

Executive

Wednesday 14 January 2015

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 14 January 2015 at 6.00pm.

Membership:

Councillor A Mobbs (Chair)	
Councillor L Caborn	Councillor J Hammon
Councillor M Coker	Councillor D Shilton
Councillor S Cross	Councillor N Vincett
Councillor Mrs S Gallagher	

Also attending (but not members of the Executive):

Independent Group Observer	Councillor MacKay
Labour Group Observer	Councillor Edwards
Liberal Democrat Group Observer	Councillor Boad
Chair of the Overview & Scrutiny Committee	Councillor Mrs Falp
Chair of the Finance & Audit Scrutiny Committee	Councillor Barrott

Emergency Procedure

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

Agenda

1. Declarations of Interest

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

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

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

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

2. **Minutes**

To confirm the minutes of the meetings held on 2 December 2014

(To follow)

Part 1

(Items upon which a decision by Council is required)

3. **Housing Appeals and Review Panel**

To consider a report from Housing and Property Services **(Item 3/Page 1)**

4. **Council Procedure Rules**

To consider a report from Democratic Services **(Item 4/Page 1)**

5. **Convictions and Cautions Policy for Hackney Carriage/Private Hire Drivers and Operators**

To consider a report from Health and Community Protection **(Item 5/Page 1)**

6. **Changes to Anti-Social Behavior Legislation**

To consider a report from Health and Community Protection **(Item 6/Page 1)**

Part 2

(Items upon which the approval of the Council is not required)

7. **2014 National Bowls Championships - Review**

To consider a report from Cultural Services **(Item 7/Page 1)**

8. **The Introduction of a proposed Pre-Application Charging Regime for development proposals**

To consider a report from Development Services **(Item 8/Page 1)**

9. **Council's Strategic Approach to Sustainability and Climate Change**

To consider a report from Health and Community Protection **(Item 9/Page 1)**

10. **Open Land at Chase Meadow, Warwick**

To consider a report from Development Services **(Item 10/Page 1)**

11. **Significant Business Risk Register**

To consider a report from Finance **(Item 11/Page 1)**

12. **General Reports**

(A) Endorsement of Parish Plans for Lapworth and Burton Green Parish Plans

To consider a report from the Community Partnership Team
(Item 12A/Page 1)

(B) Options Appraisal tender process and service specification development - Exemption to Code of Procurement Practice – Sports Options

To consider a report from Cultural Services **(Item 12B/Page 1)**

(C) Use of Emergency Powers in respect of authorising an Exemption to Code of Procurement Practice

To consider a report from Neighbourhood Services **(Item 12C/Page 1)**

(D) Rural / Urban Capital Improvement Scheme Application

To consider a report from Finance **(Item 12D/Page 1)**

13. 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 Nos.	Para Nos.	Reason
14 & 15	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

14. Election 2015 Count Venue – Exemption to Code of Procurement Practice

To consider a report from the Chief Executive **(Item 14/Page 1)**
(Not for Publication)

15. Minutes

To consider the confidential minutes of 5 November 2014
(Item 15/Page 1)
(Not for Publication)

Agenda published Tuesday 6 January 2015

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

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

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

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 353362 prior

to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 353362.

 January 2015 Executive		Agenda Item No. 3
Title	Housing Appeals and Review Panel	
For further information about this report please contact	Jacky Oughton Sustaining Tenancies Manager Housing and Property Services 01926 456433 Jacky.oughton@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Housing Appeals and Review Panel Amendment of Powers – Exec 23.06.10	
Background Papers	Guidance Notes – Appendix A	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Bill Hunt
Head of Service	18.12.2014	Andy Thompson
CMT		
Section 151 Officer	29.9.2014	Mike Snow
Monitoring Officer		
Legal	29.9.2014	Max Howarth
Finance	29.9.2014	Mark Smith
Portfolio Holder(s)		Norman Vincett
Consultation & Community Engagement		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 This report concerns the amending powers of the Housing and Appeals Review Panel (HARP) and the Guidance Notes issued for members of the Panel.
- 1.2 The report has been prompted by the introduction of new legislation to address criminal behaviour and the roll-out of new ways of working for the Council, which are intended to streamline the way the Council operates.
- 1.3 The changes to the Guidance Notes are designed to enhance the clarity of purpose for HARP by helping Members better understand its remit, scope and the applicability of Special Responsibility Allowances for those Members who sit on HARP.

2. Recommendation

- 2.1 The Executive is recommended to approve:
- 2.2 That the powers of HARP be amended to hear appeals against the service of a Notice of Seeking Possession under the Anti-Social Behaviour, Crime and Policing Act 2014.
- 2.3 That the powers of HARP be amended so that it no longer hears appeals made in connection with the following:
 - Second Stage Homelessness Decisions (for example appeals against a decision of 'intentionality')
 - Unsuitability of properties offered in discharge of homelessness duties (including cases where it is alleged that the offer was unreasonable)
 - Exclusions from the Council's Housing Register.
 - Service of Notice of Seeking Possession in respect of breaches of Tenancy Conditions (for example nuisance caused by the tenant)
- 2.4 A recommendation to the Council that an amendment is made to Section H of Part 3 of the Council's Constitution (Local Choice Functions, Council Functions and Executive Functions) to delete the powers noted above in 2.3 and to include the addition power noted above in 2.2.
- 2.5 A recommendation to HARP to adopt and adhere to the amended Guidance Notes for the Housing Appeals and Review Panel (HARP) (see Appendix A)

3. Reasons for the Recommendation

- 3.1 The current HARP powers and scope of its activity were approved by the Executive at its meeting on 2nd December 2009 with further amendments being agreed on 23rd June 2010. Since then, there have been changes in national legislation to which the Council needs to respond to maintain compliance with the law.
- 3.2 Under the Anti-Social Behaviour, Crime and Policing Act 2014 the Council can apply to the County Court for absolute possession of a secure tenancy. The court must grant possession (subject to any available human rights defence raised by the tenant, including proportionality) provided the landlord has followed the correct procedure and at least one of the following five conditions is met:

- the tenant, a member of the tenant's household, or a person visiting the property has been convicted of a serious offence;
- the tenant, a member of the tenant's household, or a person visiting the property has been found by a court to have breached a civil injunction;
- the tenant, a member of the tenant's household, or a person visiting the property has been convicted for breaching a criminal behaviour order (CBO);
- the tenant's property has been closed for more than 48 hours under a closure order for anti-social behaviour; or
- the tenant, a member of the tenant's household, or a person visiting the property has been convicted for breaching a noise abatement notice or order.

As part of the possession process, the Council first has to serve the tenant with a Notice of Seeking Possession (NSP). There is a statutory requirement that the Council must offer any tenant served with a NSP an opportunity to appeal against the service of the notice.

- 3.3 The most appropriate forum for such an appeal to be heard is HARP. This is because the HARP is independent of the officers who have made the original decision to serve the NSP. The HARP panel members are experience in hearing appeals against other notices, such as Notice to Seek Possession under the Introductory Tenancy regime.
- 3.4 There is however a number of other appeals currently dealt with by HARP that could be more effectively and rapidly dealt with by other means. This will help improve the service to our clients by speeding up the time between them submitting an appeal or challenge and that appeal or challenge being considered and a decision made and notified to the client.
- 3.5 The appeals that can be dealt with outside of HARP are:
- Second Stage Homelessness Decisions (for example appeals against a decision of 'intentionality')
 - Unsuitability of properties offered in discharge of homelessness duties (including cases where it is alleged that the offer was unreasonable)
 - Exclusions from the Council's Housing Register
 - Service of Notice of Seeking Possession in respect of breaches of Tenancy Conditions (for example nuisance caused by the tenant)
- 3.6 The way in which appeals against these decisions can be dealt with in the future are detailed below.

Appeal	Forum	Notes
Second Stage Homelessness Decisions	The homeless review decision will be undertaken by a senior officer	The requirement in the homeless legislation requires the review decision to be carried out by a more senior officer than the original decision officer.
Unsuitability of properties offered in discharge of homelessness duties	The homeless discharge review decision will be undertaken by a senior officer	The requirement in the homeless legislation requires the review decision to be carried out by a more senior officer than the original decision officer.

Exclusions from the Council's Housing Register	The exclusion from the council housing register review will be undertaken by a senior officer.	The requirement in the Housing Act 1996 requires the council to carry out a review by an impartial officer to the original decision.
Service of Notice of Seeking Possession in respect of breaches of Tenancy Conditions	The decision to serve the Notice is taken by the Rental Income and Financial Inclusion Manager.	The Council must prove to the Court that it has followed the Ministry of Justice pre-court protocol, show that the application to the Court is appropriate and proportional, and demonstrate that assistance and support have been offered to the tenant

3.7 The appeals that would continue to be heard by HARP are detailed below.

Appeals against intention to request warrants (rent arrears)
Appeals against refusal of permissions under Conditions of Tenancy, e.g. running a business, erecting structures
Appeals against refusals to carry out disabled adaptations to a Council property
Appeals against the Service of Notice of Possession proceedings under the Introductory Tenancy regime.
Appeals against the service of a Notice to extend an Introductory Tenancy
Appeals against the service of Notice to Seek Possession of a Demoted Tenancy
Appeals against a decision not to award the Resettlement Service and appeals against a decision not to award a payment under the Tenants Incentive Grant Scheme.

4. Policy Framework

- 4.1 HARP has authority delegated to it under the Council's Constitution to hear appeals against decision of the Council relating to specified housing matters. The remit of HARP can only be amended by a resolution of the Council.
- 4.2 Revised HARP procedures were adopted by the Executive at its meeting on 2nd December 2009 and amended in June 2010.
- 4.3 The changes proposed in this report, which are operational, will not impact on the Council's overall Housing Strategy or the Sustainable Community Strategy

5. Fit for the Future

- 5.1 The proposed new power for HARP fulfils a statutory requirement. By reducing the links in the decision making chain, the reduction in appeals and challenges to be heard by HARP will streamline the way the Council delivers its services. This represents a positive contribution to the ethos of Fit for the Future which includes simplifying the way the Council works in the interests of focusing resources where they are most effective.

6. Impact Assessments

- 6.1 The amendments proposed to the powers of HARP will not impact adversely on the Council's approach to and discharge of its duties in respect of equalities and fairness.

7. Budgetary Framework

- 5.1 There are no direct budget implications arising from the recommendation

8. Risk Assessment

- 8.1 The Council's legal advisors have been consulted on the recommended changes and have advised that there is a minimal risk to the Council of challenge over the implementation of the recommendations.
- 8.2 There is a risk that by not adopting the recommendation, those tenants who have been served with a NSP under the Anti-Social Behaviour, Crime and Policing Bill 2014 will have not been given the right of appeal against the notice. This means that any subsequent application for possession would be dismissed by the Court.
- 8.3 Any risk from removing appeals from the HARP terms of reference have been addressed through the use of more suitable procedures, as detailed in this report.

9. Alternative Option(s) considered

- 9.1 The terms of reference for HARP could remain unchanged. This would mean that tenants would be denied the right of appeal under the Anti-Social Behaviour, Crime and Policing Act 2014. This in turn would mean that an application to the County Court for Possession would be dismissed by the Court, harming the Council's reputation as a competent and responsible litigant and reducing the effectiveness of the Council's approach to working alongside other agencies, such as the Police, to reduce criminal behaviour. Not amending HARP to address the requirements of the Anti-Social Behaviour, Crime and Policing Act 2014 is not therefore a viable option.
- 9.2 Leaving the current range of appeals of challenges with HARP would not improve the speed and efficiency of dealing with such matters, compromising the Council's desire to streamline its working practices in pursuit of Fit for the Future.

10. Background

- 10.1 Homelessness Appeals including
- Second Stage Homelessness Decisions (for example appeals against a decision of 'intentionality')
 - Unsuitability of properties offered in discharge of homelessness duties (including cases where it is alleged that the offer was unreasonable)
 - Exclusions from the Council's Housing Register
- 10.1.1 Section 202 of the Housing Act 1996 as amended by the Homelessness Act 2002 states that in the cases detailed above, the client or applicant has a right to a review of any such decisions. The law requires that any such review should be carried out by someone more senior than the person who made the decision

and the person should not have been involved in making the original decision. These two criteria are in place to make sure that there is a degree of independence. The person conducting the review must also have sufficient understanding and experience of the relevant legislation.

10.1.2 It is proposed that either the Housing Advice Manager or the Senior Housing Advice Officer will conduct Homelessness Appeals, as detailed above in 10.1. This will make sure that the person undertaking the review has not been involved in the original decision and that they are suitably experienced in the appropriate legislation. If either the Housing Advice Manager or the Senior Housing Advice Officer cannot conduct the review, for example because they have both been involved in the original decision, then the Housing Strategy and Development Manager would conduct the review.

10.2 Appeals against service of a Notice of Seeking Possession (NSP).

10.2.1 There is already an adequate safeguard in the reasonableness of a decision to serve a NSP in the form of the Court hearing that will take place should such a NSP progress to the a full possession hearing. Any NSP Notice must state the ground or grounds on which the Court will be asked to make the order for possession and give particulars of that ground in sufficient detail for the tenant to know the case against them. When making a claim for possession the Council must

- Prove to the Court that it has followed the Ministry of Justice's pre-court protocol
- Show that application to Court is appropriate and proportional
- Demonstrate that assistance and support has been offered to the tenant

10.2.3 Failure to adhere to the above, which are designed to offer safeguards to the defendant, may mean that the application will fail and the Council is likely to be criticised by the Court.

10.2.4 NSPs are authorised by the Rental Income and Financial Inclusion Officer

10.2.5 Taken together, the need for a NSP to be authorised by Rental Income and Financial Inclusion Officer, to be sufficiently robust to withstand challenge in Court and the legal provisions to safeguard the interests of the defendant provides sufficient incentive for the Council to only serve NSPs when absolutely necessary and in the correct way, obviating the need for a review by HARP.

10.3 Appeals against service of a Notice of Seeking Possession (Anti-social Behaviour, Crime and Policing Act 2014).

10.3.1 Under the Anti-Social Behaviour, Crime and Policing Act 2014 the Council can apply to the County Court for absolute possession of a secure tenancy. The Council has to serve the tenant a NSP. There is a statutory requirement that the Council must give to the tenant an opportunity against the service of the notice. The Appeal has to be lodged within seven days from the date of service of the notice. The appeal must be heard before the NSP becomes live which has to be a date not less than 28 days from the date of service. The Council has adopted a period 35 days to. There is no first stage appraisal of the Appeal by Officers because of the tightness of the timescale. If the NSP is upheld, or there is no appeal, the Court must then grant possession on demand.

10.4 Guidance Notes for Members of HARP

10.4.1 The Guidance Notes for Members of HARP have been amended to include the changes to the terms of reference.

10.4.2 As part of the work to include the changes in the scope of HARP, a number of improvements were identified that would reduce any risk of ambiguity in the overall terms of reference for HARP. The Guidance Notes have therefore been amended to give members of HARP clarity as to the role of the HARP, the correct processes and procedures that are required and to make sure that all members of the HARP are provided with sufficient training and support to help them deliver the best outcomes for tenants and for the Council.

11. Payment of Special Responsibility Allowance

11.1 Members have asked for clarification about payment for allowances when sitting on HARP. These payments are made under the Members' Allowances Scheme as a Special Responsibility Allowance. The Members' Allowances Scheme notes:

- a) For each year a special responsibility allowance shall be paid to those Councillors who hold the special responsibilities in relation to the authority that are specified in Schedule 1 to the scheme.
- b) Subject to paragraph 5, the amount of each such allowance shall be the amount specified against that special responsibility in that scheme.
- c) Only one special responsibility allowance will be payable and this will normally be the largest for which the Councillor is eligible.

This current payment is £135 per day or £67.50 per half day.

11.2 Under the terms of the current Members' Allowances Scheme those Councillors who receive a Special Responsibility Allowance in respect of any of the roles listed below would not be entitled to receive the allowance for attending a HARP:

- Leader of the Executive
- Portfolio Holders on Executive
- Non-Portfolio Holders on Executive
- Chairmen of Overview and Scrutiny Committees
- Chairman of Planning Committee
- Chairman of Standards Committee
- Chairman of the Licensing & Regulatory Committee
- Chairman of the Warwick District Towns
- Conservation Area Advisory Forum
- Chairman of Employment Committee
- Vice-Chairman of Planning Committee
- Leader of an Opposition Group (minimum of four members)

11.3 The above arrangement has been in place since the introduction of the Members' Allowances Scheme and was last approved by Council on 14 ay 2014. It is noted that previously Members may well have received payments for two special responsibility allowances, through no fault of their own and no action will be taken to recover these payments. Members should be assured that a more robust system is now in place to ensure that correct payments are made.

GUIDANCE NOTES

FOR

MEMBERS OF THE

HOUSING APPEALS AND REVIEW

PANEL (H.A.R.P.)

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HOUSING APPEALS AND REVIEW PANEL

TERMS OF REFERENCE

As defined by the Council Constitution Part 3 -
responsibility for Section 2 Council functions

The Housing Appeals and Review Panel can only consider the following appeals and make the decisions against those appeals as described in the section titled the Powers of the Panel. The Housing Appeals and Review Panel have no other powers other those described in the Housing Appeals and Review Terms of Reference.

- (1) Appeals against intention to request eviction warrants (rent arrears).
- (2) Appeals against refusal of permissions under Conditions of Tenancy, e.g.:
 - Running a business
 - Erecting structures etc.
- (3) Appeals against refusals to carry out disabled adaptations to a Council property.
- (4) Appeals against the service of Notices of Possession proceedings under the Introductory Tenancy regime.
- (5) Appeals against the service of a Notice to extend an Introductory Tenancy.

- (6) Appeals against the service of a Notice to Seek Possession of a Demoted Tenancy.
- (7) Appeals against a decision not to award the Resettlement Service and appeals against a decision not to award payment under the Tenants Incentive Grants Scheme
- (8) Appeals against the service of a Notice of Seeking Possession under the Anti-Social Behaviour, Crime and Policing Act 2014

HOUSING APPEALS AND REVIEW PANEL (HARP)

PROCEDURE

1. Before the Panel Meeting

- a) If a tenant wishes to make an appeal it needs to be made in writing. We have an agreement to say a Panel will be convened within a fixed period of the Council receiving the appeal that is compliant with the Terms of Reference
- b) Any information the appellant wishes to be considered by the Panel must be passed to the Housing Officer at least 9 clear working days before the Panel meeting.
- c) A Panel will meet as and when required and any papers for the Panel Meeting will be circulated at least 5 clear working days before the meeting.
- c) The Panel will comprise of three nominated members from the pool of Councillors annually appointed by group leaders who must agree to undergo training on how to undertake such hearings. This training will consist of the responsibilities of chairing the meetings, the legal requirements of the Panel and an overview of the relevant policies and procedures of Housing and Property Services. This requirement is supported by the Group Leaders.
- d) Papers will be sent to the appropriate members of the Panel and the Appellant.

The Papers will include:-

- i) Formal Agenda for the Harp meeting, to be provided by Committee Services
- ii) A covering report , to be provided by Housing and Property Services, detailing which article of the terms of reference the hearing relates to, the documents as listed below, and the decision that the panel needs to consider.
 - The decision of the Housing Officer.
 - The reason for the decision.
 - The relevant legislation, policy and procedures
 - Any supporting information/evidence (including that supplied by the Appellant).

2. **The Panel Meeting**

- a) The Panel is a private meeting and its proceedings will not be for publication.
- b) The only people at the Meeting will be:-
 - i) The Members on the Panel.
 - ii) The Housing Client Officer who is the Case Manager (or representative),
 - iii) Other Council Officers and witnesses who have had involvement in the the case or who have specific knowledge or expertise (if applicable).
 - iv) The appellant and or their representative and if applicable any witnesses.
 - v) The Council's Solicitor who will act as Advisor to the Panel.
 - vi) An officer from Committee Services as Clerk/Minute taker.
- c) If the appellant does not attend the meeting the hearing will be adjourned to another date. However if the appellant fails to attend a second time the matter will be considered in their absence.

The appellant has the right to a written or oral hearing. If the appellant has requested a written hearing then the panel will still meet. The appellant can change their request from a written to an oral hearing at any time up until the panel meet.

- d) The normal procedure would be:-
 - i) The Housing Client Officer (or representative) case and questions.
 - ii) The Appellant's case and questions.
 - iii) Summing-up by Housing Client Officer (or representative).
 - iv) Summing-up by Appellant.
- e) The Panel will then ask the Housing Client Officer and any other Council officer who are present and the Appellant and the witnesses to withdraw whilst it considers its decision.
- f) he Appellant may be asked to wait so that the Panel can give its decision - which will be confirmed in writing within 5 working days of the Meeting."

