Council services in some form. | All Service areas | As reported to Consumer Standards Compliance Board, Housing Scrutiny Committee and the Social Housing Regulator | December 2026 | Green | In progress, carrying forward from 24/25 |
| Upgrade all lifeline units to digital for all customers | | Caroline Russell | within existing budgets | support from ICT | External Partners- WCC, HEART | implementation and testing complete | March 2027 | White | |
| Review Existing Homelessness Strategy and produce revised Strategy | | Kevin Tebbett | None | None | External partners | Establish Homeless forum Complete Review and rewrite strategy Cabinet report by this date | April 2025 December 2025 June 2026 | Green | In progress, carrying forward from 24/25 |
| Produce a new Housing Strategy | | Sally Kelsall | None | Input following consultation with other council services | External partners | Finalise scope of strategy Draft new strategy & associated consultation Draft strategy presented to Cabinet for consideration | March 2025 September 2025 December 2025 | Green | In progress, carrying forward from 24/25 |
| Demolish Christine Ledger Square | | April Knapp | TBC | Planning & Finance | Place Arts and Economy | Remove Asbestos Complete Demolition and clear site | June 2025 March 2027 | Green | In progress, carrying forward from 24/25 |

| | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------|--|--------------|-----------------------------------|-------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------|------------------------------------------|
| Implement the decarbonisation delivery plan | | Lisa Barker | Within existing budgets | Support from other council services | Finance | Cabinet approval Delivery of plan | December 2024 - Ongoing | Green | in progress, carrying forward from 24/25 |
| Develop an improved Customer Portal to expand the customer self-service offering | | Paul Smith | Existing budgets/Change programme | Finance, procurement and ICT | ICT | Produce scope and brief Evaluate the existing online arrangements Identify goals and the portals purpose Produce business case for preferred option Implementation | 2026 | Green | In progress, carrying forward from 24/25 |
| Change Programme | | Lisa Barker | Existing budgets/Change programme | governance approval process | ICT | As per the programme | 2027 | Green | In progress, carrying forward from 24/25 |
| Conclude 100% stock condition survey of properties | | Simon Hodges | Existing budgets | None | None | Complete stock condition survey | August 2025 | Green | In progress, carrying forward from 24/25 |
| Complete an Asset Management strategy | | Phil Dark | Existing budgets | Finance | Finance | Cabinet to approve strategy Publish strategy | April 2025 June 2025 | Green | In progress, carrying forward from 24/25 |
| Deliver full compliance with the Pennington's building safety recommendations | | Phil Dark | Existing budgets | None | None | As per the recommendations and Consumer Standards improvement plan Deliver all the compliance policy requirements | March 2025 March 2026 | Green | In progress, carrying forward from 24/25 |
| Undertake work to renew and tender the repairs and maintenance contract | | Phil Dark | Existing budgets | Procurement | Finance | Invite Tenders Tender Period and Evaluation Mobilisation Contract Commencement | April 2025 September 2025 January 2026 April 2026 | Green | In progress, carrying forward from 24/25 |
| Determine the Housing Investment Programme (HIP) and establish and maintain the housing capital programme. | | Phil Dark | Existing budgets | | Finance | Determine the HIP based on the completed Stock Condition survey | December 2025 | Green | In progress, carrying forward from 24/25 |
| Deliver a programme based on Stock Condition Survey data to meet the Decent Homes Standard and reduce housing disrepair | | Phil Dark | Existing budgets | | Finance | Produce and deliver a programme | March 2026 | White | |

Performance Measures

| | | | | | | | | | | | Reporting Month |
|------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------|--------|----------------------------|----------|----------|----------------|--------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | Q1 Apr - Jun |
| V1 | Measure | 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | No | Average end-to-end relet time for voids excluding major works | 80 | Lower | 0.00 | 0 | | Lisa Barker | As Heading |
| H1 | Measure | 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | No | Total current tenant rent arrears as a percentage of annual rent debit | 3.20% | Lower | 0.00% | 0 | | Lisa Barker | As Heading |
| H2 | Measure | 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | No | Rent collected as a percentage of total rent due | 99% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| H3 | Measure | 1.3 Achieve and demonstrate delivery of high quality services | No | Percentage of calls to Lifeline answered within 60 seconds | 98% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| H4 | Measure | 1.3 Achieve and demonstrate delivery of high quality services | No | Percentage of ended preventions and relieved duties that were successful | 75% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| H5 | Measure | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of households with children in bed and breakfast accommodation for 6 weeks or more | 0 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H6 | Measure | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of rough sleepers on the street at period end | 0 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H7 | Measure | 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | No | Number of new Council homes brought into stock by year-end | 120 | Higher | 0 | 0 | | Lisa Barker | Full Year |
| H8T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of anti-social behaviour cases opened | 50 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H9T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of opened anti-social behaviour cases that involve hate incidents | 5 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H10T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of Stage 1 complaints - made by tenants only | 40 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H11T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Number of Stage 2 complaints - made by tenants only | 5 | Lower | 0 | 0 | | Lisa Barker | As Heading |
| H12T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Percentage of Stage 1 complaints made responded to within Housing Ombudsman's CHC timescale | 80% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| H13T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Percentage of Stage 2 complaints made responded to within Housing Ombudsman's CHC timescale | 90% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| H14 | Measure | 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | No | Percentage of customer records held | 90% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A1T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of Emergency HRA repair requests completed within target time | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A2T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of Non-Emergency HRA repair requests completed within target time | 80% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A3 | Measure | 1.3 Achieve and demonstrate delivery of high quality services | No | Percentage of HRA requests that were subject to a recall | 10% | Lower | 0.00% | 0 | | Lisa Barker | As Heading |
| A4T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA homes with a gas certificate completed in the last 12 months | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A5 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA homes with a stock condition survey completed in the last 5 years | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A6T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA blocks with an individual Fire Risk Assessment that are within date | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A7T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA homes with an in date legionella risk assessment | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A8T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A9T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA blocks with an in date annual LOLER lift inspections | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A10 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA homes with in date EICR certificates | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A11T | Target | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HRA homes that do not meet the Decent Homes Standard | 2.00% | Lower | 0.00% | 0 | | Lisa Barker | As Heading |
| A12 | Measure | 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | No | Average time from works raised to work completed for Council adaptations | 60 | Lower | 0.00 | 0 | | Lisa Barker | As Heading |
| A13 | Measure | 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | No | Average end-to-end time for HEART adaptations | 380 | Lower | 0.00 | 0 | | Lisa Barker | As Heading |
| A14 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of electrical testing remedial actions completed in time | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A15 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of smoke/carbon detection remedial actions completed in time | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |
| A16 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of Asbestos survey remedial actions completed in time | 100% | Higher | 0.00% | 0 | | Lisa Barker | As Heading |

| | | | | | | | | | | | | |
|------|---------|----------------------------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------|------|--------|-------|---|--|--|-------------|------------|
| A17 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of water hygiene remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A18 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of HHSRS Cat 1 & 2 remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A19 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of general Decent Homes failure remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A20 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of fire risk assessment remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A21 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of damp, mould & condensation remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A22 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of fire equipment servicing remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A23 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of gas safety remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A24 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of lift safety remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A25 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of communal inspection remedial actions completed in time | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| A26 | Measure | 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | No | Percentage of properties with an EPC of Grade C or above | 100% | Higher | 0.00% | 0 | | | Lisa Barker | As Heading |
| S1T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Overall Satisfaction with services | 86% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S2T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Overall Satisfaction with repairs | 86% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S3T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Time taken for most recent repair | 81% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S4T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Home is well maintained | 85% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S5T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Home is safe to live in | 88% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S6T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Landlord listens to and acts upon your views | 68% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S7T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Landlord keeps tenants informed | 79% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S8T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Treats tenants fairly and with respect | 86% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S9T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Approach to handling complaints | 44% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S10T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Communal areas are clean & well maintained | 64% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S11T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Makes a positive contribution to the neighbourhood | 63% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| S12T | Target | 1.3 Achieve and demonstrate delivery of high quality services | No | Satisfaction: Approach to handling ASB | 51% | Higher | 0% | 0 | | | Lisa Barker | Full Year |
| F1 | Measure | 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | No | Reduction in Postage costs within by 20% | 20% | Higher | 0% | 0 | | | Lisa Barker | Full Year |

Service Plan April 2025 to March 2026

| | |
|------------------------------|-----------------------------------------------------------------------------------------------------|
| Service Area : | Neighbourhood Services |
| Service Area Manager: | Zoe Court |
| Portfolio Holder(s): | Will Roberts (Parking, Contract Services, Bereavement Services, Green Spaces) Jim Sinnott (Leisure) |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Linkages to Council Strategy - Warwick 2030 | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Theme and Strategic Goals | | Direct | Indirect |
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | The Service Area will use this toolkit to help manage our 'public realm' contracts (waste collections, street cleansing, grounds maintenance, corporate building cleaning contract) and our parking, green space and leisure assets. The service area will ensure that sustainability and environmental improvements are key drivers in our decision making, processes and projects. Promote sustainability via support and advice to all stakeholders and residents. | Working with our contractors to ensure that they adhere to the councils corporate strategy in this area. |
| 1.2 Continue to ensure the council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | The Service Area will contribute to efficiencies to service delivery, reducing costs where possible through innovation, strong contract management and partnership working with stakeholders and the third sector. This will be championed by the HoS and section managers and all staff within the service area will be encouraged to participate. | No indirect contribution |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | The Service Area will look to bring forward proposals to the Change Board for consideration, the HoS and section managers will champion this programme and encourage team participation for ideas and to 'think commercially'. | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | The Service Area regularly monitors performance including contractor KPI, customer insight and income/expenditure to ensure high quality/cost effective 'front line' services are being delivered. | No direct contribution |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | The Service Area will actively engage with the Change Programme and bring forward proposals. Waste Enquiries are the first project for The Digital and Customer Strategy and the Service Area will support other services migrating to the Customer Service Centre 24/7, 365 days per year, to deliver the best service possible to all serveive users. | |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | The Service Area will utilise contract performance KPIs and the new customer insight to learn and improve how we can deliver services. | |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | The Service Area will ensure we manage and procure contracts within the corporate guidelines | |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | The Service Area will support this theme via contracted services (communal cleansing, grounds maintenance and waste collections) | |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | 1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | The recruitment and retention of our staff are essential for service delivery. As a responsible employee the Service Area will not only ensure that all HR policies are adhered too, but that staff are trained, supported, treated fairly and kept safe at work and in their personal development, have a good work/life balance and understand their role and contributions to the Service Area plan, through good communication, regular meetings and given the opportunity to sub for their managers as appropiate to allow for further development. | No indirect contribution |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | No direct contribution | No indirect contribution |
| | 1.5.2 We will continue to develop our approach for maximising social value though our place shaping initiatives and investments, to recycle the Warwick District Pound | The Service Area will work in collaboration with other Service Areas to support these iniatives, by ensuring our front line services support the local economy, by playing their roles in keeping the district 'clean, green and safe'. | |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | The Service will support improvements to energy efficiency | No indirect contribution |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | No direct contribution | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | No direct contribution | No indirect contribution |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | No direct contribution | No indirect contribution |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | No direct contribution | No indirect contribution |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | No direct contribution | No indirect contribution |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Continue to ensure the council's finances remain on a firm and sustainable footing | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | The Service Area will work in collaboration with other Service Areas to support initiatives, events and active travel , by ensuring our front line services (carparks, parks & open spaces, street cleansing) to support the local economy, by keeping the district 'clean, green and safe'. | No indirect contribution |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | The Service Area will support any bioiversity development within the investment zone. | |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | The Service Area will work in collaboration with other Service Areas to ensure our front line services (carparks, parks & open spaces, street cleansing) to support the local economy, by keeping the district 'clean, green and safe'. | |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | No direct contribution | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | No direct contribution | No indirect contribution |
| | 3.2.2 Build on our reputation as a home for national and internal sporting events | The Service Area will lead on this theme by ensuring we continue to build on our excellent reputation for national & international sporting events, including Bowls, Tennis, Football, underpinned by investing in and maintaining excellent sporting facilities | |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | The Service Area will lead on this theme by ensuring we continue to manage and improve our green spaces and leisure facilities for all to enjoy, and be more phycally active. Actively gather customer insight through engagement and surveys to drive the development and use of these facilities | |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | The Service Area will work in collaboration with the Climate Change team, Contractors and the third sector to develop and take forward the Biodiversity Action Programme and other inittives to tackle thee climate emerency | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | The Service Area will lead on the creation, development and maintenance of new green spaces and play areas on new housing developments. Actively gather customer insight through engagement and surveys to drive the development of these facilities are suitable for the local community they serve. Contractd/statutory services | |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | The Service Area will support initiatives to encourage and promote more active travel, via developments of our carpark and green space infrastructure (by introducing and maintaining more safe cycle parking) and parking iniatives t support active travel. The Service Area is developing a Parking Strategy, and active travel will be reviewed as part of this document. | |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | No direct contribution | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | The Service Area will work in collaboration with other Service Areas, particularly Climate Change to actively increase biodiversity across the district, both on Council owned green spaces, via the grounds maintenance contract and voluntary groups, also encouraging and supporting local businesses and residents to do the same on their land and gardens. | No indirect contribution |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | The Service Area will support initiatives to encourage and promote a more active and healthy lifestyle via our sports, leisure and green spaces and sports community outreach projects and grants | No indirect contribution |
| | | | |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio&conomic or isolated backgrounds. | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | |

| Service Overview | | | | | | |
|----------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| Key to: Actual Workload to date 25/26 | | | | | | |
| | Significant issues or delays in service delivery that require immediate attention | | | | | |
| | Potential issues or delays in service delivery that require corrective actions | | | | | |
| | Service being delivered as expected | | | | | |
| | Completed | | | | | |
| | Not Started | | | | | |
| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload 25/26 (TBC APR 25) | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
| Contract Services | Waste Collection and Recycling Services | WDC is the designated Waste Collection Authority. Collection of residual waste in wheeled bins / sacks, bulk collections, clinical waste, commercial waste and from events | 4400000 | No. of collections 4.4 million per annum. £700k pa income. Joint with SDC Aug 2022 | | 0% |
| | | WDC is the designated Waste Collection Authority. Collection of residual waste in wheeled bins / sacks, bulk collections, clinical waste, commercial waste and from events | 62.50% | Increased from WDC Recycling rate 2021-22 55.65% | | 0% |
| | Street Cleansing Operations | WDC is the designated litter authority. Cleansing of parks and open spaces and highway land at various frequencies across the district (statutory service) | FPN/litter tonnages/ | Supported by Rapid response teams including Housing Area Team | | #VALUE! |
| | | Removal of flytipping, graffiti and fly posting | 2,600 | | | 0% |
| | | Removal of abandoned vehicles from public land | 220 | | | 0% |
| | | Use of powers under Environmental Protection Act and Clean Neighbourhoods Act to deal with issues such as flytipping and accumulated waste | | 3 lines Total actions (letter and FPN and total letter | | #DIV/0! |
| | Grounds Maintenance | Grass cutting, shrub bed maintenance, hedges, highway verges, parks and open spaces | 550 | 550 Hectares | | 0% |
| | Business Support | Customer enquiries via telephone, email. (Waste delivered by CSC) Delivering parking appeals service | 47000 | What the services are. Breakdown (Streets, Grounds, Parking, number of Appeals) | | 0% |
| | | | | | | |
| | Parking Services | Provision of off street car parks, managing income and parking enforcement. | 26 | 1multi storey and 25 surface car parks | | 0% |
| | | Generic role that encompasses operational activities in parking and enforcement | 9 | 7 fte car parking posts and 1 fte Team Leader and one manager | | 0% |
| Bereavement Services | Bereavement Services | Managing the Bereavement Service offering a sensitive and caring service to the families of deceased | | Awaiting info from Bereavement Services on number of customer contacts | | #DIV/0! |
| | | Managing and operating the Oakley Wood crematorium in an effective way and in compliance with all appropriate standards and regulations | 1800 | Number of cremations | | 0% |
| | | Manage and maintain the Council owned cemeteries and associated buildings | 250 | Number of burials | | 0% |
| | | Provide a woodland burial and ashes scattering service | 350 | | | 0% |
| Sports, Leisure and Active Communities | Sports, Leisure and Active Communities | Manage the contract for Everyone Active (Newbold Comyn, St Nicholas Park, John Atkinson + Castle Farm and Abbey fields) | 48 | Compliance inspections of Leisure centre | | 0% |
| | | Manage sports and leisure buildings & facilities (Newbold Comyn pavilion, Harbury lane, Victoria | 312 | Weekly inspections for cleaning and maintenance | | 0% |
| | | Manage condition of the Tennis Courts (Victoria park, Christchurch gardens, St Nicholas Park) | 192 | Inspections to ensure safety of facilities | | 0% |
| | | Manage condition of the Football Pitches (Newbold Comyn, Harbury Lane, St Nicholas Park, St Marys Lands) | 36 | Inspection over the three sites of all courts | | 0% |
| | | Coordinate bookings of bowling greens; football pitches and athletics | 42 | Inspection over the four sites of all pitches | | 0% |
| | | Stakeholder Engagement Activities | 2500 | Facilitated over 2500 football matches on WDC football pitches and involved over 75,000 players. Edmondscote Athletics Track has had over 6000 visits by athletes in the last 12 months. | | 0% |
| | | Support interventions to increase persons/communities activity levels | 37 | Everyone Active, We Do Tennis, Leamington Bowls Club, LC&AC, LAA, Football Clubs, Leamington Lions, Bowls England, Park Run etc | | 0% |
| | | Advise local sports clubs on project development, funding applications, coach education, safeguarding | | | | #DIV/0! |
| | | Allocate Small Sports Grants | | | | #DIV/0! |
| | | | 16 | | | 0% |
| Green Spaces | Green Space Planning and Outdoor Sports Planning- Development Control | Informing development briefs | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Reviewing developer contributions and reporting (assisting planning) | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Transfer contributions to third parties | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | CIL funding requests e.g. St Nicholas and Abbey Fields | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Monitor s106 payments | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Review commented sums for maintenance calculator (inc. support costs an offsite contribution calculator. | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Local Plan South Warwickshire involvement | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Pre application discussion with developers and Planners | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Planning application responses | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Calculating commuted sums and offsite contributions | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Drafting s106 agreements | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Reviewing s106 agreements | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Site delivery and quality monitoring | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Internal planning applications | | Awaiting review from Dave Anderson | | #DIV/0! |
| | | Enforcement work related (assisting Planning) | | Awaiting review from Dave Anderson | | #DIV/0! |
| | Jephson G Management | Managing Jephson Gardens | 12 | Formal Monthly meetings | | 0% |
| | | Management of Glasshouse Technician | | | | #DIV/0! |
| | | Implement JG MP Action Plan | 1 | Review and update as part of the Green Flag application. | | 0% |
| | | Hiring of rooms | 20 | Bookings (20 tbc) | | 0% |
| | Major Parks Management | Myton Green | 12 | Formal Monthly meetings | | 0% |
| | | Abbey Fields | 12 | Formal Monthly meetings | | 0% |
| | | St. Nicholas Park | 12 | Formal Monthly meetings | | 0% |
| | | Spa Gardens | 12 | Formal Monthly meetings | | 0% |
| | | Priory Park | 12 | Formal Monthly meetings | | 0% |
| | | St. Marys Lands | 12 | Formal Monthly meetings | | 0% |
| | | Newbold Comyn | 12 | Formal Monthly meetings | | 0% |
| | Sports Pitch Management | Management of VP bowling greens | 5 | Bowling Greens | | 0% |
| | | Management of sports pitches | 30 | Football pitches | | 0% |
| | | Sports pitch improvements | | | | #DIV/0! |
| | Wildlife Management | Local Nature Reserves and Local Wildlife Sites | 10 | Local sites | | 0% |
| | | LNR management plan reviews | | | | #DIV/0! |
| | | GM related works – 1 in 5, tall herbs, eco hedge, meadows and sustainable planting | | | | #DIV/0! |
| | | Ecological Enhancements | | | | #DIV/0! |
| | | Bird and bat box management | 700 | Bird and bat boxes | | #DIV/0! |
| | Tree management | Tree Survey | 6300 | Trees | | 0% |
| | | Programming tree works | 6 | Formal Monthly meetings | | 0% |
| | | Parks tree maintenance - reactive | 260 | Estimated requests for service (unrecorded) | | 0% |
| | | Tree donations within parks | 20 | Enquiries (tbc) | | 0% |
| | | Insurance claims | 5 | | | 0% |
| | | | | | | |
| | Woodland Management | Oakley Wood | | Details of actions listed in other areas of this section. Not listed so as not to repeat. | | #DIV/0! |
| | | North Enclosure tbc | | Details of actions listed in other areas of this section. Not listed so as not to repeat. | | #DIV/0! |
| | | Newbold Comyn | | Details of actions listed in other areas of this section. Not listed so as not to repeat. | | #DIV/0! |
| | | Crackley | | Details of actions listed in other areas of this section. Not listed so as not to repeat. | | #DIV/0! |
| | | Kenilworth Common | | Details of actions listed in other areas of this section. Not listed so as not to repeat. | | #DIV/0! |
| | | | | | | |
| | Landscaping | Gapping up various areas TBC | 15 | | | 0% |
| | Floral Displays | Spring bedding (msg) | 1200 | | | 0% |
| | | Summer Hanging baskets | 300 | | | 0% |
| | | Summer bedding (msg) | 1200 | | | 0% |
| | Green Flag | Green Flag Application & assessment | 6 | Plus addition 2 judging visits | | 0% |
| | | Green Flag Judging | 6 | Provided for another authority | | 0% |
| | Parks Improvement Team | Managing Parks Improvement Team (VO Team) | | | | #DIV/0! |
| | PPM Open Spaces including footpaths | PPM Open Spaces | | | | #DIV/0! |
| | Events | Major planning events in parks | | | | #DIV/0! |
| | | Responding to event apps. | 120 | | | 0% |
| | | Event reinstatement works | 10 | | | 0% |
| | Developing and supporting new community groups | Projects and bids tbc. | | | | #DIV/0! |
| | Communications | Interpretation and signage | | | | #DIV/0! |
| | | Website development and intranet | | | | #DIV/0! |
| | | Comms Plan Delivery (publicity) | | | | #DIV/0! |
| | | Online parks survey (survey monkey) | | | | #DIV/0! |

| | | | | | | |
|----------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------|-------|----------------------------------------------------------------------|--------------|---------|
| | Customer surveys | St. Nicholas Park | | | | #DIV/0! |
| | | Abbey Fields | | | | #DIV/0! |
| | | Jephson Gardens | | | | #DIV/0! |
| | | Post improvement projects | | | | #DIV/0! |
| | | | | | | |
| | Sponsorship | Bench donations | 30 | | | 0% |
| | | Tree donations | 6 | | | 0% |
| | | New sponsorship to be explored | | | | #DIV/0! |
| | | | | | | |
| | Play area management and maintenance | Inspections and repairs | 56004 | Play areas & items (weekly inspections) | | 0% |
| | | | 12 | Skate Parks | | 0% |
| | | | | | Outdoor gyms | |
| | | | | | | |
| | Review and manage contracts, leases and agreements | Current | | | | #DIV/0! |
| | | Tree SLA | | | | #DIV/0! |
| | | Café St. Nicholas Park | 3 | Formal meetings | | 0% |
| | | Myton Fields Kiosk | | | | #DIV/0! |
| | | Warwick Boat Centre | | | | #DIV/0! |
| | | Warwick Amusements | | | | #DIV/0! |
| | | Leam Boat Centre | | | | #DIV/0! |
| | | Crazy Golf | | | | #DIV/0! |
| | | KHAS licence | | | | #DIV/0! |
| | | Abbey Fields catering | | | | #DIV/0! |
| | Newbold catering tbc | | | | #DIV/0! | |
| | | | | | | |
| | Grounds Maintenance Contract | GM Contract Management | 12 | Formal meetings | | 0% |
| | | Risk Assessments of Individual spaces. | | | | #DIV/0! |
| | | GM Contract Amendments | | | | #DIV/0! |
| | | | | | | |
| Service Management | Budget | Regular budget monitoring (including accountants) | | | | #DIV/0! |
| | | Delivering service within budget | | | | #DIV/0! |
| | | Savings to be achieved with as little service impact as possible | | | | #DIV/0! |
| | | Reviewing opportunities to gain income for services | | | | #DIV/0! |
| | | Ongoing budget management training | | | | #DIV/0! |
| | | | | | | |
| | Procurement | Attendance of key officers at in-house Ongoing training | | Ongoing training of officers and those participating in procurement. | | #DIV/0! |
| | | Regular meetings with procurement officers | | | | #DIV/0! |
| | | Procurement project meetings for major projects | | | | #DIV/0! |
| | | including - Back office system procurement. | | | | #DIV/0! |
| | | Planned Procurement exercises in 25/26 | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | Service level Agreements (annually renewed) | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | #DIV/0! | |
| | | | | | #DIV/0! | |
| | | | | | | |
| | Contract Management | No. Contracts due for renewal during the year (as identified above) | | Ongoing training of officers and those managing contracts. | | #DIV/0! |
| | | Training in relation to contract monitoring | | | | #DIV/0! |
| | | Quarterly update of the contract register | | | | #DIV/0! |
| | | | | | | |
| | Audits | External Audit programme (annual audits) | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | Internal audit programme 2024/25 - provisional | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | #DIV/0! |
| | | | | | | |
| | Risk Register | Regular review at departmental management meetings | | | | #DIV/0! |
| | | Annual review | | | | #DIV/0! |
| | | Quarterly PH review | | | | #DIV/0! |
| | | Implementation of mitigation and control | | | | #DIV/0! |
| | | | | | | |
| | Service Assurance | Actions arising out of Annual SA document include: | | | | #DIV/0! |
| | | Monitoring of customer measures | | | | #DIV/0! |
| | | Refresher training in procurement and finance procedures, where appropriate | | | | #DIV/0! |
| | | Update of Business Continuity Plan | | | | #DIV/0! |
| | | Completion of the statutory returns. | | | | #DIV/0! |
| | | Completion of the statutory Regulatory Service Plan | | | | #DIV/0! |
| | | | | | | |
| | Corporate Health and Safety | Ongoing reviews of fire assessments | | | | #DIV/0! |
| | | Asset Management | | | | #DIV/0! |
| | | Ongoing reviews of risk assessments | | | | #DIV/0! |
| | | | | | | |
| | Service Delivery | Horizon forecasting review | | | | #DIV/0! |
| | | Integration of horizon forecast within service plan | | | | #DIV/0! |
| | | Keeping up to date with key change programmes | | | | #DIV/0! |
| | | Monitoring growth and demand for service need | | | | #DIV/0! |
| | | | | | | |
| | Workforce Planning and Development | Establishment | | | | #DIV/0! |
| | | Vacancies (1st April 2025) | | | | #DIV/0! |
| | | Review of the service organisation structure | | | | #DIV/0! |
| | | Recruitment to vacant posts. | | | | #DIV/0! |
| | | Keeping up to date with key change programmes from statutory agencies | | | | #DIV/0! |
| Workforce planning including apprenticeships | | | | | #DIV/0! | |
| Continuing development of post holders | | | | | #DIV/0! | |
| Continuing development of councillors | | | | | #DIV/0! | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to: On track? (RAG) | |
|-------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? (RAG) | Comments |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------|-------------------------------------|------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Revise the Parking Strategy | | NB | Budget of up to £50k approved at Cabinet | Procurement / ICT/Climate Change/Green Spaces/Leisure/Econmic Development/Planning | Planning | TBC | Summer 2025 | Amber | |
| Join the National Parking Platform (NPP) | | NB | Overall saving as Change Program | Parking Services | Business Support | TBC | Asap (WDC have expressed interest in joining in next wave) | White | |
| Develop a process to help keep cycle routes safe and accessible (clear of overgrowth obstructions on land owned and maintained by the Council) | | ZC | No costs to WDC | Climate Change/Media | Business Support | TBC | Spring 2025 | White | |
| Solar mats installation on RCVs | | JW | Grant funding | Climate Change/Legal | N/A | TBC | Spring 2025 | Amber | |
| Change programme | | ZC | Ongoing income/savings | Media/ICT | Neighbourhood Services | Ongoing | Ongoing | Green | |
| Review income opportunities (sponsorship of assets, change program) | | ZC | Additional income of c£100k PA | Media/ICT | Neighbourhood Services | Webform live by March 2025 | Ongoing | Amber | |
| Fly-Tipping 'Heat Map' - this will be via idverde SMS system | | JW | Within contract costs | None | Contract Services | SMS live by April 2025 | Summer 2025 | Amber | |
| Replacement of CIVICA System to JADU | | ZC/SJ | With ICT | ICT | Business Support | TBC | Ongoing | White | |
| Roll out/integrate of Idverde 'SMS' system to replace emails/paper copies (Change Programme) | | ZC/KW | Within contract costs | ICT | Contract Services | SMS live by April 2025 | Ongoing | Red | |
| Separate Waste Contract Management from SDC | | ZC | approx £40K pa | Legal/Contract Services | Contract Services | TBC | Aug-25 | | |
| Review and introduce Idverde climate pledges review (next one segregating litter for recycling) and introducing 'dual use' litter bins to include recycling | | TBC | Within contract costs | Climate Change/Green Spaces | Contract Services/Green Spaces | TBC | Recycling on the Go live by Spring 2025 | Red | |
| Prepare and introduce communal food waste collections (awaiting change in legislation from April 2026 | | JW/KW | Funding from Defra to cover additional costs | Media Team | Contract Services/Legal | TBC | Mar-26 | White | |
| Migrate waste enquiries back from SDC to WDC customer service centre | | ZC/KW/SJ | Savings of around £40K pa, previously paid to SDC | ICT/customer services | Business Support | Dec-24 | Project complete by Spring 2025 | Green | |
| Create Waste Education strategy & Comms plan (inc. litter, flytipping, waste reduction/ recycling) – to increase grant funding opportunities | | JW/ST | Within existing budgets | Media | Contract Services | Draft by May 2025 | Adopted by Summer 2025 | Green | |
| Review Litter bin policy, litter bin locations, items able to dispose of and the frequency of emptying. Explore sensors to alert bins need emptying | | TBC | Within existing budgets | Contract Services | Contract Services | TBC | By March 2026 | | |
| Support WCC 'Adopt a Verge' policy | | KW | No costs to WDC | Climate Change/Green Spaces/Contract Services | Contract Services | Ongoing | Ongoing | Green | |
| Involvement in WDC Climate change/BAP (NMM/PRP) | | TBC | Contract changes will be needed, aim to fund through BAP budget | Climate change/Green Spaces | Community Groups | Ongoing | Ongoing | Green | |
| Join the national 'recycle your electricals' campaign to encourage more WEEE to be presented at the kerbside and work with Action21 on a campaign | | JW/ST | Applying for a grant | Media Team | Contract Services | TBC | Spring 2025 | White | |
| Engagement with Uni Students re waste including moving in/out campaigns - | | JW/ST | Within existing budget | Private Sector Housing | Contract Services | Ongoing | Ongoing | Green | |
| Prepare for Simplier Recycling changes, including EPR | | ZC | WDC to receive at least £985k pa from Nov 25 | Finance | Contract Services | First EPR payment due November 2025 | Ongoing | Amber | |
| Return to weekly refuse collections where storage issues have been identified | | JW | Additional contract costs of c£10k pa, approved by cabinet | Media | Contract Services | TBC | Summer 2025 | White | |
| Creete a new website for Bereavement Services and explore more commerical opportunities to increase income | | PC | Will fund from Change Programme | ICT/Media | Bereavement Services | TBC | Mar-26 | White | |
| Sports and Leisure - Review of the park permits scheme | | Ann Hill | Within Existing budgets | TBC | TBC | TBC | May-24 | Green | Cabinet Report agreed in April 2024. Implimentation 1st May. Report back to O&S later in the year. |
| Sports and Leisure - Review of grant scheme | | Ann Hill | Within Existing budgets | Finance | TBC | TBC | Mar-25 | Amber | In progress but on hold until q4. |
| Sports and leisure - dual use agreements for schools - oakley | | Projects | Within Existing budgets | SCLE | TBC | monitored by owner | Sep-24 | Amber | Oakley Grove in progress. School opens in September 24. |
| Sports and leisure -Planning & Delivery of the bowls nationals | | Ann Hill | Within Existing budgets | Place and Economy | Bowls England, PAE | TBC | Sep-25 | Green | Being delivered sucessfully |
| Sports and leisure -Bowls Facility and international championships | 42P | Strategic/ Ann Hill | TBC | Strategic | Bowls England, PAE | TBC | Sep-27 | Amber | In progress. Work returned to service area linked with other work areas of the team. Presentation to Bowls England regarding the facility. |

| | | | | | | | | | |
|---------------------------------------------------------------------------------------------|---------------|--------------------------|---------------------------------------------|--------------------|--------------------------------|----------------------|--------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sports and leisure -Outdoor Sports Review of the existing pitches | | Ann Hill | Within Existing budgets | Strategic | Projects, Sports England | TBC | Mar-25 | Amber | In progress. Pilot for outsourcing to local clubs underway. |
| Sports and leisure - Europa Way Stadium | 16F | Strategic | TBC | SCLE | Projects, Sports England | monitored by owner | Mar-25 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Sports and leisure - Europa Way Athletics track | 17P | Strategic | TBC | SCLE | Projects, Sports England | monitored by owner | Mar-25 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Sports and leisure - Construction of Abbey Fields Leisure Centre | 06F | Strategic | Within existing budgets & other | SCLE | Projects, Sports England | monitored by owner | Apr-26 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Sports and leisure & Green Spaces - Commissioning of cycle trails - long term | 04F | Strategic | Within existing budgets & other | SCLE | Projects, Sports England, N&A, | monitored by owner | Aug-24 | Amber | In progress. Hub final fixes occurring. Procurment underway. Cafe advertised. Toilets open |
| Sports and leisure - Production of Playing Pitch Strategy for South Warwickshire Local Plan | | PAE | Within existing budgets & other | SCLE | Sports England, Contractors | monitored by owner | Mar-24 | Amber | Inception meeting for contractors undertaken, phase 1 completed, Phase 2 signed off. Phase 3 agreeing populations growth calculations, phase 4 outstanding. December finished estimated |
| Sports and Lesiure - Golf St marys land preliminary work | 28P | Strategic | TBC | SCLE | SCLE, contractors | TBC | TBC | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. completed |
| Sports and Lesiure - Kenilworth Wardens cricket club relocation | 20P | PAE | TBC | SCLE | SCLE, contractors | TBC | Apr-26 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Sports and Lesiure - Kenilworth Rugby relocation | 03E | PAE | TBC | SCLE | SCLE, contractors | TBC | Apr-25 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Sports and leisure - Improvement to Community Use facilities. i.e. Myton School | | Ann Hill | Within existing budgets & other | Finance, Strategic | Sports England, Contractors | construction July 24 | Sep-25 | Amber | Discussions in progress as part of loan agreement. Delayed locan agreement. |
| Green Spaces - Projects to support climate change and biodiversity | | Dave Anderson | TBC | Climate Change | Climate Change | TBC | Mar-24 | Amber | Approved in April working on actions. Looking at staff needs to deliver the BAP. Green Space Team producing case studies and Fact Sheets to accompany the BAP. |
| Green Spaces - Oakley Wood footpath extension | 48E | Strategic | TBC | Strategic | Climate Change, Contractors | TBC | TBC | Green | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Green Spaces - Abbey fields cycle Link | 33F | Strategic | TBC | Strategic | Climate Change, Contractors | TBC | TBC | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Green Spaces - Woodland Creation Project | 84F | Strategic | TBC | Strategic | Climate Change, Contractors | TBC | TBC | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Green Spaces - Trees for our future programme | 13P | Strategic | TBC | Strategic | Climate Change, Contractors | TBC | TBC | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Green Spaces - delivery of paddling pool renovation Victoria Park | | Dave Anderson | TBC | Finance | Finance, N&A | TBC | Mar-25 | Amber | In progress. Meeting with Procurement and Sports Programme Team on best way to source a supplier/contractor. Sucessful contribution from King Henry VIII. Specification in draft for procurement of Victoria park. meetings with developers for off site contributions for St Nics. |
| Green Spaces - Green Space Strategy Play Area and Open Space Improvements | | Dave Anderson | £199,000 from Public Amenity reserve | TBC | N&A | TBC | Mar-25 | Amber | In progress. Seven Acre Bishop Tachbrook completed. Works started on Hatton. Fence and paths to be installed at Weston when weather improves. |
| Green Spaces - Park projects funded by developer contributions | | Dave Anderson | TBC | TBC | TBC | TBC | Mar-25 | Amber | In progress. Starting to allocating to projects. |
| Green Spaces - Project to improve accessibility of play areas/spaces | | Dave Anderson | Grant £100,000 | TBC | N&A | TBC | Mar-25 | Amber | In progress. A Communication Board project has been developed to all play areas within the District with Councillors input. |
| Green Spaces - Parks and Open Space Planned Preventative Maintenance (PPM) | | Dave Anderson | £500,000 | TBC | N&A | TBC | Mar-25 | Amber | Quotes obtained and work being undertaken on various sites i |
| Green Spaces - Supporting the planning for New Queen Elizabeth park | 20P | Strategic | TBC | SCLE, Finance | N&A | monitored by owner | Mar-26 | Amber | In progress. Working with Programme Team and Homes England on landscaping designs for Elizabeth Park and Riverside House. |
| Green Spaces - Supporting the feasibility studies for Tachbrook Country park Phase 2 | 21P | Strategic | TBC | SCLE, Finance | N&A | monitored by owner | Mar-26 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. |
| Green Spaces - Tachbrook Country park Phase 1, 2 and 3 | 10P, 21P, 50P | Strategic | TBC | SCLE, Finance | N&A | monitored by owner | Mar-26 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. Working to ensure project delivery, planting and planning etc. |
| Green Spaces - Newbold Comyn Masterplan and LEMP delivery | 36F | Strategic/ Dave Anderson | TBC | SCLE, Finance | N&A | monitored by owner | Mar-26 | Amber | In progress. Work mainly outside service area but linked to other work areas of the team. Quote from WWT to revisit the BNG at Newbold. |
| Green Spaces - Adoption of major sites (e.g. South Whitley Country Park) | | Dave Anderson | In receipt of commuted sums from developers | TBC | Finance, Legal, N&A | TBC | Mar-25 | Amber | Ongoing. Have adopted RAFF Centenary Park (Tapping Way), Myton Green Allotments transfer in progress. Also Potterton's and South Whitley now in discussions. |
| Staff - Review of Sports and Leisure Team | | Ann Hill | TBC | HR, Finance | HR, Finance | TBC | May-25 | Amber | In progress |

Performance Measures

| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Progress should be | Progress | Comments | Current Status | Lead Officer | April-25 |
|------|---------|--------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------|--------|--------------------|----------|----------|----------------|---------------|------------|
| NS1 | Measure | Delivering Valued, Sustainable Services | No | Total Number of reported fly tips (monthly) | 0 | Lower | 0 | 0 | | 0 | As Heading |
| NS2 | Measure | Delivering Valued, Sustainable Services | No | Percentage of Household Waste recycled, reused or composted (monthly) | 0 | Higher | 0 | 0 | | 0 | As Heading |
| NS3 | Measure | Delivering Valued, Sustainable Services | No | Bulky waste collections (tonnes) (monthly) | 0 | Higher | 0 | 0 | | 0 | As Heading |
| NS4 | Measure | Delivering Valued, Sustainable Services | No | Waste collected per household (kgs) (monthly) | 0 | Lower | 0 | 0 | | 0 | As Heading |
| NS5 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | % of street cleansing operations completed to acceptable standard (monthly) | 0 | Higher | 0 | 0 | | 0 | As Heading |
| NS6 | Measure | Delivering Valued, Sustainable Services | No | Quality score for standard of Grounds Maintenance operations (monthly) | 0 | Higher | 0 | 0 | | 0 | As Heading |
| NS7 | Measure | Delivering Valued, Sustainable Services | No | Average number of missed collections per 100,000 (monthly) | 0 | Lower | 0 | 0 | | 0 | As Heading |
| NS8 | Measure | Delivering Valued, Sustainable Services | No | Missed assisted collections per 100,000 (monthly) | 0 | Lower | 0 | 0 | | 0 | As Heading |
| NS9 | Measure | Delivering Valued, Sustainable Services | No | Parking P&D income % (Income recorded on Mi-Office and Ring Go systems only) (month cumulative) of income forecast | 0 | Higher | 0 | 0 | | Neil Bridges | As Heading |
| NS10 | Measure | Delivering Valued, Sustainable Services | No | Customer contacts dealt with (emails/phonecalls, online submissions) (month cumulative) | 0 | Lower | 0 | 0 | | Sarah James | As Heading |
| NS11 | Measure | Delivering Valued, Sustainable Services | No | Number of Cremations | 0 | Lower | 0 | 0 | | Pam Chilvers | As Heading |
| NS12 | Measure | Delivering Valued, Sustainable Services | No | Number of burials | 0 | Higher | 0 | 0 | | Pam Chilvers | As Heading |
| NS13 | Measure | Delivering Valued, Sustainable Services | No | Total Income from Cemetery and Cremation Services (£thousands) % takeup | 0 | Higher | 0 | 0 | | Pam Chilvers | As Heading |
| NS14 | Measure | Delivering Valued, Sustainable Services | No | Percentage Market Share of Cremation and Cemetary Services | 0 | Higher | 0 | 0 | | Pam Chilvers | As Heading |
| NS15 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Number of green flags (including heritage) across the district | 0 | Higher | 0 | 0 | | Dave Anderson | As Heading |
| NS16 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | At the end of park improvements all parks will achieve 'good' quality standard | 0 | Higher | 0 | 0 | | Dave Anderson | As Heading |
| NS17 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Number of Events Days on Bowling Greens | 0 | Higher | 0 | 0 | | Ann Hill | As Heading |

| | | | | | | | | | | | |
|------|---------|--------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------|---|--------|---|---|--|---------------------------------------------|------------|
| NS18 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Number of football teams (reflection of pitch usage) | 0 | Higher | 0 | 0 | | Ann Hill | As Heading |
| NS19 | Measure | Low cost, low carbon energy across the District | No | CO2 emissions from WDC leisure centres as a result of gas and electricity consumption up-date on Leisure Centre Energy consumption. (CO2e kgs.) | 0 | Lower | 0 | 0 | | Graham Folkes Skinner (Climate Change Team) | As Heading |
| NS20 | Measure | Creating Vibrant, Safe and Healthy Communities of the Future | No | Total number of leisure centre visits | 0 | Higher | 0 | 0 | | Ann Hill | As Heading |

| | |
|---------------------------------|--------------------------------------------------------------|
| Service Area Plan Year : | 1 April 2025 to 31 March 2026 |
| Service Area : | People & Communications |
| Service Area Manager: | Tracy Dolphin |
| Portfolio Holder(s): | Cllr Jessica Melrose - People and Organisational Development |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Delivering Valued, Sustainable Services | | Theme and Strategic Goals | Direct | Indirect |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------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| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | "The purpose of the 'People Strategy' is to support the Corporate Strategy to create a framework for the effective leadership and workforce planning of our people in order to provide the organisational capacity to meet our corporate objectives in delivering excellent services. Aims of the strategy are to establish our strategic approach to ensure we have the right people in the right place with the right knowledge and skills, working in an inclusive, positive, and supportive culture in relation to the following themes: <input type="checkbox"/> Smarter Working & the Working Environment <input type="checkbox"/> People (Workforce) Planning, Organisational Development & Performance <input type="checkbox"/> People Recruitment, Retention and Brand Identity <input type="checkbox"/> People Equality Diversity & Inclusion <input type="checkbox"/> People Learning and Development <input type="checkbox"/> People Health & Well-being <input type="checkbox"/> People Communications & Engagement This relates directly to how we want to attract and retain the best talent to deliver our ambitions. The People and Communications Theme includes links to the Marketing and Communications Strategy which aims to deliver a first class, effective and efficient communication service for the Council. Our communications are credible, consistent across all platforms and reflect the customer journey. Our aims are to: Deliver the council's news in a clear, balanced format; promote and celebrate the council's successes; promote a responsive and decisive decision making process; develop and improve our digital capabilities to use them effectively; demonstrate collaboration with partners and stakeholders and engage and inform staff through our internal engagement processes." | No indirect areas |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | | | | |
| 1.3 Achieve and demonstrate delivery of high quality services | | | | |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | | | | |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | | | | |
| Low cost, low carbon energy across the District | | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | A theme of the People Strategy is 'Smarter Working and the Working Environment' - We understand that smarter working empowers us all to make the right decisions about where, when and how we work, optimising the use of 'agile' workplaces and technology and reducing our carbon footprint. To improve the focus on outputs and enable a positive work-life balance. | No indirect areas |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | | | | |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | | | | |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | | | | |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | | | | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. 3.2.2 Build on our reputation as a home for national and international sporting events. 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon | A number of work streams within People and Communications support this goal including links with our People Health and Wellbeing theme; People Communications and Engagement where we understand the importance of two way communication. | The People & Communications Service links with wider strategies and policies guidelines across the Council Health and Wellbeing; Safeguarding; supporting enabling of the Digital Strategy through training and links with the People Strategy. | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | | | | |
| 3.3 Enhance the Biodiversity of the District | | | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | | | | |
| | | | | |

Service Overview

| | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Key to : Actual Workload to date 25/26 (updated half yearly) | |
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | Service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload | Notes | Actual Workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
|--------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | Human Resources (EDI, Health and Wellbeing) | Develop and manage the People Strategy and associated themes to meet the Council's priorities. | | Quarterly update to Workforce Steering Group on key initiatives | | |
| | | To ensure the Council Policies and practices are fit for purpose and within legislation to maintain its role as a fair and equitable employer | | Triggers through legislation or clarification of policies | | |
| | | To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs. | Av days lost to sickness/Reasons. Turnover trends. | Quarterly | | |
| | | To continue to work with all service areas to review their efficiencies and resourcing. | | Work with the HR Business Partners to support this aspect | | |
| | | To support services with Employee Relations issues and provide ongoing training to empower managers to manage performance management/conflict issues confidently. | Informal/Formal case work | Work with the HR Business Partners support this aspect | | |
| | | To support the internal Health Officers Group to enable a robust Health and Wellbeing plan | | Quarterly update to Workforce Steering Group on key initiatives | | |
| | | Continued review of EDI priorities | | Quarterly update to Workforce Steering Group on key initiatives/Annual report to SLT and Employment Committee | | |
| | Payroll | To liaise with Warwickshire County Council to co-ordinate payroll and HR transactional services | | Monthly | | |
| | | To ensure people management information – FTE, absence etc is up to date on a regular basis | Vacancies/ fixed term/ secondments | Quarterly | | |
| | | To co-ordinate pension information between WDC and WCC | | Monthly | | |
| | | To maintain and provide 'Self-Serve' to all staff and Councillors which includes Expenses, Overtime, Mileage, Annual Leave and training for staff | Access to report and information for all Managers/ HOS | Continued maintenance and improvements to system | | |
| | Learning & Development | To review key themes, to determine corporate training needs (WSG) | Annual data: Appraisals/ Training Hours/ Attendees/ Trends | Quarterly update with Workforce Steering Group/Annual Report to SLT including data | | |
| | | To support Service Areas to complete training needs to support Corporate Training through the LMS system /WSG/Appraisals | | Annually through PDP's/ongoing/Interim update to Appraisal system planned for 25/26 | | |
| | | To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning. | | E-Learning/Hybrid/Face to Face | | |
| | Marketing & Communications | To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Marketing Strategy. Ie. Right information in the right format at the right time; ensure the reputation of the Council is paramount | As per measures on SAP | Aligns to Corporate Strategy 2030. Marketing Strategy update planned for 2025. | | |
| | | To support the Local Resilience Forum in delivering the County-wide Emergency Plan | Monthly stats | Attend regular meetings to share news/content coverage/Tweets per month/Facebook followers | | |
| | | Manage and deliver the council's emergency communications across all platforms | | Co-ordination with key stakeholders to ensure correct and timely information aligned to the LRF plan. | | |
| | | To provide communications and marketing support across the Council to help promote services across all platforms | Monthly stats | Part of communications briefings between Councillors/Officers/Media and Design | | |
| | | To communicate and engage staff in corporate projects and initiatives to ensure they are positive ambassadors for the council's strategic aims. | | Key projects updated at Managers Forum and through the intranet/5 things and 'Take 5/Monthly updates | | |
| | | To provide a comprehensive graphic design service to all service areas | | Data updated as part of Monthly Media Statistics | | |
| | | To ensure management information relating to key areas of our communications is provided through the marketing updates | Monthly stats | Data updated as part of Monthly Media Statistics | | |
| | | To support Staff Voice and ensure they are utilised as a communication tool in the Council | | 6 weekly | | |
| | Website | To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers and is monitored accordingly | As per measures on SAP | WDC residents, businesses and visitors/Monitored monthly/ Review of capacity to support Digital Strategy and maintain monitoring of Website | | |
| Service Management | Budgets | Monthly budget monitoring as part of Finance's corporate budgetary control | | Monthly | | |
| | | Delivering service within budget | | Quarterly Reviews | | |
| | | Annual review of the Equipment Reserve | | Annually | | |
| | | Undertake Finance year-end training | | Annually | | |
| | Procurement | Attendance of key officers at in-house/external ongoing training | | As and when required | | |
| | | Regular meetings with procurement officers | | As and when required | | |
| | | Procurement project meetings for major projects | | As and when required | | |
| | | Appropriate training for all officers undertaking procurement. | | As and when required | | |
| | | Early involvement of the procurement team in relevant procurement exercises. | | As and when required | | |
| | | Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice. | | | | |
| | Contract Management | Identify contracts due for renewal during the year: Work Perks Contract/Print Contract | | | | |
| | | Training in relation to contract monitoring | | As and when required | | |
| | | Quarterly update of the contract register | | Or as contracts are planned for renewal | | |
| | Audits | Plan for Audit programme 2025 - 2026: Equality and Diversity/Support for other audits across the Council | | Equality and Diversity update provided to SLT/Emp Com Sept 2024 - Annual update | | |
| | | Implementation of outstanding audit recommendations | | Ongoing/Update of Recruitment and Selection linked to RRR | | |
| | Risk Register | Review at departmental management meetings | | Discussed where relevant for both immediate medium term and long term | | |
| | | Annual review | | As part of Service Area Plan | | |
| | | Implementation of mitigation and control | | As part of Service Area Plan | | |
| | | Team Operational Plan risks are reviewed monthly by the management team. | | And discussed with teams at team meetings | | |
| | | Review of Risk register quarterly as part of 1-1 with Line Manager if required | | Discussed where relevant for both immediate medium term and long term | | |
| | | Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks. | | Discussed where relevant for both immediate medium term and long term | | |
| | Service Assurance | Actions arising out of Annual SA document | | Reviewed annually for actions | | |
| | | Monitoring of customer measures | | Reviewed annually for actions | | |
| | | Refresher training in procurement and finance procedures, where appropriate | | Reviewed annually for actions | | |
| | | Update of Business Continuity Plan | | Reviewed annually for actions | | |
| | Corporate Health and Safety | Ongoing reviews of risk assessments where relevant | | Reviewed annually for actions | | |
| | Service Delivery | Responding to and supporting business change throughout the Council. | | Aligned to Change Programme through promoting communications and engagement/implementation | | |
| | | Change in how services are delivered and impact on resource to manage the change | | E.g. Restructures | | |

| | | | | | | |
|--|------------------------------------|-----------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------|--|--|
| | Workforce Planning and Development | Establishment | 16.28 FTE | | | |
| | | Vacancies | 0 | | | |
| | | Continuing development of post holders | | Part of Personal/Team Development | | |
| | | Recruitment to vacant posts. | | Where required | | |
| | | Review critical posts and activities to ensure continuity of service. | | Review of resilience in specific roles and capacity on resources based on increase in work programmes | | |
| | | | | | | |
| | | Completion of the PDPs as part of the appraisal process | | Part of Personal/Team Development | | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to : On track? (RAG) | |
|--------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? (RAG) | Comments |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Alignment/Support for Digital Strategy - linked to Warwick 2030: Programme of transformation and digitalisation of Council services to take advantage of new technologies and promote efficient ways of working to improve the customer journey. | | Tracy Dolphin | Link to capacity to support Website updates and monitoring | Working with CDS | All (Directly) | Defined as part of project plan. | April 2030 | Amber | Corporate Initiative |
| Corporate HQ Relocation: Support for the possible future relocation of services and staff from S1 | | Tracy Dolphin | As part of Relocation Project Board | As part of Relocation Project Board | All (Directly) | Defined as part of project plan. | April 2029 | Amber | Corporate Initiative |
| Preparation for Employment Rights Bill: Zero hours/Flexible Working/Statutory Sick Pay/Family leave/Protections from harrassment/Unfair Dismissal/Fire and Rehire/Sectoral Collective Bargaining/Trade Unions/Enforcement | | Tracy Dolphin | To be reviewed | Governance | All (Directly) | Defined as part of RRR project and aligned to other themes within the People Strategy. | Bill to take effect no earlier than 2026 - Planned end date TBC | White | Policies are updated on a regular basis either due to legislative directive or for clarification. The changes based on the Bill are out for consultation at present. We attend regular HR updates with West Midlands Employers and our Legal team to ensure we are provided with up to date information to be able to prepare any changes within agreed timescales |
| Website Review Appraisal of the Council's website and hosting solution to identify potential improvements to usability, design, integration and resilience. | | Matt Pearce/Nicki Curwood | CapEx - Unfunded Revenue - Unfunded | CDS | All (Directly) | Will be defined as part of project plan. | August 2025 | Green | Project working with CDS to support the Communications team prior to the end of the existing Jadu Web CMS platform |
| Continued development of Payroll Bureau | | Tracy Dolphin/Sue Firminger | Within existing budget | | All (Directly) | Defined as part of People Strategy themes | Ongoing | Green | Part of the RRR project to ensure efficiencies in the system to support staff and Managers. This is ongoing as the system provides us with opportunites to develop aligned to WCC |
| Marketing and Communications Strategy Update | | Nicki Curwood | Within existing budget | | All (Directly) | Defined as part of People Strategy themes | June 2025 | Amber | Implementation and launch within this timescale |
| Recruitment Remuneration and Retention Project (RRR) | | Tracy Dolphin | Within existing budget | | All (Directly) | Defined as part of People Strategy themes | Update to SLT/Employment Committee Sept 2025 (from actions identified in 2024) | Amber | |
| Equalities and Diversity Action Plan | | Tracy Dolphin/ Daniel Keating | Within existing budget | | All (Directly) | Defined as part of People Strategy themes | Update to SLT/Employment Committee Sept 2025 (from actions identified in 2024) | Green | |
| Continued support for Apprenticeship Programme | | Tracy Dolphin | Within existing budget | | All (Directly) | Defined as theme within RRR project | Update to SLT/Employment Committee Sept 2025 (from actions identified in 2024) | Green | |
| Support the delivery and promotion of the Corporate Strategy, principles and values | | Tracy Dolphin/Nicki Curwood | Within existing budget | | All (Directly or Indirectly) | Defined as part of the marketing strategy themes | 2030 | Green | |
| Change Management programme - engaging staff and promoting achievements | | Tracy Dolphin | All services contribute to the change process and will need to outline areas for service growth or efficiencies which may impact on People and Communication Resources as a support service | | All (Directly or Indirectly) | Defined as part of Corporate Strategy initiative | Ongoing | Green | |

Performance Measures

| | | | | | | | | | | | Reporting Month |
|-----|---------|------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------|----------|--------------------------------------------------------|----------------|-------------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | |
| | | | Linked to all measures and support of services from a support service | Staff Turnover percentage of Headcount | 3.3% | Lower | 0.0% | Headcount Starters and Leavers information to be added | | | April-25 |
| PC1 | Measure | Effective Staff | | | | | | | | Karen Weatherburn | Q1 Apr - Jun |
| PC2 | Measure | Effective Staff | Linked to all measures and support of services from a support service | Average Number of working days lost per employee (based on FTE) | 2.65 | Lower | 0.0% | Within range | | | |
| | | | Linked to all measures and support of services from a support service | Number of impressions across Social Media | 1000000 | Higher | 0.0% | Within range | | Tracy Dolphin | Q1 Apr - Jun |
| PC3 | Measure | Maintain or Improve services | | Impressions measure the amount of times our posts have been seen by people on social media. | | | | | | | |
| | | | Linked to all measures and support of services from a support service | Engagement across Social Media | 62000 | Higher | 0.0% | Within range | | Nicki Curwood | Q1 Apr - Jun |
| PC4 | Measure | Maintain or Improve services | | This measures all types of engagement received to WDC posts on social media - reaction (likes), shares, comments, link clicks to the website. | | | | | | | |
| | | | Linked to all measures and support of services from a support service | Engagement rate | 5.00% | Higher | 0.0% | Within range | | Nicki Curwood | Q1 Apr - Jun |
| PC5 | Measure | Maintain or Improve services | | Looks at how many times our posts were engaged with compared to how many times they appeared in people's timelines | | | | | | | |
| | | | Linked to all measures and support of services from a support service | Website satisfaction levels | 60% | Higher | 0.0% | Narrative to be added on specific numbers | | Nicki Curwood | Q1 Apr - Jun |
| PC6 | Measure | Maintain or Improve services | | | | | | | | | April-25 |
| PC7 | Measure | Maintain or Improve services | Linked to all measures and support of services from a support service | Web form completions | 2500 | Higher | 0.0% | Within range | | Nicki Curwood | |
| | | | Linked to all measures and support of services from a support service | Task success in searches - achieve what you set out to do | 60% | Higher | 0.0% | Within range | | | As Heading |
| PC8 | Measure | Maintain or Improve services | | | | | | | | Nicki Curwood | As Heading |

| | |
|--------------------------------|-----------------------------------------------------|
| Service Area Plan Year: | 1 April 2025 to 31 March 2026 |
| Service Area : | Place, Arts and Economy |
| Service Area Manager: | Phil Clarke |
| Portfolio Holder(s): | Chris King (Place) / Ella Billiald (Arts & Economy) |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

| Links to Council Strategy – Warwick 2030 | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Theme and Strategic Goals | | Direct | Indirect |
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | No direct link | No indirect link |
| 1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | No direct link | No indirect link |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | Contribute to the work of the Change Programme (in common with all service areas) | |
| | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | Contribute to this goal (in common with all service areas) | No indirect link |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | No direct link | No indirect link |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | No direct link | No indirect link |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | No direct link | No indirect link |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | No direct link | No indirect link |
| | 1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | No direct link | No indirect link |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | No direct link | No indirect link |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | Delivery of vision and strategy for Leamington town centre through work of the Leamington Transportation Board and through place shaping initiative such as Future High Street Fund and Creative Quarter projects. | |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | No direct link | Contribute to this work, particularly where heritage buildings are involved and where schemes require planning permission. |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | | |
| | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | No direct link | No indirect link |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | No direct link | No indirect link |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | No direct link | No indirect link |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | No direct link | No indirect link |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | The service works to enhance town centres in the following ways: •Creation and delivery of South Warwickshire Economic Development Strategy •Delivering events to support town centres and local communities •Providing direct support to local businesses •Management of Arts venues which support local economy (including nighttime economy) •Management of Future High Street Fund and Creative Quarter projects •Leading work of Leamington Transformation Board | No indirect link |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | No indirect link |
| | 3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | Creation and delivery of South Warwickshire Economic Development Strategy. The Strategy recognises the core sectors important to the area, and in particular WDC, to include advanced manufacturing and engineering (AME), future 'green' industries, creative and hi-tech sector and the visitor economy | No indirect link |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | | Delivery of the South Warwickshire Local Plan which will set the framework for increasing levels of affordable housing in the district. |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | •Creation and review of the creative compact which provides strategic and visible leadership for the cultural and creative industries in the district and deliver the creative framework vision. •Management of programme of UKSPF projects to support the Arts. | No indirect link |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | No direct link | No indirect link |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | No direct link | No indirect link |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | No direct link | No indirect link |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | Production and delivery of South Warwickshire Local Plan to deliver all these objectives. | No indirect link |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | Work alongside WCC on air quality initiatives as part of place making - e.g.: footpath / cycleway schemes, sustainable transport initiatives. | No indirect link |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | NZC DPD and Supplementary Planning guidance adopted 2024. Responsibility for ensuring that planning applications are approved in accordance with this. | No indirect link |
| | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | No direct link | No indirect link |
| 3.3 Enhance the Biodiversity of the District | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | No direct link | No indirect link |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | |

Service Overview

| Key to : Actual workload to date 25/26 (updated half yearly) | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|
| | Significant issues or delays in service delivery that require immediate attention |
| | Potential issues or delays in service delivery that require corrective actions |
| | Service being delivered as expected |
| | Completed |
| | Not Started |

| | Service Being Delivered | Main aspects of service delivery | Estimated Expected Workload | Notes | Actual workload to date 25/26 (updated half yearly) | Percentage of estimated workload experienced 25/26 |
|--|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|
| | Development Management | Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development. | Up to 2000 planning applications per year and 200 pre-application requests per year | | Green | |
| | | Defending planning and enforcement decisions through the appeal process. | Approx 50 appeals per year | | Green | |
| | | Addressing harmful unauthorised development through planning enforcement. | Up to 500 enforcement complaints per year | | Green | |
| | | Protecting the historic heritage of the District through conservation work. | Key areas of work include advising on development proposals; advising on the protection of heritage assets; making and keeping under review Conservation Areas and the Local List of Buildings. | | Green | |
| | | Protecting important trees which provide the character of the District through TPO and related safeguards. | Making TPOs and considering approximately 200 tree related submissions per year. | | Green | |
| | | Supporting the housing market through processing property searches. | 1600 full searches per year | | Green | |
| | Building Control | Processing all types of Building Regulation Applications within Warwick and Rugby Districts. | 2100 Applications | Daventry left shared service April 2023 | Green | |
| | | Providing expertise in dealing with dangerous structures, demolitions and safety at sports grounds. | 40 Dangerous Structures in 2025/26 27 Demolitions Total in 2025/26 | | Green | |
| | | Number of Building Control Site Inspections | 10,000 - 12000 2025/26 | Dropped slightly since Daventry left the service April 23 | Green | |
| | | | | | | |
| | | Ensure BCO Staff retain Registration through BSR and evidence training. 2025/26, and training on new legislation | Minimum 35 hrs a year for each officer. | Continuous to meet requirements of BSR | Green | |
| | | WDC Internal Audit | ? | Scheduled Jan 2025 | Green | |
| | | Building Control Internal Audit under QMS | 50 HRS | Scheduled Jan 2025 | Green | |
| | | External Audit by BSR | 100 HRS | Assumed from 2025/26 | Green | |
| | | Support implementation of new IT Software | 500 hrs ? Over 12-18 mths | Scheduled complete end of 2025 - latest 1st quarter 2026 | Green | |
| | Planning Policy & Major Site Delivery | Progression of the South Warwickshire Local Plan (SWLP) | Major workstream for the department, service area and Council. 2025 is a key year for moving the Plan forwards towards a submission to the Secretary of State | Significant resource will be required to support this work - the Policy team will need to be properly resourced with the right calibre of staff and capacity of Site Delivery Officers needs to be freed up to support the SWLP | Green | |
| | | Coordination of S106 contributions processes and monitoring of Section 106 contributions. | 25-40 active agreements monitored per year | | Green | |
| | | Processing CIL demands and liabilities | Approx 12 CIL Demand Notices and 40-60 Liability Notices issued per year. | | Green | |
| | | Contributing to the delivery of the Climate Change Action Programme, particularly the implementation of the Net Zero Carbon DPD, continuing with review of the Local Plan through the SWLP (which places the climate emergency at its heart) and work with WCC and other relevant organisations to develop a sustainable transport strategy for the District and the region | Identified as priorities in the Climate Change Action Programme (ambitions 2 (Low carbon South Warwickshire by 2030) and 3 (Adaption 2050). 'A climate resilient and net zero carbon South Warwickshire' is an overarching principle underpinning the South Warwickshire Local Plan | | Green | |
| | | Planning and funding for infrastructure including CIL spending plans and the Infrastructure Funding Statement | Maintenance of the Infrastructure Delivery Plan, CIL Spending Plans and IFS to ensure £ms expenditure per year is focused on highest priorities. An estimated of between £21 and £24m (net) of CIL income will be available 2024/2029. | | Green | |
| | | Implementing the Local Development Scheme, with a focus on progressing the SWLP. | SWLP will remain the primary focus of activity of planning policy work in 2025/26. | | Green | |
| | | Delivering strategic allocations and providing a facilitating role to assist development though to implementation, including infrastructure requirements | Three strategic growth areas identified in district: (1) south of Warwick/Leamington, (2) Kenilworth, (3) south of Coventry. Site Delivery Officers appointed to lead on progressing sites | | Green | |
| | | Support for master planning work in areas south of Coventry | Establishment of project board, appointment of officer to support work and commencement of work (year 1 of a 2 year initial project). | Work will need to ramp up in 2025 to support the SWLP and determine whether growth in this area is appropriate and what that looks like | Green | |
| | | Supporting neighbourhood plans | 10 Neighbourhood Plans "made" since 2016. A further 3 are currently in preparation. | | Green | |
| | | Working with partners in the sub-region to deal with sub-regional strategic policy and development | Preparation of a joint evidence where appropriate. Regular attendance, and periodic Chaiing of CSWAPO. Also significant "Duty to Cooperate" discussions taking place including over matters of unmet need from other areas. | | | |
| | | Monitoring of development and production of Authority Monitoring Report and Housing Trajectory | Housing trajectory to be completed July/August 25 and AMR by December 25. | | Green | |
| | | Supporting DM with policy advice at pre-application and planning application stages | 50-70 pa | | Green | |
| | | Providing policy advice to the public, councillors, town/parish councils and to other departments within the organisation | | | Green | |
| | | Collaborative working with partner organisations to progress business cases and funding bids for major infrastructure projects | Project can vary but may include K2L; A452 Corridor Improvements; Europa Way; | | Green | |
| | Projects & economic development | Understanding & analysis of the local economy | Proactive work - Annual data provided by WCC as well as monthly data from the Growth Hub. Other sources of ED data and analysis are available to be interrogated and reported as required 19e.g. NOMIS) | Relevant data analysis and interpretation should be carried out by the SEDO and reported accordingly / utilised for future funding opportunities / supporting local economy and businesses. Also relevant data to be reported in a monthly ED update | Green | |
| | | Close collaborative working with external partners in respect of Business Support and Intelligence - Growth Hub, CWCC, WCC, WMCA (including the emerging Investment and Levelling Up Zones) | Proactive work strategic Economic Development Officer and Programme manager for Economic Development and Regeneration | As above | Green | |
| | | Active management and promotion of Town Centres through development and close joint working with key stakeholders, including Future of High St Fund | Proactive work | See also Projects section under Major Workstreams | Green | |
| | | Manage programme of sustainable events. Markets, mops and TV and Filming production across the district. | Approximately 100-130 events per year - with a corporate income target set for the team to attract more commercial events | Resources in this team are extremely stretched. The deployment of an Events Assistant will help to ease the burden. Also free up time for the Team Manager to develop the Events Strategy which will outline the nature and scale of future events in our town centres, parks and open spaces. | Green | |
| | | Targeted interventions in specific business sectors to enable growth and innovation, including encouraging a cluster of "environmental enhancing industries and companies" in the District | Annual event – Interactive Futures. Plus range of ongoing proactive work | | Green | |
| | | Promotion of the District to attract and deliver Inward Investment opportunities including encouraging a cluster of "environmental enhancing industries and companies" in the District | Proactive work and through monthly liaison meetings with WCC Inward Investment Team to share intelligence around current and future potential inward investment opportunities. | | Green | |
| | | Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan. Also support for recently formed Coventry & Warwickshire Local Visitor Economy Partnership. | Proactive work | Attendance at the DMO monthly Board meetings and more proactive operational engagement with Shakespeare's England, analysing the Conditions of the Grant and reporting annually to Overview and Scrutiny on current DMO and emerging LVEP | Green | |
| | | Economic Development Strategy (across South Warwickshire - to include Stratford-on-Avon District). | Proactive work | Continue partnership woring with SDC to review and monitor the contents of the current ED Strategy as well as formulating and implementing the Action Plan to deliver the priorities in the strategy. | Green | |
| | | Undertaking feasibility and other studies to support Council decision-making on key corporate project. | Projects have different milestones as set out in part 5 below. | Key economic data and analysis is needed to inform future funding bids and feasibility studies | Green | |
| | | Delivering key corporate projects working with partner organisations, landowners and developers | See key projects set out in part 5 below. | | Green | |
| | | Coordinating the distribution and delivery of WDC's share of the UK Shared Prosperity Fund. | UKSPF projects have individual outputs and outcomes to be co-ordinated and reported to MHCLG as well as to Cabinet annually and SLT quarterly | Final 6 months of the current round of UKSPF funding. Need to keep abreast of new Government spending priorities and plan for the future of any further rounds of funding. | Green | |
| | | | | | | |
| | Enterprise | Management of the Enterprise Projects and maximisation of their impact by extending support provision through a variety of interactions and interventions | Management of three enterprise sites (Althorpe Enterprise Hub, 26HT, Spencer Yard), Active exploration of other opportunities. | | Green | |
| | | Co-ordination and delivery of the joint authority Business Support Programme intervention | Businesses supported 25 /year | | Green | |
| | | Provide quality Leamington Spa Art Gallery & Museum for members of the public and relevant groups 6 days a week. Maximise the opportunities for visitors to the venue to enjoy the collections - highest standard of customer care. | Average footfall for 2022/23 = 345,840 Average footfall for 2023/24 = 345,845 | Update of the Arts Marketing & Audience Development Strategy - 2024/25 | Green | |

| | | | | | | |
|--------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--|
| Arts | Royal Pump Rooms | Provide a brave and ambitious programme of Learning & Engagement activities based on the LSAG&M collections & programmes which enhance access and participation - including formal education, and in-house / outreach events | Visitor feedback 2022/23: 95% Visitor feedback 2023/24: 93% | As per the Arts Customer Care Charter | Green | |
| | | Care and interpretation of the Council's visual arts and heritage collections (12,500 objects / £7m) and make new acquisitions to the collection | Number of collections enquiries 2022/23: 56 Number of collections enquiries 2023/24: 36 | As per the Arts Collections Management Framework - updated 2024 | Green | |
| | | Deliver a range of exhibitions and displays which: make use of our own collections, create meaningful engagement with our audiences, develop and grow audiences, create opportunities for collaboration, enhance our reputation, and are delivered to budget / attract additional income. 3 Temporary Exhibitions per year, plus multiple displays. Main Art Gallery re-hung every 2 years | | As per the Arts Exhibitions & Displays Policy | Green | |
| | | Deliver face to face visitor information for Leamington Spa, provide events ticketing, and retail. | | Re-integrate a local artist sales offer in the foyer of the RPR. | Green | |
| | | Hire spaces within the Royal Pump Rooms, including the Assembly Rooms and Conservatory, to maximise access and income. | Number of events in 2022/34: 52 Number of events in 2023/24: 70 | As per Arts Venue Hire Policy & Procedures. Our capacity to make space available for hire will be liited by the renovation works to the roof of the Pump Rooms that is being undertaken in 2025. | Amber | |
| | | Manage the Royal Pump Rooms Cafe and Library leases and work with tenants and cleaning contractors to deliver a high quality, cohesive experience to all visitors | | | Green | |
| | | Delivery of Arts Grants programme: £26,200 | | As per Arts Grants Programme Policy & Procedure | Green | |
| | Strategic Leadership & Sector Support | The development of the District's arts infrastructure: Including delivery of Spark, Spark Ignite, Culture Fest, Creative Compact | | As per Warwick District's Creative Framework: A strategy for creative sector growth 2025-30 | Green | |
| | | Public Arts Strategy | | Cross departmental work with the EDR team to develop a strategy for existing pieces and a framework for future public art development across the district - to include proposals, budgets, maintenance, collaboration | Green | |
| | | Working with artists in the community | Will form part of the project and development remit for 2025. | Work with and for local artists across the district to promote skills, craft, and products through collaboration and opportunities - to include working alongside existing organisations and assets available to WDC, such as the Pump Rooms foyer. | Green | |
| | | RSC as a daytime destination | Feasibility study (internal) 2025. | Begin to scope the financial and cultural opportunities for opening the RSC in the daytime (beyond the film programme and community activity already in place). | Green | |
| | Royal Spa Centre | Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment Deliver professional service for customers, hirers, and performers | Tickets sold 2023/24: £1,486,879 Tickets sold 2024/25: £1,600,000 (projected) Visitor feedback 2024/25: xx% (Visitor feedback 2023/24: 92%) | As per the Royal Spa Centre Programming Policy | Green | |
| | Leamington Town Hall | Manage the venue to accommodate the range of users including; WDC democratic functions, Leamington Town Council, MP for Warwick & Leamington Spa constituency office, Motionhouse, Leamington Music, charities, commercial hires and other ad hoc bookings | | As per Venue Hire Policy & Procedures | | |
| | | Develop fees and hires budgets and income targets following renovation works. | | As per Venue Hire Policy & Procedures | Green | |
| Service management | Procurement | Attendance of key officers at in-house Ongoing training | | | Green | |
| | | Regular meetings with procurement officers | | | Green | |
| | | Procurement project meetings for major projects including - Back office system procurement. | | | Green | |
| | | Planned Procurement exercises in year: | | | Green | |
| | | Markets in Warwick District | | Current contract expires June 2025 | Green | |
| | | Warwick Mop license | | Current contract expires August 2025 | Green | |
| | | Provision of flood risk advice | | Current contract expires March 2026 | Green | |
| | | Hot drinks supplies Spa Centre and RPR | | Current contract expires August 2025 | Green | |
| | | E-consultation software | | Current contract expires Jan 2026 | Green | |
| | | Ticketing system | | Current contract expires June 2025 | Green | |
| | | AV system in Town Hall | | Current contract expires March 2026 | Green | |
| | | Ice cream supplies to Spa Centre and RPR | | Current contract expires June 2025 | Green | |
| | | Cinema distributors | | Current contract expires March 2026 | Green | |
| | | Reprocurement of contracts relating to agricultural and viability advice in connection with planning applications | | | Green | |
| | | Retail planning advice. Contract expires November 2022. | | Contract renewed for 4 years in May 2022. Contract also included town centres study for South Warwickshire Local Plan. | Green | |
| | | Service level Agreements | | | | |
| | | With Warwickshire County Council in relation to Ecological; Archaeological and Landscape advice | | | Green | |
| | | Building Control SLAs for BC Consortium in place since April 2015 | | | Green | |
| | | Consulting Structural Engineer Contract renewed April 2022 for 5 years, for Building Control. | | | Green | |
| | Contract Management | No. Contracts due for renewal during the year (as identified above). | | JNP (consulting structural engineers) renewed from 1/4/22 | | |
| | | Training in relation to contract monitoring | | | Green | |
| | | Quarterly update of the contract register | | | Green | |
| | Audits | Internal audit programme 2025/2026 | | | | |
| | | Planning policy | | | Green | |
| | | Arts bookings and hirings | | | Green | |
| | | Arts facilities | | | Green | |
| | | Enterprise facilities | | | Green | |
| | Risk Register | Regular review at departmental management meetings | | | Green | |
| | | Annual review | | | Green | |
| | | Quarterly PH review | | | Green | |
| | | Peer Review at SMT, by Risk Manager and Insurance Officer | | | Green | |
| | | Implementation of mitigation and control | | | Green | |
| | Service Assurance | Actions arising out of Annual SA document include: - | | | | |
| | | Monitoring of customer measures | | | Green | |
| | | Refresher training in procurement and finance procedures, where appropriate | | | Green | |
| | | Update of Business Continuity Plan | | | Green | |
| | | Completion of the statutory returns. | | | Green | |
| | Corporate Health and Safety | Ongoing reviews of risk assessment (Covid and standard) | | | Green | |
| | | Assessnet Risk Assessments checked and updated regularly | | | Green | |
| | | Risk and liability assessments regarding events in our parks and gardens, road closures, etc. are carried out | | | Green | |
| | | Events staff trained in risk management and health and safety | | | Green | |
| | | Ensure Health and Safety is a standing item at team or section meetings | | | Green | |
| | | BC site visits health and safety policy in place. Work to align with Daventry District Council's requirements completed Feb 2021 | | Daventry left Service April 2023. Review to be scheduled for early 2025. | Green | |
| | | Ensure Lone Worker protocols that are in place for each section are being operated effectively | | | Green | |
| | Workforce Planning and Development | Establishment | 126 | | | |
| | | Vacancies (April 2025) | 15 | | | |
| | | Recruitment to vacant posts. | | | | |
| | | Planning for career development and any loss of staff through retirement. | | | Green | |
| | | Continue to "grow our own" at all levels though training, development | | | Green | |
| | | Continue to support professional qualifications (see below) | | | Green | |
| | | Consider whether a minor review of staff structure in Building Control, can help to address difficulty in recruiting at SBCO level | | This was reviewed and managed, where BC recruited from the bottom and officers are phased and training and studying at Degree level. | Green | |
| | | Further consideration of training levels within development management and planning | | | | |
| | | enforcement to ensure sufficient resourcing in perpetuity; eliminate the risk of backlogs building up and build resilience to ensure high level service provision and address issues with staff health and well-being. | | | Green | |
| | | Continuing development of post holders | | | Green | |
| | | Explore case for market supplements to recruit and retain key staff. | | | Green | |