- g) The panel can decide not to make their decision on the day of the hearing but to hear the case and then adjourn the case to another date and they will make their decision at the new hearing date.
- h) Alternatively the panel can decide to give their decision at a later date in writing. The decision should be made within 14 working days of the panel hearing.
- g) There will be formal minutes of the meeting. Each individual case will be considered by reference to the relevant background papers, legislation, case law, Good Practice Guidelines. A decision notice will be produced by the Panel, in liaison with the Legal officer giving the reasons for the decision and any other relevant information. This will be issued to the Housing Officer attending the hearing by Committee Services The Housing Officer will send a written copy of the decision to the appellant and copy will be placed on the relevant case file.
- h) The Appellant is responsible for taking their own notes.

3. **Powers of the Panel**

The Panel has delegated power under the Council's Constitution to hear the following: -

- (1) Appeals against intention to request eviction warrants (rent arrears).
- (2) Appeals against refusal of permissions under Conditions of Tenancy, e.g.:-
 - Running a business
 - Erecting structures etc.
- (3) Appeals against refusals to carry out disabled adaptations to a Council property.
- (4) Appeals against the service of Notices of Possession proceedings under the Introductory Tenancy regime.
- (5) Appeals against the service of a Notice to extend an Introductory Tenancy.
- (6) Appeals against the service of a Notice to Seek Possession of a Demoted Tenancy.
- (7) Appeals against a decision not to award the Resettlement Service and appeals against a decision not to award a payment under the Tenants Incentive Grant Scheme.

- (8) Appeals against the service of Notice of Possession proceedings under the Anti-Social Behaviour, Crime and Policing Act, 2014

NB: If the breach is satisfied and the notice is withdrawn before the HARP panel convenes then there is no requirement for the matter to be considered at HARP. i.e. rent arrears are cleared.

The Panel can choose to do the following in respect of the above cases:

- 1) The Panel can decide either to dismiss the appeal or accept the appeal. If the appeal is dismissed the Warrant will not be requested as long as the tenant adheres to conditions set by the Panel. If the tenant does not adhere to these conditions the Warrant will be requested. The tenant cannot appeal against any subsequent decision to request a warrant.
- 2) The Panel can either dismiss the appeal or uphold the appeal and grant permission, possible with conditions.
- 3) The Panel has jurisdiction to uphold or quash the original decision. If decision is quashed the file will be returned to the case officer for further enquiries and a new decision will be issued. The panel cannot invoke a new decision.
- 4) The Panel can either uphold the Notice or dismiss the Notice
- 5) The Panel can either uphold the Notice or dismiss the Notice
- 6) The Panel can either uphold the Notice or dismiss the Notice
- 7) The panel can award the Resettlement Scheme or award payment under the Tenants Incentive Scheme, or increase the amount paid under the Scheme.
- 8) The panel can either uphold the Notice or dismiss the Notice.

4. **Use of Substitutes**

Substitute Members may be used, in line with Council procedure rules, but only from within the allotted Group of Councillors appointed by group leaders and trained to undertake such hearings. Members cannot substitute part way through a hearing.

The hearing can only proceed if three members, who have been duly appointed, attend the meeting. The Meeting will be adjourned to another date if three members are not present.

5. **Appeals**

There is no right of appeal against the decision of the HARP.

6. **Information**

A Committee Services Officer will act as Clerk to the Panel. The Clerk will keep a note of the hearing, the decision taken and the reasons for the decision. The Clerk shall be responsible for collecting together and destroying surplus Case Papers at the end of the Meeting. A copy of the Agenda and the official minutes will be kept on file for at least six years.

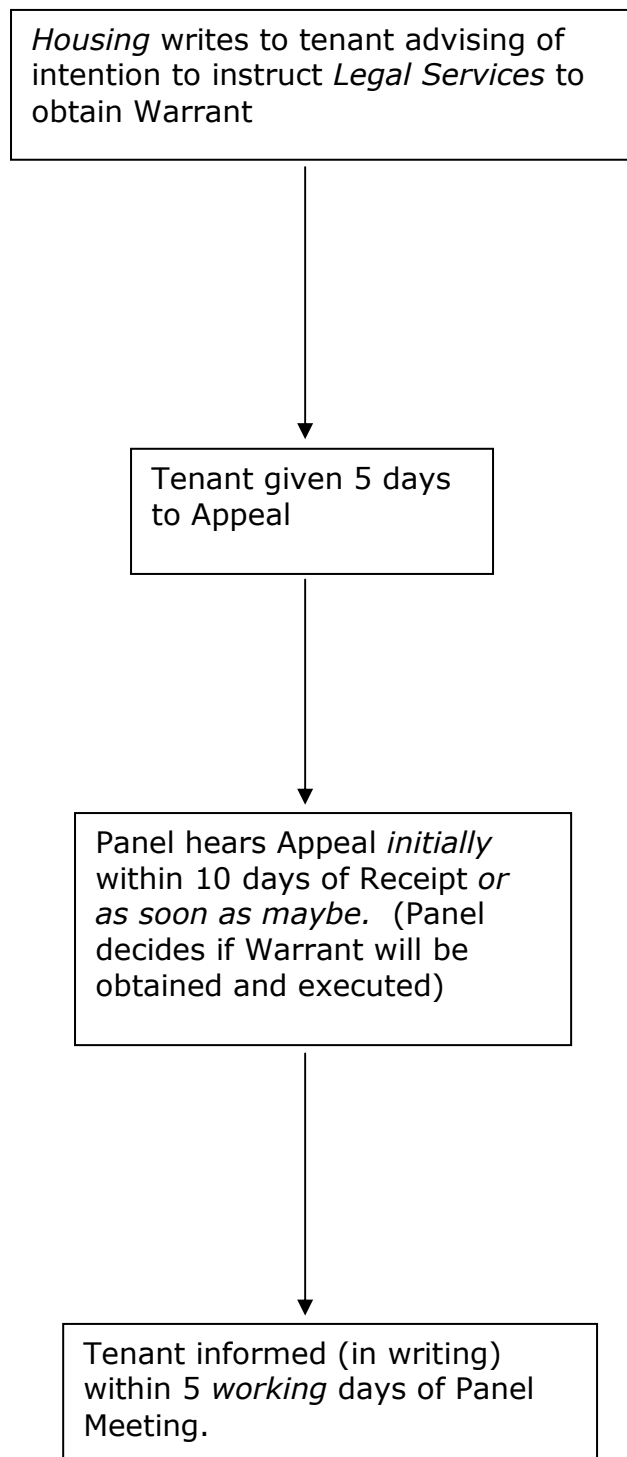
RENT ARREARS (Eviction Warrant)

The law relating to rent arrears is contained in part IV and Schedule 2 of the Housing Act 1985.

The Local Authority must apply to the Court to recover possession of a property if the tenant has fallen into rent arrears.

There are a number of stages that must be gone through before the Local Authority can seek to evict a tenant for rent arrears and these are described in the Ministry of Justice's pre-court protocol.

RENT ARREARS EVICTION WARRANTS



SPECIAL CASES/PERMISSIONS UNDER CONDITIONS OF TENANCY

Periodically the Council receives requests from tenants who want approval to do something where 'permission' is required under the Conditions of Tenancy.

Examples of these two situations include:-

- Running a business from a Council property

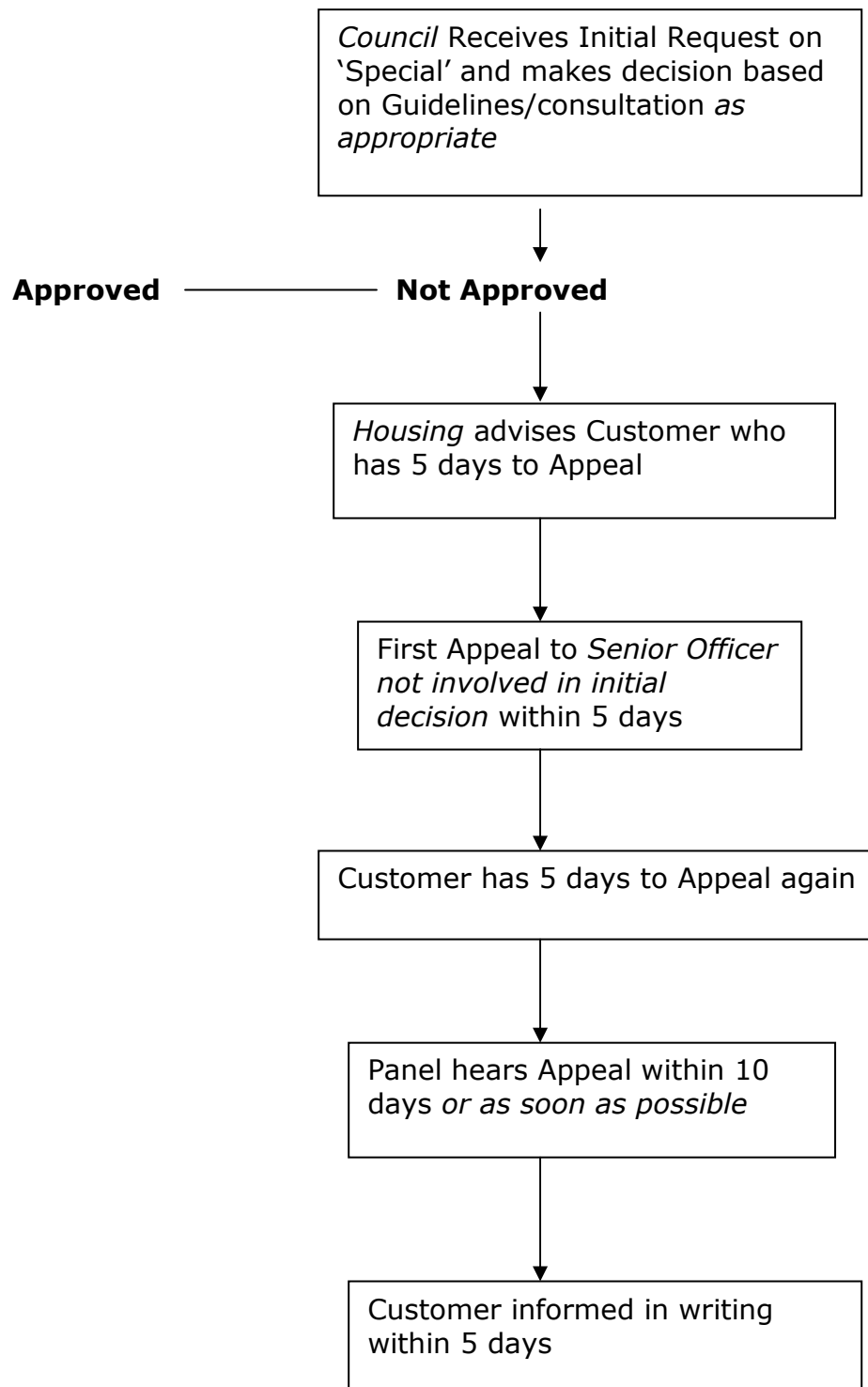
And

- Erecting a structure (e.g. conservatory)

Unfortunately, no two cases are the same and each has to be dealt with on its merits based on experience and legal precedents. Requests will initially be dealt with by Housing and Property Services.

SPECIAL CASES/PERMISSIONS UNDER CONDITIONS OF TENANCY

APPEALS PROCESS

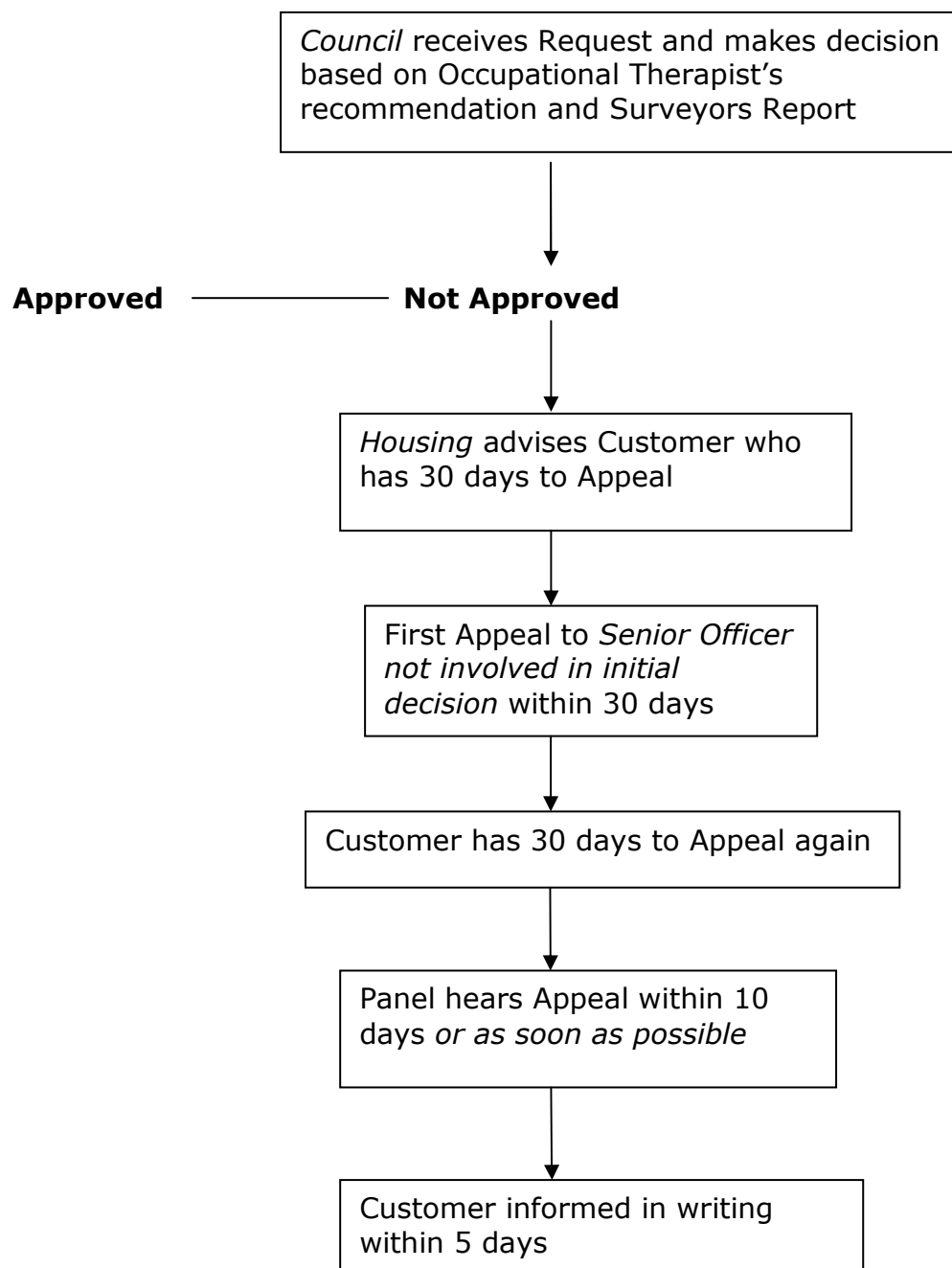


APPEALS AGAINST REFUSALS TO CARRY OUT DISABLED ADAPTATIONS TO A COUNCIL PROPERTY

- The Council receives requests from Warwickshire County Council Occupational Therapist or the Jointly Funded (WCC and WDC) Occupational Therapist for adaptations to Council property. If resources allow, **high need applications** are processed immediately and passed to Property Services for survey and implementation.
- **Substantial need applications** are held until sufficient funding available to enable works to be carried out, or the need is re-assessed by the applicant's G.P. or Occupational Therapist.

APPEALS AGAINST REFUSALS TO CARRY OUT DISABLED ADAPTATIONS TO A COUNCIL PROPERTY

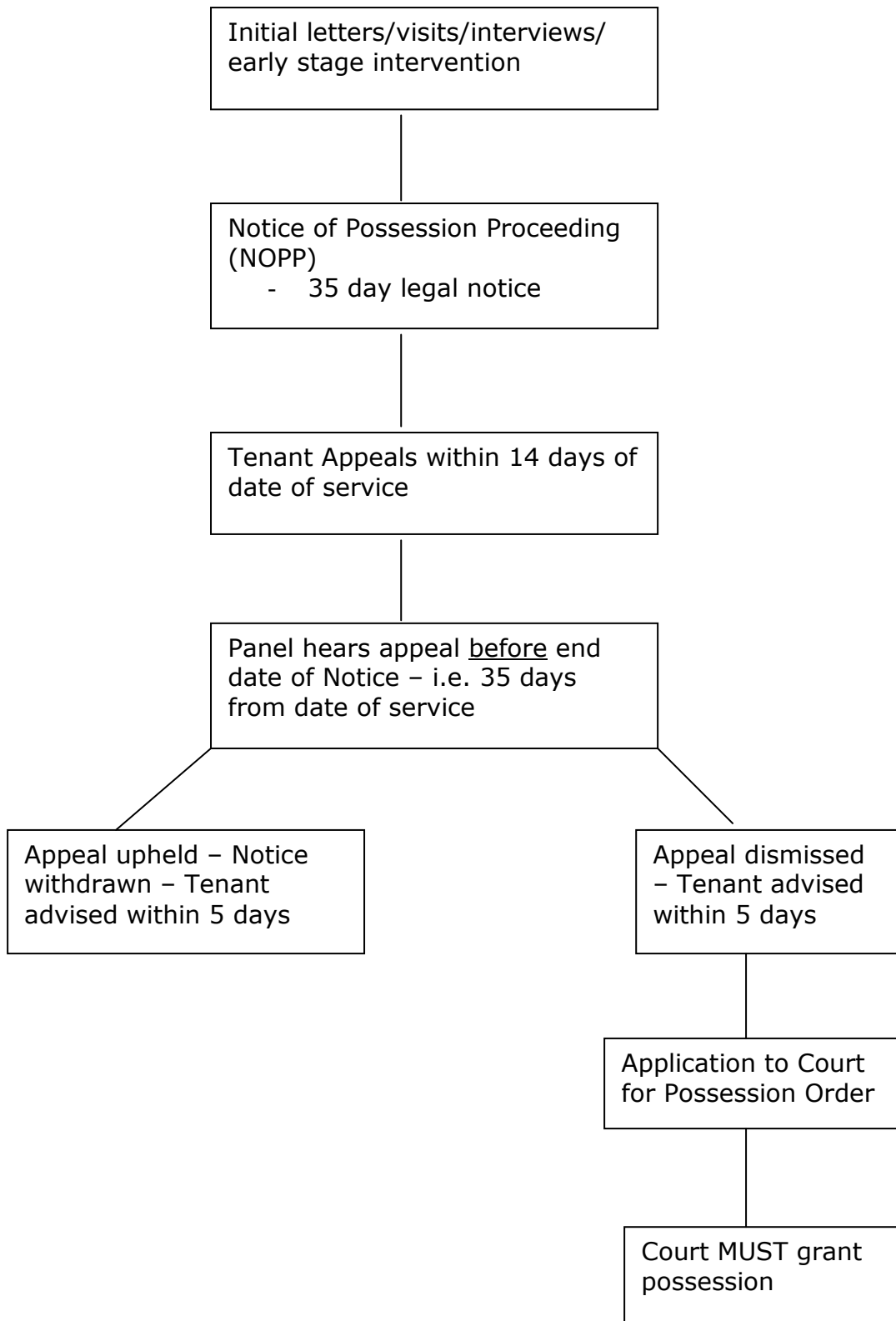
APPEALS PROCESS



INTRODUCTORY TENANCIES

1. Before applying to the County Court for a Possession Order for a property occupied under an Introductory Tenancy, the Council has to serve on the Tenant a Notice of Possession Proceedings. (NOPP).
2. There is a Statutory requirement that the Council must afford to the Tenant an opportunity to appeal against the service of the Notice.
3. The Appeal has to be lodged within 14 days from the date of service.
4. The Appeal **MUST** be heard before the Notice becomes live to be a date not less than 28 days from the date of service – we adopt 35 days.
5. There is no first stage appraisal of the Appeal by Officers because of the tightness of the timescales.
6. If the Notice is upheld on Appeal, or there is no Appeal, the Court must then grant possession on demand (the Order cannot be suspended provided the formalities of the Notice are in order).
7. The above procedure applies to **any** breach of the Conditions of Tenancy.

INTRODUCTORY TENANCIES – FLOW CHART

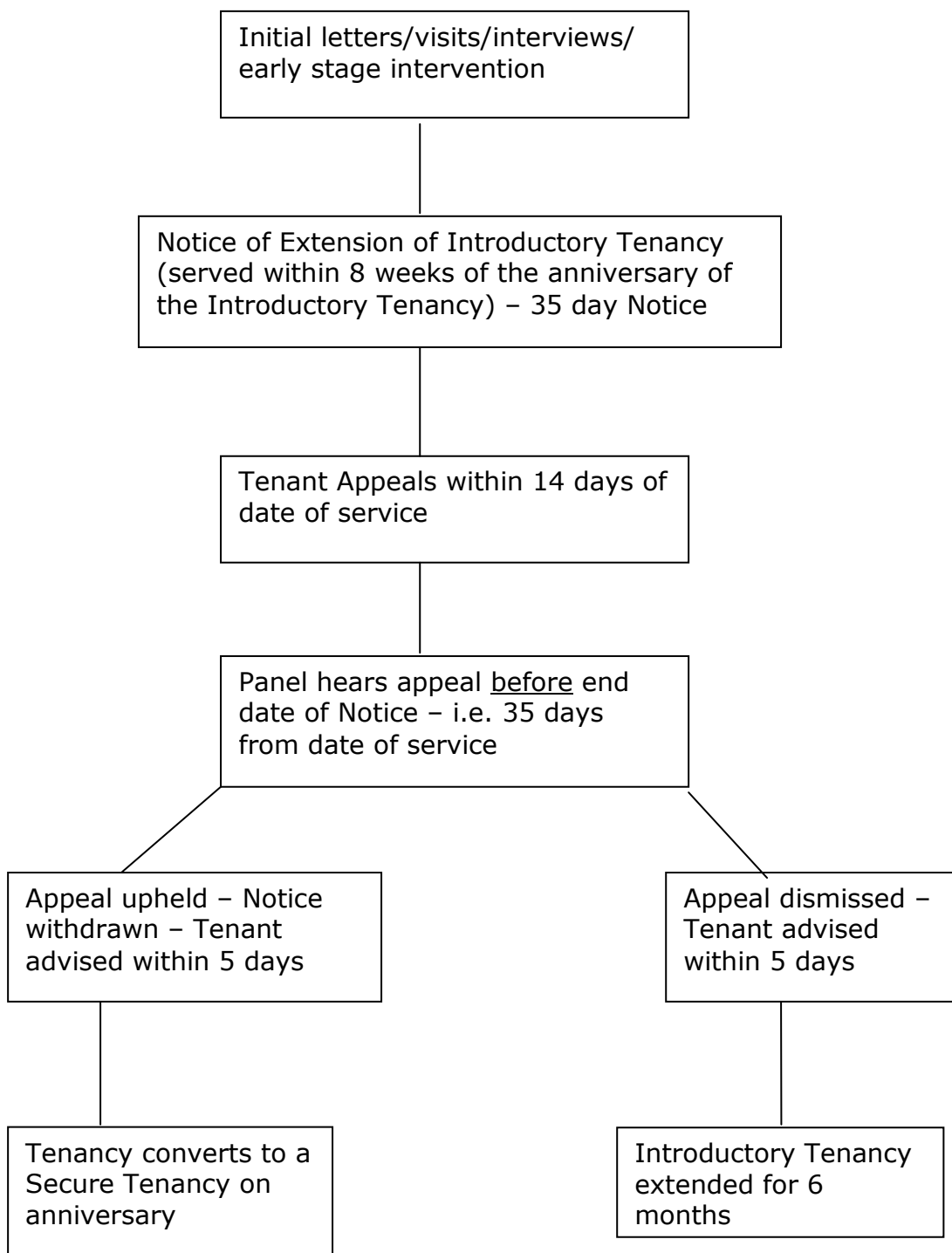


EXTENDING INTRODUCTORY TENANCIES

1. Under Section 125 of the Housing Act 1996, the Council can extend an Introductory Tenancy if that tenancy is not conducted satisfactorily and there is a potential breach of the Introductory Tenancy Agreement.
2. The Council is required to service a Notice of Extension of an Introductory Tenancy. This must be served within eight weeks of the anniversary of the Introductory Tenancy.
3. There is a statutory requirement that the Council must afford to the tenant an opportunity to appeal against the service of the Notice.
4. The appeal must be lodged within 14 days from the date of service.
5. The appeal **must** be heard before the Notice becomes live – not less than 28 days (we adopt 35 days to allow sufficient time for the appeal process).
6. There is no first stage review by officers because of the tightness of timescales.
7. If the Notice is upheld the Introductory Tenancy is extended for 6 months.
8. If there is no appeal then the Introductory Tenancy is extended for six months. At the end of this period, the Introductory Tenancy may convert to a Secure Tenancy if the terms of the Tenancy Agreement are adhered to by the tenant. If the tenant is deemed to be in breach of the terms of the Introductory Tenancy Agreement, then a Notice of Possession Proceedings (NOPP) may be served.

EXTENDING AN INTRODUCTORY TENANCY

FLOW CHART



TENANT INCENTIVE SCHEMES

The Council operates two incentive schemes designed to make the most effective use of housing stock by encouraging tenants to transfer to smaller properties from larger properties which they are under-occupying.

Resettlement Service

A Resettlement Service is offered to applicants on the Housing Register who successfully bid for a specified low demand property under the HomeChoice Scheme.

The resettlement package includes assistance with removals, fitting of carpets and curtains etc.

Tenants Incentive Grant Scheme

A financial incentive is offered to Secure Tenants of the Council who transfer from three or four bedroomed family-sized general needs accommodation (houses, flats or maisonettes) to a one bedroom property, or a two bedroom older person's designated property.

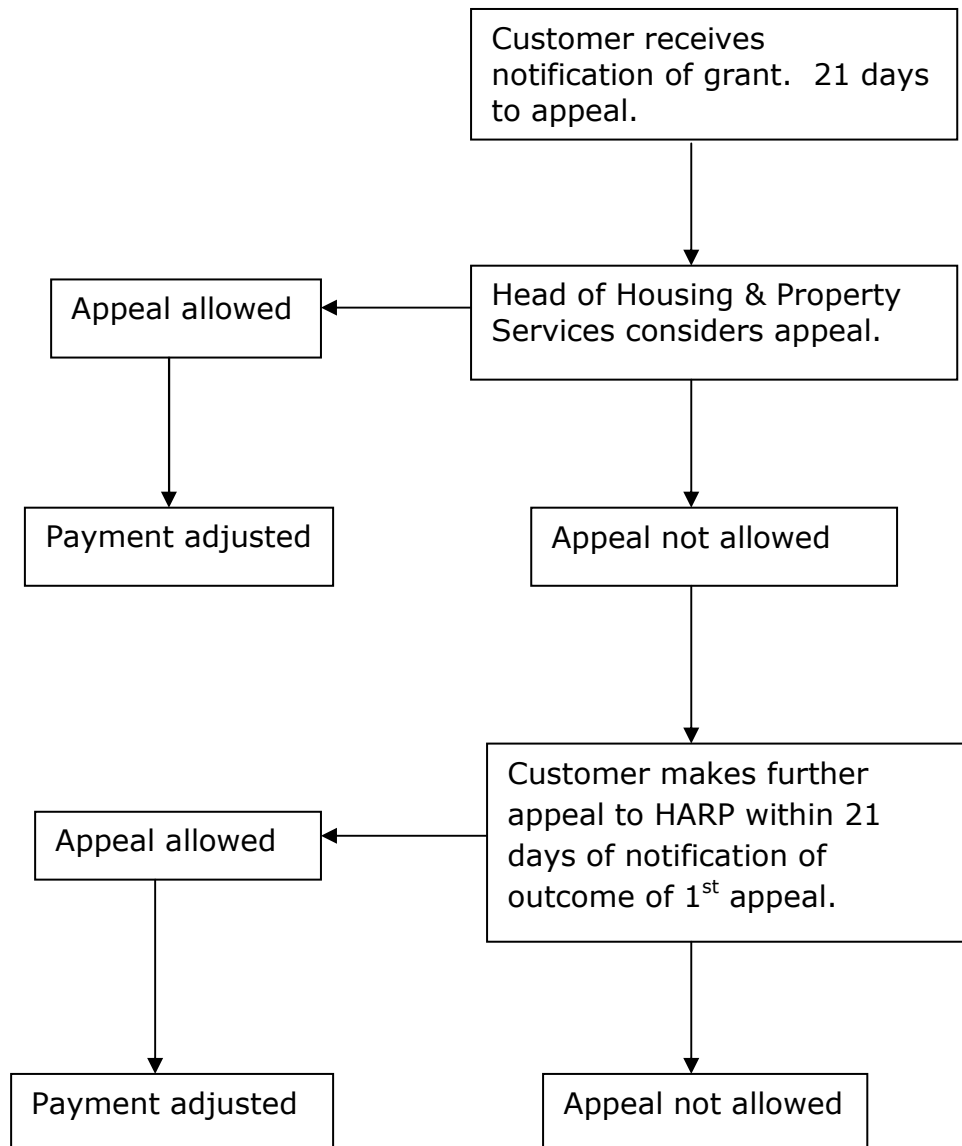
Qualifying tenants who are 60 years of age or over who transfer to a specified low demand older persons designated property will also be eligible to receive the Resettlement Service.

Appeal

Where a tenant believes they have unreasonably been excluded from the scheme, or believes that the amount of their eligible grant has been unreasonably reduced will have the right to appeal to the Head of Housing & Property Services within 21 days of notification of the decision and if they remain dissatisfied, can appeal to the Housing Appeals & Review Panel within a further 21 days of receiving formal notification of the outcome of their first appeal.

TENANT INCENTIVE SCHEMES

APPEAL PROCESS



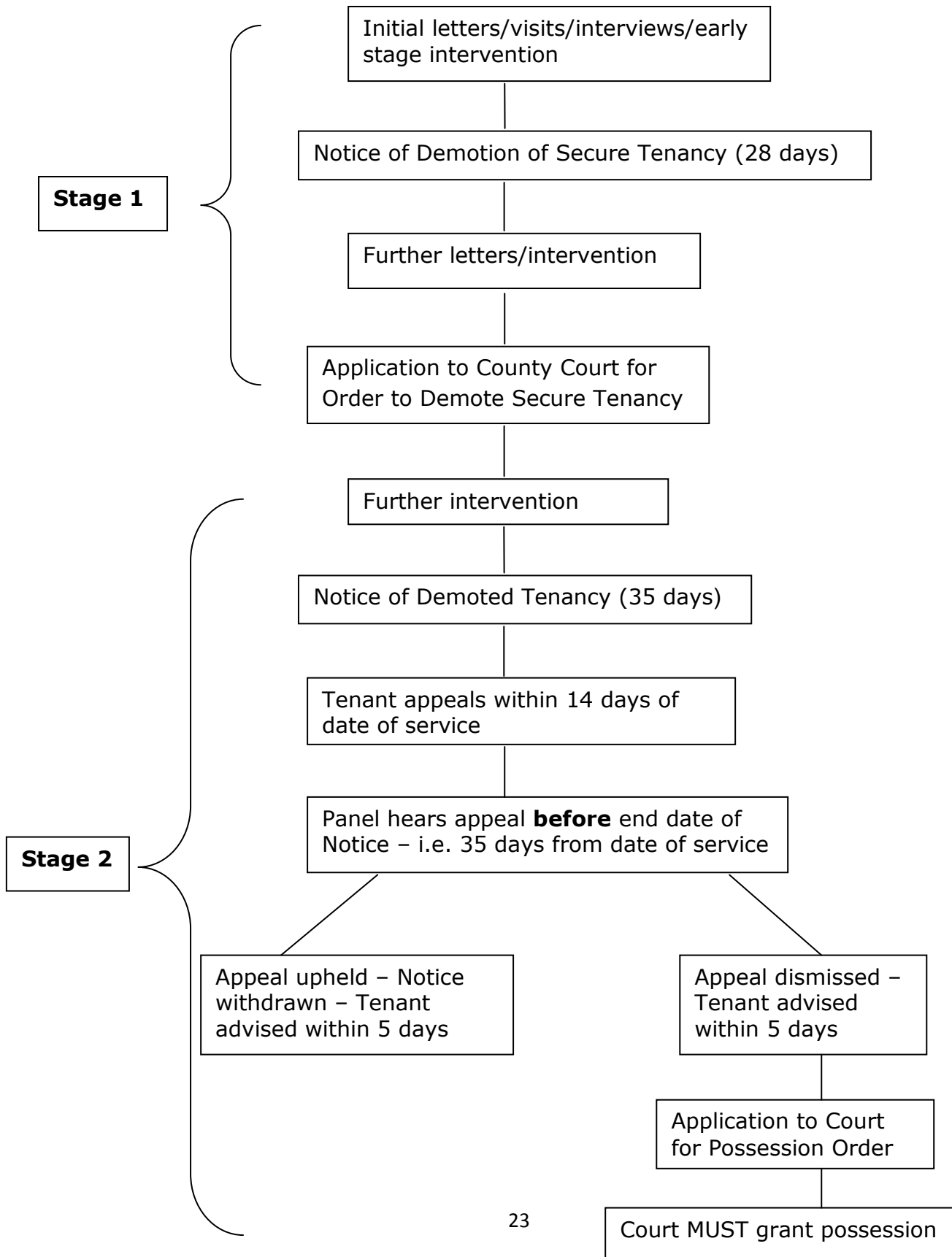
DEMOTED TENANCIES

1. Under the provisions of the Anti-Social Behaviour Act 2003, the demoted tenancy enables the Council to deal more effectively with anti-social behaviour. It involves a two-stage process enabling the Council to demote an otherwise Secure Tenancy and then, during the demoted period, the landlord may seek possession of the property.
2. The Council is required to serve on the tenant a Notice of Demotion of a Secure Tenancy (28 days).
3. If the alleged breach of the Tenancy Agreement persists, then an application is made to the County Court for an Order to Demote a Secure Tenancy.
4. A Demotion Order will end the Secure Tenancy and replace it with a Demoted Tenancy.
5. The demotion period will initially be for one year. (However, this may be extended if possession is sought during this time).
6. Following the expiry of the demotion period (and assuming an order for possession has not been sought during this time) the demoted tenancy reverts back to the original tenancy.
7. If the anti-social or illegal behaviour persists, the Council can gain possession of the property by serving a Notice of Demoted Tenancy.
8. There is a statutory requirement that the Council must afford to the Tenant an opportunity to appeal against the service of the Notice (Housing Act 1996 s.143 D-F).

9. The appeal must be lodged within 14 days from the date of service.
10. The appeal **MUST** be heard before the Notice becomes live i.e. within 35 days from the date of service.
11. There is no first stage appraisal of the Appeal by officers because of the tightness of timescales.
12. If the Notice is upheld on Appeal or there is no Appeal, the Court must then grant possession on demand (the Order cannot be suspended provided the formalities of the Notice are in Order).

DEMOTION OF A SECURE TENANCY

FLOW CHART



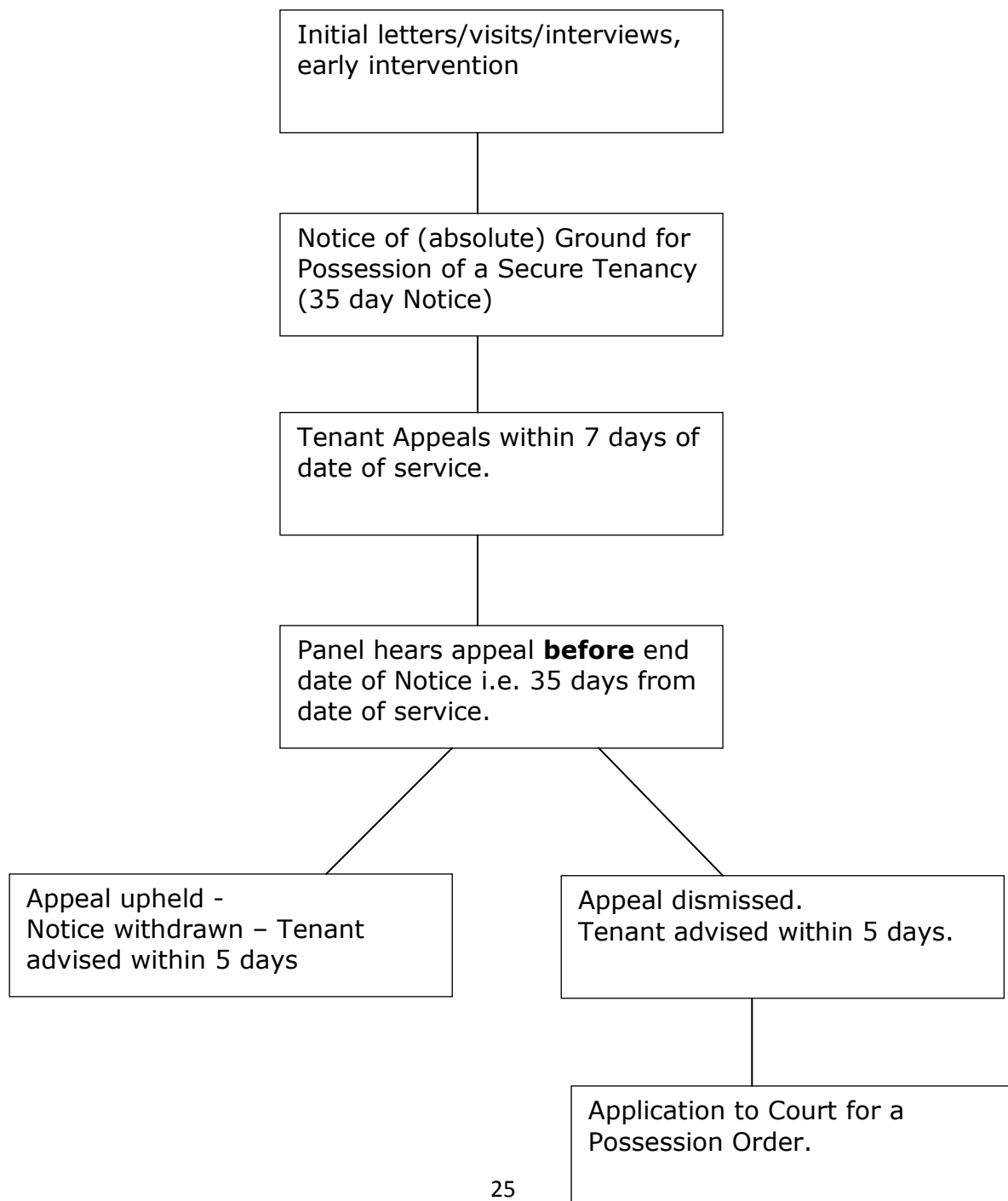
ABSOLUTE GROUNDS FOR POSSESSION- Anti-Social Behaviour, Crime and Policing Act 2014


1. Under the Anti- Social Behaviour, Crime and Policing Act 2014 the Council can apply to the County Courts for absolute Possession of a secure tenancy, the Council has to serve on the Tenant a Notice Seeking Possession (NSP)
2. There is a statutory requirement that the Council must give to the tenant an opportunity to Appeal against the service of the Notice.
3. The Appeal has to be lodged within 7 days from the date of service.
4. The Appeal **MUST** be heard before the Notice becomes live to be a date not less than 28 days from the date of service – we adopt 35 days.
5. There is no first stage appraisal of the Appeal by Officers because of the tightness of the timescale.
6. If the Notice is upheld, or there is no appeal, the Court must then grant possession on demand.

ABSOLUTE GROUNDS FOR POSSESSION

Anti-Social Behaviour Crime and Policing Act 2014

FLOW CHART



 Executive – 14 January 2015		Agenda Item No. 4
Title	Council Procedure Rules	
For further information about this report please contact	Amy Carnall Committee Services Officer	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes – 594
Equality Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19/12/14	Chris Elliott
Head of Service	19/12/14	Andy Jones
CMT	19/12/14	
Section 151 Officer	19/12/14	Mike Snow
Monitoring Officer	19/12/14	Andy Jones
Finance	19/12/14	Mike Snow
Portfolio Holder(s)	29/12/14	Councillor Mobbs
Consultation & Community Engagement		
Consultation work with the Constitution Working Party		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report proposes amending the Council Procedure Rules to enable easier understanding of the Order of Business, Rules for Debate and the Executive decision making process.
- 1.2 Members and officers had often voiced concern about the complexities of the debating rules at Council meetings and struggled to understand the lengthy explanations in the Constitution.
- 1.3 It was agreed that these processes and explanations could be simplified, which should assist in a better understanding for Members and officers.

2. **Recommendation**

- 2.1 That the Executive recommends to Council that the Council Procedure Rules be updated as per Appendix 1 to the report;
- 2.2 Members note that training on the Rules for Debate will be included in the Members Training schedule, due to commence after the elections in May 2015;
- 2.3 The Constitution Working Party will do further work, specifically looking at the Call-in process; and
- 2.4 The Executive recommends to Council that the Officer Scheme of Delegation A(2) be amended to read "Authority to affix the Common Seal where appropriate approval(s) have been given shall lie with Chief Executive, Deputy Chief Executives & Monitoring Officer (individually)".