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

| Key to : On track? RAG | |
|------------------------|---------------------------------------------------------------|
| | Significant issues or delays that require immediate attention |
| | Potential issues or delays that require corrective actions |
| | On track, no immediate issues or risks |
| | Completed |
| | Not Started |

| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| South Warwickshire Local Plan | | Philip Clarke / Andrew Cornfoot | Currently £500k identified. | | Housing; SCLE, Neighbourhood & Assets | Production of "publication" version of SWLP (regulation 19) and public consultation | Q3/Q4 2025/26 | Green | Consultation on Preferred Options took place in Spring 2025. A full timetable for the SWLP can be found on the SWLP website. SWLP links with commitments and actions in the CCAP (ambitions 2 and 3). |
| Preparation of PBSA DPD | | Andrew Cornfoot | None | | Housing | Milestones included in LDS (however see Comments) | Submission - Q1 2025/26 | Red | Date as set in current Local Development Scheme. This project has been impacted by staffing / resource shortages and prioritisation on other projects. Officers and councillors currently reviewing alternative approaches to manage PBSA development in the district. It is unlikely that there will be the resources to prioritise this work given that the SWLP must take priority. |
| Identification of Gypsy and Traveller sites to meet need for negotiated stopping; transit and permanent. To be included in South Warwickshire Local Plan. | | Andrew Cornfoot | To be confirmed. Likely to require additional planning resources within Planning Policy Team | | Housing | Milestones included in LDS for South Warwickshire Local Plan. | See SWLP | Amber | This is being reviewed as part of the South Warwickshire Local Plan. A new Gypsy & Traveller Accommodation Assessment has been undertaken across South Warwickshire. |
| Develop a Transport Strategy to support the district's town centres | | Phil Clarke | TBC (unknown at this stage) | | Finance; SCLE, Neighbourhood & Assets | TBC once work has been scoped | | Green | Supporting WCC in terms of the Local Transport Plan (LTP4). Further specific work will be undertaken in Leamington town centre as part of work by the Leamington Transformation Board. |
| Facilitating and supporting the delivery of significant housing schemes in the district including Housing Delivery Test | | Philip Clarke / Andrew Cornfoot | Fund for monitoring contributions. | | Will involve Housing, SCLE, Neighbourhood & Assets | Specific milestones predominantly driven by Housing projects and planning applications. | | Amber | Ongoing. The service continues to work to support the efficient delivery of new homes including on significant sites. |
| Revise estimates of CIL income over next 5 years and direct this to projects that align with the council's corporate strategy and corporate projects list. | | Phil Clarke/Andrew Cornfoot | CIL expected to provide approx. £23m over 5 years (in total, not earmarked for this work) | | All services | Report to Cabinet | Q4 2025/26 | Green | An update on the CIL Projects list ius now undertaken as part of the budget setting process. |
| Infrastructure Delivery (including IDP update) | | Andrew Cornfoot and Site Delivery Officers | None (mainly funded through CIL/Section 106) | | SCLE, Neighbourhood & Assets | Various | Ongoing | Green | Ongoing. The current IDP is being updated in conjunction with other infrastructure providers, including WCC. A new IDP is in preparation to support the SWLP. |
| Major Growth Areas: south of Warwick and Leamington | | Chris Elliott / Site Delivery Officer | TBC | | NS, CS, Finance | Supporting the progress on: Local Plan allocations; Fusilliers Way projects | Ongoing | Amber | Ongoing. However, there are only 2 permanent full time SDO posts on the establishment. The 3rd is a 2 year (6 months in) fixed term contract. Therefore, consideration needs to be given to the ability to carry on with this work without commitment to more long term resources. This might also impact upon the ability of the SDO Officers to support the SWLP |
| Major Growth Areas: Kenilworth | | Darren Knight / Site Delivery Officer | TBC | | NS, CS, Finance | Supporting the progress on: East of Kenilworth sites; relocation of Rugby Club; redevelopment of former Kenilworth School sites | Ongoing | Amber | Ongoing. |
| Master planning area immediately South of Coventry | | Chris Elliott / Site Delivery Officer | TBC | | NS, CS, Finance | Actively supporting and leading on the NoKsoC Project Board; supporting the progress on Local Plan allocations; undertaking work to inform decisions to be taken through the SWLP process | Ongoing | Amber | Approval given to commence this project in April 2022 with funding secured from other partners (WCC, Coventry CC and the University of Warwick). Management and governance arrangements currently being agreed between partners. |
| Leamington Transformation Board | | Martin O'Neill / Mark Brightburn | None | | Neighbourhood & Assets | Cabinet report approved at October 2024 meeting to approve the refreshed Vision and move forward to the Masterplan due in 2025 | Ongoing | Green | Milestones and dates to be set by Leamington Transformation Board |
| Prepare an action plan for Warwick district following approval of the South Warwickshire Economic Development Strategy for South Warwickshire (SWES - prepared jointly with SDC) to support inward investment and ensure climate adaptation and resilience are embedded within the strategy. | | Martin O'Neill / Joanne Randall | Unknown | | All service areas | Strategy approved by Cabinet | Ongoing re action plan | Green | SWLES has been finalised and approved by both WDC and SDC Cabinet - work now underway to produce the resultant action plan to deliver the priorities in the Strategy. |

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| Leamington Future of the High Street Fund (FHSF) and associated projects | | Martin O'Neill / Mark Brightburn | Budget agreed and kept under review. | | All service areas | First project (Spencer Yard) completed. Stoneleigh Arms underway along with the Town Hall Creative Hub - due to complete first quarter 2025. Confidential site expected planning application in November 2024 | Q1 2022/23 (completion in 23/24). | Amber | Confirmation has been received from MHCLG that the deadline to spend the FHSF money has been extended from September 2024 to March 2025. |
| Delivery of other Creative Quarter projects in conjunction with development partner. | | Martin O'Neill / Mark Brightburn | Specific projects may have a budget impact and this will be considered on a case-by-case basis by the Council. | | Culture, Neighbourhood Services | Stoneleigh Arms development well underway along with Town Hall - expected completion date first quarter 2025. | Ongoing | Green | These are initiated through the Creative Quarter Programme Board. See also above. Spencer Yard and Stoneleigh Arms are also FHSF projects. Work ongoing with regards to the development of an Old Town SPD or similar document to guide future regeneration in the South of Leamington. |
| Support Riverside and Covent Garden Projects | | Chris Elliott / Heather Johnson | Not known at this stage | | All service | Not known at this stage | Ongoing | Green | Ongoing as advised by members. |
| Working with WCC to support the timely delivery of highways advice on planning applications | | Gary Fisher | None - although may impact on Planning Performance Agreements | | None | No specific milestones yet agreed | Ongoing | Red | The impact of extensive delays in getting prompt highways comments on (particularly major) planning applications is a significant blockage in determining planning applications resulting in a significant challenge with impacts across the service and beyond. The impact on the Council's performance in determining planning applications is very significant increasing the risk of the Council being designated for Special measures. It is impacting on the delivery of the housing trajectory and 5 year housing land supply. Officers engage frequently with WCC Highways management on this matter and are participating in their Systems Thinking Review however over recent years there has been no improvement. |
| Continue the ongoing review of conservation areas | | Gary Fisher/ Rob Dawson | None | | None | No specific milestones yet agreed | Ongoing | Amber | This work has been delayed by the need for an increased focus on matters relating to heritage and sustainability. |
| Consideration of the need for guidance relating to renewable/energy efficiency projects for heritage buildings and structures | | Gary Fisher/Rob Dawson | None | | | Substantively complete | Ongoing | Green | Guidance Leaflet relating to historic windows agreed by Portfolio Holder and in the final stages of preparation. |
| Canal CA Management Plan | | Gary Fisher / Rob Dawson | None | | None | TBC | Ongoing | Green | Not started |
| Review of unauthorised HMOs Project | | Will Holloway / Kalvarn Birk | None | | Housing | Well advanced | Ongoing | Green | |
| Consider the potential to identify Proceeds of Crime from enforcement | | Will Holloway / Kalvarn Birk | None during 2024/25 . Potential additional income thereafter. | | None | Recruitment to provide additional posts complete | Ongoing | Green | Awaiting suitable cases |
| Design, test and deploy new IT system (Agile) to replace Idox Acolaid. | | Philip Clarke / Gary Fisher / Phil Rook / Andrew Cornfoot | Additional (non-recurring) £178,000 already provided over period 20245, 2025/6 and 2026/7 to support deployment. New licenses will require an additional recurring £35,000 per year. | | Housing, SCLE, Neighbourhood & Assets | Commenced. Migration of data and implementation by March 2026. | See milestones. | Amber | This is a major project for the service and additional resources have been provided to deliver. A project team including dedicated Subject Matter Experts will oversee the deployment to include data transfer, configuration and testing before the new system goes live. |
| Complete Competency Training for all surveyors at all levels. | | Phil Rook | Mainly Funded by Central Government although there has been an impact on resources for the service due to staff on courses and away from their desks and not available for site visits | | None | Surveyors to be registered with BSR between Oct 2023 and March 2024. A further surveyor Registered at Class 2 A-F in November 2024. There are 2 surveyors to be assessed in March 2025. One is collating a file for submission under supervision. The other is due to resit validation assessment, and under supervision. | Cut off date is March 2024 subsequently extended 6thJuly 2024. Continuous training required to evidence competency through out each year. Test of competence asseessment evey four years for each BCO. | Amber | All Building Control Officers need to be registered with BSR between Oct 2023 - March 2024, subsequently extended 6th July 2024. Having completed training and passed exams/validation process at that level, to evidence competency and to subsequently practice. Concerns if officers fail test of competence and unable to practice at that level. They can resit validation exams and will remain under supervision, their work will have to be signed off by another RBI. A number of courses were funded by Central Government, other were not. Time training is non fee income work so recharges have proportionally increased for the Service as corporate costs, picked up by both Rugby and Warwick DC. Noticeable impact on resources available as staff on training. Nov 24 recruited new admin post, succession planning and support to new IT project. |
| BC Budget Pressures | | | Failure to meet budget over 3 year cycle, would put the service in deficit, impact staff and service levels. | | None | Income Measures - against annual budget target and in comparison with previous years, WBC Market Share. | 31/03/2026 | Amber | Income and Market share monitored monthly. Review fees with neighbouring Authorities and adjusted/raised by 10% overall Sept/Oct 24, decision not to immediate recruit to some posts to offset the loss of income Market share consistent for last 8 years at 69%. As of Sept 24 sits at 76%. Send out marketing letters on planning apps, attend Key site meetings chase up projects, chase up outstanding fees. Provide efficient service respond to clients. |
| Phase 2 improvement works to Leamington Spa Town Hall as part of FHSF project. | | Mark Brightburn | | | Governance | Contract awarded October 23 / Contract start Oct 23 / anticipated completion August 24 | Aug-24 | Amber | Contract awarded and work on site on Phase 1 has commenced - completion due first quarter 2025. Phase 1b and 2 work being developed and future funding sources being explored. |
| Repair to roof of Royal Pump Rooms | | Russell Marsden / Paul Roberts | £528,800 (from Corporate Assets Reserve) | | Assets | Contractor appointed Winter 24 / works to commence early 25/ completion late 25. | Oct-24 | Green | This scheme has been funded in large part by the Arts Council England Museum Estate & Development Fund (MEND) which awarded £2,283,821. The balance of £528,800 is match funding from WDC including elements which were not covered by the MEND grant. |
| Explore / deliver any funding arising from a further round of UKSPF funding (as yet to be confirmed) for communities and place. | | Martin O'Neill / Shalina Janar | N/K | | N/K | N/K | by March 2026 | N/K | Awaiting further guidance from MHCLG. |
| Feasibility study (internal): making more use of the Royal Spa Centre as a daytime destination | | Paul Roberts | Nil | | Nil | Completion of feasibility study to inform proposals which may then also go to Change Board for consideration. | by March 2026 | Green | Begin to scope the financial and cultural opportunities for opening the RSC in the daytime (beyond the film programme and community activity already in place). |

Performance Measures

| | | | | | | | | | | | Reporting Month |
|--------|---------|---------------------------------------|------------------------|----------------------------------------------------------------------------------|----------|----------------------------|----------|----------|----------------|--------------|-----------------|
| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or lower is better? | Progress | Comments | Current Status | Lead Officer | |
| | | | | | | | | | | | Q1 Apr - Jun |
| PA&E1 | Target | Maintain or Improve services | No | Customer Questionnaires returned satisfied with overall Building Control Service | 80.0% | Higher | 0.0% | 0 | | Phil Rook | As Heading |
| PA&E2 | Target | Firm Financial Footing over long term | Yes | Income Measures - income against annual budget target | 100.0% | Higher | 0.0% | 0 | | Phil Rook | As Heading |
| PA&E3 | Target | Maintain or Improve services | Yes | Warwick Building Control - Market Share | 68.0% | Higher | 0.0% | 0 | | Phil Rook | As Heading |
| PA&E4 | Target | Health, Homes and Communities | Yes | Number of planning applications determined within the statutory timeframe (%) | 90.0% | Higher | 0.0% | 0 | | Gary Fisher | As Heading |
| PA&E5 | Measure | Health, Homes and Communities | No | Time taken to determine planning applications (no. of days average) | 0.0% | Higher | 0.0% | 0 | | Gary Fisher | As Heading |
| PA&E6 | Measure | Health, Homes and Communities | No | Time taken to determine major planning applications (no. of days average) | 65 | Higher | 0 | 0 | | Gary Fisher | As Heading |
| PA&E7 | Measure | Health, Homes and Communities | No | % of planning applications granted permission | 80 | Higher | 0 | 0 | | Gary Fisher | As Heading |
| PA&E8 | Target | Health, Homes and Communities | No | % appeal decisions in accordance with WDC decision | 75% | Higher | 0.0% | 0 | | Gary Fisher | As Heading |
| PA&E9 | Measure | Health, Homes and Communities | No | Number of Planning Enforcement Notices issued. | N/A | Higher | 0.0% | 0 | | Gary Fisher | As Heading |
| PA&E10 | Target | Health, Homes and Communities | No | Proportion of Searches issued with 10 days | 100.0% | Higher | 0.0% | 0 | | Gary Fisher | As Heading |
| PA&E11 | Measure | Firm Financial Footing over long term | No | Royal Spa Centre Ticket Sales Income | 72000.00 | Higher | 0 | 0 | | Paul Roberts | April-25 |
| PA&E12 | Measure | Maintain or Improve services | No | Royal Pump Rooms Footfall | 40300 | Higher | 0 | 0 | | Paul Roberts | April-25 |
| PA&E13 | Measure | Maintain or Improve services | No | Leamington Town Hall Footfall | 4300 | Higher | 0 | 0 | | Paul Roberts | April-25 |
| PA&E14 | Target | Maintain or Improve services | No | Arts service Customer Feedback Score | 95.0% | Higher | 0.0% | 0 | | Paul Roberts | As Heading |

| | |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service Area Plan Year : | 1 April 2025 to 31 March 2026 |
| Service Area : | Strategic Director |
| Service Area Manager: | Dave Barber |
| Portfolio Holder(s): | Councillor Williams (Decarbonisation PH) (LCLC Energy); Councillor Roberts (Neighbourhood PH) (Green BAP); Leader (Other elements of Climate Change) |

Sections:

| |
|--------------------------------------------------------|
| Links to Warwick 2030 Strategy |
| Main Aspects of Workloads and Major Workstreams |
| Performance |
| Risk Management |

Links to Council Strategy - Warwick 2030

| Theme and Strategic Goals | | Direct | Indirect |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Delivering Valued, Sustainable Services | | | |
| 1.1 Ensure sustainability is at the heart of our decision making | 1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | We will deliver this toolkit | No indirect areas |
| 1.2 Continue to ensure the council's finances remain on a firm and sustainable footing | 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. | We will deliver the LED lighting Programme and Rooftop Solar Programme which are projected to save over £100k per annum once fully implemented | Explore how we can use technology to deliver effective and efficient carbon reduction initiatives |
| | 1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs. | | |
| 1.3 Achieve and demonstrate delivery of high quality services | 1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. | We will provide regular updates on LCLC Energy, the BAP and Corporate Projects through agreed measures. | No indirect areas |
| | 1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels. | | No indirect areas |
| | 1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services | | No indirect areas |
| | 1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | | The team continue to look at the contracts they are responsible for and delivering incremental benefits within the scope of the contract and over their lifetime to deliver improved sustainability within them |
| | 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | | Ensure decarbonisation agenda takes account of the need to deliver Decent Homes and wider compliance priorities |
| 1.4 We want to attract and retain the best talent to deliver our ambitions | 1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | No direct areas | We will use the recruitment and retention policies to maximise the Team's our capacity and skills |
| 1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | 1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. | We will support investment in low cost carbon energy for our corporate assets | We will contribute to a review of the social value and sustainable sourcing policies as part of the review of procurement |
| | 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | | |
| Low cost, low carbon energy across the District | | | |
| 2.1 Reduce energy consumption and carbon emissions from the council's public buildings | 2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. | The Team will play a lead role in coordinating and delivering many aspects of this theme in line with the LCLC Energy Strategy and Programme Board priorities | |
| | 2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects. | | |
| 2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock | 2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | | No indirect areas |
| 2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | 2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | | No indirect areas |
| 2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | 2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | | No indirect areas |
| 2.5 Explore multiple, innovative approaches to make it easier for others in the district | 2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | | No indirect areas |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| 3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identify with a focus on people and the environment | 3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | Active role in promoting sustainable transport in Town Centres and through our parks | Working closely with housing service on low carbon options for new housing |
| | 3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | |
| | 3.1.3 Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. | Support strategy for new housing including definition of NZC | |
| | 3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes’ home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness. | | |
| 3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages. | 3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects. | Encourage active travel through the SWLP - actively develop evidence and policies to enable this. Promote active travel by encouraging better infrastructure (e.g. in parks, car parks etc) | Support adoption and implementation of NZC DPD by providing advice on energy statements and carbon impacts. |
| | 3.2.2 Build on our reputation as a home for national and international sporting events. | | |
| | 3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities. | | |
| | 3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact | | |
| | 3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development. | | |
| | 3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling. | | |
| | 3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon. | | |
| 3.3 Enhance the Biodiversity of the District | 3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces. | Coordinate delivery of BAP. Deliver key projects within the BAP. Develop BNG potential across the District and for WDC land. Undertake major | No indirect areas |
| | 3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities | | |
| 3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in | 3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. | No direct impacts | Energy, active travel and climate change adaptation work will have an indirect impact on health and wellbeing |
| | 3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds. | | |
| | 3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime. | | |

| Service Overview | | | | | |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------|
| Key to : Actual Workload to date (updated half yearly) | | | | | |
| | Significant issues or delays in service delivery that require immediate attention | | | | |
| | Potential issues or delays in service delivery that require corrective actions | | | | |
| | Service being delivered as expected | | | | |
| | Completed | | | | |
| | Not Started | | | | |
| | | | | | |
| Service Being Delivered | Main aspects of service delivery | Service Demand/Service Requests | | | |
| | | Estimated Expected Workload | Notes | Actual Workload to date (updated half yearly) | Percentage of estimated workload experienced 25/26 |
| Strategy and Corporate Coordination | Overall coordination of Climate Change Action Programme | Low | | | |
| | Overall coordination of the Low Cost, Low Carbon Energy Programme | High | Fortnightly Communications Meetings with Media Team | | |
| | Overall coordination of the Biodiversity Action Programme | Medium | LCE Programme | | |
| | Links with Community Wellbeing Tem to support Fuel Poverty | Low | Impact Tool | | |
| | Links with Planning Policy to support climate change, energy and biodiversity elements of the SWLP | Medium | Explore the potential for further Carbon Literacy Training | | |
| | | | | | |
| Low Cost, Low Carbon Energy | Reduce energy consumption and carbon emissions from the council's public buildings | High | Close link with Corporate Assets Team | | |
| | Reduce energy consumption and carbon emissions from existing Council Housing Stock | Medium | Potential LGI initiative. Will need close work with Housing Service who will be responsible for managing delivery | | |
| | Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | Medium | Potential LGI initiative. NB: The Housing Development Team will lead on this aspect with support from the Climate Change Team | | |
| | Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs. | High | Potential LGI initiative | | |
| | Fuel Poverty | Low | Close link with Community Wellbeing Team | | |
| | | | | | |
| Biodiversity Action Programme | Coordinate the programme of work to deliver the Biodiversity Action Programme (BAP) | High | | | |
| | Lead on and/or support the delivery of specific actions/priorities in the Biodiversity Action Programme (BAP) which are the responsibility of the Climate Change Team | Medium | Work closely with Green Spaces Team, Programme Team and Planning Teams | | |
| | Lead on monitoring and reporting BAP progress to relevant groups, committees, boards, etc. including data collection, collation and analysis | Low/Medium | Work closely with Green Spaces Team, Programme Team and Planning Teams | | |
| | Support the delivery of carbon reduction and biodiversity improvement measures as part of the idverde contract for grounds maintenance and street cleansing services. | Low | Work closely with Neighbourhood Services | | |
| | Work in partnership across Warwickshire on Natural Capital Investment, Local Nature Recovery Strategy, etc. | Low | Work closely with Warwickshire County Council, Warwickshire Wildlife Trust and other partners | | |
| | Lead on statutory biodiversity reporting to Government under enhanced 'biodiversity duty'. | Low/Medium | Work closely with Planning Teams, Warwickshire County Council, and other relevant parties | | |
| | | | | | |
| Climate Change Action Programme (Active Travel; Sustainable Procurement; SWLP support) | Active and Low Carbon travel projects for WDC and across the District | Medium | | | |
| | Work in partnership (e.g. WCC, HS2, HECRP) to support active and low carbon transport | Low | WDC contribute £5k per annum to partnership | | |
| | Work through procurement and with contractors to reduce carbon emissions associated with contracted services | Medium | Need to review and implement new policies to link with new regulations | | |
| | Work with planning policy to support the development of SWLP policies that deliver low carbon buildings, biodiversity, low carbon transport and active travel, carbon sequestration and climate adaptation | Medium | Expected to be heavily involved across multiple themes following completion of Preferred Options consultation | | |
| | | | | | |
| Climate Adaptation | Coordinate the programme of work to deliver the Climate Change Adaptation Action Plan | Low | | | |
| | Partnership work to align with national and regional and local climate adaptation plans and strategies | Low | | | |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------|
| Managing Planned Changes, Major Work streams, Projects and Budget Pressures | | | | | | | | | |
| | | | | | | | | | |
| Key to : On track? RAG | | | | | | | | | |
| | Significant issues or delays in service delivery that require immediate attention | | | | | | | | |
| | Potential issues or delays in service delivery that require corrective actions | | | | | | | | |
| | Service being delivered as expected | | | | | | | | |
| | Completed | | | | | | | | |
| | Not Started | | | | | | | | |
| Change/Project | Reference Code on Corporate Project List | Sponsor/Lead Officer | Budget Impact | Input Needed from other Services | Impact on other Services | Milestones | Planned End Date | On track? RAG | Comments |
| Strategy and Corporate Coordination | | | | | | | | | |
| Prioritise actions from Climate Change Action Programme (CCAP) in line with the Corporate Strategy and particularly LCLCE programme; SWLP and BAP priorities; subsume other actions within SAPs | | Dave Barber | Nil | | Will require input from housing; assets; planning; green space; green infrastructure programme team;. | Reports to O&S in line with agree O&S work programme; regular report to LCLCE programme board | O&S reports April 2025; Sept 25; Jan 26. LCLCE Programme Board ongoing | | |
| Local Climate Engagement Programme, including biodiversity and local nature strategies | | Graham Folkes Skinner (plus Becky Davies) | £8k for WALC SLA from within Climate Action Fund | | No | Phase 2 events during 2025 (dates to be confirmed ; Networking events early 2025 | Ongoing through 2025/26 | | WALC (Claudie Pearson) contracted to lead this work with support of Steering Group. Timescale impacted by CR leaving |
| Establish a climate and biodiversity impact tool for cabinet reports, project planning and prioritisation processes across Warwick District Council | | Becky Davies/Graham Folkes Skinner/Jennie Barber | Nil | | All services will need to use the Tool to inform cabinet reports. | Introduce from April 2025 | Apr-25 | | |
| Support Ecofest 2025 | | Graham Folkes Skinner | Annual EEM Social Value grant (approx. £10k) | | Provision of stalls (all); Involvement of events and green spaces team in organising. | Annual | Sep-25 | | Funding from grant fund straight into Eco-Fest |
| Co-ordinate major Programmes of work: including the Low Cost Low Carbon Energy Programme (Corporate Priority 2); BAP; priorities from CCAP | | Dave Barber, Katie McAuley-White, Becky Davies, Graham Folkes Skinner | Each programme has identified budgets | | Housing, Assets, Green Spaces, Sports and Leisure | As set out in individual programmes and projects | Ongoing | | |
| Ongoing Carbon literacy mop up sessions for staff | | Graham Folkes Skinner; Alice Ellis; Kaiyi Gu | Up to £3k from within Climate Action Fund | | HR Training | Aim for all staff to have received Carbon Literacy Training | Mar-26 | | Possible collaboration with SDC |
| Reports for O&S Work Programme | | Dave Barber; Graham Folkes Skinner; Becky Davies | Nil | | No | | O&S reports Jan 2025; April 2025; Sept 25; Jan 26. | | |
| Communications plan (rolling 3 month plan) | | Graham Folkes Skinner; Becky Davies | Up to £5k from within Climate Action Fund | | As required | Monthly updates to three month programme; | Ongoing | | |
| Routinely attend and contribute to appropriate partnerships including a) WCC and Regional Climate Change related partnerships; b) transport-related meetings; c) ecology and biodiversity-related meetings | | Dave Barber; Graham Folkes Skinner; Becky Davies; Alice Ellis | 0 | | As required | Monthly | Ongoing | | |
| Contribution to Rural & Urban Capital Initiatives Scheme (RUCIS) assessments | | Alice Ellis | £0 (Not from our budget) | | Finance (Grants) | As Required | Ongoing | | |
| Low Cost Low Carbon Energy | | | | | | | | | |
| Solar PV Installations - Leisure Centres and Public Buildings - 9 sites in total. | | Tim Hornsby | Budget agreed at Cabinet Sept 2024: Up to £860k - HECE soft loan, £234k - Sports England funding | | Neighbourhood and Assets; Place, Arts and Economy; Safer Communities, Leisure and Environment. | Successful delivery of all projects. reduction in imported grid electricity and reduction in energy expenditure. | Throughout 2025 | | |
| LED Lighting installation across the estate - design and manage LED retrofit scheme. | | Tim Hornsby | Budget agreed at LCLC Board June 2024: £370k plus, dependent on scheme expansion - | | Neighbourhood and Assets; Place, Arts and Economy. | Significant reduction in electricity use at suitable sites (up to 17%) | Throughout 2025 | | |
| Temperate House and Jubilee House Carbon Reduction schemes | | Tim Hornsby | Jubilee: £200k - WDC; Temperate: Up to £340k WDC; potential £68k HECE, £415k Salix. | | Assets; Place, Arts and Economy; Safer Communities, Leisure and Environment. | Phase 1: New electricity supply to deliver £19k annual savings - Spring 2025. Phase 2: Solar PV, insulation, glazing replacement. Salix funding approval, planning approval, successful project delivery. | Summer 2025 | | |
| PSDS 4 Bid - GSHP - Royal Pump Rooms | | Tim Hornsby | £2.7million in total. Grant bid for £1.4m to Salix. Some costs for LED and Rooftop solar included in budgets already. Balance of £1.15m over three years from WDC - to be confirmed in budget setting. | | Assets; Place, Arts and Economy; Safer Communities, Leisure and Environment. | Dependent on successful PSDS 4 application (decision expected March 2025). | Completed Spring 2028 | | |
| Explore case for decarbonisation works for communal areas of housing blocks | | Tim Hornsby | Will require budget to install heat meters (amount currently unknown - will require separate business case) before data can be collated to justify any further investments. | | Assets; Housing | Dependent on cost of installing heat meters. Potential to undertake trial in one block, before expanding to other 6 or 7 blocks | TBC | | |
| Decarbonisation Action Plan - High level costed schedule to develop long term strategy for emissions reduction in WDC public buildings. | | Tim Hornsby | TBC | | Neighbourhood and Assets; Place, Arts and Economy; Safer Communities, Leisure and Environment. | Project plan completion. Live document to be updated. | Ongoing | | |
| Develop WDC carbon offsetting proposals | | Dave Barber; Alice Ellis | No cost before 2026. Approx £150k already factored in to MTFS for 2026/27 | | | Proposals developed for PCPC Programme Board by April 2025 | Apr-25 | | |
| Develop a low-interest rate loan for home owner-occupiers and private landlords in the district, with a small grant, to encourage uptake of domestic retrofit | | Alice Ellis, Katie McAuley-White | Dependant on WMIZ Growth Initiative decision | | Housing | Soft Market Testing winter 24/25; Detailed costs and proposal March 2025; Formal proposal to WMCA for LGI April 2025. Subject to LGI decision, procure provider summer 2025 and launch late 2025 or early 2026. | Mar-26 | | |
| Support low income private households by accessing Green Homes Grants and delivering decarbonisation measures with our delivery partner (currently E.ON) | | Alice Ellis | £0 | | Private Sector Housing | HUG 2 scheme launched with 75 private homes improved by the end of March 2025. Warner Homes Funding announced - prepare bid with MNZH and then deliver (including procurement of delivery partner) | Ongoing through 2025/26 | | |
| Review with Act on Energy the benefits of continuing the SLA to provide a Complex Caseworker. | | Alice Ellis | Initially funded from Fuel Poverty Budget and UKSPF. Ongoing funding considered from Climate Action Fund and Fuel Poverty Funding as well as wider partnerships | | Private Sector Housing | All households provided with energy saving and behavioural change advice such as dealing with damp and mould through to correct use of heating controls | Mar-26 | | |
| Deliver thermal imaging cameras scheme to loan to parish councils, community groups, landlords and other interested parties. Ensure additional information is provided to signpost for further help and support. | | Alice Ellis and Chloe Wiltshire | From within Climate Action Fund | | Community Wellbeing | Thermal imaging cameras purchased with hire arrangements in place along with additional supporting information provided for additional energy advice. Work together with community groups to ensure good take-up. | Mar-26 | | |
| Fuel Poverty: SLA with Act on Energy for Complex Caseworker prepare Home Energy Conservation Act Report | | Alice Ellis | Costed proposal for complex caseworker to be developed | | Community Wellbeing | HECA report submitted | From 1st April 2025 | | |
| Fuel Poverty: Review fuel poverty Strategy | | Alice Ellis | Nil | | Community Wellbeing | Strategy reviewed and adopted | TBC (Alice to confirm) | | |
| Biodiversity Action Programme (BAP) | | | | | | | | | |

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| Coordinate the programme of work to deliver the Biodiversity Action Programme (BAP) | | Becky Davies | £100k circa | | Green Spaces, Contract Services, Planning, Programme Team, Housing, Assets, Bereavement Services | As per biodiversity action plan to 2030 | Ongoing as part of action plan to 2030 | | |
| Lead on and/or support the delivery of specific actions/priorities in the Biodiversity Action Programme (BAP) which are the responsibility of the Climate Change Team including: input in to trees for future review; grass verges trial; no mow May; pesticide reduction trial; BNG opportunities; comms and education work; supporting partners; etc. | | Becky Davies | As above action/budget | | Green Spaces, Contract Services, Planning, Programme Team, Housing, Assets, Bereavement Services | As per biodiversity action plan to 2030 | Ongoing as part of action plan to 2030 | | |
| Lead on monitoring and reporting BAP progress to relevant groups, committees, boards, etc. including data collection, collation and analysis | | Becky Davies | £0 | | Green Spaces | Report to O&S committee in April/May 2025. Quarterly Members Advisory Board meetings - Jan 2025 onwards. Monthly progress reports to Portfolio Holder. | Ongoing as part of action plan to 2030 | | |
| Support the delivery of carbon reduction and biodiversity improvement measures as part of the idverde contract for grounds maintenance and street cleansing services. | | Becky Davies | £0 | | Neighbourhood and Assets | % carbon reduction since the start of the contract. Water saving methods. Reduction in chemical weed spraying (litres/area of land). | Ongoing throughout contract to 2029 | | |
| Work in partnership across Warwickshire on Natural Capital Investment, Local Nature Recovery Strategy, etc. | | Becky Davies | £0 | | Green Spaces, Planning | Local Nature Recovery Strategy submitted to DEFRA Natural Capital Investment Strategy Implementation Plan developed and adopted | 2025/26 | | |
| Lead on statutory biodiversity reporting to Government under enhanced 'biodiversity duty'. | | Becky Davies | £0 | | Green Spaces, Planning | Biodiversity report to Government | 1st January 2026 | | |
| Climate Change Action Programme (Active Travel; Sustainable Procurement; SWLP support) | | | | | | | | | |
| Cycle infrastructure including: a) Consult on and implement of a cycle route through Abbey Fields Park; b) liaise with HS2 on the active travel options associated with the route | | Graham Folkes-Skinner | No impact in CAF, but will require case for WDC investment alongside other contributors. | | SCLE (Green Spaces); PAEs (HS2 officer) | Successful procurement of detailed design of preferred route. Undertake local consultation. Submission of Cabinet Report with results of consultation. | Consultation early 2025. Implement 2025/26 | | |
| Work alongside WCC to support the expansion of car clubs within the District | | Graham Folkes-Skinner | Not known at present. Charge Points/car club points will largely be on Highway but potentially WDC could facilitate locations on WDC land | | | WCC are employing CoMoUK to complete a County wide Feasibility Study on Car Clubs on the completed 2024/25 report completed for WDC | | | |
| Work with colleagues within SDC on the procurement of an EV charger provider | | Graham Folkes-Skinner | Internal resource needed for production of specification and pre market engagement. Depending on approach there is potential for this to provide a source of income | | Neighbourhood (Parking) | Pre-market engagement exercise and production of Cabinet Report to agree the way forward | Pre-Market engagement early 2025; Report on recommended approach to contract summer 2025. Contractor in place late 2025. | | |
| Encourage low carbon travel for WDC business (WDC vehicle fleet; charging infrastructure; salary sacrifice scheme for staff; pool bikes) | | Graham Folkes-Skinner | Nil | | All Service Areas | All WDC fleet to be electric (or hybrid where operational requirements prevent EV) | Jun-25 | | |
| Start investigation of RCV fleet replacement options at the end of life (2029/2030), e.g. battery-electric, hydrogen or other. | | Katie McAuley-White | Unknown, likely no budget impact in FY 2025/26 | | Contract Services, Assets | Start looking at options in autumn 2025, as set out in hydrogen close down Cabinet report from Nov 2023. | Autumn 2025 | | |
| Install solar mats on fleet of refuse collection vehicles and monitor ongoing carbon emission and fuel use reduction | | Katie McAuley-White | From UKSPF, potential to provide financial savings from lower fuel use (to be proven after 1 year of install) | | Contract Services, Economic Development | Due to be installed by end of March 2025, ongoing monitoring required. | Spring/Summer 2025 | | |
| Leamington Transformation: contribute to active travel considerations and climate resilient design as proposals are developed | | Graham Folkes Skinner; Becky Davies | Nil | | PAE; Town Centres Project Team | TBC | TBC | | |
| Review Procurement Policies relating to a) sourcing; b) social value | | Alice Ellis | Nil | | Finance (procurement) and all services | Part of procurement review ahead of introduction of new procurement regulations | Report to Cabinet early 2025 | | |
| Planning: Support policies for biodiversity and climate change for SWLP | | Graham Folkes Skinner and Beky Davies | Nil | | PEA | Preferred Options during 2024/25 | 2026/27 | | |
| Planning: Collaborate with Planning on Net Zero Carbon policies | | Kaiyi Gu | Nil | | Planning Policy | | 2026/2027 | | |
| Planning: Old Town SPD with Net Zero Neighbourhood aims included. | | Alice Ellis and Becky Davies | Nil | | Planning Policy | SPD adopted with Net Zero Neighbourhood requirements | ???? | | What is the status of this work? A meeting for Monday 6 November has been delayed |
| Planning: Assess energy statements and associated supporting document for Planning Applications | | Kaiyi Gu | Nil | | Development Management | Taking over responsibility from external consultant | | | Measurable: carbon saving achieved above initial submission proposal, maybe % improvement of measurable values? |
| Climate Adaptation | | | | | | | | | |
| Coordinate the programme of work to deliver the Climate Change Adaptation Action Plan | | Becky Davies | £0 | | All Service Areas | As per adaptation action plan | 2025/26 | | Adaptation action plan timescales may need reviewing in light of Biodiversity Action Programme priorities |
| Lead on and/or support the delivery of specific actions/priorities in the Climate Change Adaptation Action Plan which are the responsibility of the Climate Change Team | | Becky Davies | £0 | | All Service Areas | As per adaptation action plan | 2025/26 | | Adaptation action plan timescales may need reviewing in light of Biodiversity Action Programme priorities |
| Keeping up to date on national, regional and local climate change adaptation strategies/plans (e.g. National Adaptation Programme 3 (NAP3)) | | Becky Davies | £0 | | N/A | | Ongoing | | |