3. **Reasons for the Recommendation**

- 3.1 The Constitution Working Party were asked to look at the need for the Public Interest debate section of the Council agenda and received feedback from their groups. It was agreed that whilst this was a useful tool to create public interest in meetings, it should only be used if requested and did not need to be a standalone item on the agenda.
- 3.2 The Rules for Debate were reviewed to ensure clarity of process for all Councillors. Members were encouraged to put forward suggestions for revising the process and the Working Party agreed on a more user friendly flowchart, which can be found at the end of Appendix 1.
- 3.3 In addition, the Working Party agreed that training should be provided to Councillors on the Rules for Debate, to provide a greater understanding and avoid confusion at Council meetings.
- 3.4 Experience had shown that no questions had been submitted to Committee Chairman at Council and only one had been asked of a Portfolio Holder.
- 3.5 The Working Party agreed that the two agenda items could be merged into one entitled 'Questions to Leader, Portfolio Holder and Committee Chairman' and would allow questions to be asked on the night, without prior warning.
- 3.6 As previously, if the questions could not be dealt with on the night, the answers would be given verbally or in writing as soon as possible and reported to the next Council meeting. Written questions could still be submitted, if preferred.

- 3.7 The Council's scheme of delegation is currently ambiguous in the area delegation to affix the Common Seal and therefore for the avoidance of doubt recommendation 2.4 has been included.

4. Policy Framework

4.1 There is no impact on the Policy Framework

4.2 Fit for the Future

4.3 Impact Assessments – None.

5. Budgetary Framework

- 5.1 There is no budgetary impact because the updates do not incur any costs to implement.

6. Risks

- 6.1 The risks to unlawful decisions being made was minimal because the previous version of the Constitution would remain in place until the updates were approved.

7. Alternative Option(s) considered

- 7.1 An alternative option was to not make any updates or changes to the Council Procedure rules. However, this would be counterproductive because the main aim was to provide clarity and to assist with the smooth running of Council meetings.
- 7.2 Officers are to start a comprehensive review of the Officer Scheme of delegation in January 2015. While this change could be considered as part of this review it was felt prudent to remove this ambiguity as soon as possible.

8. Background

- 8.1 The Constitution Working Party was set up in October 2012 to look at updating and improving the existing Constitution.
- 8.2 The Working Party is made up of three of the Group Leaders, Councillors Barrott, Boad and MacKay along with Councillor Caborn, the Deputy Leader and Lead on the Local Plan.
- 8.3 To date, the Working Party had reassessed the Employee Code of Conduct, the Executive Leader arrangements and the petitions process.
- 8.4 A number of amendments to the Scheme of Delegation, the Member Code of Conduct, Member Officer Protocol and the arrangements for Housing Advice Review Panels were being worked on and would be submitted to Council in due course.
- 8.5 Changes in legislation and working practices often dictated updates to the Constitution and it was under continuous review by officers The Working Party were able to look at specific processes and review best practice from an elected Member point of view.

Council Procedure Rules Index

No. Title

1. Meetings of the Council
2. Chairman of Meeting
3. Quorum of Meetings
4. Order of Business
5. Public Interest Debate – to be utilised as necessary
6. Notices of Motion
7. Notices of items for agendas
8. Questions to the Leader and Portfolio Holders
9. Leader & Portfolio Holder Statements
10. Petitions
11. Minutes
12. Record of Attendance
13. Rules of Debate for Council Meetings
14. Motions Affecting Persons Employed by the Council
15. Disorderly Conduct
16. Rescission of Preceding Resolution
17. Voting
18. Voting on Appointments
19. Appointment of Leader & Deputy Leader
20. Appointment of Committees
21. Decisions of the Executive
22. Substitution of Members
23. Selection of Chair and Vice-Chair of the Council
24. Attendance at the Executive and Committees
25. Agenda papers
26. Urgent items

Comment [a1]: This will no longer be a regular item on the agenda but will be used as and when required

Comment [a2]: 'Committee Chairmen' removed as this function is rarely utilised

Comment [a3]: This was debated and reviewed and a flow chart added to provide clarity

27. Special Meetings
28. Inspection of Documents
29. Interest of Members in Contracts and other matters
30. Variation and Revocation of Procedure Rules
31. Suspension of Procedure Rules
32. Interpretation of Procedure Rules
33. Recording of meetings
34. Public Speaking
35. Local Procedures/Job Rules

Warwick District Council Council Procedure Rules

(Each Item defines which meetings it shall apply to within the text)

1. Meetings of the Council

Meetings of the Council, Executive, Committees or Sub-Committees will normally be held at 6.00 p.m. (or, by exception at other times, determined by the Chairman of the meeting) on such day or days as may be determined by the Chairman of the meeting, at the Town Hall or Riverside House, Royal Leamington Spa (or such other venue as may be agreed by the Chairman of the meeting).

In a year when there is an ordinary election of councillors, the Annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year the Annual meeting will take place in May.

2. Chairman of Meeting

- (1) Any power or duty of the Chairman in relation to the conduct of a meeting of the Council, the Executive, Committee or Sub Committee may be exercised by the person who will preside or is presiding at the meeting.
- (2) Vice-Chairmen will only be appointed for Council, Planning, Licensing and Regulatory and Standards Committees. A deputy Leader will be appointed for the Executive.
- (3) If both the Chairman, and the Vice-Chairman of the Planning, Licensing and Regulatory or Standards Committees, or the Leader and Deputy Leader are absent from a meeting, the members present will choose one of their number to chair the meeting.
- (4) If the Chair of a Committee or the Leader arrives at a meeting after it has started, they will be invited to preside over the meeting after any item under discussion on their arrival has been disposed of.

3. Quorum of Meetings

Council: The quorum will be a quarter of the membership subject to a minimum of 16.

Executive: The quorum will be a quarter of the membership subject to a minimum of four.

Committees (excluding Standards Committee): The quorum will be a quarter of the membership subject to a minimum of four.

Licensing & Regulatory Panels & Housing Appeal Review Panels: The quorum will be three.

Sub Committees: The quorum will be a quarter subject to a minimum of three members.

Standards Committee: The quorum for a meeting of Standards Committee will be amended to as follows:

- (1) for the conduct of general business the quorum will be a quarter of the membership subject to a minimum of four; and
- (2) for the conduct of business directly relating to one or more parish or town councils, the quorum will be a quarter of the membership subject to a minimum of four as provided in (1) above, with the added requirement that at least one parish/town member must also be present when matters relating to parish/town councils or their members are being considered.

If at any stage during the meeting the number of members present falls below the quorum, the meeting will be adjourned immediately. The balance of the agenda will be considered either at the next meeting or at a special (reconvened) meeting.

4. Order of BUSINESS

Comment [a4]: This has been tidied up for ease of understanding

- (1) The order of business at every meeting of the Council other than the annual meeting will be:
 - (a) To choose a person to preside if the Chairman and Vice-Chairman are absent
 - (b) To deal with any business required by statute to be done before any other business
 - (c) Apologies for absence
 - (d) declarations of interest
 - (e) To approve as a correct record and sign the minutes of the last meeting of the Council
 - (f) To deal with any business expressly required by statute to be done
 - (g) To receive such communications as the Chairman or the Chief Executive may wish to present to the Council
 - (h) Chairman's announcements
 - (i) Public Interest Debate – this will be added to the agenda if needed
 - (j) Petitions
 - (k) Notices of Motion
 - (l) Public submissions
 - (m) Leader's and Portfolio Holders' Statements
 - (n) Questions to Portfolio Holders & the Leader of the Council
 - (o) To dispose of business, if any, remaining from the last meeting
 - (p) To receive and consider the minutes of the Executive and any recommendations from committees
 - (q) To consider items, notice of which have been given under Procedure Rule 6 in the order in which notice has been received
 - (r) Other business, if any, specified in the summons
 - (s) To authorise the sealing of documents so far as the Council's authority is required.
- (2) The order of business at the Annual Meeting will be:
 - (a) To choose a person to preside if the Chairman and Vice-Chairman are absent
 - (b) To elect the Chairman of the Council
 - (c) To elect the Vice-Chairman of the Council
 - (d) To approve the minutes of the last meeting of the Council
 - (e) To appoint the Leader of the Executive (as set out in Procedure Rule 19)
 - (e) To note the members to be appointed to the Executive

Comment [a5]: See comment a1 above

Comment [a6]: See comment a2 above

- (f) To appoint the Committees
 - (g) To consider any business set out in the notice convening the meeting
- (3) With the exception of (2)(a) to (d) the order of business at normal meetings and at the Annual Meeting may be varied by:
- (a) the Chairman at their discretion, or
 - (b) a resolution passed on a motion moved under Procedure Rule 13 (15) (c) and duly seconded, which will be moved and put without discussion.
- (4) Where in relation to any meeting of the Council the next meeting is called under paragraph 3 of Schedule 12 of the Local Government Act 1972, (special meeting) the next following meeting of the Council (not called under that paragraph 3) will be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) of that Schedule (signing of minutes).

5. Public Interest Debate

- (1) The Council welcomes suggestions for topics of debate by any individual and any suggestions will be considered by Group Leaders and a debate can be held following agreement by all Group Leaders and Chairman.
- (2) Group leaders will meet as required to discuss any requests and to decide the topics on which debates will take place at the coming two or three meetings. Following this a request will be submitted to the Chairman to include the item on a forthcoming agenda. This will include requesting representatives on significant outside bodies to make reports on the activities of those bodies.
- (3) At the Council meeting, excluding the Annual Council Meeting and additional meetings arranged to consider specific items of business, a maximum of one hour can be allocated for debates.
- (4) External contributors can be invited to participate by general agreement of all Group Leaders
- (5) The Chairman of the Council is authorised to agree the format and length of this item of business on a meeting by meeting basis, taking into account the amount of other business to be considered.
- (6) During the debates, relevant officers can be asked for clarification and information about the issues under consideration but their opinions on the issues under debate will not be requested.

Comment [a7]: This has been amended to allow the item to be used if requested

6. Notices of Motion

- (1) Any Member of the Council may give notice of a motion to a meeting of the Council, the Executive or a committee.
- (2) Notice of every motion must be by e-mail or in writing, signed by the member, or by 10 members in the case of motions submitted under Procedure Rule 16, and delivered at least nine clear days before the next meeting of the Council, the Executive or committee they wish it to be considered at, to the office of the Chief Executive.

- (3) Every motion must be relevant to some matter in relation to which the Council have powers or duties or which affects the District.
- (4) The Chief Executive will set out in the agenda for every meeting of the Council, the Executive or committee any motions of which notice have been given in the order in which they have been received unless the member giving the notice intimates in writing, when giving it, that they propose to move it at some later meeting, or has since withdrawn it in writing.
- (5) If a motion set out in the agenda is not moved either by the member who gave notice of it or by some other member on their behalf, it will, unless postponed by consent of the Council, the Executive or committee, be treated as withdrawn and will not be able to be moved without fresh notice.
- (6) If the subject matter of a motion submitted to the Council comes within the terms of reference of the Executive or any committee, it will, upon being moved, and seconded, stand referred without discussion to the Executive or that committee for consideration and report. However, the Council may, by a simple majority, allow the motion to be dealt with at the meeting at which it is brought forward.

7. Notices of Item for an Agenda

- (1) Any member of the Council may give notice that they require an item to be placed on an agenda of the Council, the Executive or a committee.
- (2) Notice of every item must be by e-mail or in writing, signed by the member and delivered at least nine clear days before the next meeting of the Council, the Executive or committee they wish it to be considered at, to the office of the Chief Executive.
- (3) Every item must be relevant to some matter in relation to which the Council have powers or duties or which affects the District.
- (4) The Chief Executive will set out in the agenda for every meeting of the Council, the Executive or committee all items of which notice has been given in the order in which they have been received.
- (5) The member who placed the item will be permitted to address the meeting as set out in Council procedure Rule 24(1), thereafter the debate on the item will be at the discretion of the Chairman of the meeting.

8. Leader's and Portfolio Holders' Statements

- (1) At every Council meeting, excluding the Annual Council Meeting and additional meetings arranged to consider specific items of business, the Leader of the Council and Portfolio Holders will be given the opportunity to report on any issues within their remits which they consider to be of importance, for the Council's information.
- (2) A question and supplementary question will be permitted at the meeting on each statement reported to Council.

Comment [a8]: This process has been amended to allow questions to be asked on the night and has removed Committee Chairmen from the order

9. QUESTIONS

At each Council meeting, excluding additional meetings arranged to consider specific items of business, a period of up to one hour will be allocated for questions to the Leader of the Council and Portfolio Holders. The Chairman of the Council will have discretion to extend question time according to the amount of business to be considered at the meeting overall.

This is in addition to the normal rights of any Councillor to ask a question without notice about an item in any report which is under consideration at the meeting.

(1) Questions to Portfolio Holders and Leader

Questions must relate to the exercise of any of the functions of the Council.

Any Councillor may ask one or more questions of the Leader provided it relates to the business of the Council. No prior notice of any question is required.

The questions can be circulated to all Councillors before the meeting and unless the contents would involve disclosure of exempt or confidential information shall normally be made public.

(2) Power to Reject Questions

The Chairman of the Council, after consultation with the Chief Executive, and acting reasonably has the power to exclude any question which

- (a) has already been answered;
- (b) is not relevant to Council business; or
- (c) the Chairman considers unsuitable

(3) Procedure at the meeting

Questions will normally be taken in the order in which they were received but the Chairman of the Council will have the discretion to group the questions by subject matter. The questioner will be invited to ask the question and the relevant Councillor will be invited to reply.

Subject to any time limit imposed by the Chairman of the Council,

- (a) the questioner may ask one supplementary question; and
- (b) one further question may be asked by any other member

The questions and summary of the answers given at the meeting will be recorded in the minutes.

(4) Form of Answer

Answers may be either a direct oral answer or by reference to a publication. Where an oral answer cannot immediately be given, a written answer may be given to the questioner as soon as practicable following the meeting.

Written answers given following the meeting will be circulated to all

Councillors and, unless the contents would involve disclosure of exempt or confidential information, shall normally be made public.

A copy of any written answers will be attached as an Appendix to the minutes of the meeting unless the answer would involve disclosure of exempt or confidential information

10. Petitions

The Petitions Scheme will be applied for the consideration of petitions.

11. Minutes

- (1) The Chairman (or the Leader in the case of the Executive) will put the motion that the minutes of the meeting of heldday of be approved as a correct record.
- (2) No discussion will take place on the minutes, except on their accuracy. Any question of their accuracy must be raised by motion. If no such question is raised, or if it is raised, then as soon as it has been disposed of, the Chairman will sign the minutes.

12. Record of Attendance

Every member of the Council attending a meeting of the Council, the Executive, committee or sub-committee must sign their name in the attendance book or sheet provided for that purpose.

13. Rules of Debate for MEETINGS

(Those marked * will also apply to all meetings and if unmarked only apply to Council)

***(1) Institution of Debate**

A motion or amendment cannot be discussed unless it has been proposed and seconded and, unless notice has already been given in accordance with Procedure Rule 6, it will, if required by the Chairman, be put into writing and handed to the Chairman before it is further discussed or put to the meeting.

***(2) Seconder's Speech**

A member when seconding a motion or amendment may, if they then declares their intention to do so, reserve their speech until a later period of the debate.

(3) Only one member to stand at a time

A member when speaking must stand and address the Chairman. If two or more members rise, the Chairman will request one to speak, the other(s) must then sit. While a member is speaking, the other members must remain seated, unless rising to a point of order or in a personal explanation.

Comment [a9]: This process was debated and some wording simplified

- *(4) Content and length of speeches (See also Council Procedure Rule 13 15(h))
- (a) A member must direct their speech to the matter under discussion or to a personal explanation or to a point of order.
 - (b) No speech will exceed ten minutes except by consent of the Chairman of the Council, Executive or Committees.

(5) When a member may speak again

A member who has spoken on any motion must not speak again whilst it is the subject of debate except:

- (a) to speak once on an amendment moved by another member;
- (b) if the motion has been amended since they last spoke, to move a further amendment;
- (c) if their first speech was on an amendment moved by another member, to speak on the main issue, whether or not the amendment on which they spoke was carried;
- (d) in exercise of a right of reply given by paragraph (9) or (11) of this Procedure Rule;
- (e) on a point of order; or
- (f) by way of personal explanation.

*(6) Amendments to motion

- (a) An amendment must be relevant to the motion and be a deletion or addition of words which do not have the effect of negating the motion or the reference of the matter to an appropriate body or individual for consideration or reconsideration.
- (b) Only one amendment may be moved and discussed at a time and no further amendment may be moved until the amendment under discussion has been disposed of.
- (c) If any amendment is lost, other amendments may be moved on the original motion. If an amendment is carried, the motion as amended will become the substantive motion in place of the original motion and will become the motion on which any further amendment may be moved.
- (d) after an amendment has been carried, the Chairman will read out the amended motion before accepting any further amendments, or if there are none, put it to the vote.

*(7) Alteration of motion

A member may, with the consent of the meeting, signified without discussion:

- (a) alter a motion of which they have given notice, or

- (b) with the further consent of their seconder, alter a motion which they have moved,

If (in either case) the alteration is one which could be made as an amendment to it.

***(8) Withdrawal of motion**

A motion or amendment may be withdrawn by the proposer with the consent of their seconder, and no member may speak on it after it has been withdrawn.

***(9) Right of reply**

Subject to paragraph 11 (9) (b) of this procedure rule below, the closure of a motion will be with the following speakers

- Portfolio Holder (Unless proposer or seconder with reserved right to speak)
- Secunder (if reserved right to speak)
- Proposer

Then the vote will be taken.

A reply under this paragraph must be confined to matters raised in the debate. The mover of an amendment will have a right to reply at the close of the debate immediately before the proposer of the original motion.

This Procedure Rule will not apply to meetings of the Planning, Licensing, Regulatory and Standards Committees.

***(10) Motions which may be moved during debate**

When a motion is under debate no other motion can be moved except the following:

- (a) to amend or withdraw the motion;
- (b) to adjourn the meeting;
- (c) to adjourn the debate;
- (d) to proceed to the next business;
- (e) that the question be now put;
- (f) under Procedure Rule 15 (1) that a member be not further heard;
- (g) by the Chairman under Procedure Rule 15 (1) that a member do leave the meeting;
- (h) a motion under Section 100 (A) of the Local Government Act 1972, to exclude the public and press.

***(11) Closure motions**

A member may move without comment at the conclusion of a speech of another member; 'That the Council proceed to the next business'. 'That the question be now put'. 'That the debate be now adjourned', or 'That the Council do now adjourn', on the seconding of which the Chairman will proceed as follows:

- (a) on a motion to proceed to the next business; they will put the motion to the vote after giving the mover of any amendment before the meeting and the mover of the original motion (in that order) a right of reply;
 - (b) on a motion that the question be now put; they will first put to the vote the motion that the question be now put and, if it is passed, then give the mover of any amendment before the meeting and the mover of the original motion their rights of reply under paragraph (9) of this Procedure Rule before putting the motion to the vote; or
 - (c) on a motion to adjourn the debate or the meeting; they will put the motion to the vote after giving the mover of any amendment and the mover of the original motion their rights of reply.
- *(12) A member may raise a point of order or personal explanation at any time. A point of order may relate only to an alleged breach of a Procedure Rule or statutory provision and the member must specify the Procedure Rule and the way in which they consider it has been broken. A personal explanation may only relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate.
- *(13) The ruling of the Chairman on a point of order or on the admissibility of a personal explanation will not be open to discussion.
- (14) Whenever the Chairman rises during a debate a member then standing must resume their seat and the Council must be silent.
- *(15) The following motions and amendments may be moved without notice:
- (a) Appointment of a Chairman of the meeting at which the motion is made.
 - (b) Motions relating to the accuracy of the minutes.
 - (c) That an item of business specified in the summons have precedence.
 - (d) Reference to a committee.
 - (e) Appointment of the Executive or a committee or its members, occasioned by an item mentioned in the summons to the meeting.
 - (f) Adoption of the Executive or committee minutes or reports of officers and any consequent resolutions.
 - (g) That leave be given to withdraw a motion.
 - (h) Extending the time limit for speeches.
 - (i) Amendments to motions.
 - (j) That the Council proceed to the next business.
 - (k) That the question be now put.
 - (l) That the debate be now adjourned.
 - (m) That the Council do now adjourn.
 - (n) Suspending Procedure Rules, in accordance with Article 16 of the Constitution.
 - (o) Motion under section 100 A of the Local Government Act, 1972, to exclude the public and press 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.
 - (p) That a member named under Procedure Rule 15 be not further heard or do leave the meeting.

- (q) Inviting a member to remain under Procedure Rule 29 (1)
- (r) Giving consent of the Council where the consent of the Council is required by these Procedure Rules.
- (s) That a committee or member be appointed arising from an item on the summons for the meeting.

(16) Call-In Procedure

When a decision of the Executive has been referred to the Council under the call-in procedure, the rules of debate will be as follows and if not stated, Council Procedure Rule 11 will be followed:

- (a) A member may raise for discussion any aspect of the issue which is the subject of the call-in.
- (b) Where further action or an amendment to the decision taken by the Executive is proposed, a motion can be moved by a member which, if agreed, will be forwarded to the Executive to make the final decision. (If the original decision is then subsequently confirmed by the Executive, it cannot be subject to the call-in procedure again. If the decision, or wording of the decision is changed by the Executive in any way, then it becomes a new decision and can be subject to the call-in procedure).
- (c) At the conclusion of the debate on the motion, the Leader or relevant Portfolio Holder will have the right to reply immediately before the proposer of the motion.

A flow chart explaining the Rules of Debate is attached as Appendix A to this document.

Comment [a10]: This is a new addition

14. Motions Affecting Persons Employed by the Council

If any question arises at a meeting of the Council, the Executive or a committee to which the public (including the press) are admitted on the appointment, promotion, dismissal, salary, superannuation or conditions of service, or on the conduct of any person employed by the Council, the question will not be discussed until the public and the press have been excluded by resolution. Unless the Council, Executive or committee decide otherwise by resolution.

15. Disorderly Conduct

- (1) If the Chairman of a meeting of the Council, a committee, sub-committee or the Leader considers that a member of the Council is acting improperly in any way they may put to the vote without further discussion, that the member be no longer heard and if the misconduct continues that the member leave the meeting.
- (2) If the Chairman of a meeting of the Council, committee, subcommittee or the Leader considers the orderly conduct of the business is not reasonably possible then they may adjourn the meeting.

The action of improper behaviour by a Member would include the participation of a Member in an item at a meeting when they have not been party to the consideration of all discussions for that item, therefore affecting proper consideration of an item and natural justice.

If a member of the public interrupts proceedings, the Chairman of the meeting will warn the person concerned. If they continue to interrupt, the Chairman of the meeting will order their removal from the meeting room.

If there is a general disturbance in any part of the meeting room open to the public, the Chairman of the meeting may call for that part to be cleared.

16. Rescission of Preceding Resolution

No motion to rescind any resolution passed within the preceding six months, and no motion or amendment to the same effect as one which has been rejected within the preceding six months, can be proposed unless the notice given under Procedure Rule 6, bears the names of at least ten members of the Council. When any such motion or amendment has been disposed of by the Council, it will not be open to any member to propose a similar motion within a further period of six months.

Provided that this Procedure Rule will not apply to motions moved under a recommendation of the Executive or a Committee, to Council.

17. Voting

- (1) Voting at meetings of the Council, the Executive and committees will be by the show of hands and in the case of an equality of votes the Chairman (or Leader in the case of the Executive) will have the casting vote.
- (2) Any member present may, before the vote is taken with the support of two other members, require that the voting be recorded in the minutes so as to show whether each member present gave their vote for or against the question or abstained from voting.
- (3) Where immediately after a vote is taken any member so requires there must be recorded in the minutes of the proceedings of the meeting whether the member cast their vote for or against the question or abstained from voting.
- (4) At the annual budget setting and Council Tax meeting, a recorded vote will be taken in accordance with The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014.

If a decision taken at a meeting of the Executive is not carried unanimously, a record will be made in the minutes of those members who voted against or abstained.

18. Voting on Appointments

Where there are more than two persons nominated for any position to be filled by the Council and of the votes given there is not a majority in favour of one person, the name of the person having the least number of votes will be struck off the list and a fresh vote be taken, and so on until a majority of votes is given in favour of one person.

19. Appointment of Leader

- (1) The Council will appoint the Leader for a four-year period.
- (2) In the case of a vacancy arising a further appointment will be made for the remainder of the term.
- (3) This Procedure Rule will not prevent the Council from appointing a new Leader at any time.

(The Leader of the Executive will be a member of the Executive and Employment Committee as one of their political group's representatives.)

20. Appointment of Committees

(20.1) The Council will appoint such committees as are necessary to carry out the work of the Council, subject to any statutory provision and;

- (a) will not appoint any member to a committee for a period later than the next Annual Meeting of the Council;
- (b) will not appoint the Chairman of the Council or Vice-Chairman of the Council to Standards Committee, or a member of the Executive to an Overview and Scrutiny Committee or the Standards Committee;
- (c) may at any time dissolve or alter the membership of a committee;
- (d) Overview and Scrutiny Committees will have the discretion to appoint non-Councillors to sit on the Committee but without voting powers;
- (e) will make alterations at subsequent meetings of the Council during the year, where appropriate;
- (f) will appoint the Leader of the Executive to the Employment Committee as one of their political group's representatives; and
- (g) Members of Planning, Licensing and Regulatory Committee and Housing Appeals Review Panels should receive appropriate training prior to them sitting on the Committee.

(20.2) The Leader shall:

- (a) appoint two but no more than nine Councillors to the Executive (the Executive shall comprise of no more than ten members including the Leader); and
- (b) Not appoint either the Chairman or the Vice-Chairman of the Council to the Executive.

21. DECISIONS OF THE EXECUTIVE

- (a) A summary of the decisions taken at meetings of the Executive will normally be published on the next working day following the meeting.
- (b) Subject to (d) below, decisions made under delegated powers at a meeting of the Executive will become effective at 5.00 pm on the fifth clear working day after the publication of the summary of decisions of that meeting. This five clear day period is known as the Call-in period.
- (c) If the Executive decision is made by a Portfolio Holder or is a Key Decision made by an officer, a summary of the decision will be published the day following the decision being made, and will become effective at 5.00 pm on the fifth clear working day after publication. The procedure from d) onwards will then apply.
- (d) If during the Call-in period, the Chief Executive receives from three, or more, non-Executive members of the Council, an objection to a decision, the members must supply in writing their reasons for the objection. This can be in the form of a letter or email. The decision then becomes a 'called-in' decision.
- (e) Any called-in decision will not become effective, but will be referred to the next meeting of the Overview and Scrutiny Committee.
- (f) The Overview and Scrutiny Committee will then decide whether the matter should be referred back to the Executive, on to Council or to take no further action. **A flowchart explaining the Call-In Procedure is attached as Appendix B.**
- (g) If all of the non-Executive members who called in the decision of the

Comment [a11]: The wording of this section has been reviewed and simplified – the process has not been changed

Comment [a12]: This is a new addition

Executive, are dissatisfied with the decision of the Overview and Scrutiny Committee, they must give notice to the Chief Executive in writing, within three clear working days of the Overview and Scrutiny Committee, stating their reasons for their dissatisfaction. This notice can be in the form of a letter or electronic mail. The Executive decision will then be referred to Council.

- (h) If the decision is referred to the Executive by the Overview and Scrutiny Committee, there will be a separate report on the agenda with the heading 'Call-In Item'.
- (i) If for any reason the Executive are unable to reach a decision on the called-in item, and it is deferred, this 'Call-in Item' heading will then appear on every Executive agenda until the decision has either been confirmed or amended.
- (j) If the original decision is confirmed by the Executive, it cannot be subject to the call-in procedure again. If the decision or wording of the decision is changed by the Executive in any way, then it becomes a new decision and can be subject to the call-in procedure.
- (k) If a called-in decision is referred to the Executive by the Overview and Scrutiny Committee, the Overview and Scrutiny Committee can not pass comment on it again when commenting on Executive agenda items.
- (l) If a decision is referred to the next meeting of Council by the Overview and Scrutiny Committee, or the non-Executive members who called the decision in are dissatisfied with the decision of the Overview and Scrutiny Committee, it will appear under a separate agenda item of 'Call-In Item' and the procedure as set out in Councilor Procedure Rule 13 (16) will apply. It will also be followed by details of the item with an extract from the relevant Executive minute attached.
- (m) If for any reason Council are unable to refer the called-in decision back to the Executive, and it is deferred, this 'Call-in Item' heading will then appear on every Council agenda until it has done so.
- (n) Council does not have the power to change the decision of the called-in item. The only power Council has is to debate the Executive decision either pass comments, which will be taken into account by the Executive during the re-consideration of the original decision, or to take no further action.

If there is not a meeting of the Overview and Scrutiny Committee, Executive or Council scheduled within 8 weeks of the specified timeframe, a special meeting will be convened for consideration of this item only. If the decision is of particular urgency, a special meeting will be convened anyway so the decision can be dealt with as soon as possible.

The Called-in item will also continue to appear on the Forward Plan until the decision has either been confirmed or amended by the Executive.

22. Substitution of Members

- (1) Subject to Procedure Rule 18, each political group may nominate, and the Council will appoint, a named Councillor(s) of the Council who will act as a substitute(s) (with full right of discussion and voting) for any member(s) of the group who is a member of the relevant committee (except Standards Committee) and who is unable to attend a particular meeting.
- (2) If there are two or more members of the Council who are not members of a political group they may nominate and the Council will appoint a named Councillor(s) of the Council who will act as a substitute(s) (with full rights of discussion and voting) for them at any meeting of a committee of which they are a member, which they are unable to attend. Save as

- provide above.
- (3) Notification of the name of the substitute and of the member being substituted must be given in writing or by e-mail to the Chief Executive by the Group Leader, or a Councillor nominated by them, five hours before the start of the meeting.
 - (4) Substitutes for Planning, Licensing and Regulatory Committees and Housing Appeals Review Panels must have undertaken relevant training for this role before sitting on the Committee.

23. Selection of Chairman and Vice-Chairman of the Council

The Executive will each year recommend, in principle, to the Annual Meeting of the Council a person or persons for consideration for election as the next Chairman and Vice-Chairman of the Council.

24. Attendance at the Executive and Committees

- (1) Where a motion or petition stands referred to the Executive or a committee or is submitted directly to the Executive or a Committee or an item is placed on an agenda in accordance with Procedure Rule 7 the member who moved the motion, sponsored the petition or gave notice of the item will, if they are not a member of the Executive/committee, have notice of the meeting of the Executive/ committee at which it is proposed to consider the motion, petition or item and will have the right to attend the meeting and explain the motion petition or item.
- (2) The Chairs of Overview and Scrutiny Committees will be able to speak if their Committee is making a recommendation or comment to the Executive.
- (3) Any members wishing to attend meetings of the Executive or committees to speak on matters relating to their ward will be entitled to do so, excluding Planning Committee where the Councillor will need to register to register in accordance with the Planning Committee procedure.
- (4) Any member of the Executive wishing to attend meetings of Overview and Scrutiny Committees and to speak on items will be entitled to do so.
- (5) Any members wishing to attend meetings of the Executive or committees of which they are not members whether such meetings are open to the public and press or not, will be entitled to do so but without any right to take part in the proceedings except under Procedure Rule 22 (1) (2) (3) or (4) or by leave of the Leader or Chairman which will not be unreasonably withheld, subject to such attendance not contravening any legal requirement, the Code of Conduct or any local procedure and excluding Planning Committee where the Councillor will need to register to speak as per the Planning Committee procedure.
- (6) Any members wishing to attend meetings of the Licensing and Regulatory Committee of which they are not members will be entitled to do so but without any right to take part in proceedings, except by leave of the Chairman subject to such attendance not contravening the Code of Conduct or any local procedure. This entitlement will not extend to the discussion of any exempt information under Part 1, Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006 or the decision making process. In those circumstances, however, non-committee members shall be entitled to an explanation of the decision as soon as is reasonably practicable after the meeting.
- (7) The political groups not represented by formal membership of the Executive will be given the right to send one observer each, to the Executive meetings with full speaking but not voting rights.

25. Agenda Papers

Every meeting of the Council, the Executive, committees and Sub-Committees will be convened by the Chief Executive five clear working days before a meeting (other than a special meeting called as a matter of urgency).

26. Urgent Items

If an urgent item needs to be considered the following procedure will need to be followed:

- Council, Committees or Sub-Committees:

Consent is needed from the Chairman of the respective meeting.

- Executive

Consent is needed from the Chief Executive, following consultation with the Group Leaders and Scrutiny Committee Chairmen.

The reason for the need for an urgent item to be considered at a meeting will be recorded in the minutes of that meeting.

27. Special Meetings

- (1) A special meeting of the Council will be called on the requisition of the Council by resolution, the Chairman, the Monitoring Officer or any five members.
- (2) A special meeting of the Executive, Committees or sub-committee will be called on the requisition of either the Leader or the Chairman or of a fifth of the whole number of the Executive committee, or sub-committee submitted in writing or by e-mail to the Chief Executive. The notice of the special meeting will set out the business to be considered and no business other than that set out in the notice will be considered at that meeting.

The reason for the need for special meeting will be recorded in the minutes of the meeting.

28. Inspection of Documents

- (1) A member of the Council may, for the purposes of their duty as such member but not otherwise, on application to the Chief Executive, inspect any document which has been circulated for consideration by the Executive, a committee, sub-committee or by the Council, and if copies are available, will on request be supplied with a copy of such a document. This Procedure Rule will not preclude the Chief Executive or any solicitor to the Council from declining to allow inspection of any document which, in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.
- (2) All reports made to, or minutes of, the Executive, a committee, or sub-committee will be open for inspection by any member of the Council during office hours.
- (3) These rights of members are in addition to any other statutory rights which they may possess by virtue of the Local Government (Access to Information) Act 1985 and any subsequent amending regulations.

29. Interest of Members in Contracts and Other Matters

- (1) If any member of the Council has any pecuniary interest within the meaning of the mandatory Code of Conduct adopted by the Council in any contract, proposed contract or other matter of any kind, that member must leave the meeting room while the contract, proposed contract, or other matter is under consideration by the Council, the Executive, committee or a sub-committee unless:
 - (a) dispensation has been granted by the Standards Committee; or
 - (b) the contract, proposed contract or other matter is under consideration by the Council as an item of the minutes of the Executive, committee, sub-committee and is not itself the subject of debate.
- (2) Any such withdrawal or invitation to remain must be recorded after the meeting in a register kept for the purpose by the Monitoring Officer.

30. Variation and Revocation of Procedure Rules

Any motion to add to, vary or revoke these Procedure Rules, will be submitted to the Council and will, when proposed and seconded, stand adjourned without discussion to the next meeting.

31. Suspension of Procedure Rules

- (1) Any of these Procedure Rules except 4(4) and 17(3) may be suspended for any business at a meeting of the Council, the Executive or a committee, where its suspension is moved; and
- (2) A motion to suspend Procedure Rules must specify the business to which the motion related and, if carried, will cease to have effect upon the conclusion of that business.

32. Interpretation of Procedure Rules

The ruling of the Chairman for the meeting on the interpretation of any of these Procedure Rules, will not be challenged at any meeting of the Council, the Executive, committee or sub-committee.

33. Recording of Meetings

The decision to record a meeting(s) of Council, the Executive, a Committee or Sub-Committee will be down to the individual body.

At present only Planning and Licensing and Regulatory Committees have resolved to record all of their meetings.

34. Public Speaking

The Council welcomes public participation at meetings and members of the public will always be permitted to speak at any meeting of Council, the Executive, a Committee or Sub-Committee meeting as long as the correct procedures for registering are followed.

35. Local Procedures/Job Role

Each Committee will be entitled to produce its own procedure rules and job roles that build upon and enhance the Council Procedure Rules and these will be

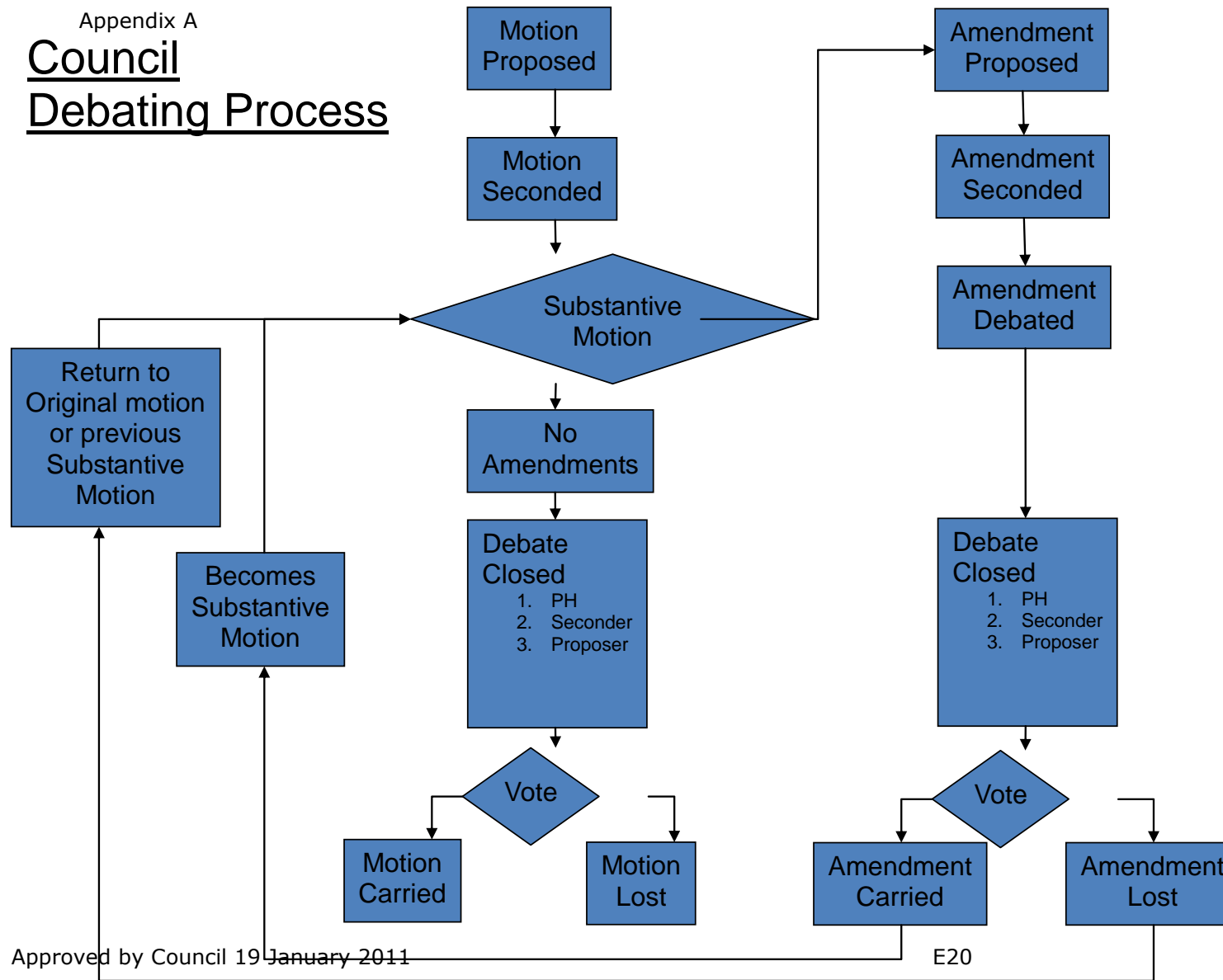
annexed to, but not form part of, the Constitution.

36. Disclosable Pecuniary Interests

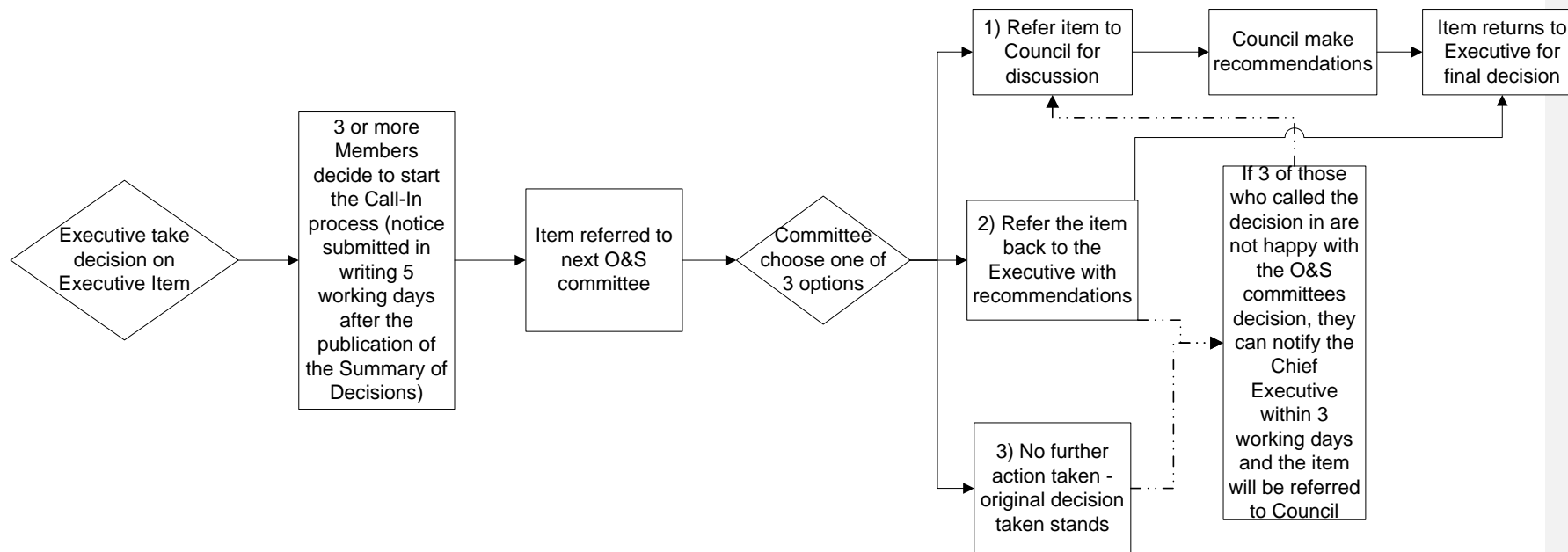
That any Councillor with a disclosable pecuniary interest must declare that interest in any relevant item at a meeting, and leave the room for the duration of that item, unless a dispensation has been granted by the Standards Committee.