| Performance Measures | | | | | | | | | | | | |
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| Ref | Type | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Higher or Lower is better? | Progress | Comments | Current Status | Lead Officer | Reporting Month | |
| Strategy and Coordination: CCAP Ambitions (Performance Measures Managed through and SP3 Board and Climate Change Team Meetings) | | | | | | | | | | | | |
| CC1 | Measure | Low Cost, Low Carbon Energy (SP2) and Climate Change (SP3) | Organisational Carbon Emissions (tonnes CO2) | Total Scope 1, Scope 2 and Scope 3 WDC Carbon emissions in previous financial year | Net Zero by 2030 | Declining | 16% reduction since 2018 baseline | This measure requires a substantial data sub-set: •Scope 1 oCO2 emissions from gas consumption from WDC buildings oCO2 emissions from LPG consumption from WDC buildings oCO2 emissions from miles travelled in WDC (lease) vehicles •Scope 2 oCO2 emissions from electricity consumption from WDC buildings •Scope 3 oCO2 emissions from biomass consumptions from WDC buildings oCO2 emissions from water usage at WDC buildings and facilities oTransmission and Distribution losses oCO2 emissions from milage undertaken by Biffa waste collection fleet on WDC rounds oCO2 emissions from IDverde street cleansing and grounds maintenance vehicles oCO2 emissions from energy consumption at Stratford Rd depot oCO2 emissions from energy consumption at leisure centres | Declining | Tim | June | |
| CC2 | Measure | Low Cost, Low Carbon Energy (SP2) and Climate Change (SP3) | District-wide carbon emissions as estimated through Scatter data | Total Annual District Carbon emissions (tonnes CO2) – using SCATTER tool (or alternative) | 55% reduction by 2030 | Declining | 26.5% reduction since 2018 | Significant time-lag (data dating from 2021 is expected to be released in 2025) | Declining | Katie | | |
| CC3 | Measure | Climate Change (CCAP) (SP3) | Adaptation to climate change | No. of climate related risks identified and included in risk registers with mitigation measures in place | | Increasing | | Formerly PM12 | | Becky | | |
| Low Cost, Low Carbon Energy Strategy Measures (Performance Measures Managed through SP2 Low Cost, Low Carbon Energy Programme Board) | | | | | | | | | | | | |
| LCLC1a | Measure | Low Cost Low Carbon Energy | Continue to ensure the Council's finances remain on a firm and sustainable footing. | Public Buildings: Actual cost of energy used in the Council's public buildings | N/A | Lower | Substantial increase on 22/23 | Difficult to set a target or quantify progress, as the cost of energy is subject to continuous market fluctuations. | Increasing | Tim | June | |
| LCLC1b | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from the Council's public buildings. | Public Buildings: Actual total CO2 emissions from the Council's public buildings | Net Zero by 2030 | Lower | 24% reduction since 2018 baseline | | Decreasing | Tim | June | |
| LCLC5 | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from the Council's public buildings. | Percentage of electricity used in the Council's public buildings generated from renewable electricity produced onsite. | N/A | Higher | less than 1% since 2018 baseline | Potential for renewable technologies is limited by building characteristics and available roof space. Bigger percentage increases will be realised by reducing electricity use at WDC sites. Electricity use is expected to increase in the coming years. | Increasing | Tim | June | |
| LCLC2a | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from existing Council housing | Existing Council Housing: Predicted savings on energy bills for residents who have been supported by WDC through retrofit advice/implementation. | N/A | Higher | | We hope to see savings in energy bills increase, albeit this means a decrease in energy consumption. | Increasing | Katie | | |
| LCLC2b | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from existing Council housing | Existing Council Housing: Predicted CO2 savings from Council Housing as a result of WDC retrofit interventions | N/A | Higher | | We hope to see savings in CO2 increase, albeit this means less CO2 being produced. | Increasing | Katie | | |
| LCLC6 | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from existing Council housing | Percentage of Council homes reaching EPC C or above | 100% by 2030 | Higher | | This percentage represents valid EPC ratings and expired EPC ratings. As more 'expired' EPC properties are assessed and become 'valid' EPC properties, this may cause a change in overall EPC ratings that has not been as a direct result of WDC interventions. | | Katie | | |
| LCLC3a | Measure | Low Cost Low Carbon Energy | Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | New WDC Housing Developments: Cost indicator to be developed potentially drawing on data from the newly adopted NZC DPD | 0 | Decreasing | | | | Kaiyi | | |
| LCLC3b | Measure | Low Cost Low Carbon Energy | Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | New WDC Housing Developments: Carbon indicator to be developed potentially drawing on data from the newly adopted NZC DPD | 0 | Decreasing | | | | Kaiyi | | |
| LCLC7 | Measure | Low Cost Low Carbon Energy | Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | For new WDC homes, the average percentage reduction in pre-offset CO2 emissions compared with other houses built in the district (as measured through the calculations of residual carbon emissions required to comply with the Net Zero Carbon DPD) | 0 | Decreasing | | | | Kaiyi | | |
| LCLC4a | Measure | Low Cost Low Carbon Energy | Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs | Helping Others with Retrofit: Predicted savings on energy bills for residents who have been supported by WDC through retrofit advice/implementation. | N/A | Higher | | | | Alice | | |
| LCLC4b | Measure | Low Cost Low Carbon Energy | Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs | Helping Others with Retrofit: Predicted total CO2 emission savings for residents who have been supported by WDC through retrofit advice/implementation. | N/A | Higher | | | | Alice | | |
| LCLC8 | Measure | Low Cost Low Carbon Energy | Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs | Number of retrofit measures implemented by WDC residents or businesses as a result of the Council's retrofit support scheme | N/A | Higher | | | | Alice/Katie | | |
| LCLC9 | Measure | Low Cost Low Carbon Energy | Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs | Estimated overall District-wide carbon emissions from buildings as assessed through "Scatter" or similar data. | 55% reduction by 2030 (for all) | Lower | 25% reduction since 2017 baseline | Significant time-lag (data dating from 2021 is expected to be released in 2025) | Decreasing | Katie | | |
| CC4 | Measure | Low Cost Low Carbon Energy | Reduce energy consumption and carbon emissions from the Council's public buildings. | For WDC buildings, predicted CO2 savings from WDC retrofit or renewable energy building projects implemented within last quarter | N/A | Higher | Minor increase in CO2 savings | NB: Not part of the agreed indicators within the LCLCE strategy. However, measures is relevant to Low Cost, Low Carbon energy | Increasing | Tim | Quarterly | |
| Other CCAP Measures (Performance Measures Managed through Climate Change Team Meetings Only) | | | | | | | | | | | | |
| CC5 | Measure | Climate Change (CCAP) (SP3) | CCAP: Community Engagement | Number of communities in the District supported through the Local Climate Engagement (LCE) Programme | 2 | 2 | | | | Graham | | |
| CC6 | Measure | Climate Change (CCAP) (SP3) | CCAP: Low Carbon Transport | Number of EV charge points on WDC owned land/assets | | | | | | Graham | | |
| CC7 | Measure | Climate Change (CCAP) (SP3) | CCAP: Low Carbon Transport | Number of car club cars available in the District | | | | | | Graham | | |
| CC8 | Measure | Climate Change (CCAP) (SP3) | CCAP: Offsetting | Amount of carbon offset funding delivered through the Net Zero Carbon DPD | N/A | Decreasing | | | | Kaiyi | | |
| CC9 | Measure | ??? | Fuel Poverty Strategy | No. of households benefitting from the Act on Energy complex case worker service | | | | | | Alice | | |
| | | | | | | | | | | | | |
| BAP1 | Measure | BAP | Nature Recovery and Management | No. of records of target species to identify % increase/trends. | N/A | Increasing | | WCC to provide annual report on species records | | Becky | | |
| BAP2 | Measure | BAP | Nature Recovery and Management | % of Warwick District Council land under active management for biodiversity (to inform progress against 30% by 2030 target). | 30% by 2030 | Increasing | | The calculation used to inform this measure is based on a number of different sources of data from different time periods. We're working to get more recent data and this may result in changes to the % – up or down. | | Becky | | |
| BAP3 | Measure | BAP | Nature Recovery and Management | Area (m2 or Ha) or % of woodland on Warwick District Council land in active management. | N/A | Increasing | | | | Becky | | |
| BAP4 | Measure | BAP | Nature Recovery and Management | Quantity (meters) of new hedgerow planted in Warwick District either directly by Warwick District Council or where the Council has enabled/supported partners/volunteers to plant new hedgerow. | N/A | Increasing | | We may need to revise the wording of this measure to reflect they type and availability of data | | Becky | | |
| BAP5 | Measure | BAP | Nature Recovery and Management | Quantity (litres) of pesticides and herbicides used by Warwick District Council for grounds maintenance and street cleansing operations (measured against baseline to inform progress of restricting/reducing usage). | N/A | Decreasing | | | | Becky | | |
| BAP6 | Measure | BAP | Nature Recovery and Management | Area (m2) of new pond or wetland created on existing Warwick District Council land (including swales, scrapes, rain gardens, SuDS, etc.) | N/A | Increasing | | | | Becky | | |
| BAP7 | Measure | BAP | Involving People and Partnerships | No. of Local Nature Action Plans developed and adopted by Town and Parish Councils in Warwick District. | N/A | Increasing | | | | Becky | | |
| BAP8 | Measure | BAP | Involving People and Partnerships | No. of visits to Warwick District Council biodiversity webpages and no. of shares and reactions to social media posts. | N/A | Increasing | | | | Becky | | |
| BAP9 | Measure | BAP | Involving People and Partnerships | No. of practical conservation/volunteering activities supported by Warwick District Council. | N/A | Increasing | | | | Becky | | |
| BAP10 | Measure | BAP | Legal, Planning, Policy and Funding Commitments | Total funds (£) secured through external funding bids (excluding Biodiversity Net Gain, Community Infrastructure Levy or Section 106 funding) and invested in projects that support delivery of the Biodiversity Action Programme. | N/A | N/A | | | | Becky | | |
| BAP11 | Measure | BAP | Legal, Planning, Policy and Funding Commitments | No. of biodiversity units on Warwick District Council land registered for off-site biodiversity net gain (BNG) funding. | N/A | N/A | | This measure is dependent on the suitability and availability of WDC land which is still to be determined | | Becky | | |
| BAP12a | Measure | BAP | Legal, Planning, Policy and Funding Commitments | % split of biodiversity net gain delivered (through the planning system) on-site within new developments | N/A | N/A | | This data will also form part of our reporting to Government under our enhanced biodiversity duty - first report due by 1st Jan 2026. | | Becky | | |
| BAP12b | Measure | BAP | Legal, Planning, Policy and Funding Commitments | % split of biodiversity net gain delivered (through the planning system) off-site locally | N/A | N/A | | This data will also form part of our reporting to Government under our enhanced biodiversity duty - first report due by 1st Jan 2026. | | Becky | | |
| BAP12c | Measure | BAP | Legal, Planning, Policy and Funding Commitments | % split of biodiversity net gain delivered (through the planning system) through the national credit system. | N/A | N/A | | This data will also form part of our reporting to Government under our enhanced biodiversity duty - first report due by 1st Jan 2026. | | Becky | | |

Warwick District Council

Performance Management Framework

Introduction

Organisational performance management helps the Council to ensure it achieves what it set out to do. It does this by setting out how it plans and organise resources to achieve the things it wants to do – in line with the vision and priorities, as set out in the Corporate Strategy.

Through aligning resources, actions and activities to the Council's Corporate Strategy, it helps measure how public money is turned into results for its community.

Approach

Performance management is the responsibility of everyone in the Council. The framework is based on the Plan, Do, Review, Improve cycle.



The performance management framework recognises the diversity of Council business and is mindful that services already respond to a wide range of other performance management requirements, e.g. statutory returns, partnership working arrangements, and different legal, regulatory, or policy frameworks.

As a result, this framework builds on what is already in place and uses the Business Intelligence Portal to hold all relevant performance information.

The Code of Corporate Governance

The Code of Corporate Governance sets out the Council's commitment to good governance and management practice. It identifies how it will meet and demonstrate that commitment. It includes the political arrangements, administrative systems, policies and processes, as well as the culture and values that underpin the Council as a whole.

The Council's annual governance statement provides an assessment of the Council's performance against the Code of Corporate Governance.

A key component to delivering sound corporate governance is reliant on effective and appropriate performance management information. This includes assurance around the quality of the data being reported as well as the right information being reported, within appropriate timescales, within Management Teams, Councillors and the public.

The Corporate Strategy

The Corporate Strategy 2030 is the principal corporate strategy of the Council. The Council's performance management framework aims to articulate how the Council is delivering services and the Corporate Strategy ambitions and the difference that this will make to our communities through a set of performance measures. The Corporate Strategy explains what the Council wants to do and how it plans to do it and is organised through a set of strategic themes.

The themes are defined as follows:

1. Delivering valued, sustainable services

In order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by continued demonstration of financial sustainability through the medium term. This is the foundation for ensuring there are resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs.

[Priority 1: Delivering valued, sustainable services](#)

2. Low cost, low carbon energy across the district

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

[Priority 2: Low cost, low carbon energy across the district](#)

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

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

[Priority 3: Creating vibrant, safe and healthy communities of the future](#)

Delivering Ambitions

Whilst Council and Cabinet set policy ambitions, the Head of Paid Service (The Chief Executive) identifies how, when and the resource needed to deliver the policy ambitions and structures the Council accordingly to enable this.

At a strategic level, the Strategic Leadership Team (SLT) ensure that services are provided which meet the needs of our communities, now and in the future, whilst remaining within the budget available.

SLT also ensure that there are appropriate and meaningful measures to provide assurance that the Council is making progress towards its vision, priorities and objectives published in our Corporate Plan.

The Council's Strategic Leadership Team (SLT) drives the importance of performance management from the top and ensure that the organisation is clear on what we are seeking to achieve and that priorities within the Corporate Plan are delivered.

Service Area Planning is the vehicle to enable service delivery, and includes all actions that contribute to achievement of the Council's Priorities; actions that are driven by the need to improve efficiency and effectiveness; actions that relate to frontline service delivery or delivery of statutory requirements, whether or not directly related to the Council's priorities.

Service Area Plans are held on the Business Intelligence Portal. This enables officers to have a single action plan to monitor and report against, making best use of their time and ensuring that information is only reviewed once.

Balanced Scorecard

To support the Council capturing the true narrative of performance, Warwick uses a balanced scorecard. The purpose of this is to ensure the Council considers all elements of delivery through the four lenses of performance, providing a high level overview of the Council.

The initial score card below, will be reviewed quarterly, providing updates as appropriate and reported on to informal Cabinet and formally to Overview & Scrutiny Committee.

| Aspect | Benefit | Measure | Alignment |
|-----------|----------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------|
| Financial | A sustainable General Fund | Financial Forecast/performance within agreed tolerance | Priority 1 – Delivering valued, sustainable services 1.2 |
| | A sustainable Housing Revenue Account against its budget | Financial Forecast/performance within agreed tolerance | |
| | Holding Appropriate Reserves | Percentage difference between reserves held and ideal position | |
| People | Sustainable turnover rate within services | Percentage of staff turnover against measure. | Priority 1 – Delivering valued, sustainable services 1.4 |
| | Sustainable management of absenteeism. | Actual absence rate compared to target. | |

| | | | |
|-----------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Customers | Delivery of high-quality services | No of complaints raised during period Percentage of services delivered within required targets in Service Area Plans | Priority 1 – Delivering valued, sustainable services 1.3 1.3.1 1.3.3 |
| Council | Completion of key corporate projects. | Percentage of projects on corporate list with Green RAG status | Priority 1 – Delivering valued, sustainable services Priority 3 – Creating vibrant, safe and healthy communities of the future. |

The Council will, over the next 12 months review use of this Balanced Score Cards as part of the Plan and Review phases of key projects and strategies because they could help to identify a case for doing something or the outcomes of an initiative expressed on the potential outcomes according to the four factors. This will be fed into the ongoing work on project management at the Council.

Performance Measures and Targets

With Service Area Plans there will be both targets (where a statutory or regulatory performance level is required) or a measure where the Council looks at trends and seeks to improve these over time. These help the Council monitor the delivery of service review and plan stages.

The Council will look to set objectives to realise the benefits identified in the BSC at stage one and will also look at performance measures/targets to measure the steady state or difference that the set objectives make.

Reviewing, monitoring and reporting

The Council's policy decisions are taken through the established Cabinet and Council.

Councillors have overall responsibility and accountability for the Council's Corporate Strategy. The decisions taken by Councillors on projects and proposals need to be informed by an understanding of the impact that decision could have on the delivery of the Corporate Strategy. By providing performance reporting against the Corporate Plan outcomes, Councillors can be clear on the extent to which the Corporate Plan and its outcomes are being achieved. Performance reporting enables Cabinet and Committees to have an informed debate on delivery and conflicting priorities to enable informed policy decision making.

The work on reviewing, monitoring and reporting forms a clear part of the Golden thread for the Council and should help all levels of the Council recognise their specific relationship to achieving the delivery of the corporate Strategy.

Corporate Performance

Warwick provides a quarterly performance report for service levels of reporting. This is performance reporting on the delivery of any regulated standards not meeting the required level and the Corporate Plan to the Strategic Leadership Team (SLT).

Reporting provides challenge, reviews exceptions, addresses under-performance, identifies any need for early interventions and celebrates achievements.

The Strategic Leadership Team meets as a performance challenge and governance group.

There will be quarterly reports on performance to the Overview & Scrutiny Committee, which will be available for all Councillors and the Public online. This will include an updated version of the balanced scorecard set out above.

There will be an annual review of delivery of the Corporate Strategy (overall) provided to the Overview & Scrutiny and available online.

Service Performance

Service Area Management Team meetings (SAMT's) are chaired by Heads of Service and attended by service managers and this is where service performance is discussed.

Service managers are held accountable for service delivery. The SAMT's review and hold performance challenge sessions monthly. It is here, where the improvement actions will be commissioned and success celebrated.

Individual Performance

Individual performance management is a key element of performance management framework. All staff should understand and be familiar with the Council's priorities and outcomes to be able to work effectively and be motivated to support these.

Service managers are responsible for managing their teams to ensure they are equipped to deliver services and the corporate plan outcomes. Service managers hold 1-2-1's with their staff and team meetings to ensure staff have an understanding of how the work they do contributes to the outcomes and priorities the Council seeks to achieve.

Review Date

The Performance Management Framework will be reviewed annually as part of the process for the review of the Annual Governance Statement and Annual performance report to ensure that it remains relevant and fit for purpose.

Title: Local Council's Charter

Lead Officer: Bernadette Allen, Community Wellbeing Team Manager

Portfolio Holder: Councillor Jim Sinnott

Wards of the District directly affected: Rural areas

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|-------------|---------------------------------------------|
| Portfolio Holder | 14/01/25 | Councillor Jim Sinnott |
| Finance | 08/01/25 | Andrew Rollins |
| Legal Services | | |
| Chief Executive | 11/12/24 | Chris Elliott |
| Director of Climate Change | 08/01/25 | Dave Barber |
| Head of Service(s) | 11/12/25 | David Elkington |
| Section 151 Officer | 08/01/25 | Andrew Rollins |
| Monitoring Officer | 11/12/24 | Graham Leach |
| Leadership Co-ordination Group | 14/01/25 | Cllrs Davison, Harrison, Boad, Day and Falp |
| Final decision by this Committee or rec to another Cttee / Council? | No | |
| Contrary to Policy / Budget framework? | Yes | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

This report seeks Cabinet approval to agree a revised version of the Local Council's Charter.

Recommendation(s)

- (1) That the Charter as set out in Appendix 1 be adopted.
 - (2) That authority be delegated to the Chief Executive in consultation with the Monitoring Officer and Portfolio Holder to agree any minor changes to the Charter arising from continuing partnership discussions.
-

2 Reasons for the Recommendation

- 2.1 The relationship this Council has with Town and Parish Councils within the District is very important and overall, very positive with several Members of this Council also sitting on Town and Parish Councils so that regular contact is maintained between the Councils, its Members and Officers.
- 2.2 The Council will be keen to maintain and strengthen this relationship and for quite a few years has been a party to a Charter that has been developed across Warwickshire.
- 2.3 This Charter has been revised and has been the subject of extensive conversations. Whilst those discussions continue a final draft has been produced and whilst this may continue to evolve Officers are keen to present the current version to Members for adoption as set out in Appendix 1.
- 2.4 The Charter codifies what in the main is widespread practice within the district and therefore in Officers' view it is helpful in that regard. The Cabinet is asked to give delegated powers to the Chief Executive to incorporate any further minor amendments, in consultation with the Monitoring Officer, the portfolio holder and the Parish and Town Council Champion, (currently Councillor Redford).
- 2.5 The White Paper on Devolution recently published adds support to the purpose of this Charter.

3 Alternative Options

- 3.1 The alternative option would be not to sign the Charter, which could impact on the current positive relationships we have with Town and Parish Councils in the District. This is because the overall aim of the Charter is to improve relationships between the tiers of Local Government in Warwickshire.

4 Legal Implications

There are no specific implications.

5 Financial Services

- 5.1.1 There are no financial implications as the overall aim of the Charter is around improving relationships with Town and Parish Councils.

6 Corporate Strategy

- 6.1 The Corporate Strategy sets out Warwick District Council's vision for enhancing the district by playing on our strengths. One of the strengths of the Council is working in partnership to enable and support improvements to communities and the local economy. By adopting the Charter, the Council

can demonstrate how we can work with other tiers of local government to ensure these aspirations are met.

- 6.2 Delivering valued, sustainable services – by improving and building on the relationships with Town and Parish Council we can work together to ensure the needs of residents are met.
- 6.3 Low cost, low carbon energy across the district – Warwick District can share learning with Town and Parish Councils to improve the energy efficiency of their own Council buildings and how they might introduce renewable energy generation capacity to achieve low cost and low carbon energy.
- 6.4** Creating vibrant, safe, and healthy communities of the future – this priority is about supporting our communities, in urban and rural, to develop innovative ways of working together to improve, health, safety, wellbeing and tackle inequalities.

7 Environmental/Climate Change Implications

- 7.1 There are no implications for environmental or climate change.

8 Analysis of the effects on Equality

- 8.1 There are no effects on equality as the aim of the Charter is around improving relationships with different tiers of local government and share good practice which will support all residents.

9 Data Protection

- 9.1 There are no Data Protection implications arising from this report.

10 Health and Wellbeing

- 10.1 The rationale of the Charter is to that it is a framework to support a mutually beneficially working relationship between these various levels of Local Government in Warwickshire. Working better in partnership will benefit local people.

11 Risk Assessment

- 11.1 If the Council chooses not to adopt the Charter as a framework for working with Town and Parish Councils, there is a reputational risk to the Council from not being seen as willing to work in partnership with Town and Parish Councils.
- 11.2 Reputational risk to the Council in respect getting the Town and Parish Council's to support projects and initiatives aim at creating thriving town centres and parish areas.
- 11.3 Financial risk of Town and Parish areas not providing a contribution aimed at improving the Town or Parish Area.
- 11.4 The Charter is about working and together by demonstrating:
 - Improving communication
 - Consulting each other
 - Giving support and help
 - Measuring how well we are doing.

The above can only be achieved by signing the Charter which acts a framework for partnership working.

12 Consultation

- 12.1 The Warwick District Town and Parish Champion has been consulted and therefore is keen that the Charter is agreed and signed.

Background papers:

None

Supporting documents:

Please find the proposals for Website advertising and roundabout sponsorship attached.

Local Council Charter 2023 – final draft document April 2024

A Charter for Warwickshire County Council and Borough, District, Parish and Town Councils within Warwickshire. There are currently no Parish and Town Councils in the Nuneaton and Bedworth Borough.

Introduction and background

The overall aim of the Charter is to improve relationships between the tiers of local government in Warwickshire, by improving both consultation and communication about policies and decisions that may affect local communities.

There are three levels of local government in Warwickshire: Warwickshire County Council, the five District and Borough Councils and the Parish and Town Councils. Warwickshire County Council, and the District and Borough Councils who have signed up to this Charter are together referred to as **Principal Councils**. The Parish and Town Councils are referred to as **Local Councils**. This document is a framework to support a mutually beneficially working relationship between these different levels of local government in Warwickshire. Working better in partnership will benefit local people.

Principal Councils deliver a wide range of services across the county. Services are either for everyone (universal), targeted or specialist but all are there to meet people's needs.

Local Councils are the level of government where decisions are made or influenced at the most local level. There are 204 parishes in Warwickshire including 35 Parish Meetings.

The Principal Councils recognise that Local Councils are the grass-roots of local government bringing the voice of their local community into local decision-making. Likewise, the Local Councils understand the strategic role that Principal Councils play in ensuring services are delivered fairly and equitably across their areas. Whilst nothing in this Charter can be used to bind the individual councils where they should be exercising their discretion, the aim is to recognise the value that each tier of local government brings and make a commitment to work together for the benefit of the people of Warwickshire.

All Councils' values and behaviour will adhere to the Nolan Principles in public life - Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership. All of the Councils are required by law to adopt a Member Code of Conduct, which is consistent with these Principles which all Councillors are expected to abide by. Local Councils will work with the Monitoring Officer at the Borough and District Councils to promote and maintain compliance with their adopted Code. When an alleged breach of the Code is reported, members of Borough and District Councils and Local Councils will comply with the procedure set out for dealing with alleged breaches of the Code and assist the Monitoring Officer at the Borough and District Councils in any investigation.

Warwickshire and West Midlands Association of Local Councils (WALC) Ltd is a membership organisation for Local (Parish and Town) Councils.

- WALC offers advice, support, and training to all member Councils.

- WALC's mission is to support Local (Parish and Town) Councils to deliver and improve services in the communities where they live and work.
- WALC works in partnership with all tiers of local Government to support Local (Parish and Town) Councils.
- WALC encourages good working relations, acting as the bridge between the tiers and communicates important information to member Councils and County/Borough/District partners.

County, Borough & District Councils deliver a wide range of services that are either for everyone (universal), targeted or specialist.

Decisions are taken at all levels; Parish and Town Councils are the level of government where decisions are made or influenced at the most local of levels, closest to the residents.

Working better and together is demonstrable by:

1. Improving communication
2. Consulting with each other
3. Giving support and help
4. Measuring how well we are doing

1. Improving Communications

Principal Councils will where practical and possible:

- a) Encourage and support their Councillors and Officers to work with Local Councils in the area they are elected to serve.
- b) Respond to all forms of contact in line with locally determined customer care standards.
- c) Provide appropriate information and links on websites for important information (such as access to information about committee meetings and published consultations).
- d) Allow for Local Council representation on relevant Forums and Committees as set out in relevant constitutions
- e) Respond to invitations from Local Councils to attend meetings of mutual interest.
- f) Respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Meetings and other Local Council liaison meetings as appropriate.
- g) Include awareness of this Charter in Councillor and staff induction programmes.
- h) Where appropriate, provide names/positions of officers in relevant departments to liaise with Local Councils
- i) The Principal Councils will appoint 'Parish Champions' to provide a link with Local Councils (see *Appendix 1 Parish Champion Role Profile*).

Local Councils will,

- a) Use email and other appropriate digital channels where possible to contact the other Councils.
- b) Provide their local councillors with agendas and minutes of meetings, and to allow Principal Council councillors to attend meetings, where appropriate and speak on matters of mutual interest. Let their local ward and division councillors know about the decisions and changes they make.
- c) Share information from the ward and division councillors with their residents subject to any restrictions such as data protection and confidentiality and Code of Conduct protocols adopted by the Council.
- d) Let the ward and division councillors know about any issue they would like discussed at the Area Meetings arranged by WALC.
- e) Be encouraged to appoint a representative to attend Area Meetings.
- f) Include awareness of this Charter in Councillor and staff induction programmes.

2. Consulting with each other

Principal Councils will:

- a) Engage with Local Councils on issues affecting their community.
- b) Engage with WALC on issues of collective interest to Local Councils.
- c) Give Local Councils required time to respond to engagement or any relevant consultations, subject to any statutory deadlines.
- d) Where practicable, inform Local Councils in advance about relevant consultations that are going to be issued.
- e) Where practicable, give feedback on responses to consultations, for some consultations we will not be able to respond in detail to every point raised but will seek to respond to the main issues.
- f) Carry out joint consultations with partners when appropriate.
- g) If necessary, ensure any communication documents to Local Councils include an executive summary and details of someone to contact.
- h) Have regard to the views of Local Councils when making decisions following engagement or consultation activity.
- i) Make sure service managers know when they should consider consulting or engaging with Local Councils and are aware of this Charter.

Local Councils will,

- a) Give views to the Principal Councils that represent as many local people as possible.
- b) Acknowledge that Principal Council decisions are made democratically and respect decisions.
- c) Consult the Principal Councils and other Local Councils about decisions which affect those councils.
- d) Recognise that the Principal Councils frequently have limitations and constraints when working on consultations, most notably timescales that cannot be influenced.

- e) Look for flexible ways to progress consultation responses such as holding a special meeting or forming a task and finish group.
- f) Involve Principal Councils in the preparation of Community Lead Plans.
- g) WALC will manage a database of Local Council contact details which can be used for consultations and correspondence purposes.

3. Giving Support and Help

Principal Councils will where relevant:

- a) As required by the Localism Act 2011 assist Local Councils to develop community led plans including Neighbourhood Plans, Parish and Town Plans and Community Appraisals and respond to issues raised in these plans.
- b) Subject to statutory limitations consider opportunities to devolve services to Local Councils currently provided by Principal Councils on a case-by-case basis. Each case will be the subject to its own formal agreement for which a business case will be drawn up enabling an assessment of value, cost, accountability, practicality, and any other relevant issues, such as relevant legal issues.
- c) Promptly provide early notification of information requirements for the collection of the Council Tax on behalf of Local Councils and promptly pay precept payments in line with legislation and mutually agreed arrangements.
- d) If practicable consider how Local Councils can have access to Principal Council's procurement process where this is appropriate, lawful and feasible to help keep costs down. For example, by undertaking a joint procurement or by undertaking the procurement in a way that would enable them to access contracts.
- e) Where practicable and appropriate, attempt to resolve complaints from Local Councils informally prior to them being progressed formally through the Principal Council's relevant complaints process.
- f) Where practicable, Borough and Districts Councils provide support (with assistance from WALC) to Local Councils around governance and standards issues including free of charge briefing sessions
- g) If resources permit the Borough and District Councils support the process for the development of new Local Councils on request, where practical, via Community Governance Reviews
- h) If practical work with WALC to support and encourage training and development of Councillors and Clerks.
- i) The Borough and District Councils shall if practical and possible, offer their assistance to enable Local Councils to deliver their services when their own resources / expertise are insufficient to meet their needs. Where legal or contractual arrangements and resources permit assist Local Councils for example with equipment for community events, to provide information and advice on such issues as fire safety, health and safety, landscape and community enhancement projects and assistance with encroachment/trespass onto Local Councils' land; and any other reasonable assistance as requested. It is recognised that there may be a charge for this service.
- j) The County Council will provide support to WALC and where necessary the Districts and Boroughs will assist with Community Governance Reviews as reasonably required.

Local Councils will:

- a) Encourage the involvement of residents in local government, including encouraging electors to participate in all elections, and adhere to good practice and legislation when filling Local Council casual vacancies.
- b) Help residents influence decisions and services, particularly those who have difficulty getting involved.
- c) Contribute to the development of a business case for the local delivery of services provided by Principal Councils, in conjunction with neighbouring Councils where appropriate.
- d) Work with the relevant Monitoring Officers to promote and maintain high standards of conduct of its Councillors.
- e) Put in place a Code of Practice for Handling Complaints against the Council. A model is available from WALC.
- f) Accept training opportunities offered by Principal Councils that are relevant to Local Councils.

4. Measuring how well we are doing - Signatories to this Charter will ensure that:

Delivering these commitments will need openness, transparency, honesty and a willingness for self-appraisal by all parties to find out what is working well and what needs to be improved.

Progress will be reviewed every 12 months by officers from the Principal Councils and representatives from WALC and the parish and town Area Meetings arranged by WALC (which are grouped geographically under each District or Borough in Warwickshire) as appropriate. Representatives will be invited from the County Council and the relevant Borough and District Councils and Parish and Town Councils.

A report of this annual review will be included within the Agendas for the annual Area Meetings.

It would be for each individual organisation to decide whether to take a report of this annual review to an appropriate meeting. Parish and Town Councils may wish to consider inviting the relevant Parish Champions to such meetings.

LIST OF SIGNATORIES TO THE LOCAL COUNCIL CHARTER:

NORTH WARWICKSHIRE BOROUGH COUNCIL

.....

RUGBY BOROUGH COUNCIL

.....

STRATFORD ON AVON DISTRICT COUNCIL

.....

WARWICKSHIRE COUNTY COUNCIL

.....

WARWICK DISTRICT COUNCIL

.....

WARWICKSHIRE AND WEST MIDLANDS ASSOCIATION OF LOCAL COUNCILS

.....

Website links to all Councils be included here

Appendix 1: Principal Councils' Parish Champions Role Profile

Parish Champion – Role Profile

Purpose

The Charter is a framework to support mutually beneficial working relationship between tiers of authority within Warwickshire. Within the Charter is the commitment that each Principal Council will appoint a “Parish Champion” to act as a link with Local Councils . This document identifies the role and the commitment that is expected from this “Parish Champion”.

Main Responsibilities:

- To raise awareness and have regard of issues affecting Local Councils within the Principal Council;
- To respond to invitations from Local Councils to attend meetings of mutual interest;
- The first point of contact for Local Councils should be the local ward/division member, however, in the event of on-going concerns relating to dealings with the Principal Council they should refer to the Parish Champion;
- To ensure that Local Council's view are taken into account when the Principal Council undertakes consultation;
- To facilitate discussions in relation to the possibility of devolving services to Local Councils;
- To encourage joint training events including Councillors from the Principal Councils and Local Councils
- Where requested to do so, to respond to invitations to attend Warwickshire and West Midlands Association of Local Councils (WALC) Area Meetings;
- To attend other Local Council liaison meetings as appropriate;
- To liaise with the Parish Champions from the other Principal Councils as required.

In order for the role to have a meaningful impact it is suggested that the role should be undertaken by a Member of the Cabinet, or senior Councillor within the Principal Councils.

Title: Procurement Exercises over £150,000

Lead Officer: Rebecca Reading, Strategic Procurement & Creditors Manager

Portfolio Holder: Councillors Chilvers & Davison

Wards of the District directly affected: All

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------|
| Portfolio Holder | 17/01/2025 | Councillors Chilvers |
| Finance | 17/01/2025 | Steven Leathley |
| Legal Services | 17/01/2025 | Kathryn Tebbey |
| Chief Executive | 17/01/2025 | Chris Elliott |
| Director of Climate Change | 17/01/2025 | Dave Barber |
| Head of Service(s) | 17/01/2025 | Andrew Rollins, Graham Leach |
| Section 151 Officer | 17/01/2025 | Andrew Rollins |
| Monitoring Officer | 17/01/2025 | Graham Leach |
| Leadership Co-ordination Group | | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | Yes, Appendix 1 confidential due to Paragraphs 3, as set out of the report. | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, Forward Plan item exemption. | |
| Accessibility Checked? | Yes | |

Summary

The report seeks approval to begin the procurement exercises identified in this report, in line with the agreed Procurement Code of Practice, with details set out in the Confidential appendix to the report.

Recommendation(s)

That Cabinet notes the commencement of the procurement exercises of the following and provides Key decision approval where indicated. Please view in conjunction with the Confidential appendix 1 to the report, for the items listed below:

Procurements requiring key decision approval:

- Fire risk assessments

Procurement Advisory (separate report):

- Corporate Fraud investigation
-

1 Reasons for the Recommendation

- 1.1 The report brings forward all proposed procurement exercises ready to be sourced, some of which form key decisions as they are over £150,000; others are provided for advisory purposes. As explained in the report to Cabinet in March 2024 a gap was identified within procurement governance process at WDC which was clarified by Cabinet and Council to confirm that any proposed procurement activity above £150,000 needs to be considered by Cabinet.
- 1.2 These exercises are set out in the Confidential appendix (due to the values associated and the Council not wanting to declare the anticipated budget) to the report for consideration. These items and the reason for their procurement are set out within the confidential appendix to the report, so as not to disclose the Council's position in respect of the Anticipated cost
- 1.3 It should be noted that these exercises are early stages of the procurement process.

2 Alternative Options

- 2.1 In respect of recommendation the Cabinet could decide not approve some or all of the identified procurement activities, however some of these relate to the provision of core or statutory services, and to pause or stop at this stage would significantly delay some of these activities were new contracts are required.

3 Legal Implications

- 3.1 There are legal implications when determining the financially sensitive Appendix to the report to the extent that the discussions on those appendices should be treated as confidential under (paragraph 3 under Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006). Following completion of any procurement each of the contracts for these products will be detailed on the Council's public contracts register.

4 Financial Implications

- 4.1 The anticipated values of the contracts sought for procurement are built into the budget of the Council as agreed in February 2024. Where no budget is in place specific separate Cabinet reports will be brought for consideration.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The delivery of good procurement is a key aspect in in Delivering valued, sustainable services in order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses.

6 Environmental/Climate Change Implications

- 6.1 The environmental implications of the proposal in relation to the Council's policies and Climate Emergency Action Plan will be considered at early stage of procurement in line with the Council's current procurement code and with appropriate advice from officers.

7 Analysis of the effects on Equality

- 7.1 There are no direct Equality implications of the report and each procurement exercise will be required to complete Equality Impact Assessment as part of the procurement exercise.

8 Data Protection

- 8.1 There are no specific data protection implications of the proposals as set out, but any procurement activity which will result in a change of how the Council handles personal data or security of personal data will be subject to a Data Protection Impact Assessment being approved before the final contract is awarded.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the proposal.

10 Risk Assessment

- 10.1 There are minimal risks associated directly with the report as the report introduces improved equity of speaking at Planning Committee and improved governance for procurement as an interim measure.

Background papers: None

Supporting documents:

Warwick District Council Constitution [Article 13](#) & [Code of Procurement Practice](#)
[Warwick District Council Cabinet March 2023](#)

Title: Local Development Scheme (LDS)

Lead Officer: Amit Bratch (Principal Planning Officer)- 01926 456505
and Andrew Cornfoot (Planning Policy & Major Sites Delivery Manager)-
01926 456203

Portfolio Holder: Councillor Chris King (Place)

Wards of the District directly affected: All wards

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|
| Portfolio Holder | 16.01.25 | Cllr Chris King |
| Finance | 21.01.25 | Andrew Rollins |
| Legal Services | 16.01.25 | Sue Mullins |
| Chief Executive | 15.01.25 and 21.01.2025 | Chris Elliott |
| Director of Climate Change | 21.01.25 | Dave Barber |
| Head of Service(s) | 22.01.25 | Philip Clarke |
| Section 151 Officer | 21.01.25 | Andrew Rollins |
| Monitoring Officer | 21.01.25 | Graham Leach |
| Leadership Co-ordination Group | | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, Forward Plan item 1,533 – scheduled for 6 th February | |
| Accessibility Checked? | Yes | |

Summary

This report seeks approval for a refreshed Local Development Scheme (LDS) to the version approved and published in March 2024. The LDS is a requirement of the Planning and Compulsory Purchase Act 2004 and sets out the work of the Planning Policy team over the next 3 years in terms of the production of planning documents.

Recommendation(s)

- (1) That the Cabinet notes the content of the Local Development Scheme (LDS) (Appendix 1) and agrees to adopt the LDS and its proposals for delivery of planning policy documents over the forthcoming 3 years.
 - (2) That Cabinet notes that a proposal is being considered elsewhere at this meeting for additional funding to support the delivery of the South Warwickshire Local Plan and agrees that, subject to Council approving this funding, that a proportion of this be set aside for additional staffing to support the delivery of the South Warwickshire Local Plan and other elements of the Local Development Scheme.
 - (3) That, in the event that the additional funding is not made available for the South Warwickshire Local Plan, that a further report will be brought to Cabinet to consider the implications for the work programme set out in the Local Development Scheme.
-

1 Reasons for the Recommendation

- 1.1 Adoption and publication of a Local Development Scheme (LDS) is a statutory requirement of the Planning and Compulsory Purchase Act 2004, which lays out the coverage and duration of the document. This includes a provision for an annual review of the LDS to ensure it remains relevant and up to date.
- 1.2 The Warwick District Local Plan (2011-2029) was adopted in September 2017. This comprehensive Plan sets out additional Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) that are required to support the Local Plan and add further detail for applicants, decision makers and other relevant stakeholders in the planning process.
- 1.3 Much of the programme of work in the LDS is driven by commitments in the Local Plan. As well as these commitments, additional work will arise in response to either local planning issues, changes in Council priorities or changes in national legislation. Where possible these are factored into the LDS, to ensure that it both provides an update on progress made and identifies new areas of policy being worked on.
- 1.4 Since the adoption of the Local Plan in September 2017, the Planning Policy team has delivered a Net Zero Carbon DPD which has brought forward the Future Homes Standard ahead of the Government's official date of adopting them. The document places the Council as one of a limited number of authorities nationally to have adopted stringent energy efficiency targets.
- 1.5 In addition to the above DPD, the Planning Policy team has delivered 10 SPDs, set out below:
 - Parking Standards.