If a member fails to do this, it will be considered as disorderly conduct and the Chairman will move that the Member leave the meeting as set out in procedure rule (15)

Appendix A
Council
Debating Process



The Call-in Procedure



 Executive 14 January 2015		Agenda Item No. 5	
Title		Convictions and Cautions Policy for Hackney Carriage/Private Hire Drivers and Operators.	
For further information about this report please contact		Marianne Rolfe, Regulatory Manager, Health and Community Protection. 01926 456320 Marianne.rolfe@warwickdc.gov.uk	
Wards of the District directly affected		All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?		No	
Date and meeting when issue was last considered and relevant minute number		6 th August 2014	
Background Papers			
Contrary to the policy framework:			No
Contrary to the budgetary framework:			No
Key Decision?			No
Included within the Forward Plan? (If yes include reference number)			No
Equality and Sustainability Impact Assessment Undertaken			Yes
Officer/Councillor Approval			
Officer Approval	Date	Name	
Chief Executive/Deputy Chief Executive	19/12/14	Chris Elliott	
Head of Service	16/12/14	Richard Hall	
CMT	19/12/14		
Section 151 Officer	19/12/14	Mike Snow	
Monitoring Officer	19/12/14	Andy Jones	
Finance	16/12/14		
Portfolio Holder(s)	16/12/14	Michael Coker	
Consultation & Community Engagement			
<p>Consultation has taken place with the Licensed Private Hire Drivers, Hackney carriage Drivers and Private Hire Operators and Warwickshire police through the Taxi Drivers and Operators Forum. This forum has been established specifically to allow consultation with the Taxi Trade and each member of the forum has been nominated by other members of the trade to represent them.</p> <p>In addition each of the Licenced Private Hire or Hackney Carriage Drivers were written to in order to raise awareness of the consultation and to invite comments on the draft policy.</p> <p>There was also press release issued drawing members of the public attention to the consultation and inviting opinions on the draft policy.</p>			
Final Decision?			No
Suggested next steps (if not final decision please set out below)			
For approval by Council 28 January 2015			

1. SUMMARY

- 1.1 To present the reviewed Convictions and Cautions Policy which is applicable to Drivers of Hackney Carriages and Private Hire Taxi Drivers.

2. RECOMMENDATION

- 2.1 That the Executive approve the proposed policy which will be used for the assessment of all new and renewing drivers.
- 2.2 That the Executive approve the methodology for dealing with existing drivers who fall outside of the standards identified in the policy.
- 2.3 That the Executive agree the taxi driver licence application form is amended to reflect the new policy.

3. REASONS FOR THE RECOMMENDATION

- 3.1 It has come to the attention of Officers that the Convictions and Cautions Policy, against which all new applicants and renewal applicants for a Hackney Carriage and Private Hire Driver's License are assessed, is set at a level below the requirements outlined by all of the neighbouring authorities' policies.
- 3.2 The draft policy has been consulted upon and the comments received reviewed against the proposed policy. The resulting policy is the attached appendix 1.
- 3.3 The changes to the policy are wide ranging and are designed to ensure the safety of the general public by ensuring that the applicants and renewing drivers are fit and proper.
- 3.4 Many of the standards laid down in the revised policy are the same or similar to the current policy. The existing Policy can be made available.
- 3.5 The Licensing and Regulatory Committee at their meeting on the 16th December 2014 supported the recommendation to the Executive.

4. POLICY FRAMEWORK

- 4.1 This will not change the policy framework, merely the Convictions and Cautions Policy for Hackney Carriage and Private Hire (HC/PH) drivers and new applicants for a HC/PH Driver's Licence.
- 4.2 **Fit for the Future**
- 4.3 Contents of Policy provide guidance, consistency, best practices, transparency, and proportionality and promote safety and wellbeing to the community. This contributes to making it a great place to work, live and visit.

5. BUDGETARY FRAMEWORK

- 5.1 There are no budgetary implications resulting from the change of policy.

6. RISKS

- 6.1 From our records, there will be four existing drivers who will not meet the new policy standard with regard to the number of points on their licence. Regard

would be had when these points were acquired and whether the points limit was exceeded during the licensing period or held before the last licence renewal. Drivers whom do not meet this requirement would, as with all applicants be given the option to be heard by to the committee upon renewal of their licences.

- 6.2 There will be a number of drivers who do not meet the new policy standard with regard to convictions and cautions upon their records. However these drivers have already been assessed by the committee and in consideration of the offences and mitigation, found to be 'Fit and Proper'. Therefore it is proposed that there is no need for these drivers to be heard by the committee for a second time.
- 6.3 There may be a number of drivers who have committed offences since their last licence was issued and these drivers will be subject to the standards described in the proposed policy.
- 6.4 If these drivers have declared these new convictions prior to the renewal of their licence, they will be referred to the committee and therefore the issue of their 'fit and proper' status will already have been determined. However if the drivers have failed to declare those convictions they will be subject to the standards outlined in the policy.
- 6.4 Any driver with excessive points or new undeclared convictions will upon notification that we are minded to refuse their licence is made aware of the ability to make representations.
- 6.5 Should they choose to make representations, this will result in an initial increase in the number of existing drivers being referred for a hearing.
- 6.6 It would then be for the committee to decide if it is appropriate to deviate from the policy and grant the existing license holder a renewal based on the merits of each case.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 The proposed policy could be refreshed and the current policy continues being used. However, it is considered that our policy is out of step with those of our neighbouring authorities. This has the potential for lower standards of behaviour and competence of drivers in our district.

8. BACKGROUND

- 8.1 The current policy is used for the assessment of every new applicant and renewal applications for Hackney Carriage and Private Hire Driver's Licenses.
- 8.2 The current WDC policy is not as stringent as neighbouring authorities' policies. This means that, in terms of a person's history and the applicant being considered a 'fit and proper' person, our measure is considerably lower.
- 8.3 Applicants at the committee and in communications with officers have stated that the reason that they have applied to be a taxi driver in the WDC area is that it is easier to get a license with WDC.
- 8.4 The committee regularly deviates from the policy which would indicate that the policy does not provide the appropriate level of guidance to the Committee in

order to deal with applicants before them with a question as to their fit and proper status.

- 8.5 All of the policies that apply to the assessment and operation of the Taxis trade with WDC are under review. This is to address the concerns of the officers, general public and councillors. The review will ensure that the policies are robust and as a minimum in line with our neighbouring authorities.
- 8.6 The current policy has many grey areas which do not assist officers, or the committee, in assessing applicants or renewal of existing driver suitability. The review of the policy should make these areas clearer and direct attention towards an assessment of a driver in order to demonstrate that they are a 'fit and proper person' namely:
- Would you trust this person with your son/daughter, mother/father, grand parent, sister/brother or another vulnerable person?
 - Would you trust this person with sensitive information? That you are on holiday? That the house is empty? That parents don't get home for a couple of hours?
 - Is this person safe and suitable to hold this role?
- 8.7 The Driver and Operators Forum were consulted on their opinions as to what standards the policy should set. They agreed at the initial meeting on the 5th June 2014:
- They were not happy with the current policy
 - The reviewed policy should be, as a minimum, equivalent to the neighbouring authorities.
 - The following offences should result in an automatic refusal for an application
 - Drug and Drink Related
 - Sexual
 - Dishonesty
 - Insurance
 - Violence offences as they were so wide ranging should be assessed on a scale based upon type and age.
 - The acceptable number of Penalty points on a driving license should be reduced to 6 points for new applicants.
- 8.8 Legal opinion has been obtained throughout the drafting of the policy. Officers have drafted the policy to define a framework by which both officers and the committee can assess if a person is 'fit and proper' which must be the primary consideration.
- 8.9 The new policy will require a minimum period free from conviction. In addition should a driver have more than one conviction, the minimum period free from conviction will have to be assessed on a case by case basis, to see if it remains appropriate.
- 8.10 The policy is a framework in order that officer's applying the policy can be consistent and proportionate in their decision making. The policy is also a framework for the committee and should a person find themselves in front of the committee it is for the committee to decide if the framework should be deviated from.
- 8.11 The policy was sent out for public consultation which closed on the 18th August 2014. Very few public responses were received. The following comments were

received (including those received at the Licensing and Regulatory Committee on the 6th August 2014:

General Comments:

- Appendix A the first five steps issues with the layout of them
- 'Disclosure requirements' refers to 'general guidelines' but where are they?
- Reconsider the use of the word 'offences'
- National standard going to be introduced in November so why bother.
- Include enforcement policy into this document
- How will existing licence holders be dealt with?
- Warwick is very good and never shamed in the trade magazines.

Penalty Points on licence:

- 7 points banned for ever?
- Number of points on licence should be the same as neighbours
- Change the wording on the 7 points section to make the meaning clearer
- 7 points is too low.
- Existing drivers with more than 7 points should be brought before the committee

Wearing of Licenced Driver Identification Badge:

- 2 years for not wearing your badge?
- Not wearing badge should be higher ban

Insurance:

- Driving without insurance should be higher ban

Mobile Phone Use:

- Driving with a mobile phone should be a higher ban

Assaulting WDC staff, Police Officer or Agent of WDC (i.e. street marshals etc.)

- This should be higher (received after the closing of the consultation).

8.12 The Driver and Operators Forum on the 18th August 2014 made the following comments:

General Comments:

- Clarification needed on certain points within the policy
- Clarification needed about what happens when existing drivers fall outside of the policy.
- Clarify the method by which a driver would be treated upon application. The Forum recognised that it was in the policy but the section had not read by many of the PH/HC Drivers

Penalty Points on licence:

- Should be 7 active points on license.
- The Forum recognised that neighbouring local authorities have a similar level of points in their policy.
- The Forum suggested that drivers who have more than 6 points on their driving license are made to do an Advanced Driving Course.
- There should be an implementation period to allow persons to meet the new policy if they are existing drivers.

Wearing of Licenced Driver Identification Badge:

- PH/HC drivers are concerned about the 'wearing badges' section of the policy. The forum recognises that prosecution for failing to wear a badge would take place when all other methods encouraging a driver to wear their badge have failed.
- They suggested that something better than a badge is introduced. I.e. something that requires display like the New York Taxis.

Driving Convictions:

- PH/HC drivers are concerned that the suggested restriction on 'Careless Driving' is too harsh, as there are three different types. However, the Forum recognises that the method by which they are recorded on a person's DBS (formally CRB) means that they must all be treated in the same manner within the policy. The Forum does not believe that a person with a careless driving conviction should be considered 'fit and proper' on initial assessment of an application.
- PH/HC drivers are concerned that the policy does not take into account that a magistrate is more lenient on a person for drink driving when they drive for a living. *(It is worth noting that comment is incorrect. The sentencing guidelines state that the offence is aggravated where the person is driving for hire or reward and the guidelines do not state that the sentence should be more lenient where a person drives for a living).*

- 8.13 In addition 17 comments were received stating "The suspension/ ban period for offences is not proportionate to the offences listed. It should remain as it currently is. The current system works fine so why alter it"
- 8.14 A petition was delivered to the Licensing and Regulatory Committee Meeting on the 6th August 2014 signed by 143 Licenced drivers questioning the legality of the policy and commenting that the policy is stricter than our neighbours. The petition was presented to and discussed by the Licensing and Regulatory Committee on the 16th December 2014 in accordance with the wishes of the Committee in August.
- 8.15 All of the comments have been considered and amendments made to the policy where necessary. All comments and amendments have been considered in conjunction with legal advice from council legal representatives and from a legal firm who specialise in taxi law.
- 8.16 The firm commented that the policy overall is much more realistic and sensible than many authorities.
- 8.17 Appendix 2 contains a summary of the changes from the current policy.
- 8.18 Officers are continuing to review the other conditions and policies associated with Hackney Carriage and Private Hire activities. This policy will in the longer term be incorporated into a larger document containing all of the associated policies.
- 8.19 At the Driver and Operators Forum held on the 1st December 2014 the proposed policy was discussed. The Forum agreed the measures taken to address the concerns raised for existing drivers.



Private Hire and Hackney Carriage Drivers, Vehicles and Operators Handbook

Draft November 2014

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Introduction

Warwick District Council licences Hackney Carriage and Private Hire Drivers, Vehicles and Operators. The relevant legislation includes:

- Local Government (Miscellaneous Provisions) Act 1976
- Town Police Clauses Act 1847
- Transport Act 1985
- Road Traffic Act 1991
- Road Safety Act 2006

Warwick District Council will at all times take into account the rights of an individual under the European Convention on Human Rights and ensure that taxi licensing is carried out with transparency and consistency in accordance with the relevant Regulatory Compliance Codes.

This document is intended to assist and advise both new applicants and current licence holders

This guide is not a definitive statement of law relating to hackney carriage and private hire licensing. It does however set out Warwick District Councils approach to vehicle testing, renewal of licences and the issue of various types of licence. It also sets out the administrative procedures involved in applying for a licence.

If after reading this booklet you require further information you are welcome to seek the assistance of the Regulatory (Licensing) Team.

Contacting the team

Email: Licensing@warwickdc.gov.uk

Telephone: 01926 353363

Address: Regulatory (Licensing) Team, Health and Community Protection, Warwick District Council, Riverside House, Milverton Hill , Royal Leamington Spa, CV32 5HR.

Personal Visit: Reception is open Monday to Thursday 8:45 – 17:15, Friday 8:45 -16:45. Officers may not always be available to assist you. Therefore to enable you to have a discussion with an officer we would advise you to make an appointment.

Licence Requirements

A licence is required by:

1. Any person acting as a driver of a private hire vehicle or hackney carriage vehicle in the district (combined hackney carriage and private hire driver's licence)
2. Any vehicle which plies for hire in the district (hackney carriage/taxi vehicle licence)
3. Any vehicle used within the district as a private hire vehicle (private hire vehicle licence)
4. Any person who makes provision for the invitation or acceptance of bookings for a private hire vehicle or vehicles (private hire operator's licence)

How to apply

Application forms for all licences can be obtained from the reception at Riverside House or by contacting the Regulatory (Licensing) Section.

Warwick District Council does not permit a person to apply for a hackney carriage or private hire licence until they have held a DVLA or equivalent driving licence for a minimum of 2 years

Applicants are strongly advised to read this guidance thoroughly before starting the application procedure.

All licence holders are expected to read and follow this guidance.

Failure to comply with the requirements may result in a licence being refused, suspended or revoked and in certain circumstances may lead to prosecution.

Hackney Carriage and Private Hire Driver and Operator Licences

Requirements

Applicant must be a Fit and Proper Person

The Council will ONLY grant or renew a drivers or operator's licence where they are satisfied that the individual is a fit and proper person to hold such a licence. The onus is on the applicant to prove this, NOT the Council to demonstrate that they are not.

There is no absolute definition as to what constitutes a "fit and proper person". The Council's primary concern is the protection of the public and licensees have to be relied upon to provide safe and reliable transport. The Council also has to consider that passengers will include vulnerable people, for example; elderly people, unaccompanied children, people with disabilities, those who have had too much to drink, lone women and foreign visitors; the Council will need to have confidence that such people would be able to rely on the driver. In addition drivers and operators may have access to sensitive information, such as where an individual may live or work and whether their home is empty.

It is important that driver's, operators and proprietors licensed by the Council are honest and open in their dealings with the Council. The Council expects individuals to provide information that is accurate and complete and to notify the Council immediately when an issue arises that may affect a licence. Failure to notify the Council about convictions, cautions and related matters or relevant medical conditions will be viewed seriously and will be taken into account when judging the suitability of an individual to hold a licence.

In addition the Council expects licensed individuals to act with courtesy and conduct themselves in a professional and polite manner at all times. In particular aggressive, rude and insulting behaviour towards customers or council employees is not acceptable and will be taken into account when judging whether an individual is fit and proper to hold a licence. As will similar behaviours demonstrated before becoming a license holder or during 'off duty' hours.

Some important areas that will be considered by the Council are:

- Convictions and cautions and related matters (see policy at Appendix A)
- Length of driving record and evidence of consistently good and safe driving

- Complaints and/or compliments from customers. Record of co-operation with Licensing Authorities
- Honesty and trustworthiness
- Physical and mental health
- Knowledge of the area
- Ability to read, speak and understand English
- Working knowledge of arithmetic (ability to give correct change)
- Good knowledge and awareness of any special requirements that disabled passengers may have by attending the prescribed Disability Awareness Course

Where the Council does not judge that an individual is a fit and proper person to hold a licence then the application for a licence will be refused.

Where an existing licence holder is found not to be fit and proper then their licence will be revoked or suspended.

If an applicant has convictions, cautions or related matters, they may wish to provide further details of the circumstances and any mitigating factors with their application. All Applicants should read the Council's policy on convictions and cautions at Appendix A before submitting their application.

Medical Requirements

Any applicant for a new licence or renewal of a licence who has had their driving licence revoked or refused on medical grounds by the DVLA within the last 5 years; has surrendered their licence to the DVLA or has received a conviction for driving a vehicle after failing to notify a disability; or made a false declaration about fitness and medical health, should expect their application to be rejected by the Regulatory Manager, until medical proof of current fitness can be provided.

The onus is on the applicant to provide appropriate medical proof from their GP/consultant or nominated practitioner at their own expense. The Regulatory Manager/Committee may consider issuing a licence if they are satisfied that the report shows a clean bill of health, and that the applicant is a fit person to recommence driving and is deemed to be of no threat to the public.

Procedure

1. The complete application and associated documents will be considered.
2. The Regulatory Manager will then grant the licence or renewal where the Applicant is deemed to be fit and proper in accordance with the policy.

3. Where the policy indicates that an application should be refused the Regulatory Manager will write to the Applicant (via email and post) and advise that refusal is proposed and indicate the reason why.
4. The Applicant will then be given the chance to make representations to the Councils Licensing and Regulatory Committee or Sub Committee ("the Committee") before a decision is made. Representations can be made in person or in writing.
5. The Applicant will need to notify the Council within 21 days at the contact address shown above if they want their application to be considered by the Committee.
 - 5.1. When this notification is received a hearing before the Committee will be arranged and the Applicant notified of the date.
 - 5.2. A report will be prepared and submitted to the Committee which will contain details of why refusal of the application has been proposed and include any evidence that the Applicant has already submitted. The Applicant will be given a copy of the report and the opportunity to submit further evidence in advance of the hearing.
 - 5.3. The Applicant may attend the hearing and address the Members of the Committee. The Applicant may choose to attend with a legal representative or a friend who may speak on their behalf. The Applicant may choose not to attend but to send in written representations for the Committee to consider.
 - 5.4. The Committee will then decide whether to grant or refuse the application based on whether they believe that the applicant is fit and proper to hold a licence. The Applicant will be notified of the decision in writing. If the decision is to refuse the application then the written notification will include reasons for the refusal and details of how to appeal.
6. If an Applicant indicates that they do not want their application or renewal to be considered by the Committee or does not respond then the Regulatory Manager will review the application after 21 days and decide whether to grant or refuse the licence. The Applicant will then be informed of the decision and reasons in writing along with the right of appeal.

Enforcement

Introduction

Enforcement of the hackney carriage and licensing provisions is essential to ensure the protection of the travelling public. Enforcement action will be

undertaken in accordance with the Councils enforcement policy which can be found on the licensing pages at www.warwickdc.gov.uk

All complaints will be thoroughly investigated by the Regulatory (Licensing) Section. The licensee will be advised of the substance of the complaint and will be given the opportunity to respond. The licensee will also be informed in writing of the outcome of the investigation and any action that they are required to take together with any relevant timescales.

The Council will abide by the principles set out in the Enforcement Policy and ensure that any enforcement is proportionate, consistent, targeted, and transparent. In addition the Council will be accountable for its actions.

The Council may consider the following action:

1. Informal Action

Including offering advice and giving verbal and written warnings.

A record will be kept of the informal action taken and could be referred to in order to assist which course of action would be appropriate in the future or in order to assist in the determination of an application.

2. Prosecution and Simple Cautions

The decision to prosecute or administer a formal caution is a very significant one. This type of action will, in general, be restricted to those circumstances where the law is blatantly disregarded, legitimate instructions of the Council are not followed and / or the public is put at serious risk.

Where the offer of a Simple Caution is not accepted the licence holder will be prosecuted.

3. Immediate Action

a) Vehicle Suspension Notices under section 68 of the Local Government (Miscellaneous Provisions) Act 1976

An authorised officer may serve notice in writing for a hackney carriage or private hire vehicle or the taximeter affixed to such vehicle to be examined at the Council's appointed garage at a time specified in the notice.