- Residential Design Guide.
 - Air Quality and Planning.
 - Land East of Kenilworth Development Brief.
 - Public Open Space.
 - Custom and Self-Build.
 - Developer Contributions.
 - Affordable Housing.
 - Net Zero Carbon.
 - University of Warwick Masterplan Framework (jointly with Coventry City Council).
- 1.6 In addition, the team has also produced supplementary planning guidance on the mix of housing for large scale developments and guidance relating to Policy H6 (Houses in Multiple Occupation and Student Accommodation) of the Local Plan and other guidance, including the implementation of the First Homes affordable housing product, introduced by the previous Government.
- 1.7 Furthermore, the Planning Policy team has worked closely with relevant qualifying bodies (usually parish or town councils) to assist in the adoption of Neighbourhood Development Plans with 10 having been adopted since 2016, 8 of which were 'made' following the adoption of the Local Plan. The team has designated Neighbourhood Area status to Stoneleigh and Ashow and has undertaken a Strategic Environmental Assessment (SEA) for Cubbington Neighbourhood Plan.
- 1.8 Cubbington Parish Council undertook a 6-week Regulation 14 consultation on a draft of the Cubbington Neighbourhood Development Plan between 22nd January 2024 and 4th March 2024.
- 1.9 They have also carried out Regulation 16 consultation which started on 31st October for six weeks ending on 12th December. Following the consultation the Planning Policy team will need to input the received responses onto our online consultation system. The responses will then be provided to the Cubbington Parish Council to provide answers to comments received during the consultation. The Council will agree next steps with the Parish Council, in light of the type and number of responses to the consultation, to enable the progress of the Cubbington Neighbourhood Plan to referendum and adoption.
- 1.10 The adoption of the NZC DPD and so many SPDs and Neighbourhood Development Plans since the adoption of the Local Plan can be considered a success and has assisted the Development Management Team?? in their decision-making processes. However, the production of Local Plans/DPDs requires substantially more work than SPDs and therefore, in the coming three years, the LDS will focus on the delivery of a lesser number of documents, reflecting the work required to adopt them. For Local Plans/DPDs there are more statutory required stages for public consultation and an examination in public with a Planning Inspector, in addition to the early preparation and consultation stages required for an SPD. This takes a considerable amount of additional time and stretches resources. The additional stage for adoption also introduces more variables in terms of certainty of delivery within timescales that may be set at the outset of a workstream.
- 1.11 Whilst not required to be set out in the LDS, it is important to understand other important work undertaken by the Planning Policy & Site Delivery team that

supports the Council and impacts upon resources available to develop DPDs and SPDs. This includes (list not exhaustive):

- Production of an Authority Monitoring Report (AMR)– produced annually to monitor progress against Local Plan objectives.
- Production of an Infrastructure Funding Statement (IFS) – produced annually to report on Community Infrastructure Levy (CIL) contributions sought and received from developments for the provision of infrastructure and the subsequent use of those contributions.
- Publication of a housing trajectory and 5 Year Housing Land Supply statement – updated annually.
- Preparation of an Infrastructure Delivery Plan (IDP).
- Maintenance of a Brownfield Land Register.
- Maintenance of a Custom & Self-Build Register and associated progress reporting.
- Government monitoring returns.
- Quarterly and annual monitoring of development.
- Consultees on planning applications.
- Advice provided to the Development Management Team and additional consultancy support procured where appropriate (e.g., for the Gigafactory application), other Council departments, WDC members, Parish Councils and other stakeholders in the planning process.
- Management of the Community Infrastructure Levy (CIL) – including its day-to-day administration, supporting parish and town councils and distributing funds to them, engaging with infrastructure providers and allocating funds to infrastructure projects and annually updating the CIL Charging Schedule.
- Supporting neighbourhood groups with the production, examination and adoption of Neighbourhood Development Plans.
- Responding to regional and national consultations.
- Active engagement in a sub-regional planning group (Coventry, Solihull and Warwickshire Association of Planning Officers – CSWAPO) including the joint commissioning of key technical information to underpin policy, e.g., the Housing and Economic Development Needs Assessment (HEDNA).
- Active engagement in a regional planning group (West Midlands Development Needs Group).
- Working collaboratively with neighbouring authorities in the context of the Duty to Co-operate requirement.
- Procuring and managing consultants to provide updated evidence on various planning policy matters.
- Significant role in the delivery of major development sites through supporting Development Management and working with developers, members and other stakeholders.

1.12 Policy Team Resources

- 1.13 The Policy & Site Delivery team comprises of 3 main components: planning policy, site delivery and managing the Community Infrastructure Levy. Focusing solely on the first of these components, the policy team currently comprises:
- Principal Planning Officer (PPO) x 1
 - Senior Planning Officers x 2 (1.6FTE) (the team has been carrying a vacancy and a full time member of staff will be starting in March 2025).
 - Planning Officer/Senior Planning Officer (Career grade post) x1 (current incumbent at Planning Officer level)

- Planning Assistants x2 (one being a 2-year fixed term contract that is due to end on 31st March 2025)
 - Development Monitoring Officer x 1
- 1.14 The full time Senior Planning Officer left the Council in May 2024, and the post been vacant until recently, with the new postholder commencing employment in March 2025. The other Senior officer works part-time hours (0.6 FTE). It should also be noted that one of the fixed term Planning Assistant roles will end in March 2025 with no further confirmation as to what will happen with the role. The team is relatively inexperienced with a number of members of the team having limited planning policy experience.
- 1.15 A three-year post preferably at a senior planning policy officer will be needed to support the planning policy work associated with this LDS, in particular the delivery of the South Warwickshire Local Plan. It is intended that this will be funded through the South Warwickshire Local Plan budget (that is subject to a Budget Report on the same agenda as this report), and thus no growth is required to the Councils base budget as part of this report.
- 1.16 **Progress on LDS items since March 2024 and proposed new items in the LDS**
- 1.17 The South Warwickshire Local Plan and Net Zero Carbon DPD have dominated the work of the Planning Policy Team. The relevant sections below highlight the progress that has been made on these two workstreams.
- 1.18 The SWLP has required more staff time than had perhaps been envisaged and, owing to this, there has been slow or limited progress on other documents set out in the 2024 LDS.
- 1.19 The following sub-sections highlight progress on stated priorities in the previous LDS. They also provide explanatory information that supports the updated LDS now proposed, as set out in Appendix 1.
- 1.20 ***South Warwickshire Local Plan (SWLP)***
- 1.21 The National Planning Policy Framework (NPPF) requires Local Plans to be reviewed every 5 years to ensure that they remain relevant and continue to deliver the growth laid out in the Plans. This Council has previously agreed that work on the Local Plan Review will be undertaken jointly with Stratford District Council, whose Core Strategy is also in need of review and the authorities are now working collaboratively to produce a South Warwickshire Local Plan.
- 1.22 The two councils undertook a Scoping and Call for Sites consultation, which ran from 10th May until 21st June 2021. Following this consultation, the Planning Policy team collated representations from the consultations, developed and commissioned further evidence to support the Plan. Officers have regularly met with a SWLP Advisory Group comprising members across the two councils to secure support and seek direction, where appropriate. A Joint Cabinet Committee has also been established to take formal decisions relating to the Plan.

- 1.23 The Issues and Options consultation along with a second Call for Sites was undertaken between 9th January to 6th March 2023 following approval from the Joint Cabinet at its meeting in December 2022. The aim of this consultation was to refine the initial growth options explored in the Scoping Consultation and setting in greater detail the scope of the Plan and the issues that it seeks to address. It was initially hoped this consultation could take place earlier in 2022. However, it was delayed to ensure that a key piece of evidence to inform the Plan, the Housing and Economic Development Needs Assessment (HEDNA) took into account key findings of the 2021 Census, published in summer 2022.
- 1.24 The Planning Policy team has continued to compile a wide range of evidence to support the preferred options consultation. This will help inform the spatial strategy of the plan, site selection and policies to be contained within the plan.
- 1.25 The Advisory Group agreed a new timetable following the Joint Cabinet Committee on 23rd November 2023 and the timetable was subsequently published on the SWLP website, ahead of this LDS update. This LDS replicates the timetable agreed by the Joint Cabinet in December 2024. The next stage of the Plan is to undertake a Preferred Options consultation which commenced on 10th January 2025 and will run until 7th March 2025. It was agreed to consult for a further two weeks than the statutory 6 weeks, given the importance of the document and the amount of information contained within it. Consultants were appointed to undertake a Sustainability Appraisal (SA) to support the Preferred Options Document. The SA will be consulted upon alongside the preferred options consultation.
- 1.26 Following the consultation the SWLP team will analyse the responses received and prepare a consultation statement that will be made available on the SWLP website.
- 1.27 The two councils are also keeping a close eye on the implementation of proposals for reforms to plan-making, particularly the guidance due to be published in Autumn relating to new-style 30-month plans.
- 1.28 The next stages of the plan production will include proposed public consultation (Regulation 19) between December 2025 and February 2026. The submission to Secretary State (Regulation 22) is timetabled for September 2026. The consultation on proposed modifications is put forward between July-August 2027 with Adoption (Regulation 26) in December 2027.
- 1.29 ***Net Zero Carbon (NZC) DPD***
- 1.30 Significant progress has been made on the preparation of this document since the LDS was last published. Prior to the last LDS update, the Council had submitted the DPD for Examination in Public in October 2022 and an Inspector was appointed in the November 2022.
- 1.31 The Plan underwent Examination in Public (EiP) hearing sessions between 7th and 9th March 2023.
- 1.32 The main modifications consultation was undertaken between 5th June-17th July 2023. The consultation generated 14 separate representations. The responses were sent to the Inspector via the Programme Officer. The Council

also produced a consultation statement that was sent to the Inspector setting out the Council's reply to each response.

- 1.33 However, the Council did not receive the report by the end of October as previously indicated by the Inspector. The officers exchanged correspondence with the Programme Officer and were advised that the Inspector was sick and that the Council would receive the report by end of December 2023. An email was received from the Inspector on 18th December 2023 indicating that the Council would not be issued a report until the New Year, as the Quality Assurance (QA) process had not been completed for the report by The Planning Inspectorate (PINS).
- 1.34 During this time, a Written Ministerial Statement (WMS) 'Planning – Local Energy Efficiency Standard Update' was made on 13th December 2023 and the Government published a revised National Planning Policy Framework (NPPF) on 19th December 2023. In light of these matters, the Inspector subsequently wrote to the Council requesting that it undertook a further 2-week consultation with the Regulation 19 respondents. The Inspector also asked the Council to provide their response to the WMS.
- 1.35 This consultation ran from 9th January to 24th January 2024. The Council submitted a response to the Consultation as did 5 other interested parties (two individuals and three responses from the development industry).
- 1.36 The Inspector considered the representations and issued his Report to the Council on 9th April 2024.
- 1.37 A report was taken to the Council meeting on 15th May 2024 seeking permission to adopt the DPD. The DPD was unanimously adopted and the final DPD was published on the website.
- 1.38 ***Net Zero Carbon Supplementary Planning Document (SPD)***
- 1.39 It was agreed during the examination of the Net Zero Carbon DPD that the Council would produce a Supplementary Planning Document to provide detailed guidance on the policies contained within the DPD. The scope of the document was shared with the Inspector during the examination process.
- 1.40 The purpose of the guidance was to aid the implementation of the policies and seek to minimise the potential for confusion or challenge. It would also assist officers in the Development Management Team with the assessment of documentation required to support planning applications resulting from the adoption of the DPD and provide clarification and certainty to applicants about what is required and guidance to support them in designing schemes to meet the requirements of the DPD.
- 1.41 The SPD was produced and was subject to a public consultation for six weeks between 18th October and 29th November 2023. A total of 26 responses were received during the consultation process.

- 1.42 A consultation statement was prepared, and necessary changes were made to the SPD. A report was taken to the Council on 15th May 2024 seeking permission to formally adopt the SPD. The SPD was unanimously adopted, and the final SPD was published on the website.
- 1.43 A training session was provided to development management, policy, planning/enforcement, and historic environment colleagues to raise their awareness of the contents of the SPD. The session was attended by 31 colleagues including senior managers and two members of Senior Leadership Team. Further training and information events were delivered for Councillors and applicants/agents.
- 1.44 ***Purpose Built Student Accommodation (PBSA) DPD***
- 1.45 The progress of the PBSA DPD had previously slipped due to priority being given to the SWLP and the NZC DPD. Furthermore, the impact of the Covid-19 pandemic on the numbers of overseas students had made it difficult to predict what the accommodation needs for Warwick University students may be. These challenges in predicting student numbers made it very difficult to have a reliable evidence base on which to prepare a PBSA DPD and on which its soundness would depend.
- 1.46 The team had previously explored with the University how it might be able to support the Council in bringing forward this document at the earliest opportunity. Officers have resumed these discussions to see what tangible support might be available to expedite this piece of work and are meeting with representatives from Warwick University to discuss this work and ascertain what information they will be able to share with us.
- 1.47 Officers have started collating data to help inform the issues to be grappled with, including data relating to relevant planning applications and appeals. The consultation was identified for Quarter 3 of 2024. However, a Senior Planning Officer leaving the Team in May 2024 meant that the team had to prioritise their workload which led to the delay in starting work on producing this DPD. Officers are open to exploring the possibility of producing an SPD rather than a DPD, if that would sufficiently address matters that the document seeks to cover.
- 1.48 ***University of Warwick Masterplan Framework SPD***
- 1.49 The 2009 University Masterplan created a framework for growth between 2009-2019 and The Hybrid Plan, approved in 2018 guides the development of the campus from 2019-2023. Both were out of date or in need of updating and there was a need to develop a new masterplan to reflect the University's vision to 2030 and beyond. Officers at Warwick District and Coventry City Council agreed with the University that the preparation and adoption of a SPD would be sensible to guide development proposals that may come forward and ensure that development comes forward under a comprehensive vision for the University and crucially that key matters such as transport, biodiversity, flood risk/drainage and sustainability/energy are properly considered and a framework for planning obligations is agreed.

- 1.50 The production of the SPD has been led by the University, with input from officers. Officers have had various meetings with the University and officers from Coventry CC and Warwickshire CC about the SPD and have been represented on a Steering Group for this work. Officers provided comprehensive feedback on drafts of the SPD and a report was subsequently taken to Cabinet in March 2024 to seek approval to undertake a public consultation on the SPD.
- 1.51 The SPD was subject to a six-week consultation between 24th May and 5th July 2024. Various responses were received which were analysed by the officers and necessary amendments made to the document. The SPD was approved at Warwick District's Cabinet on 17th October but could not be adopted until it was approved at Coventry's full Council meeting on 3rd December. Therefore, the SPD was adopted on 3rd December.
- 1.52 The revised adopted SPD is available on the Council's website along with necessary information and other related documents.
- 1.53 ***Old Town (Royal Leamington Spa) Regeneration SPD***
- 1.54 Leamington's Creative Quarter is a long-established regeneration partnership initiative which has recently made significant progress with its first development on the ground at Spencer Yard, supported the by Future High Street Fund (FHSF). The second development, also supported by the FHSF, is utilising WDC building assets at Stoneleigh Arms on Clemens Street and Old School on Court Street. To maximise further regeneration in the surrounding area of the Old Town, a Supplementary Planning Document (SPD) was proposed covering Althorpe Street, Court Street and Wise Street area.
- 1.55 Architects were appointed by the Council to progress with the work. Good progress was made on the document. However, following the change in administration at the Council, the production of the SPD was paused for reflection and the purpose and scope of the document have been reviewed with some adjustments being made to the boundary of the area that is the subject of the SPD.
- 1.56 It was agreed after discussions with senior management and politicians that instead of producing an SPD at this time, a Framework to support the regeneration of the wider area may provide a flexible basis for bringing forward proposals. Having a framework document consisting of a high-level vision and targeted regeneration will deliver property led regeneration in the area. References to an SPD for the Old Town area have therefore been removed from the revised LDS.
- 1.57 If at some point in future it is considered that there needs to be an SPD for the area it will be brought forward as a new item in the LDS.
- 1.58 ***Parking Standards SPD***
- 1.59 An update to the Parking Standards SPD is proposed to provide greater clarity and remove ambiguity relating to Parking Survey requirements. It is proposed that the consultation solely relates to this matter. There are currently not the resources, nor would it be a priority over the production of other documents

notably the South Warwickshire Local Plan, to undertake a more comprehensive review of these standards at this point in time.

- 1.60 A joint report for the Parking Standards SPD and Residential Design Guide SPD was taken to the 10th July 2024 Cabinet seeking approval to consult on the changes to the SPD's. The Cabinet approved the report unanimously.
- 1.61 Due to work pressures and resource issues, it was not possible to undertake a targeted consultation for these SPDs in 2024. However, officers will undertake a consultation early this year.
- 1.62 ***Residential Design Guide SPD***
- 1.63 An update to the Residential Design Guide SPD is proposed to provide greater clarity and remove ambiguity relating to 45 Degree Guideline measurements. It is proposed that the consultation solely relates to this matter. There are currently not the resources, nor would it be a priority over the production of other documents notably the South Warwickshire Local Plan, to undertake a more comprehensive review of these standards at this point in time.
- 1.64 A joint report for Parking Standards SPD and Residential Design Guide SPD was taken to 10th July 2024 Cabinet seeking approval to consult on the changes to the SPDs. The Cabinet approved the report unanimously.
- 1.65 As with the Parking Standards SPD, due to work pressures and resource issues, it was not possible to undertake a targeted consultation for this SPD in 2024. However, officers are now considering of undertaking a consultation early this year.
- 1.66 ***Canalside DPD***
- 1.67 Consultation was undertaken on the Canalside DPD between 9th November and 21st December 2020.
- 1.68 Through the consultation, the Canal and River Trust raised some fundamental concerns in terms of the tests for soundness that need to be met in order for a DPD to be successful at Examination.
- 1.69 The team paused work on the DPD to focus on other priorities, including the SWLP and Net Zero Carbon DPD. However, we subsequently re-established communication with the Canal and River Trust and have met to better understand their concerns and how they might be addressed.
- 1.70 Having more recently reviewed the DPD, officers also wish to re-visit the purposes of the DPD and benefits of its adoption and also will need to update its content given the time that has elapsed since the consultation on it was undertaken.
- 1.71 It is likely that further consultation will be required if the Council wants to proceed to adoption.
- 1.72 Whilst the Planning Policy Team wishes to move this document forward, in light of the priority of progressing other documents within the LDS, most notably the

Local Plan review, it is proposed to give priority to the other workstreams. The Canalside DPD will remain in the LDS demonstrating the commitment to producing the document, although it will not have a timetable against it. Should sufficient capacity mean that this can be progressed alongside other documents, then officers will endeavour to do this. As the LDS is reviewed every year, priorities will be reviewed next year and in the interim the Planning Policy Team will review the benefits of producing the DPD.

2 Alternative Options

- 2.1 Adopt an alternative LDS. The Council could choose not to adopt this LDS, and instead suggest a different range of priorities and timetable for the delivery of the identified documents. However, the attached LDS has been developed to bring forward the right documents as swiftly and efficiently as possible in a realistic timeframe and given the resources available. Therefore, this option has been discounted.
- 2.2 Additional budget to increase staff resources could be made available to deliver workstreams more quickly or deliver additional workstreams. Whilst this would be desirable to increase capacity and resilience within the team, this has not been pursued given the associated financial costs to the Council.
- 2.3 The preparation and maintenance of an LDS is a requirement of the Planning and Compulsory Purchase Act 2004 and not publishing an updated LDS is not an option.

3 Legal Implications

- 3.1 There are no legal implications associated with the proposed LDS. As highlighted in the Alternative Options section above, the preparation and maintenance of an LDS is a statutory requirement. All documents identified within the LDS have been, or will be, prepared, produced and adopted in accordance with all relevant legislative and constitutional requirements.

4 Financial Implications

- 4.1 There are no financial implications arising from this report. The LDS will be funded through the existing resources and the Local Plan budget. A separate report on this agenda (General Fund Revenue and Capital Budget 2025/26 - Ref 1,479) makes provision for additional funding to deliver the South Warwickshire Local Plan.
- 4.2 Any costs associated with additional evidence to be produced for the South Warwickshire Local Plan will be funded through the existing allocated budget for the delivery of the plan (and the cost of all the consultancy work will continue to be split across Warwick and Stratford-on-Avon district council's).
- 4.3 It is anticipated that any costs associated with the delivery of other documents referred to in the report will be delivered through existing departmental budgets.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation and the relevance of each to this report is

considered below.

- 5.2 Delivering valued, sustainable services – The documents set out in the LDS have the potential to have significant impact upon the lives of the district's residents, in particular the South Warwickshire Local Plan and Net Zero Carbon DPD. The SWLP will ensure that the housing and employment needs of the district to 2050 are met and will contain policies to promote the development of sustainable communities. The detailed guidance in some of the policy documents will help to improve the service we provide to our internal and external stakeholders.
- 5.3 Low cost, low carbon energy across the district - The documents set out in the LDS have the potential to help the residents and business in reducing energy use and cut the energy bills. The Net Zero Carbon DPD and the SWLP will both result in the improved energy efficiency and sustainability of buildings in the district. The Net Zero Carbon SPD will provide useful guidance on how to make buildings more energy efficient.
- 5.4 Creating vibrant, safe and healthy communities of the future - All the documents set out in the LDS have the potential to have a positive impact on people's lives and of particular importance are South Warwickshire Local Plan and Net Zero Carbon DPD. The SWLP will ensure that right type and quantum of housing, employment, leisure and other supporting infrastructure is delivered in the district. The concept of a 20-minute neighbourhood is proposed in the SWLP ensuring that key facilities are available within a certain walking distance. Health and wellbeing will be at the heart of deciding the growth strategy for the future.

6 Environmental/Climate Change Implications

- 6.1 The LDS itself will not have any environmental/climate change implications. However, the documents being prepared will include policies and guidance that will deliver positive environmental and climate change benefits for the district in accordance with the Council's Climate Change Action Programme. In particular, the SWLP and the Net Zero Carbon DPD will provide stronger policies that go beyond existing Local Plan policies relating to sustainable development and will aim to deliver developments that are net zero carbon in operation. The NZC DPD is critical to achieving the Council's stated goal of total carbon emissions within Warwick District being as close to zero as possible by 2030.

7 Analysis of the effects on Equality

- 7.1 The documents in the LDS will be subject to statutory public consultations in accordance with the Council's adopted Statement of Community Involvement. The individual documents will be subjected to an Equality Impact Assessment (EqIA) wherever required. The Council has recently adopted an Equality Impact Initial Screening Template which is required to be completed for all Cabinet Reports. This report is accompanied by the completed Equality Impact Initial Screening document.

8 Data Protection

- 8.1 There are no data protection implications associated with the production of the documents in the LDS. As a part of the consultation process, we do hold

personal data of residents and stakeholders. The data is held in accordance with the General Data Protection Regulation (GDPR) legislation.

9 Health and Wellbeing

- 9.1 There are no health and wellbeing implications associated with the production of the LDS. However, the documents produced within the LDS will help deliver health and wellbeing benefits owing to the delivery of better-quality homes and a reduction in the potential for fuel poverty, well connected neighbourhoods and the provision of services and infrastructure that will positively impact the health and wellbeing of the citizens in the district. Wherever required, the documents will be subjected to Health Impact Assessment (HIA).

10 Risk Assessment

- 10.1 The adoption and publication of an LDS is a statutory requirement. Therefore, failure to update the LDS could see Warwick District fall short of meeting its statutory requirements.
- 10.2 In December 2024 the Deputy Prime Minister also asked that all local planning authorities produce an updated LDS within 12 weeks of the publication of the updated NPPF (published on 12th December 2024), i.e. by no later than 6th March 2025. It is therefore important that the LDS is updated as per this Government instruction.
- 10.3 Separate decisions have been taken to progress items in the LDS and risks associated with those documents have been considered. Key risks include the requirement to review Local Plans every 5 years, changes to Plan Making process, changes in Government/national policy including, but not limited to, changes set out in the Levelling Up and Regeneration Act.
- 10.4 A risk to the delivery of the LDS is the limited experience within the team in the production of Local Plans and also the impact of staff leaving, staff sickness and the challenging market to be able to recruit replacements with the necessary experience.

11 Consultation

- 11.1 The production of an LDS is a statutory requirement and should be reviewed regularly. This report and Appendix 1 set out the Planning Policy priorities regarding the production of policy documents for the next three years, albeit to be reviewed next year. It seeks to set out a realistic and deliverable programme for delivery given staff resources.

Background papers:

None.

Supporting documents:

Initial Screening for Equality Impact

Appendix 1

Local Development Scheme (LDS)-Delivery Plan 2025-2027

| | 2025 | | | | 2026 | | | | 2027 | | | |
|-------------------------------------------------------------|----------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|------------------|
| Quarter | Q 1 (Jan-Mar) | Q 2 (Apr-Jun) | Q 3 (July-Sept) | Q 4 (Oct-Dec) | Q 1 (Jan-Mar) | Q 2 (Apr-Jun) | Q 3 (July-Sept) | Q 4 (Oct-Dec) | Q 1 (Jan-Mar) | Q 2 (Apr-Jun) | Q 3 (July-Sept) | Q 4 (Oct-Dec) |
| South Warwickshire Local Plan (SWLP) | C | | | C | C | | S/E | E | E | C | | A |
| Purpose Built Student Accommodation (PBSA) DPD | | | C | | C* | P | P | | E | E | A | |
| Climate Change Adaptation SPD | | | C | A | | | | | | | | |
| Parking Standards SPD (targeted consultation) | C | A | | | | | | | | | | |
| Residential Design Guide SPD (Targeted consultation) | C | A | | | | | | | | | | |
| Canalside DPD | No timetable agreed. | | | | | | | | | | | |

Key:

C = Consultation

C*-Consultation (Regulation 18)

P-Publication (Proposed Submission-Regulation 19)

S = Submission for examination

E = Examination

A = Adoption

Quarters:

1- January-March

2- April-June

3- July-September

4- October-December



EQUALITY IMPACT INITIAL SCREENING TEMPLATE

This initial screening template will help you to decide whether an Equality Impact Assessment (EqIA) is required for the development or review of the service/policy/strategy/practice/plan. Before completing this document, please refer to the guidance on the completion of Equality Impact Assessments (EqIA).

Please note that the **EDI Business Partner** is available for advice on the completion of this template and can be contacted by emailing Daniel.Keating@WarwickDC.Gov.UK

Name of plan being assessed: Local Development Scheme

Is this service/policy/strategy/practice/plan?

☐ New

☒ A review or change

What are the aims and objects of the plan?

The Local Development Scheme

Who are the customers?

The customers include everyone who is interested in planning policy updates in Warwick. This includes local residents and residents of adjoining areas, elected members, developers, planning agents, PINS, stakeholders included on the consultation database, statutory consultees.

Note: Please tick the appropriate boxes depending on the degree of relevance to each of the protected characteristics under the Equality Act 2010 for employment and service provision:

Employment

| Will this service/policy/strategy/ practice/plan have a particular impact on any of the following groups: | Employment | | | Relevance/Risk (if any): |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| | Relevance/Risk: | | | |
| | High | Med | Low/none | |
| Age | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Disability | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sex | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Race | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Religion or Belief | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Gender Reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Pregnancy & Maternity | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Marriage & Civil Partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |

Service Provision

| Will this service/policy/strategy/ practice/plan have a particular impact on any of the following groups: | Service Provision | | | Relevance/Risk (if any): |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| | Relevance/Risk: | | | |
| | High | Med | Low/none | |
| Age | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Disability | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sex | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Race | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Religion or Belief | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Gender Reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Pregnancy & Maternity | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Marriage & Civil Partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |

| Will this service/policy/strategy/practice/plan have a particular impact on any of the strands within the Public Sector Equality Duty: | Yes | No |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| 1. Eliminating unlawful discrimination, harassment and victimisation | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Advancing equality of opportunity | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. Fostering good relations | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Overall impact on equalities: **NONE**

Is an Equality Impact Assessment (EqIA) required? ~~YES~~ / NO (please delete as appropriate)

Please note: Unless there is little or no relevance to equalities an EIA must be completed

If the decision is made not to carry out an EqIA, please give a brief reason as to why: The LDS lists the documents that will be prepared by the Policy Team in the next three years. All the documents contained in the LDS are subject to planning regulations and depending on the scope of the document are subjected to EqIA.

If an EqIA is not required, please sign and retain a copy of the completed document for your records.

If an EqIA is required, please sign and retain a copy of the completed document and complete the full EqIA document.

Name and signature of Officer completing this template: Amit Bratch

03/01/2024

Amit Bratch

Title: Update of Destination Management Organisation arrangements to include Shakespeare's England and emerging Local Visitor Economy Partnership

Lead Officers: Phil Clarke, Martin O'Neill, Joanne Randall

Portfolio Holder: Cllr Ella Billiald and Cllr Chris King

Wards of the District directly affected: All

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------|
| Portfolio Holder | 14.01.25 | Cllr Chris King |
| Finance | 14.01.25 | Andrew Rollins |
| Legal Services | 10.01.25 | Kathryn Tebbey |
| Chief Executive | 04.01.25 | Chris Elliott |
| Director of Climate Change | 14.01.25 | Dave Barber |
| Head of Service(s) | 14.01.25 | Phil Clarke |
| Section 151 Officer | 14.01.25 | Graham Leach |
| Monitoring Officer | 14.01.25 | Graham Leach |
| Leadership Co-ordination Group | 10.01.25 | Darren Knight |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes, Forward Plan item – scheduled for 06 February 2025 | |
| Accessibility Checked? | Yes (initial Equalities screening for AccessAble) | |

Summary

This report provides an update of the activity that has taken place with other local authorities across Warwickshire and Coventry and the two Destination Management Organisations Shakespeare's England and Destination Coventry to take forward the new Coventry Warwickshire Local Visitor Economy Partnership (LVEP).

The report also provides an update on the progress made by Shakespeare's England against the Conditions of Grant, set by this council, for the funding period 1 September 2022 – 31 August 2024 and proposes new conditions of grant for the forthcoming funding period from 1 April 2025 – 31 March 2026.

Recommendation(s)

- (1) That Cabinet notes the progress made by the Coventry and Warwickshire Local Visitor Economy Partnership (LVEP) and continue to support the development of the partnership in its aim to provide governance and strategic support to the tourism sector across Coventry and Warwickshire.
 - (2) That Cabinet notes the progress made by Shakespeare's England since the last funding period August 2022 – July 2024.
 - (3) That Cabinet approves the revised grant conditions attached as appendix 1 to cover the period from April 2025 to March 2026, subject also to these being agreed by Stratford-on-Avon District Council, and delegates authority to the Head of Place, Arts & Economy, in consultation with the Portfolio Holder for Place, to agree any minor modifications to these as necessary.
-

1 Reasons for the Recommendation

- 1.1 As Members will be aware, Cabinet has received three reports relating to the creation of Local Visitor Economy Partnerships (LVEPs); in July and September 2023 and in June 2024. Since the June 2024 report there has been significant progress in the development of accredited LVEPs across the country as a result of recommendations from the 'De Bois' report commissioned by the last government, and published in September 2021, to review how tourism sector support and management is delivered across the country.
- 1.2 The accredited Coventry and Warwickshire LVEP was formed in September 2023 and its main purpose is to provide regional governance, strategy and leadership to the promotion of tourism across the sub region of Coventry and Warwickshire. The Coventry and Warwickshire LVEP partnership has been formed by bringing together the Destination Management Organisations (DMOs) of Destination Coventry (DC) and Shakespeare's England (SE) and joined by Warwickshire County Council (WCC) to represent the needs of those areas of Warwickshire not currently covered by SE which is focused on support to South Warwickshire.
- 1.3 Since the last Cabinet report, the LVEP partners (SE, DC and WCC) have signed the Memorandum of Understanding, and produced a Growth Plan and a Destination Management Framework that have all been approved by Visit Britain/ Visit England.
- 1.4 The Governance Structure of the LVEP was reported to Cabinet in June 2024 and comprises of an Advisory Board, a Local Authority Officers Group and an Elected Members/ Councilors Advisory Group. Under these arrangements, SE and DC will continue to operate with their own Boards. SE is a separate legal entity, and DC

now sits under the Coventry & Warwickshire Chamber of Commerce. This council has representation on the SE Board through Cllr Chris King supported by the Head of Arts, Place & Economy (Philip Clarke) and Strategic Economic Development Officer (Joanne Randall) on the Destination Management Plan (DMP) group.

- 1.5 The LVEP has developed a Growth Plan and a DMP Framework which has been agreed and accepted by all local authorities and has been submitted to Visit Britain/ Visit England who have also accepted it. Currently SE and DC have their own DMP Frameworks but will work towards delivery of the shared LVEP Framework. In future the individual DMPs may be replaced by the shared LVEP DMP but this decision will be taken by their individual boards.
- 1.6 The 'partnership' has been working on a Growth Plan running from April 2024 - March 2025. Currently there is a mandate until March 2025 however it is anticipated that the new Government will continue to recognize the LVEP structure and that it will be carried forward beyond March 2025. The LVEP is further supported by the West Midlands Destination Development Partnership (DDP) which is managed by West Midlands Growth Company (WMGC) on behalf of West Midlands Combined Authority (WMCA).
- 1.7 The aim for the 'partnership' is to work together through this transition period to explore how SE, DC and the local authorities can work together to promote the visitor economy across Coventry and Warwickshire. This will consider matters such as pooling of resources to support greater efficiencies and joint marketing. It will also explore the potential, and desirability, of even closer working including through creating a new sub-regional DMO. This would need to be agreed by all partners, including SE.
- 1.8 It should be noted that at the present time, the branding and identity of SE and Destination Coventry (and their respective websites) will be maintained.
- 1.9 Further member engagement has been arranged to give elected members the chance to network and learn more about how the LVEP can work to support the sector in their area. Cllr King will be the representative on this group.
- 1.10 **Shakespeare's England Progress to date since last report.**
- 1.11 Warwick District Council currently supports the work of SE through a contribution of £75,000 per year. Performance against this contribution is measured through a series of Grant Conditions which are reported to the SE quarterly Board meetings. A comparison has been made with performance at Jan 2024 (when the last report was submitted to councilors to assess value for money) against current performance December 2024 to show the progress made by SE and where some targets require to be addressed.
- 1.12 SE has met the majority of the grant conditions and has made significant impact with its social media strategy. It is recognized that it has been a difficult year for both SE and DC with staff churn, on-going uncertainty and additional workload for staff to progress the LVEP partnership.
- 1.13 **Key successes:**
- 1.14 The last Tourism Economic Impact Assessment (TIEA) shows that the sector is very nearly back to 2019 figures in pre-Covid Pandemic figures. Major achievements include the following:-
 - SE has made significant progress in its online presence and its marketing campaign 'Write Your Own Story'. Social media followers have increased massively with some posts having gone viral. SE have also undertaken PR

campaign with PLMR/Advent to increase printed coverage.

- SE has launched the new website which has been well received.
- SE has created a new Dashboard to report to the SE Board.
- SE has produced and delivered against a two-year business plan and currently have worked developing the LVEP Growth Plan and Destination Management Framework. SE Board may require a separate SE Business Plan.
- SE has made a good start in promoting Green Tourism and have undertaken the green tourism accreditation as an organization and have developed a two-year sustainability plan to include the promotion of BEIS audits to businesses and sustainable travel through the app 'YouSmartThing'.
- SE has demonstrated through VE/VB statistics that SE are brings about a higher than national average return on investment.
- SE has held quarterly Tourism Forums across the South Warwickshire area.
- SE has engaged with the Travel Trade directly and indirectly through working with partners and has promoted the area to a number of tour operators in Europe and worldwide. A recent engagement with Chinese Travel Trade in November 2023 has resulted in tours being booked and visitors travelling to the area through Bamboo Travel this year. Through the LVEP and working with WMGC opportunities to promote the area worldwide will increase.

1.15 Areas for improvement:

1.16 There are two conditions that have not been met.

- The membership offer and in particular the free listing offer to be made to hospitality, leisure and tourism businesses and organisations has not been achieved. The offer has been delayed initially through technical issues developing the automatic update link, then waiting for the website to be refreshed and more lately waiting for annual membership subscriptions to be collected to avoid conflict with members over the free listing.

It is now important that this is introduced as early as possible in 2025. This is disappointing as it was a major driver for the increased funding and there had been an expectation was that this would be in place from early 2023.

- The other condition is in attracting new membership which is also behind target. It is recognised that this is, in part, subject to external economic factors beyond the control of SE. Recent discussions with SE in setting the new Grant Conditions (see below) indicate positively that SE is working to achieve the membership targets set in the last funding period.

Shakespeare's England funding for 2025/26

1.17 It is recognised that SE has been operating in a time of considerable uncertainty, having had to recalibrate its activities as the visitor economy recovers from the pandemic, as well as deal with the new opportunities – but also workload pressures – created by the LVEP initiative.

1.18 As noted above, there is budget provision (subject to the budget report which is a separate item on this agenda) to enable the council to continue to support SE at a level of £75,000 for the next financial year 2025/26. It is understood that Stratford-on-Avon District Council is positively considering maintaining an equal level of support for 2025/26, subject to its own budget discussions.

1.19 It is right and necessary, however, that both councils review the Grant Conditions under which these contributions are made. Following the above

review of SE's performance against the previous set of Grant conditions (see above), and also recognising the need for SE to devote considerable energy over 2025/26 to work with DC and other local authority partners to explore the opportunities and added value of the LVEP, a new set of revised Grant Conditions is proposed for 2025/26. These are attached in appendix 1. It should be noted that these have been prepared in conjunction with Stratford-on-Avon District Council as Grant Conditions to be applied by both local authorities. As such, they will also be subject to the relevant approvals at SDC. It is possible that, as part of this, there may be requests for minor modifications to be made to these, and as such delegated authority is requested for the Head of Place, Arts & Economy, in consultation with the Portfolio Holder for Place (who is also the SE Board member) to approve these changes.

2 Alternative Options

- 2.1 There are three alternative options available to the council.
- 2.2 The council could support the recommendations but amend or remove the Grant conditions for 2025/26. This option is not supported. The Grant Conditions are considered important to ensure that SE delivers good value that aligns with this Council's own priorities in terms of supporting the visitor economy. The conditions attached in appendix 1 have been discussed both with colleagues from Stratford-on-Avon District Council and with SE. Officers consider them to be both realistic in view of the overall resources available within SE and the other workload priorities facing the organisation, and also sufficiently challenging as "stretch" targets. They will be monitored through quarterly Board Meetings.
- 2.3 The council could seek more stretching targets on the basis of an increased financial contribution for 2025/26. This has not been factored into the setting of the budget or into the wider MTFS. It is therefore not supported.
- 2.4 The council could withdraw financial support for SE. For all the reasons set out elsewhere in this report, this option is not supported. By working with Stratford-on-Avon District Council, and with the many businesses that are members of SE, the value of the financial contribution from this council is considered greater than if the Council was to work on its own. The proposed Grant Conditions are considered a good way of ensuring that our contribution remains value for money. It is also relevant that during this time of significant change in the way that DMO's are being organised, SE provides a more effective conduit for progressing these discussions than if the council was acting alone. SE provides considerable expertise and added value in the promotion and support to tourism sector locally, nationally and globally which could not otherwise be achieved with the same level of funding from this council if it was to not continue this level of funding.

3 Legal Implications

- 3.1 There are no immediate legal implications arising from this report. The council has a seat on the Board of SE. If SE ceases to exist as a legal entity and becomes part of a larger organisation, the council will need to understand its legal and governance relationship with this organisation. This will be subject to a separate report in due course as appropriate. It is hoped that more detail will become available following the joint stakeholder meeting and issues will be brought back to Cabinet for consideration.

4 Financial Implications

- 4.1 There are no immediate financial implications arising from this report. The council contributed £100,000 per year towards the running of SE for the funding period September 2022 – August 2024. The funding has now reverted to the previous budgeted funding level of £75,000 per year from 1 September 2024. In the event that SE is replaced by another organisation, the council will need to consider its financial responsibilities to this organisation. This will be subject to a separate report in due course as appropriate.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services –
SE and the LVEP bring a level of expertise and added value to the promotion of tourism locally, nationally and globally
- 5.3 Low cost, low carbon energy across the district –
SE have developed a sustainability plan and is promoting Green tourism to local businesses.
- 5.4 Creating vibrant, safe and healthy communities of the future –
SE and the LVEP are supporting the local visitor economy to ensure that the South Warwickshire and the Sub-region stays as vibrant as possible for both visitors and residents. This is an important element of our vision to make Warwick District a great place to live, work and visit.

6 Environmental/Climate Change Implications

- 6.1 SE is actively exploring and promoting 'green tourism' to the sector. The recent extended grant funding was to enable SE to expand this approach which it has achieved. The DMO has embarked on a significant project alongside the WMGC and DC in respect of the Global Destination Sustainability Movement Index (GDMI). The DMO has started to work through its own accreditation programme to attain Green Tourism accreditation. SE has accessed UKSPF funding for a 2-year project to improve its sustainability performance and to support the sector through becoming accredited to enable it to perform green benchmarking assessments. SE is also promoting the BEIS Green Audit grant funding and support being delivered by CW Chamber of Commerce to businesses. SE is also working with partners to promote 'sustainable travel' through the use of the app 'YouSmartThing' where travellers can plan their travel. SE has produced a two-year sustainability plan which it will deliver over the next two years to 2026.

7 Analysis of the effects on Equality

- 7.1 There are no direct equality implications arising from this report. However, SE is working with AssessAble (an app detailing mobility access to hospitality venues) and intends working with organisations to provide accessibility audits. The proposed grant conditions will target a number of organisations to be badged on the website with mobility information and to undertake accessibility audits.

8 Data Protection

- 8.1 There are no data protection implications arising from this report.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the proposal. However, investment in a strong tourism, leisure and hospitality offer locally benefits residents and visitors alike and supports a vibrant local economy.

10 Risk Assessment

- 10.1 There will be reputational and financial risks for the council now that the new Coventry & Warwickshire LVEP has been formed. There is an expectation that the council will continue to be a full partner in a new LVEP, as it does with SE. The council has a seat on the SE Board and currently contributes £75,000 per year towards the running costs of SE. Where appropriate and necessary, further decisions in relation to the new LVEP, and this council's role in it, will be brought back to the council for further approval.
- 10.2 Conversely, there is a risk associated in not actively exploring how a new LVEP may benefit the district. The previous government made clear that it sees LVEPs as the way that DMOs are organised nationally, and it is appropriate that the council considers the role of SE in this moving forward.
- 10.3 There will be a considerable risk to the promotion and support of the local visitor economy and tourism sector if this council was to reduce or withdraw funding to SE or support for the LVEP.

11 Consultation

- 11.1 None required

Background papers:

Please provide a list of any papers which you have referred to in compiling this report and are not published documents. This is a legal requirement.

You must also supply these when submitting the report.

Supporting documents:

This is not a legal requirement but may assist others in identifying documents you have referred to in producing the report.

| APPENDIX 1: SE Conditions of Grant January 2025 – March 2026 | Measurement of success | By When | Progress reporting requirements | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CONDITION 1: Carried forward from last funding period: To offer a FREE Listing on SE website through SDC/ WDC to relevant business across the sector on WDC /SDC business rates databases. | Free listing in place | By 31/01/25 | 31/01/2025 | Free Listing is a priority to offer maximum support to hospitality businesses at a time when faced with increased costs and reduced rates relief. This has been outstanding for 2 years. The mechanics for this are set up, so we just need relevant copy to launch/promote, which I will provide in early January. Resource within SE is required to add the listings once they have been submitted. |
| CONDITION 2: Carried forward from last funding period: To achieve the net membership targets (below) as set in the last two-year business plan. Retention rates to increase to achieve net growth in membership. To give membership breakdown as follows: Bronze x 80, Silver x 50, Gold/Strategic x 14, Total of 144 members for 2025 Free listings of 80% of eligible businesses across SE area. To achieve 13% increase in membership income to £80,000 (NB: This condition may need to be reviewed as work with LVEP progresses towards single membership offer across DC and SE) | To achieve membership numbers of 144 or to at least achieve 13% increase in membership income to £80,000 per annum | By 31/03/26 | Quarterly at SE Board Meetings | Linked to above condition. Free listing exercise will give opportunities to upsell membership and grow membership numbers. SE has advised that Membership income is currently £70,803.99 and it may be easier to measure membership in terms of revenue. If the increase is applied to increase membership income across Gold and Strategic Partners a target of £80,000 could be applied representing an increase of 13% |
| CONDITION 3: To work with LVEP Partners WCC and Destination Coventry to deliver against the LVEP Growth Plan and Destination | Relevant actions within LVEP and SE plans achieved | To be reviewed by end of Q1 2025 | 31/03/2025 | Condition to be reviewed if separate SE Business Plan required. Work is ongoing with the Growth Plan and the DMP. An update will be given at Q1 |

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Management Framework (DMP) as part of LVEP Partnership and to report back to SE Board. In particular, the resourcing planning exercise between partners needs to be completed as a priority in Q1 2025.</p> <p>(NB: If SE Board decide to develop their own Business Plan in addition to LVEP Plans then this needs to be developed within first quarter of 2025)</p> | | | | |
| <p>CONDITION 4: To fully implement social media strategy to increase engagement across all social media channels across all main towns/centres in both SDC and WDC areas.</p> <p>Activity to be monitored and reported upon quarterly to SE Board via the new metrics report dashboard.</p> <p>Targeted social media campaigns to be undertaken each quarter across all channels in each district to cover all main towns/centres maximising opportunities in calendar and specific events happening in towns e.g. Halloween – ghost walks, heritage sites in all relevant towns.</p> <p>Based on current achievements aim to increase followers, impressions and engagement across accumulated data on FaceBook, Instagram, Twitter/X and LinkedIn by approx. 25% across the board as follows:</p> | <p>Increase social media activity across all channels by 25% as follows: to achieve over 50K followers by 31/03/2026 to achieve 5.375m impressions by 31/03/2026 to achieve 310K engagements by 31/03/2026</p> | <p>By 31/03/26</p> | <p>Presented at Quarterly SE Board meetings</p> | <p>Target based on current measurements as detailed below: Followers have increased: 40,605 -> 50,760 so 25% increase in target is acceptable.</p> <p>Impressions: 7.5M figure is based on the last 3 months = 1.6M, but average 3 month period over the last 12 months was 650k = 2.6M over a 12 month period. Given that the 1.6M figure was taken from a busy period (July-Sept) expectation that there will be some lower months due to seasonal fluctuation. $2.6M + 25\% = 3.25M$, so SE have suggested to meet in the middle at 5.375M.</p> <p>Engagements: Similar to the above, the figure is based on the last 3 months, and not the last 12 months, which gives a better reflection of seasonal fluctuations (plus 300k + 25% = 375k). $204k + 25\% = 255k$. SE happy to meet in the middle at 310k.</p> |

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| - to achieve over 50K followers by 31/03/2026 to achieve 5.375m impressions by 31/03/2026 to achieve 310K engagements by 31/03/2026 | | | | |
| CONDITION 5: To maintain the number of press releases issued and press coverage regionally, nationally and internationally maximising PR opportunities through LVEP and WMGC media channels. Press releases to be spread evenly across WDC and SDC districts giving exposure to all main towns. | Maintain number of press releases issued and press coverage in media. Condition to be confirmed subject to funding but suggest status quo of 70 press coverage articles and 20 press releases. TBC. | By 31/03/26 | Presented at quarterly SE Board Meetings | SE has had 74 pieces of press coverage from Oct 23 - Sept 24 (latest 12 month period), with 22 press releases. To increase by 10%, SE would need to hit targets of 82 (+10.8%) pieces of coverage and 25 (+13.6%) press releases. SE has advised that due to the reduced funding, PR is an area earmarked for cost savings so this target will have to be confirmed once discussions have taken place with the PR agency. |
| CONDITION 6: To collate information from Visit Britain/ Visit England, WMGC/ WMCA and other research sources to form a report to the LVEP/ SE Boards on visitor numbers (domestic and international) dwell time, visitor spend and number of people employed in the industry. Industry performance to be measured in a return to pre-COVID stats and to show 10% growth on all measures as evidenced through the above sources by the end of funding period. (NB: nationally available visitor figures have a one-year lag time). | Return to 2019 figures by March 2025 and 5% increase by March 2026 in numbers of visitors, spend and number of sector employees. % of increase in visitors to be confirmed through consultation with VB/VE once updated statistics are available. | By 31/03/26 | Presented annually when figures are available | Maximise opportunities for industry intel from WMGC, LVEP and VB/VE Assume 5% growth in visitor numbers, this may not be achieved in current economic climate and further confirmation will be sought for VE/VB. The following figures were achieved from the most recent research: 2023 Figures for South Warwickshire: Day Trips Volume (8.9M): -7% vs 2019-1% vs 2022Day Trips Value (£368M):-4% vs 20190% vs 2022Overnight Trips Volume (912k):-7% vs 2019 -1% vs 2022 (National Average = -5%, West Midlands = -5%)Number of Nights (2.85M):-3% vs 2019+2% vs 2022Overnight Trips Value (£252M):+1% vs 2019-1% vs 2022Total Value (£784M):-3% vs 20190% vs 2022Jobs (13.8k):-4% vs 2019-5% vs 2022 |
| CONDITION 7: Host quarterly Tourism Forums (two in each district) at locations across South Warwickshire and a minimum of 2 subject specific webinars e.g. | Details of events including breakdown of attendees | By end of 2025 | By 31/03/26 Quarterly and annually | May need to offer specific business support to industry |

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| <p>Customer service, maximising impact of social media, use of google analytics, sustainability, accessibility.</p> <p>Report on delegate numbers with breakdown to include private sector businesses to encourage recruitment to board members as 13 private sector companies required on board.</p> | | | | |
| <p>CONDITION 8: To maximise opportunities to be involved directly, or indirectly through LVEP/WMGC, in travel trade engagement and promotion to tour operators and the wider travel trade. To compile reports for SE/LVEP Boards on the evidence of targeted marketing and promotion of the SE area to the travel trade to include the number of FAM visits and engagements with tour operators to where possible where there has been a resultant increase the number of booked tours, increased visits and increased economic impact to the SE areas.</p> | <p>Details of activity in promoting to international audiences, either directly or indirectly. and evidence of increase in international visitors through VE/VB, TEIA and other research data.</p> | <p>By 31/03/26</p> | <p>Presented at SE Board Quarterly and annually within TEIA or other research</p> | <p>This is not directly attributed to activity solely undertaken by SE but a requirement to report on the promotion. Very difficult to measure success in this area as there is always a time lag in meeting tour operators and the tour being booked. Case studies for this might be useful. E.g. example was given on a China travel trade engagement which led to a tour further down the line.</p> |
| <p>CONDITION 9: Delivery of the two-year Sustainability Action Plan to increase the performance of SE on the GDS Index and to promote 'green tourism' accreditation to local businesses. Promotion of the area as a Green Tourism Destination in line with climate emergency declarations made by SDC and WDC working in partnership with other local sustainability groups, to deliver against strategic goals of the sustainability action plan.</p> | <p>Delivery of Sustainability Action Plan</p> <p>SE increase position on GDS index rating</p> <p>SE to achieve Green Tourism accreditation</p> | <p>By 31/03/26</p> | <p>Quarterly at SE Board Meetings</p> | <p>Sustainability Action Plan to be produced and delivered Discuss with SE what deliverables are possible against this condition</p> |

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| CONDITION 10: To launch, promote and maintain a single events platform (Culture Hosts) for organisations across the South Warwickshire area with an even spread of events promoted across the WDC and SDC areas. | 25% increase in number of events promoted with even spread across SDC and WDC areas | By 31/03/26 | Quarterly to SE Board Meetings | Work with WDC and SDC to enable easy upload of events. Culture Hosts platform has been recently launched, and now needs promotion. |
| CONDITION 11: To develop an Accessibility Plan across the SE area working with organisations (e.g. AccessAble) to improve and promote accessibility to visitors and residents and working with other partners such as the WCC Skills Hub to promote inclusive employment, training and job opportunities and work experience. | Details of activity and evidence of number of organisations undertaking accessibility audits/ 'badging' on website entries. Addition of 10 new Accessibility Guides via AccessAble. | By 31/03/26 | Quarterly at SE Board Meetings | Work with AccessAble to promote accessibility and badge venue listings on SE website. Currently WDC does not fund AccessAble but this activity should be covered by LVEP in the future. SE has a partnership with AccessAble (along with SDC) which currently provides:43 Detailed Access Guides,68 Summary Access Guides,5 High Street Guides. SE will continue to work with WCC Skills Hub in promoting accessible and inclusive employment & skills opportunities. |
| CONDITION 12: SE to lead a new tourism group incorporating the town councils so that a collaborative approach can be taken to marketing and other tourism specific issues across the region. | Details of activity and the towns involved | By 31/03/26 | Quarterly to SE Board Meetings | This condition was requested to be added by SE |

Title: Additional funding requested from existing S106 monies for paddling pools project

Lead Officer: Sally Watts

Portfolio Holder: Councillor Will Roberts

Wards of the District directly affected: Leamington Clarendon Ward (Victoria Park) and Warwick Saltisford Ward (St. Nicholas Park).

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|-----------------------------|-------------------------|
| Portfolio Holder | 08/01/25 | Councillor Will Roberts |
| Finance | 14/01/25 | Andrew Rollins |
| Legal Services | 14/01/25 | Kathryn Tebbey |
| Chief Executive | 14/01/25 | Chris Elliott |
| Director of Climate Change | 14/01/25 | Dave Barber |
| Head of Service(s) | 08/01/25 | Marianne Rolfe |
| Section 151 Officer | 14/01/25 | Andrew Rollins |
| Monitoring Officer | 14/01/25 | Graham Leach |
| Leadership Co-ordination Group | 14/01/25 | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | Yes – confidential appendix | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

With funding in place for the replacement and improvement of the St Nicholas Paddling Pool and Victoria Park Paddling Pool, we are seeking authority to use existing S106 contributions to increase the budget value to fulfil the project as set out in previous reports.

Recommendations

- 1) That Cabinet to note the progress made on the project thus far.
- 2) That Cabinet agree to the use of existing S106 funding to increase the maximum budget for the replacement of the paddling pool of St Nicholas Park, Warwick and Victoria Park, Leamington Spa with improvement to the surrounding area, provided in the confidential appendix for all costs for the construction of the project.

1. Reasons for the Recommendation

- 1.1 Following an assessment of the condition of the paddling pools at St Nicholas Park and Victoria Park it was agreed by Cabinet on the 8th of February 2024 Cabinet meeting to replace the paddling pools and to improve the surrounding areas within the fenced paddling pool area.
- 1.2 Authority to proceed with the project to refurbish and enhance the paddling pool in St Nicholas Park, Warwick with the intention to procure alongside Victoria Park, Leamington Spa for economies of scale and benefits of project management was granted by Cabinet on 4th September 2024.
- 1.3 The official quote for the project to replace the paddling pools at Victoria Park and St Nicholas Park has been sent by the contractor on the 12th December 2024 with increased prices which would result in the total project budget being higher than previous understood as well as utilising all of the contingency in the scheme.
- 1.4 The design is a significant positive change for the areas and would like to progress in terms of design, timescales and confidence in the contractor to deliver the project effectively. However, the costs have increased- in part due to needing more plant in the Victoria Park paddling pool than was originally scoped for which includes an extension to the outbuilding to house a second filtration tank needed due to the size/ surface area of the pool. The cost of both new paddling pools are generally higher than originally anticipated in park due to the size of the paddling pools and the number of children they can accommodate, especially at peak times, and the necessary equipment needed to accommodate this level of usage.
- 1.5 Once the pricing is agreed the final contract can be completed and contractors secured and scheduled in to begin on site. We are intending to proceed with the contract for pool replacement scheme including surfacing and small scale waterplay irrespective of the outcome of this Cabinet. However, if the additional monies are agreed by this Cabinet, a 2nd stage will be added which will consist of additional waterplay apparatus for a better water play experience, UV sterilisation units and a small increase in project fees to support the Green Space team in project delivery.

- 1.6 Working with the supplier and since the September Cabinet report, officers have made the following progress:
- Agreed that a direct award from framework is the preferred procurement route for the project
 - Undertaken specialist survey for drainage and trees to get a completed design for the project
 - Had an initial design for the pool and the plant equipment designed for each site which includes ramped access, surfacing requirements, and guidance regarding materials and design
 - Discussed designs and themes for waterplay as part of the design of the paddling pool design
 - Looked to value engineer the scheme with reduced surfacing around Victoria ark due to the significant footprint of the fenced area to reduce surfacing costs
 - Revised the plant equipment specification to remove the salt-water system given the other options preferring to include a UV sterilization system given the level of activity and number of children in the pool.
- 1.7 We are looking to continue to meet the timeframe to open both paddling pools in May 2025, however it remains tight.

Secured Funding

- 1.8 The existing project budget would mean we could afford to install the paddling pool, surfacing, and some water play. It would also mean we could install some water play features (low level only) seating and shade shelters in both schemes.
- 1.9 The proposed additional budget would allow for extra water play equipment to be installed and for the UV sterilisation unit on each site to be installed. The UV sterilization unit cleans the water using ultraviolet light which means less chemicals are needing to be added, and the water is cleaner. The UV sterilization units are not essential, and many paddling pools and splashpads pools operate without them, however in terms of surety and future proofing they are recommended by the designers as well as the colleagues from the Sports and Leisure team in the Council who work on the relevant contracts for swimming pool maintenance.
- 1.10 On both sites the additional monies can be found in existing S106 available monies. A Section 106 payment open space contribution (£786,000) relating to the development at Montague Road is available.
- 1.11 For Victoria Park, an amalgamation of various older S106 payments are available for spending in relation to the site.

2. Alternative Options

- 2.1 An option would begin to value engineer the scheme to the budget and exclude the extra water play items and the UV sterilisation unit.

- 2.2 Alternatively, to alter the scheme to exclude new benches and shade provision in the paddling pool area to pay for some – not all- of the additional cost of the water play and UV sterilization units. However, this would have the risk of losing the funding agreed from King Henry VIII Endowed Trust and not gaining the previously agreed benefits within the paddling pool setting.

3. Legal Implications

- 3.1 The Council will ensure legal advice is obtained throughout the plan's delivery including anything applicable to procurement laws, planning, legal agreements, and consents.
- 4.1 There are legal implications when determining the financially sensitive Appendix to the report to the extent that the discussions on those appendices should be treated as confidential under (paragraph 3 under Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006).

4. Financial Implications

- 4.1 The value of both the services and works required to implement the project above below the relevant UK thresholds of the Public Contract Regulations; however, all procurements will be undertaking in accordance with the Council's Code of procurement Practice.
- 4.2 All costs given have been provided in an official quote; however, the significant cost means it could not be met with the existing Green Space budget. The Victoria Park element was agreed within funding as a one-off capital expenditure and St Nicholas Park paddling pool can be funded by S106 funding and the grant opportunity.
- 4.3 In line with the Public Open Space SPD (Supplementary Planning Document), off-site contributions must identify specific local existing or planned off site spaces.
- 4.4 The S106 contribution for Green Space relating to Montague Road development has been paid following occupation of the 60th dwelling on the site. This is to be added to the existing available S106 monies for the area including the park bring the total available to £891,000 available for the improvements identified within the local area including in St Nicholas Park.
- 4.5 Cumulatively, these S106 monies had been earmarked already for significant projects such as a new play area in St Nicholas Park which is identified in the play area improvement program as requiring replacement due to the age of the play equipment and the play value it offers. However, the additional cost requested would not be so significant as to alter the goals for the area.
- 4.6 In regard to the S106 contributions relating to Victoria Park, these consist of amalgamated contributions in the relevant area. Utilising these unallocated sums of money will not affect any current or forecasted projects and awaiting use. These are unallocated sums of money which had not been allocated.

5. Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.

Delivering valued, sustainable services

- 5.2 The need to repair the paddling pools has been agreed by Cabinet and this element reflects the rising prices as well as the need for more plant equipment which is not only additional costs but need to increase the footprint of the outbuilding which has increased costs beyond the contingency of the project, which is evident when the medium- and longer-term prospects of the existing pool are considered and the opportunity to improve the existing facilities to make it less resource intensive is welcomed.

- 5.3 In order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by ensuring continued demonstration of financial sustainability through the medium term. The intention of the project is to undertake it in one action rather than having to revisit which could incur additional costs to the Council.

- 5.4 The paddling pools are key contributors in the success and vibrancy of the parks and meeting the public needs and aspirations within the park setting.

Low cost, low carbon energy across the district

- 5.5 The Council is committed to find ways to reduce energy consumption and bills for Council assets and as part of the specification the cost/benefit analysis is part of the assessment and inbuilt into the procurement process. The value used for water and energy is difficult to accurately quantify at present given the whole site approach to services within the park.

- 5.6 Currently, the plant equipment in the pools is not working effectively at either site, needing to be used extensively to manage the deficiencies in the pool design. The proposed replacement would be designed to meet the requirements of the site, which would improve functionality.

Creating vibrant, safe, and healthy communities of the future

- 5.7 The paddling pools are a key factor in the experience of families using parks in the district. They afford the opportunity for water play in a safe controlled environment, they allow for social interaction within the district as well as opportunity to become stronger, fitter, and healthier community through play.

6. Environmental/Climate Change Implications

- 6.1 The new plant equipment associated with the replacement pool will lead to greater efficiencies, energy savings, and reduce the Council's use of chemicals.

7. Analysis of the effects on Equality

- 7.1 The paddling pools provide a significant free to use play provision in the district and are a key draw for families to use in warm weather as a no cost play activity.

8. Data Protection

- 8.1 There are no data protection implications of the plan.

9. Health and Wellbeing

- 9.1 Parks and green spaces are supported by Warwick District Council as being a key contributor in ensuring health and wellbeing for their residents. The facilities in the park impact the frequency and duration of visit to the open space. There are wider benefits in terms of children learning and enhancing key skills including social, emotional, cognitive, and physical skills within play settings.
- 9.2 There are links between the quality of open space and active lifestyles and sports participation which link to the core tenets of wellbeing and living a healthy life which underpin the value in the variety and quality of the facilities in the park.

10. Risk Assessment

- 10.1 The parks, and in turn the facilities within the park, including the paddling pools, represent WDC supporting the wellbeing and quality of life for residents. The reduction in the scope and intention of the scale of the project could spread a perception that there is a lack of support for public facilities despite recent investment in sport and activities in the district. The paddling pools offer of play is different to swimming pools and other leisure facilities given the lack of user cost and it therefore provides a different type of provision in the district for leisure.
- 10.2 The work undertaken so far with the contractor has seen the costs rise and contingency in the project no longer being present in the budget forecast. Having undertaken survey work and working with an experienced contractor provides a level of surety, however the lack of contingency does mean that the project has limited scope if costs rise further.
- 10.3 There will be substantial monies remaining in the remaining S106 pot to cover these it is at risk of delivery of other projects as set out in the report as being of benefit to the local area. If the budget went over this new amended value, then we would need to seek Cabinet advice again on how to proceed.

11. Consultation

- 11.1 Consultation will be undertaken as part of the planning process and engaging with stakeholders in terms of managing the work and any impacts of the development on operations in the parks such as car parking, leisure services and operations in the park.
- 11.2 As outlined in the Cabinet report it remains the officer's plans to conduct a customer survey of St Nicholas Park to understand the issues, concerns and desires of park users.

Background papers: None

Supporting documents:

[Report for Cabinet Meeting on 8th February 2024](#)

[Report for Cabinet Meeting on 4th September 2024](#)

Title: Birmingham Airport Night Flights – Retrospective Approval/Chief Executive Emergency Powers

Lead Officer: Frances.taylor@warwickdc.gov.uk

Portfolio Holder: Councillor Jim Sinnott

Wards of the District directly affected: All within Birmingham Airport flight path (TBC)

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|-----------------------------------|------------------|
| Portfolio Holder | 22/01/25 | Cllr Jim Sinnott |
| Finance | - | N/A |
| Legal Services | - | N/A |
| Chief Executive | 08/01/25 | Chris Elliott |
| Director of Climate Change | 23/01/25 | Dave Barber |
| Head of Service(s) | 23/12/2025 | Marianne Rolfe |
| Section 151 Officer | 23/01/25 | Andrew Rollins |
| Monitoring Officer | 21/01/25 | Graham Leach |
| Leadership Co-ordination Group | 21/01/25 | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes Recommendation to: Cabinet | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

An application to amend the Section 106 (S106) agreement for night-time flying hours and related restrictions was made to Solihull Metropolitan Borough Council (SMBC) by the operators of Birmingham Airport. Warwick District Council (WDC) Environmental Protection (EP) Officers requested further detailed information to assess the potential impact of the changes on residents of Warwick district. Despite several emails, no significant information was forthcoming. As such, and due to the time restrictions on making the response, a holding objection was sent to Solihull MBC on behalf of WDC by EP Officers. This was done by authorisation from Chief Executive utilising his emergency powers. The application is scheduled to be considered by Solihull Committee on 8 January 2025.

Recommendation(s)

That Cabinet notes the use of the Chief Executives delegated authority CE(4), for taking urgent decisions in consultation with group Leaders, to send a holding objection to Solihull MB Council.

1 Reasons for the Recommendation

- 1.1 On 23 September 2024 an application to amend the S106 agreement for night-time flying hours and related restrictions was made to Solihull MBC by the operators of Birmingham Airport. Whilst WDC was not formally consulted on the application, WDC Councilors are key stakeholders and therefore members of the Airport Consultative Committee.
- 1.2 Cllr Kyn Aizlewood is the appropriate WDC member on the Airport Consultative Committee, who notified the Head of Governance & Monitoring Officer of the proposed changes.
- 1.3 On 11 October 2024 Environmental Protection Officers were asked to review the information in the application to determine the effect of the proposed changes on land and residential properties within the WDC area.
- 1.4 Limited information was accessible on the Solihull MBC planning portal, so officers requested additional information. EP Officers requested further information and data from Solihull MBC on 22 October and again 4th November 2024, and despite chasing emails, no additional information was received before the Solihull MBC planning committee deadline of 4th December 2024. Given that insufficient information had been received before the deadline specified by Solihull MBC, EP officers recommended sending a holding objection.
- 1.5 Given the limited timescales within which to respond, Chris Elliot utilised his delegated authority, in consultation with Group Leaders, to take urgent decisions to authorise officers to respond with the below:

Warwick District Council has been unable to make an informed decision regarding the proposals as we have not been provided with all the information previously requested. Without the necessary data we are unable to determine whether our concerns about the potential impact of additional night flights across the air path are substantiated or if they might be mitigated by the missing details. Specifically, our concerns are regarding the projected noise

levels and air pollution impacts and any mitigation measures proposed to address these issues

2 Alternative Options

- 2.1 Provide no comment within the specified timeframe – Solihull MBC would assume no objection made and therefore no consideration would be given to WDC residents about the potential impact of noise and/or air quality impact.
- 2.2 Not to agree to the Chief Executive's use of emergency powers.

3 Legal Implications – N/A

4 Financial Implications – N/A

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services – Using the emergency powers and commenting on the application demonstrates WDCs commitment to delivering valued and sustainable services to its residents who may be impacted by the additional flights.
- 5.3 Low cost, low carbon energy across the district – Increased flights typically lead to higher carbon emissions, which could conflict with the strategies aim to reduce the districts overall carbon footprint. By addressing these issues at this stage, WDC advocates for measures that align with this strategic goal.
- 5.4 Creating vibrant, safe and healthy communities of the future WDC will work with communities, businesses and public sector partners to enable and support improvements where people's community, economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities and businesses to thrive in a sustainable and safe way.

6 Environmental/Climate Change Implications

- 6.1 The additional flights have the potential to conflict with the council's commitment to achieving net-zero carbon emissions and the Climate Emergency Action Plan. Increased air traffic may result in higher greenhouse gas emissions, contributing to climate change and hindering progress towards local and national carbon reduction targets. This would undermine policies aimed at promoting sustainable development, reducing air pollution and protecting public health. Additionally, the proposals may exaggerate local environmental challenges such as noise pollution loss of biodiversity and increased energy demands, which could further misalign with the council's objectives for creating a low carbon resilient district.

7 Analysis of the effects on Equality – N/A

8 Data Protection – N/A

9 Health and Wellbeing – N/A

10 Risk Assessment

- 10.1 Nonalignment with policies - Failure to comment could result in missed opportunities to align the development with the council's climate emergency action plan and environmental policies.
- 10.2 Reputational damage - the council may be perceived as neglecting its responsibility to uphold sustainability and climate objectives engage proactively in the planning process.
- 10.3 Missed influence opportunity - the council forfeits the chance to shape mitigation measures such as emission reductions of biodiversity offsets.
- 10.4 Increased carbon footprint - without intervention additional flights could exacerbate local carbon emissions hindering climate targets.
- 10.5 Public and stakeholder criticism - residents and environmental groups may question the council's commitment to its climate priorities.
- 10.6 Failing to comment on the proposal presents significant risks, particularly around reputational damage, misalignment with council policies, and missed opportunities to influence sustainable outcomes. To mitigate these risks the council has commented as far as it is able, with the caveat that it has not been provided with all the data requested.

11 Consultation

- 11.1 The Chief Executive consulted with Group Leaders Councillors Davison, Melrose, Boad, Day and Falp) along with Deputy Leader (Councillor King) and Portfolio Holder for sustainable communities (Councillor Sinnott) who all supported the submission.

Background papers: Link to SMBC Planning portal [PL/2024/01917/M106 | Application pursuant to section 106A of the Town and County Planning Act 1990 dated 30th October 2009 for a modification to the existing section 106 agreement relating to Birmingham Airport, Application Ref: 2008/22/S. Namely: To vary Schedule 5 of the Section 106 Agreement \(including related definitions\) and the associated Night Flying Policy. | Birmingham International Airport Birmingham Airport Solihull B26 3QJ](#)

Supporting documents: Info on Birmingham Airport Website [Proposed changes to Night Flying Policy FAQs | Birmingham Airport Website](#)

Title: Council Tax Second Home Premium

Lead Officer: Paul Town paul.town@warwickdc.gov.uk 01926 456073

Portfolio Holder: Councillor Chilvers

Wards of the District directly affected: All

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|-----------|----------------|
| Portfolio Holder | 07/01/25 | Cllr Chilvers |
| Finance | 07/01/25 | Andrew Rollins |
| Legal Services | | N/A |
| Chief Executive | 07/01/25 | Chris Elliott |
| Director of Climate Change | 07/01/25 | Dave Barber |
| Head of Service(s) | 07/01/25 | Andrew Rollins |
| Section 151 Officer | 07/01/25 | Andrew Rollins |
| Monitoring Officer | 07/01/25 | Graham Leach |
| Leadership Co-ordination Group | 20/1/2025 | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

This report seeks approval for the Warwick District Council policy for the Council Tax Second Homes Premium charge to go live from 1 April 2025. As part of the Levelling Up and Regeneration Act 2023, Local Authorities can amend how they charge Empty Property Premium charges (agreed and implemented in April 2024) and introduce a premium for furnished second homes from April 2025. The introduction of this new premium was agreed by Council in February 2024 as part of the General Fund Revenue and Capital Budget report, specifically section 1.12, for the charge to come into force from 1 April 2025.

Recommendation(s)

That Cabinet approves the policy that's attached (appendix 1) for Warwick District Council's, 'Council Tax Second Home Premium'.

1 Reasons for the Recommendation

- 1.1 The policy (Appendix 1) sets out that Warwick District Council will charge an additional 100% premium on the Council Tax of applicable furnished second homes in the district, these are essentially homes not occupied but kept furnished as 'second homes' by their owners, not rented out, just used by the owners as holiday homes etc. The policy also details where discretionary relief may be applied under exceptional circumstances.
- 1.2 It is anticipated that the introduction of this premium charge will impact approximately 400 properties and increase the Council Tax received by Warwick District Council as the collecting authority by approximately £700k, which would be distributed amongst the preceptors in the normal way but providing Warwick District Council with a forecasted £57k per annum.
- 1.3 The policy has been written in conjunction with the Government guidelines and takes account of the newly implemented exceptions to this premium as provided by Government.

2 Alternative Options

- 2.1 I believe the alternative would be to make amendments to the policy as it is presented as the implementation of this scheme was approved by Council in February 2024.

3 Legal Implications

- 3.1 There are no legal implications in this scheme.

4 Financial Services

- 4.1 There are no costs to the Council in launching this scheme, the required amendments to the Council Tax system will be undertaken by the team and the system allows us to automatically charge the premium on the relevant cases.
- 4.2 The implementation of the scheme should see a forecasted increase of retainable Council Tax for Warwick District Council of £57k per annum.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.

5.2 Delivering valued, sustainable services – The implementation of this policy will encourage some owners of second homes to reconsider their ownership and has potential to increase the number of available rental properties within the district.

5.3 Low cost, low carbon energy across the district – N/A

5.4 Creating vibrant, safe and healthy communities of the future – N/A

6 Environmental/Climate Change Implications

6.1 There are no direct environmental or climate change implications arising as part of this report.

7 Analysis of the effects on Equality

7.1 Equality Impact Initial Screening document completed and attached (appendix 2)

8 Data Protection

8.1 The Revenues team already hold this data as there is nothing additional required to what is already captured for the administration of Council Tax.

9 Health and Wellbeing

9.1 There are no direct health and wellbeing implications arising as part of this report.

10 Risk Assessment

10.1 Some owners of furnished second homes will not be happy about paying the Council Tax premium, which may lead to a short term higher level of queries for the Revenues Team.

10.2 If we don't go ahead with the proposed policy, Warwick District Council, along with the other preceptors, will lose out on any forecasted additional income and the incentive for owners of furnished second homes to sell or let them back into the market will be removed.

11 Consultation

11.1 The Government undertook consultation around which cases should be exceptions from this premium charge and the finalised guidance has been incorporated into the report presented.

Background papers:

General Fund Revenue and Capital Budget 2024/25 Cabinet report 08/02/2024

Government guidance on the implementation of the Council Tax premiums on long-term empty homes and second homes

<https://www.legislation.gov.uk/ukpga/1992/14/section/11C>

Supporting documents:

Appendix 1 – Council Tax Second Homes Policy

Appendix 2 – CTax Second Homes Premium – Initial Equality Impact Screening Assessment



WARWICK DISTRICT COUNCIL LOGO 1

Council Tax second homes premium policy

INTRODUCTION

On 26 October 2023 the Levelling up and Regeneration bill received Royal Assent. This enabled Councils to charge a council tax premium for properties that are used as second homes from 1 April 2025.

At a meeting of the Council on 21 February 2024, Warwick District Council formally agreed to adopt changes to the Second Homes Premium as set by the Government.

Warwick District Council gave notice of their determination in the local press on 8th March 2024.

Sections 11B and 11C of the 1992 Act enables councils in England to disapply the section 11(2)(a) discount which may otherwise apply to long-term empty homes and second homes and apply additional council tax (commonly called a premium).

The 1992 Act was amended through the Levelling-up and Regeneration Act 2023 ("the 2023 Act") so that councils can apply a premium on homes which have been empty for 1 or more years from 1 April 2024. The 2023 Act also introduced new powers for councils to charge premiums on second homes from 1 April 2025 (provided that the conditions set out in section 11C of the 1992 Act apply).

Councils have the discretion to decide whether to introduce a premium in their local area or parts of the area for second homes. They also have the discretion to decide on the level of the premium, up to the maximum statutory threshold.

This will see owners of furnished second homes in Warwick District (which does not meet one of the published exceptions) having a Council Tax premium of 100% applied to their bill.

EXCEPTIONS TO THE PREMIUM FOR SECOND HOMES

MANDATORY EXCEPTIONS

Regulations were laid before Parliament on 8th October 2024 and came into force from 1st November 2024 which provides mandatory exceptions to the long term empty homes premium. These exceptions will come into effect from 1st April 2025.

The classes of property which will not attract a second home premium charge are:

- A dwelling which is or would be someone's sole or main residence if they were not residing in job-related armed forces accommodation
- Annexes forming part of, or being treated as part of, the main dwelling
- Job related dwellings
- Occupied caravan pitches and boat moorings

- Seasonal homes where year-round, permanent occupation is prohibited, specified for use as holiday accommodation or planning condition preventing occupancy for more than 28 days continuously

The classes of property which will not attract a long term premium charge until 12 months have passed are:

- Dwellings being actively marketed for sale – the premium will not be applied for a period of up to 12 months after the date the property was first marketed for sale. The exception will end either when the 12-month period has ended, when the dwelling has been sold or when the dwelling is no longer actively marketed for sale. The same owner may only make use of the exception for a particular dwelling marketed for sale once. The exception may be used again for the same dwelling if it has been sold and has a new owner.
- Dwellings being actively marketed for let – the premium will not be applied for a period of up to 12 months after the date the property was first marketed for let. The exception will end either when the 12-month period has ended, when the dwelling has been let or when the dwelling is no longer actively marketed for let. The same owner may make use of the exception for dwellings marketed for let multiple times, however, only after the dwellings has been let for a continuous period of at least 6 months since the exception last applied.
- Unoccupied dwellings that were previously receiving an exemption whilst awaiting probate or during the 6 months after probate being granted. In this situation the premium will only be applied once 12 months has been passed since the date of the grant of probate

DISCRETIONARY EXCEPTIONS

Councils have the power, through section 13a of the Local Government Finance Act 1992, to provide a discount for households where they consider this appropriate.

Warwick District Council may consider applications for the premium to be extended above the mandatory exception or removed for a set amount of time whereby a customer's circumstances do not meet the mandatory exceptions listed above, but where the payment of a premium charge may cause financial hardship. Each application will be considered on its own merits on receipt of a fully completed application form, which can be found on Warwick District Council's website.

APPEALS

Under the Local Government Finance Act 1992 any aggrieved person is able to submit a formal appeal to the Valuation Tribunal Service if they believe they should have been awarded a discount or premium exception and they have not.

However, in the first instance the Council will accept a taxpayer's request for a reconsideration of a decision where the Council has not awarded a mandatory or

discretionary exception or where the tax payer feels the award should be increased.

Requests for reconsideration should be:

- Made in writing to the Warwick District Council's Council Tax department or via email to ctax-recovery@warwickdc.gov.uk
- Received within **21 days** of receipt of the initial decision for the discretionary relief
- Signed (or digitally signed on an email) by the applicant or their authorised representative
- Include full reasons for the reconsideration request.

The Revenues and Recovery manager will consider each reconsideration request based on the information provided and will write to the council tax payer to confirm the outcome of their request.

If the reconsideration is not successful, the Revenues and Recovery Manager will explain the decision in full and provide details of how to submit an appeal to the Valuation Tribunal Service.

OVERPAYMENTS

If the Council becomes aware that the information contained in an application for a mandatory or discretionary premium exception award was incorrect or that relevant information was not declared, either intentionally or otherwise, the Council may seek to recover the value of any award made as a result of that application. Where this is the case, the award will be removed from the relevant council tax account and any resulting balance will be subject to the normal methods of collection and recovery applicable to such amounts.

FRAUD

The Council is committed to the fight against fraud in all its forms. Any applicant who tries to fraudulently claim a discount or exception might have committed an offence under the Fraud Act 2006.

If the Council suspects that fraud may have occurred, the matter will be investigated as appropriate, and this could result in criminal proceedings.

EQUALITIES STATEMENT

Warwick District Council is committed to equality and fairness. Equality is about ensuring that people are treated fairly, given fair chances and to ensure equality of opportunity for all within the district; especially equality of access to the services we provide across different members of our communities. It is also about ensuring that people receive fair outcomes in the standard of service they receive from the Council. This incorporates everyone, regardless of their race, gender, age religion or belief, sexual orientation, marital or civil partnership status and/or disability in line with the principles set out in the Equalities Act 2010.

POLICY REVIEW

The policy will be reviewed annually, or sooner if appropriate, to take account of operational adjustments and or changes to legislation.

TRANSPARENCY

Once a year, we will publish data for the previous financial year, containing the number of properties that have been charged the premium, the amount which has been raised by the premium and how the funding from the premium has been used locally.