This notice can only be served having had due regard to the condition of the vehicle or with reasonable grounds to suspect the accuracy of the taximeter. An authorised officer may, in addition to requiring the vehicle to be tested, suspend the vehicle licence until such time as he/she is satisfied with the

condition of the hackney carriage or private hire vehicle. Where the officer is not satisfied within a period of 2 months then the licence shall be deemed to be revoked. Written notice will then be given to the proprietor along with details of the right of appeal against the revocation to the magistrate's court.

This action will only be taken when the officer has reasonable grounds to suspect that the condition of the vehicle is an immediate danger to passengers and/or other road users.

b) Immediate Suspension or Revocation of a Driver Licence under section 61 (2B) of the Local Government (Miscellaneous Provisions) Act 1976

In some cases where the Council considers that public safety is at risk it may decide to suspend or revoke a drivers licence with immediate effect. This decision will be made by the Head of Health and Community Protection in consultation with the Chair of the Licensing and Regulatory Committee and a legal representative.

Attempts will be made to contact the licensee to advise them of the situation and give them a chance to make representations prior to any decision being made. Licensees should be aware that the Council will not be able to delay taking action where there is a risk to public safety and it is possible that a decision will have to be made without a licensee having had the opportunity to make representations or attend a hearing.

The licensee has the right of appeal against the decision to the Magistrates Court within 21 days of notification but in this case the suspension or revocation will not be stayed pending appeal.

4. Suspension Revocation, Refusal to Grant or Renew Licences

Appearances before the Licensing and Regulatory Committee

The Licensing and Regulatory Committee will consider suspension, revocation and refusal to renew licences as well as licence applications where the applicant has indicated that they want to be heard by the Committee as outlined above.

Anyone appearing before the Committee will have the opportunity to submit documentary evidence in advance and has the right to address the committee or nominate someone else to do this on their behalf.

Before appearing before the Committee an individual will have a copy of a report prepared by the Licensing Officer outlining the issues and the Committees powers.

Appeal to the Magistrates' Court

If the applicant/licence holder is not satisfied with the decision of the Committee he/she may appeal to the Magistrates' Court. The appeal needs to be made within 21 days of notification of the Council's decision. The decision of the

Council will not usually come into effect until the appeal has been determined by the Court.

Further information

Please do not hesitate to contact Warwick District Council Regulatory (Licensing) Section should you require any further information on your licence or for clarification of any matter contained within this guidance.

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Appendix A: Relevant Convictions and Cautions Policy

In order to hold a hackney carriage/private hire driver's licence or operator's licence. The Council must be satisfied that an individual is a fit and proper person to hold such a licence.

In addition the Council has the power to suspend, revoke or refuse to renew vehicle licences where the operator or driver has committed an offence under Part II of the Local Government (Miscellaneous Provisions) Act 1976 or the Town Police Clauses Act 1847 or for any other reasonable cause.

The purpose of this policy is to provide guidance on one aspect of whether a person is a fit and proper person; namely the relevance of convictions and cautions and related matters including where a person is or has been the subject of criminal investigation.

This guidance will be taken into account when dealing with new applications, renewal applications and where revocation of a licence is being considered.

It aims to assist all parties with an interest in hackney carriage and private hire licensing and to ensure transparency and consistency. The guidance will be of particular relevance to:

1. Applicants for drivers and operators licences
2. Existing licensed drivers and operators
3. Proprietors of vehicle licences
4. Members of the Licensing and Regulatory Committee/Sub-Committee (or any other relevant decision making body)
5. Magistrates hearing appeals against Warwick District Council decisions

Disclosure Requirements

The licence application form requires the applicant to disclose all convictions, cautions, injunctions including Anti-Social Behaviour Orders, Fixed Penalty Notices, Restraining Orders and details of any arrests. Convictions include any spent convictions under the Rehabilitation of Offenders Act 1974 and Rehabilitation of Offenders Act (Exceptions) Order 2003. It is an offence under section 57 of the Local Government (Miscellaneous Provisions) Act 1976 to knowingly or recklessly make a false statement on the licence application form.

An existing licence holder must report any arrest, convictions or cautions, injunctions, restraining orders or fixed penalty notices within seven days to the Council. Further information about the procedure can be found in the notification section of the Guidance notes and conditions documents available on the WDC webpages.

The applicant/licence holder must also comply with the Disclosure and Barring Service (Enhanced Disclosure) Requirements as detailed in the application section of the Guidance Notes.

General Principles

1. Each case will be judged individually on its own merits.

2. The overriding aim is to protect the public. Members of the public entrust themselves to the care of drivers and passengers may include especially vulnerable people. Drivers need to be persons of trust. The Council considers that as part of the decision making process the following question should be applied:

"Would I allow my daughter or son, granddaughter or grandson, spouse, mother or father, or any other person I care for or any vulnerable person I know, to get into a vehicle with this person alone?"

"Would I trust this person with sensitive information? i.e. that my house is empty, that I am on holiday for the next two weeks, that children are alone in the house?"

All other considerations, including the personal circumstances of the individual are secondary to public safety.

3. It is recognised that different considerations apply to operator and vehicle licensees to that of drivers.

3.1 It is important that operators are fit and proper and they can be trusted to keep accurate records, maintain vehicles in a good condition, promote and enforce good standards of driving and co-operate at all times with the Council and other authorities. Previous convictions, cautions and other related matters will be taken into account when deciding whether an individual is fit and proper to hold an operator's licence.

3.2 Holders of vehicle licences need to be trusted to maintain vehicles in a good and safe condition and keep accurate records. Previous convictions, cautions and related matters will therefore be taken into account when considering and application for, or revocation or suspension of a vehicle licence.

4. Previous convictions and cautions may indicate that a person is not fit and proper. In addition the Council recognises that where an applicant or licensee has been investigated for a serious criminal offence but not convicted this may also need to be taken into consideration when determining whether that person is fit and proper to hold a licence. In cases where a criminal prosecution does not proceed or there is a finding of not guilty the Council may still conclude that an individual is not fit and proper.
5. Whilst it is acknowledged that a caution is not a criminal conviction the acceptance of a caution does mean that the individual has admitted the offence. It is for this reason that cautions will be considered in a similar way to convictions.
6. The Council acknowledges that the police increasingly use methods such as restorative justice as alternatives to the criminal court system and it may be appropriate for the Council to take this type of action into consideration when deciding whether an individual is fit to hold a licence.

7. Where an individual has been convicted of an offence but the conviction is subject to appeal the Council may decide it is appropriate to suspend or revoke the licence.
8. There may be situations where it would be appropriate to depart from the guidelines. The Council will consider whether the offence is an isolated one and any mitigating circumstances surrounding the offence. Similarly, multiple offences or a pattern of offences over time may demonstrate that an individual is not a fit and proper person.
9. Convictions and cautions may not automatically prevent a person obtaining a licence or mean that a current licence is revoked, suspended or not renewed. However, certain offences are viewed particularly seriously and it may not be appropriate for an individual to ever be licensed.
10. Offences committed whilst passengers are present will be considered as an aggravating feature and will be viewed as being more serious.

Specific Guidelines relating to Drivers/Operators

The following specific guidelines provide an indication of how particular cases involving the consideration of cautions or convictions are likely to be dealt with. They do not attempt to include all possible offences but give an indication of how the most common offences will be dealt with. The fact that a particular offence is not included does not mean that it cannot be considered.

Where an individual has more than one conviction or caution recorded against them the authority may not regard the period of time that has elapsed since the last conviction as sufficient to demonstrate the individual's fitness to be licensed. These guidelines are not binding on the Council and it may depart from them where the particular circumstances of an individual case make it appropriate to do so.

The minimum period of time specified is guidance for a person with a single conviction only.

Offences of Dishonesty

Offence	Minimum period free from conviction
Burglary	Not suitable to be licensed
Fraud (sentence of imprisonment)	Not suitable to be licensed
Fraud (no sentence of imprisonment)	5 years
Theft (sentence of imprisonment)	Not suitable to be licensed
Theft (no sentence of imprisonment)	10 years
Vehicle Taking	5 years

Offences of Violence Public Order Offences and Offences against Property

Offence	Minimum period free from conviction
Murder	Not suitable to be licensed
Manslaughter	Not suitable to be licensed
Grievous Bodily Harm/ Unlawful Wounding	Not suitable to be licensed
Robbery	Not suitable to be licensed
Arson with intent to endanger life	Not suitable to be licensed
Arson	10 years
Riot or Violent Disorder	10 years
Possession of a Firearm	Not suitable to be licensed
Assault occasioning ABH	10 years
Assaulting a Police Officer	10 years
Threats to Kill	Not suitable to be licensed
Witness Intimidation	10 years
Affray	10 years
Possession of Offensive weapon or Bladed Article	Not suitable to be licensed
Harassment with fear of violence	Not suitable to be licensed
Harassment	10 years
Criminal Damage (value over £5000)	5 years
Threatening Behaviour Section 4 & 4A Public Order Act	7 years
Common Assault	7 years
Drunk and Disorderly in a Public Place	5 years
Disorderly Behaviour Section 5 Public Order Act	5 years
Criminal Damage (value under £5000)	3 years

If any of the above offences are racially or religiously aggravated they will be treated more seriously.

Sexual Offences

Offence	Minimum period free from conviction
Rape	Not suitable to be licensed
Assault by Penetration	Not suitable to be licensed
Sexual Assault	Not suitable to be licensed
Sexual offences involving a child or Young Person	Not suitable to be licensed
Indecent Exposure	Not suitable to be licensed
Prostitution - Soliciting	Not suitable to be licensed
Soliciting prostitutes from a motor vehicle or Kerb crawling	Not suitable to be licensed

Drugs Offences

Offence	Minimum period free from conviction
Supply controlled drugs/ Possession with intent to supply	Not suitable to be licensed
Possession of a controlled drug	5 years

Traffic Offences

Offence	Offence Code	Minimum period free from conviction
Death/serious injury by dangerous driving	DD10/DD80	Not suitable to be licensed
Manslaughter or Culpable Homicide whilst driving a vehicle	DD60	Not suitable to be licensed
Death by careless driving	CD40/CD50/CD60 CD70/CD80/CD90	Not suitable to be licensed
Dangerous/Furious Driving	DD40/DD90/MR09	Not suitable to be licensed
Careless Driving	CD10/CD20/CD30	10 years
Driving/Attempting to drive under the influence of alcohol or drugs	DR10/DR20/DR80 MR29	10 years
Failing to stop/report an accident/accident offences	AC10/AC20 AC30/MR19	10 years
In charge of vehicle under the influence of alcohol/drugs	DR40/DR50/DR90	7 years
Failing to provide a specimen for analysis/refusing to give permission for specimen analysis	DR30/DR31/DR61 DR60/DR70	10 years
Driving without insurance	IN10	5 years
Driving or attempting to drive whilst disqualified	BA10/BA30/MR49	10 years
Driving other than in accordance with a licence	LC20/LC50	5 years
Driving having failed to notify a disability/false declaration about fitness	LC30/LC40	10 years
Driving whilst using a mobile phone	CU80	5 years
Disqualification following totting up	TT99	4 years from end of disqualification period

Penalty Points on Driving Licence

Number of Points	
7 or more current penalty points on Licence	Not suitable to be licensed whilst the penalty points limit is exceeded.

Hackney Carriage/Private Hire Offences

Offence	Minimum period free from conviction
Providing false information on licence application	5 years
Using an unlicensed vehicle	5 years
Driving a licensed vehicle without a licence/Operating a vehicle without an operator's licence/Proprietor using an unlicensed driver	5 years
Not wearing identity badge	2 years
Obstruction of an authorised officer or constable/failing to comply with requirement of authorised officer or Constable.	2 years
Overcharging/Unnecessarily prolonging journey	5 years
Failing to produce records/documents on request	5 years
Failing to notify change of details including address, convictions, cautions, and accidents.	5 years

These minimum periods are following conviction by a court or where a driver has accepted a Simple Caution. Officers will prosecute for these offences in accordance with the Enforcement Policy which is available on the WDC Licensing Web pages.

Glossary

Appeal	A means by which a Council decision can be reviewed by the Magistrates Court or the Crown Court. The decision of the Council may be up held or overturned.
Caution	A signed admittance of guilt of committing an offence where no further action is taken at the time. It may be taken into account in the case of re-offending.
Committee	Local Councillors gathered together to consider the suitability of a person to hold a taxi related licence.
Conviction	Judicial determination that someone is guilty of a criminal offence.
Hackney Carriage	A vehicle that can carry passengers for hire or reward, can be hailed by a prospective passenger and can wait on a taxi rank to await the approach of passengers; they can also undertake pre-booked work by being hired in advance.
Private Hire Vehicles	A vehicle which must be pre booked with a private hire operator. This type of vehicle cannot stand in a taxi rank or ply for hire.
Proprietor	The owner or owners of a vehicle. When the vehicle which is the subject of a hiring agreement or hire purchase agreement the proprietor is the person with possession of it.
Revoke	To terminate the licence.
Suspend	To prevent the use of the licence for a period of time.

Appendix 2: Summary of Changes

Main Document:

- a) The policy is written in a format which will allow all of the policies and guidance documents related to hackney Carriages and Private Hire Vehicles to be included into one single handbook format.
- b) The policy provides a full description of what is considered to be a 'fit and proper' person.
- c) The policy provides an explanation of the important areas that will be considered by the council in making their determination. These are items that the council already considers in a fuller format that previously described.
- d) The procedure for the determination of an application is included. This is described in a format that is believed to be easier for the applicant to understand.
- e) The section on enforcement presents the information in the current policy in an easier to understand format. These matters are contained within the previous policy but in a different format.

Appendix A: Relevant Convictions and cautions Policy

- a) Explains the purpose and use of the appendix A in decision making in an easier to understand format.
- b) Requires an applicant to disclose all cautions, injunctions, fixed penalty notices, restraining orders and arrests in addition to the current required convictions.
- c) Requires a licence holder to report within seven days all cautions, injunctions, fixed penalty notices, restraining orders and arrests in addition to the current required convictions.
- d) Introduces an extra question into the determination of a person's suitability: *"Would I trust this person with sensitive information? I.e. that my house is empty, that I am on holiday for the next two weeks, that children are alone in the house?"*
- e) The policy recognises that where an applicant has been investigated for a serious criminal offence but not convicted this may also need to be taken into account when determining if a person is fit and proper. A person

may not be considered to be fit and proper even if a criminal prosecution did not proceed or the person was found not guilty.

- f) Allows simple cautions and restorative justice alternatives for offences to be taken into account.
- g) As with the previous policy it acknowledges that there may be times that the policy would need to be departed from. However introduces that multiple offences or a pattern of offences over time may demonstrate that a person is not fit and proper.
- h) The policy expresses in a format that is clearer that offences committed whilst passengers are present will be considered an aggravating features and will be viewed as being more serious.
- i) The policy then provides an indication of how specific offences may be treated. Examples of the changes are showed below. Those that are the same have not been mentioned. The additional offences that have also been named within the new policy are not included, as they too would be taken into account for any application determination under the current policy.

Offences of Dishonesty

Offence	Minimum period free from conviction	
	Current	Proposed
Fraud (no sentence of imprisonment)	Not Suitable to be licensed	5 years
Theft (no sentence of imprisonment)	Not suitable to be licensed	10 years

Offences of Violence Public Order Offences and Offences against Property

Offence	Minimum period free from conviction	
	Current	Proposed
Grievous Bodily Harm/ Unlawful Wounding	8-10 years	Not suitable to be licensed
Robbery	10 years	Not suitable to be licensed
Possession of a Firearm	5 years	Not suitable to be licensed
Assault occasioning ABH	5-10 years	10 years
Assaulting a Police Officer	5 years	10 years
Harassment with fear of violence	8 years	Not suitable to be licensed
Harassment	8 years	10 years
Criminal Damage (value over £5000)	10 years	5 years
Threatening Behaviour Section 4 & 4A Public Order Act	8 years	7 years

Common Assault	5 years	7 years
Criminal Damage (value under £5000)	10 years	3 years

If any of the above offences are racially or religiously aggravated they will be treated more seriously.

Sexual Offences

Section has been made clearer and uses appropriate terminology. The proposed policy increases the period free from a conviction of rape from '8 years' to 'not suitable to be licenced'.

Drugs Offences

This section has been made clearer. The proposed policy suggests that anyone with a conviction for possession should be free from this conviction for a period of 5 years. Under the current policy this section was confusing as it depended upon a number of factors.

Traffic Offences

A number of the traffic offences now specifically named in the policy were not mentioned before. However the policy advised a warning upon licence issue depending on the nature of the offence.


Offence	Minimum period free from conviction	
	Current	Proposed
Driving/Attempting to drive under the influence of alcohol or drugs	2 years after DLVA licence returned/ Not suitable to be licenced	10 years
Driving without insurance	Not suitable to be licenced	5 years
Disqualification following totting up	3 years from restoration of DVLA licence.	4 years from end of disqualification period

Penalty Points on Driving Licence

The previous policy had a requirement of 9 points for existing drivers to appear before the committee and a warning to all other applicants. This proposed policy suggests that those applying and existing drivers who are wanting to become or who are professional drivers that must be aware of their passenger safety at all times should have not more than 7 current penalty points upon their licence. For example this would allow a driver to obtain points for two 'exceeding the speed limit in a 30 mile an hour zone' offences.

Hackney Carriage/Private Hire Offences

These convictions have not been previously expressly included within the policy previously. However they would be taken into consideration in the consideration of any application.

 Executive 14th January, 2014		Agenda Item No. 6
Title	Changes to Anti-Social Behaviour legislation	
For further information about this report please contact	Pete Cutts Safer Communities Manager pete.cutts@warwickdc.gov.uk 456021	
Wards of the District directly affected		
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	n/a	
Background Papers	Anti-Social Behaviour, Crime and Policing Act (2014) Dog Control Orders (Executive 30/07/14) Ranger Service (Executive 03/09/14)	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes
Equality Impact Assessment Undertaken	No
There are no equalities issues with the recommendations in this report.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19/12/14	Andrew Jones
Head of Service	19/12/14	Richard Hall
CMT	19/12/14	
Section 151 Officer	19/12/14	Mike Snow
Monitoring Officer		
Finance	27/11/14	Jenny Clayton
Portfolio Holder(s)	19/12/14	Cllr Michael Coker, Cllr Shilton, Cllr Vincett, Cllr Gallagher
Consultation & Community Engagement		
The Public Space Protection Orders require some consultation. This will be subject to a further report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		
Review Bye laws relating to public open spaces and consider evidence for use of Public Space Protection Orders.		

1. **SUMMARY**

- 1.1 The Anti-Social Behaviour, Crime and Policing Act (2014) comes in to force on October 20th 2014. There are duties on this authority (in partnership) to respond to concerns about anti-social behaviour and support victims. There are also a number of new powers and of particular interest are the Public Space Protection Orders.

2. **RECOMMENDATIONS**

- 2.1 Note the new powers and responsibilities as set out in Appendix 1
- 2.2 Agree the Community Remedies as set out in Appendix 2
- 2.3 Agree the threshold for the Community Trigger as set out in Appendix 3
- 2.4 Agree the Anti-Social Behaviour Officer as the Single Point of Contact for the Community Trigger.
- 2.5 Approve delegated authority to the Head of Health & Community Protection for the above powers.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 This authority has a statutory duty to work in partnership to reduce crime, disorder and substance misuse. This authority is the lead agency in tackling anti-social behaviour as part of the South Warwickshire Community Safety Partnership Plan.
- 3.2 The Police & Crime Commissioner has a duty to consult on these remedies and whilst these are not controversial this Council has a duty to respond.
- 3.3 The criteria have been developed following four successful national pilot projects and these are agreed across Warwickshire and in line with Home Office guidance. .
- 3.4 The ASB Officer chairs the partnership ASB case management group that will receive and coordinate a response to any activation of the Community Trigger.
- 3.5 To enforce the new legislation delegated authority must be given to a nominated officer.

4. **POLICY FRAMEWORK**

- 4.1 Policy Framework -Work in tackling anti-social behaviour is a significant part of the council's vision for Safer Communities:

Protecting our communities from harm with an emphasis on the prevention of incidents, whilst focusing on the most vulnerable to make them feel safer

- 4.2 Fit for the Future – Tackling ASB impacts significantly on the quality of life of residents, businesses and visitors and is therefore a significant service. The level of crime and disorder is cited as the top consideration when deciding on where to live.

5. Impact Assessments

- 5.1 This Council has a run a victim centred approach for 3 years. The legislation will not change our approach but through the Community Trigger residents can challenge the partnership response to tackling anti-social behaviour.
- 5.2 Victims can now work with Police to identify the most appropriate community remedies.

6. Budgetary Framework

- 6.1 There are no costs associated with this report but new signage would be required for any Public Space Protection Orders. This would be the subject of a separate report.
- 6.2 Any increase in officer workload can be met from within existing resources.