EQUALITY IMPACT INITIAL SCREENING TEMPLATE

This initial screening template will help you to decide whether an Equality Impact Assessment (EIA) is required for the development or review of the service/policy/strategy/practice/plan. Before completing this document, please refer to the guidance on the completion of Equality Impact Assessments (EIA).

Please note that the **Human Resources Team** is available for advice on the completion of this template and can be contacted on: 01926 456854 or HR.Businesspartners@warwickdc.gov.uk

Name of policy being assessed *(please delete as appropriate)*: **Council Tax Second Homes Premium**

Is this policy *(please delete as appropriate)*:

☒ New

☐ A review or change

What are the aims and objects of the policy *(please delete as appropriate)*?

To charge owners of furnished second homes a premium on their Council Tax as per the new Government legislation laid down in 2023 as part of the Levelling Up and Regeneration Bill.

Who are the customers?

Owners of furnished second homes within Warwick District.

Note: Please tick the appropriate boxes depending on the degree of relevance to each of the protected characteristics under the Equality Act 2010 for employment and service provision:

Employment

| Will this service/policy/strategy/ practice/plan have a particular impact on any of the following groups: | Employment | | | Relevance/Risk (if any): |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| | Relevance/Risk: | | | |
| | High | Med | Low/none | |
| Age | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Disability | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sex | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Race | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Religion or Belief | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Gender Reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Pregnancy & Maternity | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Marriage & Civil Partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |

Service Provision

| Will this service/policy/strategy/ practice/plan have a particular impact on any of the following groups: | Service Provision | | | Relevance/Risk (if any): |
|-----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| | Relevance/Risk: | | | |
| | High | Med | Low/none | |
| Age | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Disability | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sex | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Race | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Religion or Belief | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Gender Reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Pregnancy & Maternity | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Sexual orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| Marriage & Civil Partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |

| Will this service/policy/strategy/practice/plan have a particular impact on any of the strands within the Public Sector Equality Duty: | Yes | No |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------|
| 1. Eliminating unlawful discrimination, harassment and victimisation | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Advancing equality of opportunity | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Fostering good relations | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Overall impact on equalities: **LOW/NONE** (please delete as appropriate)

Is an Equality Impact Assessment (EIA) required? **NO** (please delete as appropriate)

Please note: Unless there is little or no relevance to equalities an EIA must be completed

If the decision is made not to carry out an EIA, please give a brief reason as to why:

There is no impact on any of the protected characteristics with this policy.

If an EIA is not required, please sign and retain a copy of the completed document for your records.

If an EIA is required, please sign and retain a copy of the completed document and complete the full EIA document.

Name and signature of Officer completing this template:

Paul Town

A handwritten signature in black ink, appearing to read 'Paul Town', with a stylized flourish at the end.

11/12/2024

Title: Business Rates Discretionary Rate Relief – Investment Zone
Lead Officer: Paul Town paul.town@warwickdc.gov.uk 01926 456073
Portfolio Holder: Councillor Chilvers
Wards of the District directly affected: N/A

| Approvals required | Date | Name |
|--------------------------------------------------------------------------------------|-----------|----------------|
| Portfolio Holder | 07/01/25 | Cllr Chilvers |
| Finance | 07/01/25 | Andrew Rollins |
| Legal Services | | |
| Chief Executive | 07/01/25 | Chris Elliott |
| Director of Climate Change | 07/01/25 | Dave Barber |
| Head of Service(s) | 07/01/25 | Andrew Rollins |
| Section 151 Officer | 07/01/25 | Andrew Rollins |
| Monitoring Officer | 07/01/25 | Graham Leach |
| Leadership Co-ordination Group | 20/1/2025 | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

This report brings forward the proposed Warwick District Council policy for Business Rates Investment Zone Discretionary Rate Relief. The relief is a government led scheme covering the 8 Investment Zones across England, one of which is the West Midlands Mayoral Combined Authority which includes the Coventry Airport, Segro Park and Whitley South sites which all fall within the boundaries of Warwick District Council. The scheme is to allow new businesses in these zones to benefit from up to 100% Business Rates exemption for up to 5 years, with the local share of the relief being fully reimbursed to Local Authorities by the Government.

Recommendation(s)

That Cabinet approves the policy that's attached (appendix 1) for Warwick District Council's, 'Business Rates Investment Zone Discretionary Rate Relief'.

1 Reasons for the Recommendation

- 1.1 This government led Business Rates relief scheme will help to attract new businesses to the Investment Zone and Warwick District without any negative financial impact on the Council.
- 1.2 To realise the full positive financial potential of the Investment Zone, Warwick District Council must have a policy in line with the Government's scheme to award full Business Rates relief to the eligible businesses.
- 1.3 The policy has been written in conjunction with the Government guidelines.

2 Alternative Options

- 2.1 There is no alternative option available as the Council needs to have a scheme in place to provide the relief required as part of the Government led initiative which the Council has signed up to.

3 Legal Implications

- 3.1 There are no legal implications in this scheme.

4 Financial Services

- 4.1 There are no direct costs to the Council in launching this scheme, the required amendments to the Business Rates system will be undertaken by the team and the system will allow us to award the relief and report on these cases for the required Government NNDR1 and NNDR3 submissions.
- 4.2 The implementation of the scheme will not see any financial loss to Warwick District Council, as Government will fully reimburse the Council for their local share.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The report does not directly contribute to the delivery of the Low cost, low carbon energy across the district and creating vibrant, safe and healthy communities of the future themes.
- 5.2 The implementation of this policy will encourage new businesses to move within the Investment Zone, which as well as increasing the Business Rates baseline for Warwick District Council will bring jobs and new industries to our local area,

this is line with the Delivering valued, sustainable services theme of the strategy.

6 Environmental/Climate Change Implications

- 6.1 There are no direct environmental or climate change implications arising as part of this report.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Initial Screening document has been completed and raised no issues that need to be considered.

8 Data Protection

- 8.1 The Revenues team already hold this data as there is nothing additional required to what is already captured for the administration of Business Rates.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications arising as part of this report.

10 Risk Assessment

- 10.1 If the policy is not approved, then the risk will be that no new businesses will want to move into the designated Investment Zone, and this will have a negative effect on the retained Business Rates for the Council.

Background papers:

Business Rates Discretionary Rates Relief Investment Zone Initial Equality Impact Screening Assessment

Supporting documents:

Appendix 1 – Business Rates Discretionary Rates Relief – Investment Zone Policy

Appendix 2 - Investment Zone Business Rates Relief – Local Authority Guide

Appendix 3 – Investment Zone map WDC



Warwick District Council

**Policy for the granting of Discretionary
Non-Domestic Rate Relief**

Investment Zones

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| Action | Date |
|---------------------|---------------|
| Written | December 2024 |
| Approved by Cabinet | |
| Review date | |

1.0 Purpose of the Policy

- 1.1 The purpose of this policy is to determine the level of discretionary rate relief to be granted to certain defined ratepayers within the Council's Investment Zone tax sites. The policy includes the criteria for granting the relief from the establishment of the Investment Zone areas.

The Investment Zone Tax Sites

- 1.2 The Coventry-Warwick Giga Park incorporating the Coventry airfield site as well as the neighbouring Segro Park and Whitley South are sites where bespoke funding and incentives could be made available for businesses choosing to set up there.
- 1.3 Having joined the West Midlands Combined Authority (WMCA) as a non-constituent member, Warwick District Council (the Council) is central to plans for developing these three sites. Coventry Airport has been earmarked for the creation of a gigafactory for battery production, further enhancing the green energy sector.
- 1.4 The eligible geographical area will be provided alongside this policy.

Government's approach to relief

- 1.5 Central Government is not changing the legislation relating to the reliefs available to businesses and has produced guidance for all local authorities that use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended), to grant relief to those ratepayers who are eligible. This policy follows the principles within government guidance.
- 1.6 Where relief is granted correctly, the Council will be reimbursed for any grants made under section 31 of the Local Government Act 2003.
- 1.7 This document outlines the following areas:
- Eligibility principles - which properties will benefit from relief including:
 - Principles for the application of discretionary rates relief to new businesses;
 - Principles for awarding Investment Zone discretionary rates relief for existing businesses; and
 - Principles for establishing the value of the Investment Zones discretionary rates relief.
 - The Council's policy for granting the relief;
 - Guidance on granting and administering the relief;

- Subsidy requirements including provisions for Subsidy Controls; and
- The Council's Scheme of Delegation.

1.8 This policy covers all aspects of the relief.

1.9 Where businesses apply for the relief, they will be granted (or not granted) relief in line with the following policy. It should be noted that all applications for relief shall be considered taking into account the objectives of the West Midlands Investment Zone.

2.0 Discretionary Relief – Legislative Background

2.1 The original purpose of discretionary relief was to provide assistance where the property does not qualify for mandatory relief, or to 'top' up cases where ratepayers already receive mandatory relief.

2.2 Over recent years and particularly since 2011, the discretionary relief provisions, as defined by section 47 of the Local Government Finance Act 1988, have been used by government to provide assistance to certain specified categories of business ratepayers without the need to change the legislation. However, whilst government provides general guidance, it is for the Council to ensure that all relief is granted strictly in line with the primary legislation as amended by the Non-Domestic Rating Act 2023.

2.3 Unlike mandatory relief, ratepayers are obliged to make a written application to the Council. The Council is obliged to carefully consider every application on its merits, taking into account the guidance provided by government.

2.4 There is no statutory appeal process against any decision made by the Council although as with any decision of a public authority, decisions can be reviewed by Judicial Review.

2.5 The decision to grant or not to grant relief is a matter purely for the Council.

3.0 Discretionary Relief – Investment Zone tax sites

General Principles

3.1 Full discretionary rates relief (100%) is available to eligible businesses in these Investment Zone tax sites in England, once designated. Relief will be available to all newly occupied businesses, and certain existing businesses where they expand in Investment Zone tax sites, until 30 September 2034.

- 3.2 Relief will apply for 5 years from the point at which each ratepayer first receives relief. This means that if a business first received relief on 30 September 2025, the relief may be applied up to 29 September 2029.

New businesses locating to the Investment Zone tax sites – eligibility for relief

- 3.3 Investment Zones discretionary rates relief is available to new businesses moving into the Investment Zone tax site after the date on which the relevant Investment Zone tax site has been formally designated (and on or before 30 September 2034) and occupying both existing and new hereditaments on the rating list.
- 3.4 Investment Zones discretionary rates relief is available for 5 years from the date it is first claimed.
- 3.5 New businesses which expand after moving into the Investment Zone (whether into new or existing buildings) will, in addition to any existing relief, be eligible for relief on any additional hereditaments they occupy in the relevant Investment Zone tax site.
- 3.6 In considering what is a new business, the Council will make such enquiries as are appropriate. This will include lifting the corporate veil and considering groups or subsidiaries of companies to be single businesses.
- 3.7 The Council will use its discretion and apply additional tests for discretionary rate relief in order to avoid or not incentivise displacement of business activity from the surrounding area, or in order to further the objectives of the Investment Zone.

Existing businesses within Investment Zone Tax site – eligibility for relief

- 3.8 Subject to 3.9 to 3.14 below, full relief is available on a hereditament where a ratepayer has occupied the property comprising that hereditament for the first time on or after the date on which the relevant Investment Zone tax site is designated (and on or before 30 September 2034). This, for example, would include existing businesses expanding into a further property.
- 3.9 Subject to 3.10 to 3.14 below, partial relief is available on a hereditament where a ratepayer has occupied a room or similar within a hereditament for the first time on or after the date the relevant Investment Zone tax site is designated (and on or before 30 September 2034). For example, where an existing business builds an extension or takes on new rooms or floors in their building leading to an expansion of the hereditament.

- 3.10 Ratepayers cannot generally claim Investment Zone discretionary rates relief merely by expanding their use of an existing room or similar within a hereditament. However, partial relief is available to a ratepayer in respect of part of a hereditament on which they were already the occupier or owner prior to the date on which the relevant Investment Zone tax site is designated, provided that the space is within an existing room of a building and has become useable for the first time following development commenced on or after the date on which the relevant Investment Zone tax site is designated (and on or before 30 September 2034) e.g. installation of a mezzanine or access/fire control improvements to bring an existing space into use.
- 3.11 Improvements to space already or previously in use by the ratepayer prior to the date on which the relevant Investment Zone tax site is designated, are not eligible for Investment Zone relief (e.g. general refurbishment or improved services such as heating and air-conditioning).
- 3.12 The Council may refuse to award Investment Zone discretionary rates relief where the increase in rates bills attributable to these factors is not reasonably ascertainable by the Council.
- 3.13 The Council has discretion to apply additional tests for Investment Zone discretionary rates relief in order to avoid or not incentivise displacement of business activity from within the Investment Zone or the surrounding area, or in order to further the objectives of the Investment Zone. This may include reducing the award of relief in cases where a ratepayer's occupation of a space arises in whole or in part from them vacating another space in the Investment Zone or surrounding area.
- 3.14 Investment Zone discretionary rates relief is available for 5 years from the date it is first claimed. Businesses will be able to claim the relief, where eligible, from the date the relevant Investment Zone tax site has been formally designated (and on or before 30 September 2034) until 29 September 2039 (where a business first received relief on 30 September 2034).

Establishing the value of the discretionary relief - Principles for establishing the value of the Investment Zones business rates relief

- 3.15 Subject to 3.17 below, the value of full relief for hereditaments falling within 3.8 above is 100% of the bill.
- 3.16 Subject to 3.17 below, the value of partial relief should be 100% of that part of the rates bill attributable to the part of the hereditament falling within 3.9 and 3.10 above where that increase is reasonably ascertainable. In establishing

the part of the rates bill attributable to the part of the hereditament falling within 3.9 and 3.10 above, the Council may have regard to:

- (i) the survey and rating valuation of the hereditament provided by the ratepayer if available (e.g., for hereditaments valued by area on the rental comparison basis);
- (ii) a change to the rateable value where it is clear that the change is solely due to the addition to the valuation of the parts of the hereditament falling within 3.9 and 3.10 above; and/or
- (iii) any other information the authority deems appropriate to determine the extent of the parts of the hereditament falling within 3.9 and 3.10 above.

3.18 The Council shall determine the best method to determine that value.

3.19 The Council may withhold or reduce the Investment Zones discretionary rates relief in cases of displacement.

Order of reliefs

3.20 The relief will be applied after mandatory reliefs and other discretionary reliefs have been applied, excluding those where the Council has used its wider discretionary relief powers introduced by the Localism Act 2011.

3.21 A hereditament shall not be entitled to receive both Enterprise Zone discretionary rates relief and Investment Zone rates relief. If such a case occurs, the Council will notify the business of the fact and the business will be required to notify the Council as to which relief should apply.

4.0 Effect on the Council's Finances

4.1 The granting of discretionary relief will, normally, involve a cost to the Council. However, where Government leads an initiative such as this, grants are often available through section 31 of the Local Government Act 2003. This is not automatic and Central Government will look to the Council to adopt the recommended approach when granting in these areas.

4.2 Central Government has indicated that any relief granted for businesses in the Investment Zone area may be funded in full. The Council, whilst being keen to support as many businesses as possible, will ensure that relief is **only** granted strictly in line with guidance in order to maximise grants from government.

5.0 Discretionary Relief – Subsidy Control

- 5.1 Investment Zone discretionary rate relief awards are likely to amount to subsidies. The government has created a subsidy scheme under the Subsidy Control Act 2022 for the [English Investment Zone programme](#) (“the Scheme”) and the Council will utilise this when making business rates relief awards in accordance with this guidance. The Scheme was made on 25 April 2024. Most of the UK’s domestic and international subsidy control obligations apply at scheme level (see the [UK subsidy control regime page](#) which contains guidance and information on the UK subsidy control regime).
- 5.2 Under the Scheme, any discretionary rates relief awards made in accordance with this guidance are judged to be consistent with the subsidy control principles. This means that local authorities who satisfy themselves that an award complies with this guidance are not required to conduct their own assessment of the award against the subsidy control principles. It also means that a subsidy awarded under the scheme that complies with this guidance is insulated from legal challenge under the Subsidy Control Act. There is no cap to the value of a business rates relief award that can be made under the Scheme. For the avoidance of doubt, subsidies awarded under the Scheme do not constitute nor contribute to Minimum Financial Assistance.
- 5.3 The Council will award Investment Zone discretionary rates relief in accordance with the guidance and will look to recover relief where it becomes necessary to do so.
- 5.4 The Council has an obligation to report individual subsidies awarded under the scheme. Subsidies above £100,000, including those awarded under the English Investment Zones subsidy scheme, are subject to transparency requirements. This is not cumulated per beneficiary but applies per subsidy award. This means that for every individual subsidy provided of more than £100,000, the Council will be required to include details of the subsidy on the subsidy control database and link that award to the English Investment Zones subsidy scheme.

6.0 Administration of Discretionary Relief

- 6.1 The following section outlines the procedures followed by officers in granting, amending, or cancelling discretionary relief.

Applications and Evidence

- 6.2 Relief must be applied for in writing by the ratepayer. Application forms are produced within the Council and issued to all ratepayers requesting the relief.

The relevant application form for the relief is available on the Council's website.

- 6.3 Organisations are required to provide a completed application form plus any such evidence, documents, accounts, financial statements etc. necessary to allow the Council to make a determination. Where insufficient information is provided, then no relief will be granted.
- 6.4 Applications should initially be made to the Business Rates Section and will be determined in accordance with this policy.
- 6.5 The Council will provide this service and any guidance free of charge. Ratepayers are encouraged to approach the Council direct and NOT pay for such services through third parties.

Granting of relief

- 6.6 In all cases, the Council will notify the ratepayer of decisions made.
- 6.7 Discretionary relief is to be granted from the date of the qualifying event.

Variation of a decision

- 6.8 Variations in any decision will be notified to ratepayers as soon as practicable.
- 6.10 A decision may be revoked at any time as determined by the Council.

7.0 Scheme of Delegation

Granting, Varying, Reviewing and Revocation of Relief

- 7.1 All powers in relation to reliefs are given under the Local Government Finance Act 1988, the Local Government and Rating Act 1997, the Local Government Act 2003 and the Localism Act 2011. However, section 223 of the Local Government Act 1992 allows for delegation of decisions by the Council to Cabinet, Committees, Sub-Committees or Officers.
- 7.2 The Council's scheme of delegation allows for the Head of Finance to delegate matters in relation to the awarding, revision or revoking of any discretionary relief applications to the Exchequer Manager.
- 7.3 Applications that are refused will, on request, be reconsidered if additional supporting information is provided or the refusal is subsequently considered to be based on a misinterpretation of the application.

Reviews

- 7.4 The policy for granting relief will be reviewed annually or where there is a substantial change to the legislation or funding rules. The Council's Head of Finance has been delegated powers which enable changes to this scheme to either meet the Council's requirements of changes in legislation.

Appeals

- 7.5 Whilst ultimately the appeal against any decision to grant or not grant relief is by Judicial Review to the High Court, where the Council receives an appeal from the ratepayer regarding the granting, non-granting or the amount of any discretionary relief, the case will be reviewed by the Head of Finance. Where a decision is revised then the ratepayer shall be informed, likewise if the original decision is upheld.

8.0 Reporting changes in circumstances

- 8.1 Where any award is granted to a ratepayer, the Council will require any changes in circumstances which may affect the relief to be reported as soon as possible and, in any event, not more than 21 days from the happening of the event.
- 8.2 This will be important where the change would result in the amount of the award being reduced or cancelled e.g., where the premises comes unoccupied or is used for a purpose other than that determined by the Council as eligible for relief.
- 8.3 Where a change of circumstances is reported, the relief will, if appropriate be revised or cancelled. Where any award is to be reduced, the Council will look to recover the amount from the date the change of circumstances occurred.

9.0 Fraud

- 9.1 Where a ratepayer falsely applies for any relief, or where the ratepayer provides false information, makes false representation, or deliberately withholds information in order to gain relief, prosecutions will be considered under the Fraud Act 2006.



Ministry of Housing,
Communities &
Local Government



Department for Levelling Up,
Housing & Communities

Guidance

Investment Zone business rates relief: local authority guidance

Published 26 April 2024

Applies to England

Contents

About this guidance

Introduction

Investment Zones business rates relief



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About this guidance

1. At Spring Budget 2023, the government launched the refocussed Investment Zones programme. At the Autumn Statement 2023, the government announced it would extend the Investment Zones programme from 5 to 10 years. This guidance is intended to support local authorities in administering the Investment Zones business rates relief. This guidance applies to England only.
2. This guidance sets out the criteria for the Investment Zones business rates relief scheme. The guidance does not replace existing legislation.
3. Enquiries on this measure should be addressed to: NDR@levellingup.gov.uk.

Introduction

4. At Autumn Statement 2023, the government committed to creating 8 new Investment Zones sites in England, where businesses would benefit from more generous tax reliefs, including business rates relief.
5. The Investment Zone prospectus, published in March 2023, identified the following areas in England to begin discussions with government and co-develop proposals for an Investment Zone. The 8 places are those covered by:
 - The proposed East Midlands Mayoral Combined County Authority
 - Greater Manchester Mayoral Combined Authority
 - Liverpool City Region Mayoral Combined Authority
 - The proposed North East Mayoral Combined Authority
 - South Yorkshire Mayoral Combined Authority
 - Tees Valley Mayoral Combined Authority
 - West Midlands Mayoral Combined Authority
 - West Yorkshire Mayoral Combined Authority
6. Full business rates (100%) relief will be available to eligible businesses in these Investment Zone tax sites in England, once designated. Relief will be available to all newly occupied businesses, and certain existing businesses where they expand in Investment Zone tax sites, until 30 September 2034.
7. Relief will apply for 5 years from the point at which each beneficiary first receives relief. This means that if a business first received relief on 30 September 2034, the relief may be applied up to 29 September 2039.
8. This document provides guidance to authorities about the eligibility criteria, operation, and delivery of the policy.

Investment Zones business rates relief

How will the relief be provided?

9. The government is not changing the legislation relating to the reliefs available to properties. Instead, the government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended), to grant relief.

10. It will be for individual local authorities, which administer the Investment Zones business rates relief, to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47. The government will fully reimburse local authorities for the local share of the discretionary relief, using a grant under section 31 of the Local Government Act 2003.

11. Central government will reimburse billing authorities and major precepting authorities for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. Local authorities have to provide an estimate of their likely cost for providing the relief annually in their National Non-Domestic Rate 1 (NNDR1) return. Central government will provide payments to authorities to cover the local share. Local authorities will also be asked to provide outturn data on the actual total annual cost for providing the relief, via the National Non-Domestic Rate 3 (NNDR3) forms. Any required reconciliations will then be conducted at these points.

12. Central government will not meet any new burdens costs associated with the implementation of this relief scheme.

Eligibility principles - which properties will benefit from relief?

1. Principles for the application of relief to new businesses

a. Investment Zones business rates relief is available to new businesses moving into the Investment Zone tax site after the date on which the relevant Investment Zone tax site has been formally designated (and on or before 30 September 2034) and occupying both existing and new hereditaments on the rating list.

- b. Investment Zones business rates relief is available for 5 years from the date it is first claimed. If, for example, a business first received relief on 30 September 2034, the relief may be applied up to 29 September 2039.
- c. New businesses which expand after moving into the Investment Zone (whether into new or existing buildings) will, in addition to any existing relief, be eligible for relief on any additional hereditaments they occupy in the relevant Investment Zone tax site.
- d. In considering what is a new business, local authorities should lift the corporate veil and consider groups of companies to be single businesses.
- e. Local authorities have discretion to apply additional tests for new business rate relief in order to avoid or not incentivise displacement of business activity from the surrounding area, or in order to further the objectives of the Investment Zone.

2. Principles for awarding Investment Zone relief for existing businesses

- a. Subject to (c) to (g) below, full relief is available on a hereditament where a person has occupied the property comprising that hereditament for the first time on or after the date on which the relevant Investment Zone tax site is designated (and on or before 30 September 2034). This, for example, would include existing businesses expanding into a further property.
- b. Subject to (c) to (g) below, partial relief is available on a hereditament where a person has occupied a room or similar within a hereditament for the first time on or after the date the relevant Investment Zone tax site is designated (and on or before 30 September 2034). For example, where an existing business builds an extension or takes on new rooms or floors in their building leading to an expansion of the hereditament.
- c. Ratepayers cannot generally claim Investment Zone relief merely by expanding their use of an existing room or similar within a hereditament. However, partial relief is available to a person in respect of part of a hereditament on which they were already the occupier or owner prior to the date on which the relevant Investment Zone tax site is designated, provided that the space is within an existing room of a building and has become useable for the first time following development commenced on or after the date on which the relevant Investment Zone tax site is designated (and on or before 30 September 2034). E.g. installation of a mezzanine or access/fire control improvements to bring an existing space into use.
- d. Improvements to space already or previously in use by the person prior to the date on which the relevant Investment Zone tax site is designated, are not eligible for Investment Zone relief (e.g. general refurbishment or improved services such as heating and aircon).

- e. Local authorities may refuse to award Investment Zone Rates Relief where the increase in rates bills attributable to these factors is not reasonably ascertainable by the local authority.
- f. Local authorities have discretion to apply additional tests for Investment Zone rates relief in order to avoid or not incentivise displacement of business activity from within the Investment Zone or the surrounding area, or in order to further the objectives of the Investment Zone. This may include reducing the award of relief in cases where a ratepayer's occupation of a space arises in whole or in part from them vacating another space in the Investment Zone or surrounding area.
- g. The Investment Zones business rates relief is available for 5 years from the date it is first claimed. Businesses will be able to claim the relief, where eligible, from the date the relevant Investment Zone tax site has been formally designated (and on or before 30 September 2034) until 29 September 2039 (where a business first received relief on 30 September 2034).

3. Principles for establishing the value of the Investment Zones business rates relief

- a. Subject to (c) below, the value of full relief for hereditaments falling within 2(a) above is 100% of the bill.
- b. Subject to (c) below, the value of partial relief should be 100% of that part of the rates bill attributable to the part of the hereditament falling within 2(b) and (c) above where that increase is reasonably ascertainable. In establishing the part of the rates bill attributable to the part of the hereditament falling within 2(b) and (c) above, authorities may have regard to:
 - i. the survey and rating valuation of the hereditament provided by the ratepayer if available (e.g., for hereditaments valued by area on the rental comparison basis).
 - ii. a change to the rateable value where it is clear that the change is solely due to the addition to the valuation of the parts of the hereditament falling within 2(b) and (c) above.
 - iii. any other information the authority deems appropriate to determine the extent of the parts of the hereditament falling within 2(b) and (c) above.
- c. Local authorities may withhold or reduce the Investment Zones Rates Relief in cases of displacement (see 2(f) above)

Sequence of reliefs

13. The relief should be applied after mandatory reliefs and other discretionary reliefs have been applied, excluding those where local authorities have used their wider discretionary relief powers introduced by the Localism Act 2011.

14. Where a hereditament is in both an Enterprise Zone and an Investment Zone area and would therefore be eligible for either relief, the local authority's scheme should provide that the business must decide which relief is to apply to the hereditament. If for example a ratepayer was eligible for Investment Zone Relief but was in receipt of Enterprise Zone relief, the ratepayer would first have to notify the local authority of its decision to refuse Enterprise Zone relief before Investment Zone Relief could be applied. It would not be eligible for both reliefs. Of course, billing authorities may wish to use their discretionary powers to offer further discounts outside this scheme. However, where an authority applies a locally funded relief, this must be applied after the Investment Zones relief scheme.

Subsidy control

15. Investment Zone business rates relief awards are likely to amount to subsidies. The government has created a subsidy scheme under the Subsidy Control Act 2022 for the [English Investment Zone programme](https://searchforuksubsidies.beis.gov.uk/scheme/?scheme=SC11088) (<https://searchforuksubsidies.beis.gov.uk/scheme/?scheme=SC11088>) ("the Scheme") and local authorities should utilise this when making business rates relief awards in accordance with this guidance. The Scheme was made on 25 April 2024. Most of the UK's domestic and international subsidy control obligations apply at scheme level (see the [UK subsidy control regime page](https://www.gov.uk/government/collections/subsidy-control-regime) (<https://www.gov.uk/government/collections/subsidy-control-regime>) which contains guidance and information on the UK subsidy control regime).

16. Under the Scheme, any business rates relief awards made in accordance with this guidance are judged to be consistent with the subsidy control principles. This means that local authorities who satisfy themselves that an award complies with this guidance are not required to conduct their own assessment of the award against the subsidy control principles. It also means that a subsidy awarded under the scheme that complies with this guidance is insulated from legal challenge under the Subsidy Control Act. There is no cap to the value of a business rates relief award that can be made under the Scheme. For the avoidance of doubt, subsidies awarded under the Scheme do not constitute nor contribute to Minimum Financial Assistance.

17. Local authorities awarding investment zone rates relief must put in place an appropriate mechanism to recover relief where it becomes necessary to do so.

18. Local authorities will also have an obligation to report individual subsidies awarded under the scheme. Subsidies above £100,000, including those awarded under the English Investment Zones subsidy scheme, are subject to

transparency requirements. This is not cumulated per beneficiary but applies per subsidy award. This means that for every individual subsidy provided of more than £100,000, the local authority needs to include details of the subsidy on the subsidy control database and link that award to the English Investment Zones subsidy scheme. Local authorities will need to create an account to use the [Manage UK Subsidies Portal \(https://manageuksubsidies.beis.gov.uk/\)](https://manageuksubsidies.beis.gov.uk/). This will enable users to upload subsidy schemes and awards. To gain access, users must email subsidydatabase@beis.gov.uk.



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Title: Joint Tenancy Strategy adoption

Lead Officer: Sally Kelsall – sally.kelsall@warwickdc.gov.uk

Portfolio Holder: Councillor Helen Adkins

Wards of the District directly affected: All wards

| Approvals required | Date | Name |
|---------------------------------------------------------------------------------------------|-------------|-------------------|
| Portfolio Holder | 13/01/2025 | Councillor Adkins |
| Finance | | Victoria Bamber |
| Legal Services | 17/12/2024 | Sue Mullins |
| Chief Executive | | Chris Elliott |
| Director of Climate Change | | Dave Barber |
| Head of Service(s) | 13/01/2025 | Lisa Barker |
| Section 151 Officer | | Andrew Rollins |
| Monitoring Officer | | Graham Leach |
| Leadership Co-ordination Group | | |
| Final decision by this Committee or rec to another Cttee / Council? | Yes | |
| Contrary to Policy / Budget framework? | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | No | |
| Accessibility Checked? | Yes | |

Summary

The Localism Act 2011 requires Local Authorities to adopt and publish a Tenancy Strategy which sets out the tenancies which should be adopted and administered in the District by the Council, Public Registered Providers and Private Registered Providers also known as Social Landlords. A Joint Tenancy Strategy has been developed by Warwick District Council in collaboration with Nuneaton and Bedworth Borough Council, North Warwickshire Borough Council and Rugby Borough Council to present a standard approach in these areas where there is stock owned and managed by Private Registered Providers. This Joint Tenancy Strategy replaces the previous document in order to review and update the types of tenancy available to be used in the District and Borough Council areas and also to take into account the new Consumer Standards.

Recommendation

That Cabinet approve the Joint Tenancy Strategy 2025-2030, as set out at Appendix A to the report, for adoption.

1 Reasons for the Recommendation

- 1.1 The Localism Act 2011 requires Local Authorities to adopt and publish a Tenancy Strategy which sets out the tenancies which should be adopted and administered in the District by the Council, also known as Public Registered Providers and Private Registered Providers, also known as Social Landlords.
- 1.2 A Tenancy Strategy must set out the matters that all Council landlords and Private Registered Providers with rented housing stock in the area covered by the strategy must "have regard" to when framing their policies relating to:
 - The Types of tenancies that they grant;
 - The circumstances in which they will grant a tenancy of a particular type;
 - Where they grant fixed-term tenancies, the length of the terms; and
 - The circumstances in which they will grant a further tenancy at the end of an existing tenancy.
- 1.3 All Social Landlords must also have regard to the Tenancy Strategy in exercising their housing management functions.
- 1.4 The Localism Act 2011 also introduced a revised Regulatory Framework and Tenancy Standard (Homes and Communities Agency, 2012) which states that Registered Providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. Social Landlords shall demonstrate how their lettings:
 - Make the best use of available housing
 - Are compatible with the purpose and the nature of the housing offered
 - Contribute to the local authorities' strategic housing function and sustainable communities
- 1.5 When preparing or modifying a Tenancy Strategy, Local Housing Authorities are required to:

- Have regard to the housing allocations scheme and homelessness strategy for the area;
 - Give “Private Registered Providers” an opportunity to comment on any proposals before adopting the strategy.
- 1.6 The Localism Act 2011 also gave the Secretary of State power to give directions to the Regulator of Social Housing about tenure and this resulted in The Tenancy Standard – 2015 being developed which was updated on 1 April 2024 following the enacted Social Housing (Regulation) Act 2023 which outlines changes to how social housing is managed. It includes increased regulation of social landlords and new rules for protecting tenants from serious hazards in their homes.
- 1.7 An updated Tenancy Standard, one of the consumer standards and relevant to this strategy was published on 1 April 2024 and will apply to all Private Registered Providers including Councils. Under the new standards landlords will need to:
- Ensure tenants are safe in their homes
 - Listen to tenants’ complaints and respond promptly to put things right
 - Be accountable to tenants and treat them with fairness and respect
 - Know more about the condition of every home and the needs of the people who live in them
 - Collect and use data effectively across a range of areas, including repairs
- 1.8 Most social housing tenants live in decent homes, but the Regulator of Social Housing made it clear that all landlords can improve. To hold landlords to account, it will:
- Inspect larger landlords regularly to check they are meeting the outcomes in the standards
 - Scrutinise data about tenant satisfaction, repairs and other relevant issues
 - Continue to push landlords to protect tenants and put things right when there are problems
 - Use a range of tools when needed, including new enforcement powers
 - Continue to focus on the financial viability and governance of housing associations as part of its integrated regulation

Objectives

- 1.9 This strategy sets out how the Councils expect alternative tenancy types to be used in a strategic way to make the most appropriate use of the affordable housing stock across the areas.
- 1.10 The outcomes that Social Landlords are expected to support using social housing tenancies are:
- Households to have a stable and secure home life.
 - Existing and prospective tenants to be better able to improve their economic circumstances.
 - Vulnerable households to be protected.
 - Sustainable communities to be created, supported and maintained.
 - The economic viability of communities to be supported and underpinned.
 - Local households to be better able to meet their current and future housing needs.

- Social housing to be used in an equitable way to promote social mobility and financial inclusion and to reduce under-occupation and overcrowding.
- Investment in affordable housing in Warwickshire to be supported where it is needed.
- Homelessness to be prevented or relieved wherever possible.

Tenancies

1.11 The range of tenancies proposed in the Joint Tenancy Strategy are:

- Secure Periodic Tenancies and Assured Periodic Tenancies;
- Introductory Tenancies and Starter Tenancies;
- Demoted Tenancies;
- Family Intervention Tenancies;
- Flexible Secure Tenancies and Fixed-Term Assured Shorthold Tenancies;
- Equitable Tenancies.

1.12 An outline of the tenancies listed above is contained in the draft Joint Tenancy Strategy in Appendix A.

Consultation

1.13 It is a requirement that when developing a Tenancy Strategy, all Private Registered Landlords who hold stock (currently nearly 15,000 in the geographical area) have to be consulted. This consultation has taken place and all parties that responded have expressed satisfaction with the proposals.

2 Alternative Options

- 2.1 It is a legal requirement to have a Tenancy Strategy in accordance with the Localism Act 2011. A different range of tenancies could have been encouraged or endorsed such as only secure tenancies and not a combination of tenancies. However, the range of tenancies provides scope to accommodate for a range of household situations and is more acceptable to the parties consulted.
- 2.2 It should also be noted that if Cabinet wished to amend this strategy then there would be a need for further discussions with other Council's across Warwickshire to seek agreement to amend the shared Strategy.

3 Legal Implications

- 3.1 As outlined above, there is a legal requirement to have a Tenancy Strategy and it has been approved by the Council's shared Legal Services team.

4 Financial Services

- 4.1 There are no financial implications for the Council.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.

Delivering valued, sustainable services.

The aim of the Tenancy Strategy to comply with the legal requirement is to ensure that sustainable services are provided by the Council's as well as other landlords who have social housing stock throughout the geographical areas included in the Tenancy Strategy.

Low cost, low carbon energy across the district.

This strategic aim is not relevant for the Tenancy Strategy.

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

As outlined in 1.10 above, the outcomes that Social Landlords are expected to support using social housing tenancies are as outlined below and therefore this strategic aim is supported:

- Households to have a stable and secure home life.
- Existing and prospective tenants to be better able to improve their economic circumstances.
- Vulnerable households to be protected.
- Sustainable communities to be created, supported and maintained.
- The economic viability of communities to be supported and underpinned.
- Local households to be better able to meet their current and future housing needs.
- Social housing to be used in an equitable way to promote social mobility and financial inclusion and to reduce under-occupation and overcrowding.
- Investment in affordable housing in Warwickshire to be supported where it is needed.
- Homelessness to be prevented or relieved wherever possible.

6 Environmental/Climate Change Implications

There are no implications with regard to environmental and climate change.

7 Analysis of the effects on Equality

An Equality Impact Assessment has been undertaken and there are no implications on equality.

8 Data Protection

8.1 There are no implications on data protection.

9 Health and Wellbeing

9.1 The adoption of a Joint Tenancy Strategy will ensure that Social Landlords will comply with the types of tenancy promoted or endorsed where there is housing stock held in the geographical area. This ensures that there is a consistent approach which impacts on the health and wellbeing of the tenants and customers, as outlined in the draft Joint Tenancy Strategy applies to nearly 15,000 households.

10 Risk Assessment

10.1 There are two main risks associated with the adoption of a Joint Tenancy Strategy. The first is that the tenancies may change or not be appropriate. One way of addressing this risk is to regularly review the document with the other Districts and Boroughs who are party to the Strategy.

10.2 A second risk is that if a Joint Tenancy Strategy is not adopted, it would be contrary to legislation, the Localism Act 2011, and consumer standards which would have a more serious impact. It is therefore preferable that the Joint Tenancy Strategy is adopted and regularly reviewed against tenancy revisions and how the tenancies are operated throughout the area.

Background papers: None

Supporting Papers: Equality Impact Assessment

Joint Tenancy Strategy

North Warwickshire Borough Council
Nuneaton & Bedworth Borough Council
Rugby Borough Council
Warwick District Council



North Warwickshire
Borough Council



(Council logos)

| | |
|-----------------------------------------------|------------------------------------------------------------------------------------------|
| Version: | Version Number 1 |
| Release date: | 2025 |
| Next Review date: | 2026 |
| Document type: | Strategy |
| Approved by: | Warwickshire Heads of Housing Group |
| EIA Completed (where required): | An Equality Impact Assessment on this policy has been undertaken by each local authority |
| Consultation with Registered Providers | November/December 2024 |

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Key definitions

To avoid excessive repetition, the following abbreviated terms are defined at the appropriate point in this document and then used from that point forward. They are collected together here for convenience and ease of reference for the reader.

| Defined term | Definition |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Act | The Localism Act 2011 |
| Affordable Rent | Homes let at least 20% below local market rents |
| Assured Periodic Tenancy | An assured tenancy with a fixed term |
| Councils | The four local housing authorities that are signatories to this strategy are: North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council and Warwick District Council. |
| Designated Area | The geographic area covered by the Councils as shown on the map at Appendix One. |
| Fixed Term Assured Shorthold Tenancy | An assured tenancy with a fixed term. |
| Fixed-Term Tenancies | Collectively Flexible Tenancies and Fixed-Term Assured Shorthold Tenancies. |
| Flexible Tenancy | A tenancy for a fixed period, usually for least 5 years, and in some cases, it may be between 2 and 5 years. |
| Periodic Tenancies | Collectively Secure Periodic Tenancies and Assured Periodic Tenancies. |
| Private Registered Provider | part-publicly/part-privately funded provider of social housing, commonly referred to as 'housing associations. |
| Public Registered Provider | A local authority provider of social housing. |
| Secure Periodic Tenancy | |
| SHRA | Social Housing (Regulation) Act 2023. |
| Social Landlords | Collectively the Private Registered Providers and the Public Registered Providers. |
| Social Housing | Low-cost rental housing provided by Private Registered Providers and Public Registered Providers |
| The Tenancy Standard | means the Tenancy Standard – Consumer standards dated 01 April 2024 |

1 Introduction

It is a legal requirement under Section 150 of the Localism Act 2011 ("the Act") that, from January 2013, all local housing authorities have a Tenancy Strategy for their area.

North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council and Warwick District Council ("the Councils") decided to produce a joint Tenancy Strategy for the area covered by the Councils ("the Designated Area"), which is shown on the map at Appendix One.

The Councils cover an area of 385 square miles in the county of Warwickshire in the West Midlands region of England. On 31st March 2023, there were almost 30,000 rented homes, owned by more than 50 Private Registered Providers, in the Designated Area. Individually, 15 Private Registered Providers had more than 100 units in the Designated Area and three of those had more than 1,000, but at the same time 26 had fewer than 50 homes in the Designated Area.

The Councils are all Public Registered Providers, and from 31st March 2023, they had a combined stock of approximately 17,500 rented homes in the Designated Area. The number of Private Registered Provider homes amounted to nearly 15,000 in 2023, an increase of 3,000 since 2017. These homes include rented and low-cost home ownership tenures such as shared ownership.

Appendix Two contains more detailed information regarding the number of rented homes within the Designated Area although numbers vary from year to year, depending on the number of new properties built or acquired and the number of properties sold under the Right to Buy/Right to Acquire of Registered Provider properties.

2 Aims and Objectives

This Strategy sets out how the Councils expect alternative tenancy types to be used in a strategic way to make the most appropriate use of affordable housing stock across the Designated Area.

The outcomes that Social Landlords are expected to support using social housing tenancies are:

- Enabling households to have a stable and secure home life.
- Enabling existing and prospective tenants to be better able to improve their economic circumstances.
- Protecting vulnerable households.
- Creating, supporting and maintaining sustainable communities to be.
- Supporting and underpinning the economic viability of.
- Enabling local households to be better able to meet their current and future housing needs.
- Using social housing in an equitable way to promote social mobility and financial inclusion and to reduce under-occupation and overcrowding.

- Supporting investment in affordable housing in Warwickshire where it is needed.
- Preventing or relieving homelessness, wherever possible.

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3 The framework for Tenancy strategies

3.1 Legislation

The Localism Act 2011 ("the Act") states that a Tenancy Strategy must set out the matters that all Public Registered Providers and Private Registered Providers (collectively referred to in this strategy as "Social Landlords") with rented housing stock in the area covered by the strategy must "have regard" to when framing their policies relating to:

- The Types of tenancies that they grant.
- The circumstances in which they will grant a tenancy of a particular type.
- Where they grant fixed-term tenancies, the length of the terms; and
- The circumstances in which they will grant a further tenancy at the end of an existing tenancy.

All Social Landlords must also have regard to the Tenancy Strategy in exercising their housing management functions.

The Act also introduced a revised Regulatory Framework and Tenancy Standard (Homes and Communities Agency, 2012) which states that Registered Providers (Social Landlords) shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. Social Landlords shall demonstrate how their lettings:

- Make the best use of available housing.
- Are compatible with the purpose and the nature of the housing offered.
- Contribute to the local authorities' strategic housing function and sustainable communities.

When preparing or modifying a Tenancy Strategy, the Councils are required to:

- Have regard to their current housing allocations scheme and homelessness strategy for their area.
- Give "Private Registered Providers" an opportunity to comment on any proposals or modifications before adopting the Tenancy Strategy.

3.2 Additional Regulation

The Act enabled the Secretary of State to give directions to the Regulator of Social Housing regarding social housing tenure and this led to the development of The Tenancy Standard – 2015. The Tenancy Standard was updated on 1 April 2024 following the enactment of the Social Housing (Regulation) Act 2023 ("SHRA"), which outlined changes to how social housing is managed. The SHRA includes increased regulation of Social Landlords and new rules for protecting tenants from serious hazards in their homes.

Many of the provisions in the SHRA are responses to the tragedies of the 2017 Grenfell Tower fire and the death of two-year old Awaab Ishak in 2020 from exposure to serious mould. The SHRA introduces more stringent regulation and allows the Regulator of Social Housing to act against Social Landlords before people are at risk and hold landlords to account with regular inspections. It introduces new social housing consumer standards and gives the Secretary of State power to require Social Landlords to investigate and rectify serious health hazards.

The updated Tenancy Standard on consumer standards published on 1 April 2024 is and applies to all Social Landlords. Under the new standards Social Landlords need to:

- Ensure tenants are safe in their homes.
- Listen to tenants' complaints and respond promptly to put things right.
- Be accountable to tenants and treat them with fairness and respect.
- Know more about the condition of every home and the needs of the people who live in them; and
- Collect and use data effectively across a range of areas, including repairs.

Most social housing tenants live in decent homes, but the Regulator of Social Housing has made it clear that all Social Landlords can improve. To hold Social Landlords to account, it will:

- Inspect larger Social Landlords regularly to check they are meeting the outcomes in the standards.
- Scrutinise data about tenant satisfaction, repairs and other relevant issues.
- Continue to push Social Landlords to protect tenants and put things right when there are problems.
- Use a range of tools when needed, including new enforcement powers, and
- Continue to focus on the financial viability and governance of Private Registered Providers as part of its integrated regulation.

Social Landlords are expected to have regard to this Tenancy Strategy in a manner that is fully compliant with their regulatory obligations as set out below.

3.2.1 The Tenancy Standard - Tenure

The Tenancy Standard requires Social Landlords to allocate and let homes fairly and sets expectations for how Social Landlords manage and end tenancies. The Tenancy Standard: Consumer standards consists of four main requirements:

1. Allocations and lettings

Registered providers (Social Landlords) must allocate and let their homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account.

2. Tenancy sustainment and evictions

Registered providers (Social Landlords) must support tenants to maintain their tenancy or licence. Where a registered provider (Social Landlord) ends a tenancy or licence, they must offer affected tenants' advice and assistance.

3. Tenure

Registered providers (Social Landlords) shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.

They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.

4. Mutual exchange

Registered providers (Social Landlords) must support relevant tenants living in eligible housing to mutually exchange their homes. The Consumer Regulation Review 2023-2024 places emphasis on landlords enabling tenants to access opportunities to exchange their tenancy with that of another tenant and co-operate with local authorities to help them meet their strategic housing function. This followed concern about mutual exchanges being given a lower priority.

There is a specific expectation that Registered Providers (Social Landlords) shall publish clear and accessible policies outlining their "approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions and tackling tenancy fraud and set out:

- The type of tenancies they will grant.
- Where they grant tenancies for a fixed term, the length of those terms.
- The circumstances in which they will grant tenancies of a particular type.
- Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.
- The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.
- The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of

tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.

- Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.
- The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.
- Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.

Appendix Three contains website addresses where the tenancy policies for some of the larger Private Registered Providers operating in the Designated Area can be found.

3.2.2 Allocations and lettings

Registered providers (Social Landlords) must co-operate with local authorities' strategic housing functions and assist local authorities to fulfil their duties to meet identified local housing need. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements.

3.2.3 Existing tenants

The Tenancy Standard sets out two groups of tenants who are to be granted tenancies with no less security than their original tenancy:

- Registered providers (Social Landlords) shall grant those who were Social Housing tenants on the day on which section 154 of the Localism Act 2011 came into force, and who have remained Social Housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).
- Registered providers (Social Landlords) shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.

In the case of the exception for those moving to an "Affordable Rent" home it will be important that the tenant has all the information needed to make an informed decision on the rights that they would be giving up facilitating this move.

4. The Tenancy Strategy Principles

4.1 Allocations Schemes

Each of the Councils has its own Allocations Scheme. However, there are some common principles that underpin these policies across the Designated Area that are relevant to this Tenancy Strategy.

Subject to certain qualification rules, housing registers are open, and applicants are not asked to choose the types of tenancy that they would consider.

There is a general presumption that highest priority is given to those in the greatest housing need and those with no housing need have no priority. Some limited discretion may be applied to create sustainable communities, which may be reflected for example in a Local Lettings Plan.

While it is important to treat every case on its merits, it is true to say that those in greater housing need, and therefore most likely to qualify for an offer of Social Housing, could be vulnerable and therefore more likely to require Social Housing for the long-term.

4.2 Homelessness and Rough Sleeping Strategies

Each of the Councils has its own Homelessness & Rough Sleeping Strategy, but again there are some common principles that apply across the Designated Area that are relevant to this Tenancy Strategy. This commonality is demonstrated by the fact that in 2021 the Councils, along with Stratford-on-Avon District Council and Warwickshire County Council, came together to tackle five cross-cutting themes connected with homelessness through a joint strategy covering the whole of Warwickshire: "Preventing homelessness in Warwickshire: a multi-agency approach".

The prevention of homelessness has become a key policy objective of central government in recent years, most notably demonstrated by the government supporting the Private Members' Bill that became the Homelessness Reduction Act 2017. The Councils are committed to this "prevention first" approach to homelessness. This approach seeks to help people to remain in their existing home wherever possible provided that it is suitable for their needs and that they wish to stay there.

Where people do become homeless the Councils aim to help them to relieve their homelessness and return to settled accommodation as quickly as can practically be achieved within the constraints imposed by housing supply and the homelessness legislation.

For those who are rough sleeping, the Councils aim to help them to come in from the streets and to rebuild their lives with the assistance of intensive but appropriate support services.

To provide a positive environment and to enable recovery for those who have been through the traumas of homelessness and rough sleeping the provision of the greatest security of tenure available would assist with sustainability.

4.3 Equality and diversity

In developing their tenancy policies, Social Landlords are expected to have full regard to their statutory and regulatory obligations to facilitate, encourage and promote equality and diversity in the communities in which they operate in the Designated Area.

5 Administration of tenancies

The following are the principal tenancy types in use in Social Housing and one or more of them may be appropriate for use in the Designated Area, in certain circumstances, subject to the aims of this Tenancy Strategy set out above and following consideration of the matters set out in this section:

1. Secure Periodic Tenancies and Assured Periodic Tenancies.
2. Introductory Tenancies and Starter Tenancies.
3. Demoted Tenancies.
4. Family Intervention Tenancies.
5. Flexible Tenancies and Fixed-Term Assured Shorthold Tenancies.
6. Equitable Tenancies.

For convenience, for the remainder of this Tenancy Strategy:

- Secure Periodic Tenancies and Assured Periodic Tenancies are referred to collectively as Periodic Tenancies.
- Flexible Tenancies and Fixed-Term Assured Shorthold Tenancies are referred to collectively as Fixed-Term Tenancies.

The Councils accept that Registered Providers will occasionally use licence agreements rather than tenancies. Those would be expected to be in quite specific situations and are considered to be outside the scope of this strategy, as are agreements under the Mobile Homes Act 1983.

5.1 Periodic Tenancies

Security of tenure was initiated in the sector by the Housing Act 1980 (later consolidated into the Housing Act 1985), at which time all Social Landlords were required to use Secure Periodic Tenancies. The Housing Act 1988 required Private Registered Landlords to use Assured Periodic Tenancies. Both types of tenancy allow the tenant, subject to compliance with their tenancy conditions, to remain in their home for as long as they wish.

The Housing Acts of 1985 and 1988 respectively include a schedule of the types of tenancy that cannot legally be secure or assured. Those tenancy types mainly arise in quite specific legal circumstances and this Tenancy Strategy does not apply to them unless they are expressly covered in the Strategy.

Until 2012, Periodic Tenancies were the default tenancy offered by all Social Landlords, usually with a 12 month Introductory or Starter Tenancy period at the outset. The Councils believe that these tenancies are the most appropriate form of tenancy for rented housing that has been/is being developed for those whose housing needs are not met by the market.

The Councils therefore encourage and support the use of Periodic Tenancies in the generality of the rented housing stock of Social Landlords across the Designated Area. However, for Social Landlords that do not use Periodic Tenancies as a matter of course the following matters should be taken into consideration:

- For vulnerable tenants, where the cause of vulnerability is unlikely to change, Periodic Tenancies should be the default tenancy. However, a Fixed Term Tenancy longer than five years may be considered in exceptional circumstances for vulnerable tenants where there is a prospect of a change in the circumstances that make them vulnerable that would enable them to benefit from a change to their housing circumstances.
- There should be a strong presumption that tenants in sheltered housing or Extra Care Housing should be offered Periodic Tenancies.

5.2 Introductory Tenancies and Starter Tenancies

The Housing Act 1996 introduced a new flexibility for Public Registered Providers. They can now choose to operate Introductory Tenancies for all new tenants, with a "trial period" of one year, during which the tenant has a lower level of security. At the end of the period the tenancy becomes a Secure Periodic Tenancy unless the Public Registered Provider takes steps to either extend the trial period or terminate the tenancy.

The regulator at the time (the Housing Corporation) provided, through regulatory guidance, an equivalent scheme of "Starter Tenancies" for use at the discretion of Private Registered Providers.

These two tenure schemes are sometimes referred to as "probationary tenancies" because the intention behind them was that, provided that the tenant conducted the tenancy satisfactorily during the trial period, they would become fully secure/assured but if they did not, they could be evicted more quickly and easily.

The Councils recognise the benefits of using Introductory/Starter tenancies for the first year of a new tenancy. Such schemes give new tenants time to better understand and adapt to their rights and responsibilities under a tenancy agreement, including the financial impacts. They also provide Social Landlords with the opportunity of engaging more closely with new tenants to help them to find an early resolution to any problems that may arise. On the rare occasions where a new tenant does not live up to the behavioural requirements expected the Social Landlord is able, as a last resort, to evict more quickly, protecting the

wider community from the harm that can result from persistent anti-social behaviour.

Introductory Tenant schemes for Public Registered Providers must be used for all new tenants, if such schemes are adopted, with limited exceptions (for example, existing Periodic Tenants moving to another home). The Tenancy Standard does not expressly include a similar requirement for Starter Tenancies. However, the Councils strongly encourage Private Registered Providers to adopt this principle for the housing stock they have within the Designated Area rather than making decisions over Starter Tenancies on a case-by-case basis.

While Introductory and Starter tenancies were originally introduced as a tool for tackling anti-social behaviour, the grounds for eviction are not limited to anti-social actions and over the years, eviction for rent arrears has also become a feature.

The Councils consider that the use of Introductory/Starter Tenancies can play a role in affordability assessment, which is particularly important in the context of homelessness as financial inclusion is one of the five key priorities addressed in the countywide homelessness strategy. While basic income/expenditure assessments may be informative, a purely formulaic assessment fails to take account of the myriad ways in which individuals and their families may manage their household incomings and outgoings. Introductory or Starter Tenancies offer new tenants the opportunity to demonstrate their ability to successfully manage their financial obligations while offering Social Landlords some mitigation against the potential for large rent arrears. Where a Social Landlord has adopted a scheme, this should therefore be a material consideration in granting a tenancy where there are question marks over affordability.

5.3 Demoted Tenancies

The Anti-social Behaviour Acts introduced the Demoted Tenancy. This provides an option for Social Landlords to apply to the county court to make a demotion order, rather than seeking to evict a tenant who is guilty of anti-social behaviour. This order, if granted, converts the Secure or Assured Periodic Tenancy into a Demoted Tenancy. This is similar to the Introductory/Starter Tenancy regime in that the tenant has reduced security of tenure for 12 months and may be evicted more easily during that time if the Anti-social behaviour continues. If, however, there are no further problems then the tenure returns to its former level of security at the end of the 12-month period of the Demoted Tenancy.

The Councils' homelessness strategies have always favoured prevention over cure, and, with the flexibility introduced by the Homelessness Reduction Act 2017 and the availability of additional government funding, they have been applying many more tools and techniques to resolve potential homelessness at a much earlier stage.

As part of this policy agenda, the Councils consider that greater use could be made of Demoted Tenancies instead of eviction and they are supportive of their use in appropriate circumstances in the Designated Area. Matters that they would expect to be taken into consideration in deciding whether to seek a Demoted Tenancy are:

- A thorough assessment of the likelihood that the household's situation will substantially improve over a 12-month period.
- The views of local statutory and/or voluntary sector agencies as to the nature of any support that the family might be able to access if allowed to remain in their home under a Demoted Tenancy including, but not limited to, advisory, practical, financial, health and social support. Any specific commitments to provide such support to the household over the 12-month period should weigh materially in favour of a demoted tenancy.
- The views of the local Housing Options Team should be sought as to whether, in that particular case, the Demoted Tenancy approach is appropriate from a homelessness prevention perspective. The Housing Options Team may be able to reinforce the seriousness of the situation and the importance of behavioural change by the tenant during the period of the Demoted Tenancy by including actions in the Personalised Housing Plan.

Social Landlords will need to ensure that any necessary data protection consents have been obtained from the tenant before engaging in conversations with the various agencies.

5.4 Family Intervention Tenancies

The Housing and Regeneration Act 2008 introduced Family Intervention Tenancies, which may be used by Social Landlords. These tenancies can be offered to an existing tenant of another property against whom a possession order has been made, or against whom the Social Landlord believes a possession order could be made. These tenancies have very limited security of tenure and are only intended to be used as part of a package of behavioural support services for the family concerned.

The Councils recognise that Family Intervention Tenancies are a potentially important tool in dealing with a very small number of particularly troubled families.

Central government administers the Troubled Families Programme, which "conducts targeted interventions for families experiencing multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse".

Family Intervention Tenancies have a role to play in the programme but also, as with Demoted Tenancies, greater use of Family Intervention Tenancies instead of eviction supports the Councils' homelessness prevention agenda.

The following matters should be taking into consideration in deciding whether to pursue the Family Intervention Tenancy route:

- The views of the team at Warwickshire County Council that is administering the Troubled Families Programme at the time should carry significant weight.
- The availability of appropriate alternative accommodation in which to provide the tenancy is critical. The Social Landlord should first look to their own stock. If the Social Landlord is unable to access a suitable property, then the local Housing Options Team should be approached to see if accommodation with another Social Landlord can be procured.
- A comprehensive behavioural support package should be committed to, and agreed with all of the agencies in advance of the tenancy start.
- An exit strategy should be agreed covering all of the potential trajectories of the tenancy.
- Clearly established monitoring arrangements and lines of communication should be established with the local Housing Options Team to ensure that homelessness prevention is a consideration in any decisions taken.

5.5 Fixed Term Tenancies

It is recognised that Social Landlords have a right to use Fixed Term Tenancies. Fixed Term Tenancies offer the opportunity for Social Landlords to encourage people to move to accommodation more suited to their needs over time. However, they also mean that people are only secure in their accommodation for the duration of the fixed term. Therefore, the use of Fixed Term Tenancies needs to be considered very carefully to make sure that:

- The ability of households to have sustainable and secure home lives is not unduly compromised.
- Communities are socially and economically sustainable.
- There is no discrimination against vulnerable tenants.
- Tenants are provided with an appropriate type and length of tenancy, giving them the protection and stability that they need to live positively within their local community.

In addition, this Tenancy Strategy requires that Social Landlords grant general needs tenants a Periodic, Secure or Assured (excluding periodic assured shorthold) Tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.

Before a fixed term tenancy ends, Social Landlords shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.

Where Social Landlords use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for

extending the probationary period have been given and where the tenant has the opportunity to request a review.

The Councils concur with the above. The Councils consider that prospective tenants being offered a Fixed Term Tenancy need to be able to make an informed choice as to whether such a tenancy is appropriate for their needs. All prospective tenants being offered a Fixed Term Tenancy should therefore be advised verbally and in writing of the implications of entering into such a tenancy arrangement prior to the signing of the tenancy agreement. This must include the criteria that will be used to determine whether or not the tenancy will be renewed and what rehousing options will be offered to help them if the tenancy is not renewed.

When a Fixed Term Tenancy is coming to an end the Social Landlord has to decide whether to grant the tenant a new tenancy. In coming to a decision, Social Landlords should have due regard to the need to have sustainable communities which include a range of households with mixed income levels. Each household should be assessed to take into account a full understanding of its circumstances and the socio-economic mix of the local community. It is expected that welfare policy should also be taken into account, including for example the under-occupation charge and the benefit cap.

Expiration of a Fixed Term Tenancy should not be used as an alternative to the legal remedies and proceedings that are available for the management of matters such as anti-social behaviour or rent arrears.

This Strategy presumes that where a Fixed Term Tenancy has been used, it will be renewed unless:

- The household's income has changed substantially and is sufficient to allow them to readily secure a home on the open market without undue reliance upon welfare benefits.
- The size or needs of the household are such that the property is no longer suitable to continue to be occupied by that household.

If the Social Landlord decides that it will renew the tenancy it must decide whether to do this for a further fixed term or to offer a Periodic Tenancy. The Councils consider that the principles set out above regarding the original tenancy apply equally to this decision.

If a Public Registered Provider decides not to renew a Fixed Term Tenancy it has a legal obligation to give the tenant at least six months' written notice and the tenant has a right to request a review of the decision. The notice has to advise the tenant of the reasons for the decision, of the right to request a review, and of any time limit for such a request.

The Councils encourage Private Registered Providers to follow a similar approach to that prescribed for Public Registered Providers, i.e. that all Social Landlords operating in the Designated Area should issue a decision on whether or not to

renew a Fixed Term Tenancy so as to give the tenant at least six months written notice. This ensures consistency for all Social Housing tenants and allows sufficient time for Social Landlords and advice services to work with tenants to find alternative accommodation.

If a Social Landlord decides that a Fixed Term Tenancy is not going to be renewed:

- The conditions for ending the tenancy set out in all relevant and applicable regulations and legislation must be met.
- If the tenancy is not being renewed because the household is under or over occupying their home, the landlord should make every effort to find them another suitable home with a Social Landlord.
- The tenant should be given practical and meaningful advice and assistance about the full range of housing options that are viable and available to them, taking into account their housing needs, their social and employment networks and their financial status (including home ownership if this is affordable and an expressed desire of the tenant).
- The landlord should refer the tenant to the local Housing Options Team if this is appropriate and, in accordance with regulatory standards, must then assist in seeking to prevent or relieve any threat of homelessness.

5.6 Equitable Tenancies

Equitable tenancies are a local initiative, being used in Warwickshire for the purpose of supporting a scheme whereby the relevant Public Registered Provider allocates a one-bedroom property to an under 18 year old who is in the care of Warwickshire County Council.

The legal title is held in trust by an adult or corporate entity, such as Warwickshire County Council. The Public Registered Provider retains the legal title on trust for the benefit of the minor while the minor holds the tenancy in equity.

The trustee pays the rent, service charges and other fees and supports the young person throughout a 12-month period, after which the young person secures an Introductory or Secure Periodic Tenancy in their own right, dependent on the relevant Council allocation policy.

Equitable Tenancies are a positive mechanism for preparing and easing care leavers into their own independent accommodation, enabling sustainment of first time tenancies and preventing potential homelessness: young people are one of the five key priorities in the countywide homelessness strategy "Preventing homelessness in Warwickshire: a multi-agency approach".

At present this is a Public Registered Provider scheme, but Private Registered Providers are strongly encouraged to engage with local authority partners to consider adopting such a scheme in order to increase the availability of one-bedroom properties for the rehousing of care leavers.

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6 Review of the Tenancy Strategy

This Tenancy Strategy will be reviewed periodically by the Heads of Housing of the Councils. The next review will take place in 2026.

We welcome comments at any time from residents, tenants, people applying for and wanting to apply for social housing, local community bodies and Private Registered Providers on how the strategy is working, to help inform and shape the outcome of the next review. Comments and ideas can be sent at any time to your local authority's housing department. Contact details can be found in Section Six of this strategy.

7 Contact details

This Tenancy Strategy will be published on the websites of the Councils (links below).

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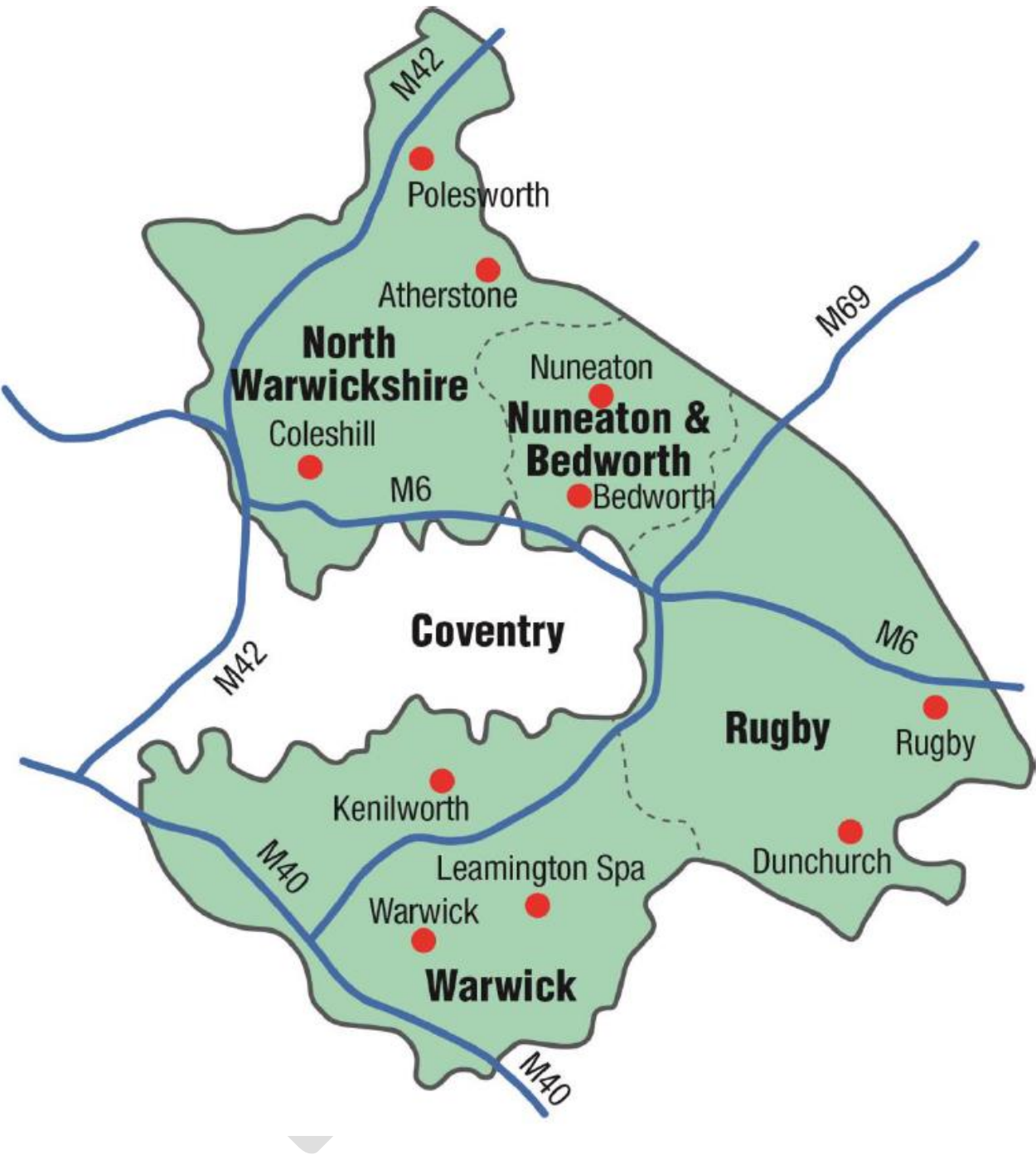
Warwick District Council www.warwickdc.gov.uk

Sally Kelsall

Housing Strategy and Enabling Manager

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Appendix one – The Designated Area



Appendix two – Rented social housing in the Designated Area as of 31st March 2023

Part one – Local Housing Authorities

| Local authority | Total stock |
|-----------------------|---------------|
| North Warwickshire | 2,584 |
| Nuneaton and Bedworth | 5,630 |
| Rugby | 3,687 |
| Warwick | 5,571 |
| Total | 17,472 |

Source: DLUHC, live table 100 – Tenure and district: England; 2023.

Part two – Private Registered Providers

| Private Registered Provider | Total stock | Stock in each local authority area | | | |
|------------------------------------------------|-------------|------------------------------------|-----------------------|-------|---------|
| | | North Warwickshire | Nuneaton and Bedworth | Rugby | Warwick |
| Orbit Housing Association Limited | 3679 | 80 | 708 | 1190 | 1578 |
| Platform Housing Limited | 2027 | 748 | 131 | 181 | 967 |
| Midland Heart Limited | 1959 | 407 | 851 | 691 | 10 |
| Stonewater | 1157 | 82 | 292 | 11 | 772 |
| Bromford Housing Association Limited | 1025 | 378 | 94 | 553 | |
| Clarion Housing Association Limited | 804 | | 72 | 680 | 52 |
| Orbit Group Limited | 686 | 22 | 91 | 228 | 345 |
| Citizen Housing Group Limited | 668 | 47 | 271 | 158 | 192 |
| Housing 21 | 466 | | 199 | 107 | 192 |
| Southern Housing | 211 | 58 | | | 153 |
| Paragon Asra Housing | 204 | 55 | 93 | 56 | |
| Sage Housing Limited | 182 | 24 | 49 | 12 | 97 |
| Sanctuary Housing Association | 159 | | 36 | 123 | |
| Longhurst Group Limited | 145 | | 137 | 6 | 2 |
| Anchor Hanover Group | 144 | | 124 | 20 | |
| London and Quadrant Housing Trust | 142 | | | 88 | 54 |
| Heylo Housing Registered Provider Limited | 124 | | 27 | 22 | 75 |
| Walsall Housing Group | 116 | | | 20 | 96 |
| Inclusion Housing Community Interest Company | 90 | 16 | 53 | | 21 |
| Warwickshire Rural Housing Association Limited | 87 | 2 | | 21 | 64 |
| GreenSquareAccord Limited | 77 | | 35 | | 42 |
| Places for People Living+ Limited | 63 | 22 | 17 | 24 | |
| The Riverside Group | 60 | | | 6 | 54 |
| Sage Rented Limited | 48 | 14 | 19 | 15 | |

| Private Registered Provider | Total stock | Stock in each local authority area | | | |
|----------------------------------------------------|---------------|------------------------------------|-----------------------|--------------|--------------|
| | | North Warwickshire | Nuneaton and Bedworth | Rugby | Warwick |
| Masonic Housing Association | 45 | | | | 45 |
| Bespoke Supportive Tenancies | 44 | | 44 | | |
| Methodist Homes Housing Association | 34 | | 34 | | |
| Salvation Army Housing Association | 34 | | | | 34 |
| Golden Lane Housing | 33 | | 22 | 2 | 3 |
| Creative Support Limited | 32 | | | 17 | 5 |
| Legal & General Affordable Homes Limited | 30 | 11 | 19 | | |
| Ben-Motor & Allied Trades Benevolent Fund | 28 | | | 28 | |
| Nicholas Chamberlaine's Hospital & Sermon Charity | 28 | | 28 | | |
| Advance Housing and Support | 27 | 1 | 15 | 9 | 2 |
| Fairplace Homes Ltd | 25 | 2 | 16 | 1 | 6 |
| Stonewater (5) Limited | 21 | | | | 21 |
| Sanctuary Affordable Homes Limited | 19 | | | 10 | 9 |
| Clifton Parish Houses | 16 | | | 16 | |
| Reside Housing Association | 14 | | 13 | | 1 |
| The Guinness Partnership Limited | 13 | | | 13 | |
| Butlin and Elborow Housing Trust | 12 | | | 12 | |
| Dimensions (UK) | 11 | 6 | | | 5 |
| Trent & Dove Housing | 11 | 11 | | | |
| Yardley Great Trust | 11 | 11 | | | |
| St Basils | 10 | | | | 10 |
| Trinity Housing Association | 8 | | 8 | | |
| Flint Housing Limited | 7 | | 7 | | |
| IKE Supported Housing | 6 | | 2 | | 4 |
| Auckland Home Solutions Community Interest Company | 4 | 4 | | | |
| The Exaireo Trust Ltd | 4 | | 4 | | |
| Falcon Housing Association C.I.C | 3 | | 2 | 1 | |
| Westmoreland Supported Housing Limited | 2 | | 2 | | |
| EMH Housing and Regeneration | 1 | | 1 | | |
| Total | 14,856 | 1,623 | 3,800 | 3,865 | 5,568 |

Source: Regulator of Social Housing, Statistical Data Return 2023

Notes

Note 1: The Private Registered Provider names are as set out in the Statistical Data Return.

Appendix three – Tenancy policies

As explained in the Introduction, there are over 50 different Private Registered Providers with housing in the Designated Area. Each has its own Tenancy Policy, and it is not practical to summarise all the tenancy policies here.

Social Landlords are expected to make sure that their Tenancy Policies are up to date and readily available both in a printed format and on their website.

Website addresses for those Private Registered Providers with more than 100 homes across the Designated Area, or more than 50 in any particular district, are included here.

To facilitate cross-referencing the same nomenclature is used as in appendix two. Readers should note that due to the formation of group structures the headline organisation on the website may differ from the name given in appendix two and below.

Anchor Hanover Group – www.anchorhanover.org.uk

Bromford – www.bromford.co.uk

Clarion Housing – www.myclarionhousing.com

Friendship Care & Housing – www.longhurst-group.org.uk

Housing 21 – www.housing21.org.uk

Midland Heart – www.midlandheart.org.uk

Orbit Housing Association Limited – www.orbit.org.uk

Paragon Asra Housing – www.pahousing.co.uk

Platform Housing Association Limited – www.platformhg.com

Riverside Group – www.riverside.org.uk

Sanctuary Housing Association – www.sanctuary-group.co.uk

Stonewater – www.stonewater.org

Warwickshire Rural Housing Association – www.warwickshirerha.org.uk

Citizen Housing Association – www.citizenhousing.org.uk

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EQUALITY IMPACT ASSESSMENT (EqIA)

Joint Tenancy Strategy

Strategy being assessed: Joint Tenancy Strategy

Business Unit/Service Area: Housing and Assets

Is this a new or existing strategy?

Renewal of existing strategy

EIA Review team – list of members:

Sally Kelsall

Do any other Business Units/Service Areas need to be included?

No

Date of assessment: 10 January 2025

Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?

No

DETAILS OF STRATEGY

Scoping and Defining

1. What are the aims, objectives and outcomes of the service/policy/practice/plan?

This strategy sets out how the Councils expect alternative tenancy types to be used in a strategic way to make the most appropriate use of the affordable housing stock across the areas.

It is a legal requirement under Section 150 of the Localism Act 2011 ("the Act") that, from January 2013, all local housing authorities have a Tenancy Strategy for their area.

North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council and Warwick District Council ("the Councils") decided to produce a joint Tenancy Strategy for the area covered by the Councils.

The aim of the Joint Tenancy Strategy is to outline the types of tenancy local landlords should offer.

The outcomes that Social Landlords are expected to support using social housing tenancies are:

- Households to have a stable and secure home life.
- Existing and prospective tenants to be better able to improve their economic circumstances.
- Vulnerable households to be protected.
- Sustainable communities to be created, supported and maintained.
- The economic viability of communities to be supported and underpinned.
- Local households to be better able to meet their current and future housing needs.
- Social housing to be used in an equitable way to promote social mobility and financial inclusion and to reduce under-occupation and overcrowding.
- Investment in affordable housing in Warwickshire to be supported where it is needed.
- Homelessness to be prevented or relieved wherever possible.

2. Who are the customers?

All social housing landlords should use the Joint Tenancy Strategy to guide their organisational Tenancy Strategy and each of these organisations carry out their own Equality Impact Assessments.

All tenants of social housing in the District and Borough areas.

3. How has equality been considered in the development or review so far?

The aim of this strategy is to ensure that equality is the focus of the strategy and that everyone is treated fairly across the area by all landlords, both Council and Registered Private Landlords (Housing Associations for example).

4. What is the reason for the change/development?

It is a legal requirement for each local authority to have a Tenancy Strategy under the Localism Act 2011 and the local authorities involved agreed to have a Joint Tenancy Strategy to ensure consistency across the area. The current one is out of date and needs renewing.

5. How does it fit with Warwick District Council wider objectives?

The Joint Tenancy Strategy provides a valued sustainable service as outlined in priority one. The aim of the Strategy is to encourage other landlords to offer tenancies as outlined in the strategy to ensure a consistent good quality service is delivered by all.

6. Why might it be important to consider equality and the protected characteristics?

All people with protected characteristics will be considered by the implementation of the Joint Tenancy Strategy.

Information Gathering

7. What sources of data have you used?

Regulator of Social Housing, Statistical Data Return 2023

8. What does the data you have tell you about your customers and about protected equality groups?

The data provides numbers of properties owned by the Public and Private Registered Providers and not information about protected equality groups. Each organisation carries out their own Equality Impact Assessment when applying their organisational Tenancy Strategy.

9. What do you need to know more about?

10. How could you find this out and who could help you?

Not applicable.

Engagement and Consultation

11. Who have you consulted with from protected equality groups?

For the purposes of preparing the Joint Tenancy Strategy, consultation with protected equality groups has not been undertaken.

12. Who else could you consult with?

Further consultation is not considered necessary.

13. Who can help you to do this?

Not applicable.

Monitor and Evaluate

14. How will you monitor and evaluate the strategy?

Each organisation carries out their own evaluations and regular meetings are held with each organisation to identify any issues.

15. Analysis of impact and potential actions:

| Protected characteristics from the Equality Act 2010 | What do you know? Summary of data about/feedback from your service-users and/or staff | What does this mean? | | What can you do? All potential actions to: <ul style="list-style-type: none"> • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Positive impacts identified <i>(actual and potential)</i> | Negative impacts identified <i>(actual and potential)</i> | |
| Age | | | | |
| Disability | | | | |
| Sex | | | | |
| Race | | | | |
| Religion or belief | | | | |
| Gender Re-assignment | | | | |
| Pregnancy and Maternity | | | | |
| Sexual orientation | | | | |
| Marriage and Civil Partnership <i>(Note: only in relation to due regard to eliminating</i> | | | | |

| Protected characteristics from the Equality Act 2010 | What do you know? Summary of data about/feedback from your service-users and/or staff | What does this mean? | | What can you do? All potential actions to: <ul style="list-style-type: none"> • Eliminate discrimination/mitigate negative impact • Advance equality of opportunity • Foster good relations |
|------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Positive impacts identified <i>(actual and potential)</i> | Negative impacts identified <i>(actual and potential)</i> | |
| <i>unlawful discrimination)</i> | | | | |

16.Outcomes of Equality Impact Assessment

| Action | Timescale | Responsibility |
|--------|-----------|----------------|
| | | |
| | | |
| | | |

Date of next review

Name and signature of Officer completing the EIA:

Name and signature of Head of Service:

Lisa Barker