7. Risks

- 7.1 The risks associated with new powers are no different to the old powers. This Council has consulted with Warwickshire Police, other Warwickshire authorities, the Office of the Police & Crime Commissioner and attended a number of training events.
- 7.2 Legal Services have been consulted in the production of associated notices.

8. Alternative Option(s) considered

- 8.1 No alternative.
- 8.2 A county-wide Community Safety Officers working group has commented on these remedies and argued successfully against the inclusion of any Housing Enforcement. This was not deemed to be a community remedy and of course is subject to its own legal requirements and is independent of partnership processes.
- 8.3 There isn't much leeway in the legislation and the threshold proposed is in line with the pilot project for our most similar authority area (Avon & Somerset).
- 8.4 As the district/boroughs are the lead agencies for tackling anti-social behaviour it follows that the single points of contacts should be from those agencies.
- 8.5 No alternative.

9. BACKGROUND

- 9.1 Levels of crime, disorder, substance misuse and anti-social behaviour are at the lowest level since the advent of our statutory responsibilities under the Crime & Disorder Act (1998).
- 9.2 Total recorded crime is down from a high of 11,274 (2003/04) to 6,530 in 2013/14. Violent crime is down 557 or 28% since 2004/05. Domestic Burglary is down from a high of 804 (1998/99) to 401 in 2013/14 whilst vehicle crime has reduced by 74% in the same period.

- 9.3 There were 7,218 anti-social behaviour incidents in 2007/08 and although recording changed for this in 2012 there have been year on year reductions from 5,068 to 4,795. Criminal Damage is down from 2,670 in 2006/07 to 1,008 in 2013/14, a reduction of 62%.
- 9.4 As significant crimes reduce tolerance of lower level disorder and anti-social appears to be reducing. The new powers are timely in this regard and will allow this Council to address these concerns quickly and supporting victims better.
- 9.5 Our approach to tackling violence, rowdy behaviour and anti-social behaviour will remain unchanged but some of the new powers may assist in addressing issues that bye-laws cannot.
- 9.6 Police lose some powers too including S27 direction to leave which has been a useful early intervention tool and the power of dispersal moves from a six month order to a 48 hour order with no requirement to consult with this authority.
- 9.7 There is an opportunity to set out what it is that is unacceptable in our public spaces and together with Police this Council will produce some generic conditions and some site specific conditions based on evidence in those areas.
- 9.8 The advent of the Ranger Service will provide additional authorised officers supporting Police Officers and PCSO's in the enforcement of these conditions.

Appendix 1 New anti-social behaviour powers and responsibilities

Community Trigger

Purpose	Gives victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem-solving approach to find a solution.
Relevant bodies and responsible authorities	<ul style="list-style-type: none">• Councils;• Police• Clinical Commissioning Groups in England and Local Health Boards in Wales;• Registered providers of social housing who are co-opted into this group.
Threshold	<p>To be defined by the local agencies but not more than:</p> <ul style="list-style-type: none">• Three complaints in the previous six months period. <p>May also take account of:</p> <ul style="list-style-type: none">• The persistence of the anti-social behaviour;• The harm or potential harm caused by the anti-social behaviour;• The adequacy of response to the anti-social behaviour.
Details	<ul style="list-style-type: none">• When a request to use the Community Trigger is received, agencies must decide whether the threshold has been met and communicate this to the victim;• If the threshold is met, a case review will be undertaken by the partner agencies. Agencies will share information related to the case, review what action has previously been taken and decide whether additional actions are possible. The local Community Trigger procedure should clearly state the timescales in which the review will be undertaken;• The review encourages a problem-solving approach aimed at dealing with some of the most persistent, complex cases of anti-social behaviour;• The victim is informed of the outcome of the review. Where further actions are necessary an action plan will be discussed with the victim, including timescales.
Who can use the Community Trigger?	<ul style="list-style-type: none">• A victim of anti-social behaviour or another person acting on behalf of the victim such as a carer or family member, Member of Parliament or Councillor.• The victim can be an individual, a business or a community group.

Community Remedy

Purpose	The Community Remedy gives victims a say in the out-of-court punishment of perpetrators for low-level crime and anti-social behaviour.
The Community Remedy document	The Act places a duty on the Police and Crime Commissioner to consult with members of the public and community representatives on what punitive, reparative or rehabilitative actions they would consider appropriate to be on the Community Remedy document.
Applicants/who can use the Community Remedy	<ul style="list-style-type: none"> • Police Officer; • An investigating officer (which can include Police Community Support Officers for certain offences, if designated the power by their Chief Constable); • A person authorised by a relevant prosecutor for conditional cautions or youth conditional cautions.
Community resolutions	When dealing with anti-social behaviour or low-level offences through a community resolution the Police Officer may use the Community Remedy document as a means to engage the victim in having a say in the punishment of the perpetrator.
Test	<ul style="list-style-type: none"> • The officer must have evidence that the person has engaged in anti-social behaviour or committed an offence; • The person must admit to the behaviour or the offence (and agree to participate); • The officer must think that the evidence is enough for court proceedings including for a civil injunction, or impose a caution, but considers that a community resolution would be more appropriate.
Conditional cautions	The Community Remedy document should be considered when it is proposed that a perpetrator be given a conditional caution or youth conditional caution as a means of consulting the victim about possible conditions to be attached to the caution.
Failure to comply	If the perpetrator fails to comply with a conditional caution or youth conditional caution they can face court action for the offence.
Important changes/differences	The Community Remedy document is a list of actions which may be chosen by the victim for the perpetrator to undertake in consequence of their behaviour or offending.

Civil Injunction

Purpose	To stop or prevent individuals engaging in anti-social behaviour quickly, nipping problems in the bud before they escalate.
Applicants	<ul style="list-style-type: none"> • Local Councils; • Social Landlords; • Police (including British Transport Police); • Transport for London; • Environment Agency and Natural Resources Wales; and • NHS Project and NHS Protect (Wales)
Test	<ul style="list-style-type: none"> • On the balance of probabilities; • Behaviour likely to cause harassment, alarm or distress (non-housing related anti-social behaviour); or • Conduct capable of causing nuisance or annoyance (housing related anti-social behaviour); and • Just and convenient to grant the injunction to prevent anti-social behaviour.
Details	<ul style="list-style-type: none"> • Issued by the County Court and High Court for over 18s and the Youth Court for under 18s. • Injunction will include prohibitions and can also include positive requirements to get the perpetrator to address the underlying causes of their anti-social behaviour. • Agencies must consult Youth Offending Teams in applications against under 18s.
Penalty on breach	<ul style="list-style-type: none"> • Breach of the Injunction is not a criminal offence, but breach must be proved to the criminal standard, that is, beyond reasonable doubt. • Over 18s: civil contempt of court with unlimited fine or up to two years in prison. • Under 18s: supervision order or, as a very last resort, a civil detention order of up to three months for 14-17 years olds.
Appeals	<ul style="list-style-type: none"> • Over 18s to the High Court; and • Under 18s to the Crown Court.
Important changes/ differences	<ul style="list-style-type: none"> • Available to a wider range of agencies than Anti-Social Behaviour Injunctions. • Obtainable on a civil standard of proof unlike Anti-Social Behaviour Orders (ASBOs). • No need to prove "necessity" unlike ASBOs. • Breach is not a criminal offence. • Scope for positive requirement to focus on long-term solutions.

Criminal Behaviour Order

Purpose	Issued by any Criminal Court against a person who has been convicted of an offence to tackle the most persistently anti-social individuals who are also engaged in criminal activity.
Applicants	The prosecution, in most cases the Crown Prosecution Service (CPS), either at its own initiative or following a request from the Police or Council.
Test	<ul style="list-style-type: none"> • If the Court is satisfied beyond reasonable doubt that the offender has engaged in behaviour that has caused or is likely to cause harassment, alarm or distress to any person; and • The Court considers that making the order will help prevent the offender from engaging in such behaviour.
Details	<ul style="list-style-type: none"> • Issued by any Criminal Court for any criminal offence. • The anti-social behaviour does not need to be part of the criminal offence. • Order will include prohibitions to stop the anti-social behaviour but it can also include positive requirements to get the offender to address the underlying causes of the offender's behaviour. • Agencies must find out the view of the Youth Offending Team (YOT) for applications for under 18s.
Penalty on breach	<ul style="list-style-type: none"> • Breach of the order is a criminal offence and must be proved to a criminal standard of proof, that is, beyond reasonable doubt. • For over 18s on summary conviction: up to six months imprisonment or a fine or both. • For over 18s on conviction on indictment: up to five years imprisonment or a fine or both. • For under 18s: the sentencing powers in the Youth Court apply.
Appeals	<ul style="list-style-type: none"> • Appeals against orders made in the Magistrates' Court (which includes the Youth Court) lie to the Crown Court. • Appeals against orders made in the Crown Court lie to the Court of Appeal.
Important changes/ differences	<ul style="list-style-type: none"> • Consultation requirement with YOTs for under 18s. • No need to prove "necessary" unlike Anti-Social Behaviour Orders. • Scope for positive requirements to focus on long-term solutions.

Dispersal Power

Purpose	Requires a person committing or likely to commit anti-social behaviour, crime or disorder to leave an area for up to 48 hours.
Used by	<ul style="list-style-type: none"> • Police Officers in uniform; and • Police Community Support Officers (if designated the power by their Chief Constable).
Test	<ul style="list-style-type: none"> • Contributing or likely to contribute to members of the public in the locality being harassed, alarmed or distressed (or the occurrence of crime and disorder); and • Direction necessary to remove or reduce the likelihood of the anti-social behaviour, crime or disorder.
Details	<ul style="list-style-type: none"> • Must specify the area to which it relates and can determine the time and the route to leave by. • Can confiscate any item that could be used to commit anti-social behaviour, crime or disorder. • Use in a specified locality must be authorised by a Police Inspector and can last for up to 48 hours. • A direction can be given to anyone who is, or appears to be, over the age of 10. • A person who is under 16 and given a direction can be taken home or to a place of safety.
Penalty on breach	<ul style="list-style-type: none"> • Breach is a criminal offence. • Failure to comply with a direction to leave: up to a level 4 fine and/or up to three months in prison although under 18s cannot be imprisoned. • Failure to hand over items: up to a level 2 fine.
Appeals	<ul style="list-style-type: none"> • A person who is given a direction and feels they have been incorrectly dealt with should speak to the duty inspector at the local Police Station. Details should be given to the person on the written notice.
Important changes/ differences	<ul style="list-style-type: none"> • It is a more flexible power; it can be used to provide immediate respite to a community from anti-social behaviour, crime or disorder. • An area does not need to be designated as a dispersal zone in advance. • Although there is no requirement to consult the local Council, the authorising officer may consider doing so in some circumstances before authorising use of the dispersal. • Police Community Support Officers may use all elements of the dispersal power (if designated the power by their Chief Constable).

Community Protection Notice

Purpose	To stop a person aged 16 or over, business or organisation committing anti-social behaviour which spoils the community's quality of life.
Who can issue a CPN	<ul style="list-style-type: none"> • Council Officers; • Police Officers; • Police Community Support Officers (PCSOs) if designated; and • Social Landlords (if designated by the Council).
Test	Behaviour has to: <ul style="list-style-type: none"> • have a detrimental effect on the quality of life of those in the locality; • be of a persistent or continuing nature; and • be unreasonable.
Details	<ul style="list-style-type: none"> • Written warning issued informing the perpetrator of problem behaviour, requesting them to stop, and the consequences of continuing. • Community Protection Notice (CPN) issued including requirement to stop things, do things or take reasonable steps to avoid further anti-social behaviour. • Can allow Council to carry out works in default on behalf of a perpetrator.
Penalty on breach	<ul style="list-style-type: none"> • Breach is a criminal offence. • A Fixed Penalty Notice can be issued of up to £100 if appropriate. • A fine of up to level 4 (for individuals), or £20,000 for businesses.
Appeals	<ul style="list-style-type: none"> • Terms of a CPN can be appealed by the perpetrator within 21 days of issue. • The cost of works undertaken on behalf of the perpetrator by the Council can be challenged by the perpetrator if they think they are disproportionate.
Important changes/ differences	<ul style="list-style-type: none"> • The CPN can deal with a wider range of behaviours for instance, it can deal with noise nuisance and litter on private land not open to the air. • The CPN can be used against a wider range of perpetrators. • The CPN can include requirements to ensure that problems are rectified and that steps are taken to prevent the anti-social behaviour occurring again.

Public Spaces Protection Order

Purpose	Designed to stop individuals or groups committing anti-social behaviour in a public space.
Who can make a PSPO	<ul style="list-style-type: none"> Councils issue a Public Spaces Protection Order (PSPO) after consultation with the Police, Police and Crime Commissioner and other relevant bodies.
Test	Behaviour being restricted has to: <ul style="list-style-type: none"> be having, or be likely to have, a detrimental effect on the quality of life of those in the locality; be persistent or continuing nature; and be unreasonable.
Details	<ul style="list-style-type: none"> Restrictions and requirements set by the Council. These can be blanket restrictions or requirements or can be targeted against certain behaviours by certain groups at certain times. Can restrict access to public spaces (including certain types of highway) where that route is being used to commit anti-social behaviour. Can be enforced by a Police Officer, Police Community Support Officer and Council Officers.
Penalty on breach	<ul style="list-style-type: none"> Breach is a criminal offence. Enforcement Officers can issue a Fixed Penalty Notice of up to £100 if appropriate. A fine of up to level 3 on prosecution.
Appeals	<ul style="list-style-type: none"> Anyone who lives in, or regularly works in or visits the area can appeal a PSPO in the High Court within six weeks of issue. A further appeal is available each time the PSPO is varied by the Council.
Important changes/ differences	<ul style="list-style-type: none"> More than one restriction can be added to the same PSPO, meaning that a single PSPO can deal with a wider range of behaviours than the orders it replaces.

Closure Power

Purpose	To allow the Police or Council to quickly close premises which are being used, or likely to be used, to commit nuisance or disorder.
Applicants	<ul style="list-style-type: none"> • Local Council. • Police.
Test	<p>The following has occurred, or will occur, if the closure power is not used:</p> <p>Closure Notice (up to 48 hours):</p> <ul style="list-style-type: none"> • Nuisance to the public; or • Disorder near those premises. <p>Closure Order (up to six months):</p> <ul style="list-style-type: none"> • Disorderly, offensive or criminal behaviour; • Serious nuisance to the public; or • Disorder near the premises.
Details	<ul style="list-style-type: none"> • A Closure Notice is issued out of Court in the first instance. Flowing from this the Closure Order can be applied for through the Courts. • Notice: can close a premises for up to 48 hours out of Court but cannot stop owner or those who habitually live there accessing the premises. • Order: can close premises for up to six months and can restrict all access. • Both the Notice and the Order can cover any land or any other place, whether enclosed or not including residential, business, non-business and licensed premises.
Penalty on breach	<p>Breach is a criminal offence.</p> <ul style="list-style-type: none"> • Notice: Up to three months in prison; • Order: Up to six months in prison; • Both: Up to an unlimited fine for residential and non-residential premises.
Who can appeal	<ul style="list-style-type: none"> • Any person who had not been served the Closure Notice but has an interest in the premises; • The Council (where Closure Order was not made and they issued the Notice); • The Police (where Closure Order was not made and they issued the Notice).
Important changes/ differences	<ul style="list-style-type: none"> • A single closure power covering a wider range of behaviour. Quick, flexible and can be used for up to 48 hours out of Court.

New Absolute Ground for Possession

Overview	The Act introduces a new absolute ground for possession of secure and assured tenancies where anti-social behaviour or criminality has already been proven by another Court.
Purpose	To expedite the eviction of landlords' most anti-social tenants to bring faster relief to victims.
Applicants/Who can use the new ground	<ul style="list-style-type: none"> • Social Landlords (Local Authorities and Housing Associations). • Private Rented Sector Landlords.
Test	<p>The tenant, a member of the tenant's household, or a person visiting the property has met one of the following conditions:</p> <ul style="list-style-type: none"> • convicted of a serious offence (specified in Schedule 2A to the Housing Act 1985); • found by a Court to have breached a Civil Injunction; • convicted for breaching a Criminal Behaviour Order (CBO); • convicted for breaching a Noise Abatement Notice; or • the tenant's property has been closed for more than 48 hours under a Closure Order for anti-social behaviour.
Details	<ul style="list-style-type: none"> • Offence/breach needs to have occurred in the locality of the property or affected a person with a right to live in the locality or affected the landlord or his or her staff/contractors; • Secure tenants of Local Housing Authorities will have a statutory right to request a review of the landlord's decision to seek possession. Private registered providers are encouraged to adopt a similar practice.
Result of action	<ul style="list-style-type: none"> • If the above test is met, the Court must grant a Possession Order (subject to any available human rights defence raised by the tenant, including proportionality) where the correct procedure has been followed.
Important changes/differences	<ul style="list-style-type: none"> • Unlike the existing discretionary grounds for possession, the landlord will not be required to prove to the Court that it is reasonable to grant possession. This means the Court will be more likely to determine cases in a single, short hearing. • This will offer better protection and faster relief for victims and witnesses of anti-social behaviour, save landlords costs, and free up Court resources and time; • It will provide new flexibility for landlords to obtain possession through this faster route for persistently anti-social tenants. • The Court will not be able to postpone possession to a date later than 14 days after the making

	of the Order except in exceptional circumstances, and will not be able to postpone for later than six weeks in any event.
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Appendix 2

Community Remedy

The Community Remedy gives victims a say in the out-of-court punishment of perpetrators for low-level crime and ASB. The act places a duty on the Police and Crime Commissioner (PCC) to consult with members of the public and community representatives on what actions they would consider appropriate to be in the Community Remedy

The draft Warwickshire Community Remedy document was circulated for consultation on 25th July, with the consultation closing on 15th September. The following list of proposed remedies was circulated for consultation:

- Community Mediation - use of a third party to bring together both parties to reach a common agreement face to face
- Shuttle Mediation allows the victim and offender to put their views to each other without meeting face to face
- A written or verbal apology
- Structured Activity i.e. doing courses, training
- Reparation to the Local Community i.e. doing local unpaid work for a short period such as picking up litter, repairing damage, volunteering.
- Targeted and specific intervention e.g. alcohol treatment, anger management courses
- Financial compensation in full or a contribution towards any damages caused
- Repair the specific damage caused i.e. cleaning off graffiti
- Parenting contract - a voluntary agreement signed by the offenders parent/carer/ guardian outlining expected behaviour
- Counselling
- Acceptable Behaviour Contract- Written agreement specifying future behaviour
- Tenancy Enforcement- through social landlords (to be agreed in advance).

Appendix 3

Warwickshire Community Trigger Process

Notes

- The flowchart on page 3 shows the Community Trigger process for Warwickshire. This has been updated based on feedback from each District and Borough and is designed to enable local flexibility whilst keeping the process as consistent as possible
- This element of the new ASB legislation will come into force on 20th October 2014
- Each District and Borough now needs to ensure that local arrangements are in place prior to the implementation of the trigger process. In particular, the Single Point of Contact (SPOC) in each District / Borough Council for victims to contact to activate the trigger needs to be identified. Timescales for providing responses to applicants should also be agreed. The trigger process will then need to be promoted as widely as possible within each area, both to members of the public and any agencies who may become involved in reviews (e.g. RSLs)
- The relevant bodies with a statutory duty to have a Community Trigger procedure and to undertake case reviews are; District / Borough Councils, Police, Clinical Commissioning Groups and co-opted social housing providers. Discussions will need to be held locally to ensure all relevant bodies are aware of the new requirement on them to undertake and participate in case reviews.
- It is acceptable to reject trigger applications deemed malicious or vexatious. The definition of malicious / vexatious should be agreed locally, but it is suggested that no more than two requests to activate the trigger should be considered from an individual in any six month period, unless there are specific extenuating circumstances
- The trigger can be used by third parties (Councillors, carers, family members etc) on behalf of vulnerable victims. It is suggested that it should not be used as a response to anonymous reports of ASB
- Each area will need to publish data about community trigger applications and outcomes at least annually. For Districts / Boroughs signed up to use E-CINs for ASB, discussions will be held with Empowering Communities to ensure this information can be recorded and downloaded from the system.
- The trigger threshold and process should be reviewed when it has been operational for six months (April 2015). It is suggested that the countywide ASB Working Group reconvenes at that point to discuss any issues and/or amendments required to the process.

The Threshold

The trigger threshold and proposed wording to be included on websites and publicity material is shown below. Local contact details need to be added for each area.

“If you have reported Anti-Social Behaviour and you feel that **insufficient action** has been taken to resolve the matter, tell us about it under the **Community Trigger**.

Criteria for a Community Trigger:

You have reported three separate incidents relating to the same problem in the past six months to the Council, Police or your landlord, and feel that insufficient action has been taken to resolve the matter.

OR

At least five people have made reports about the same problem in the past six months to the Council, Police or your landlord and feel that insufficient action has been taken to resolve the matter.

Contact us with your name and contact details;

By phone **01926 456010** By email antisocialbehaviour@warwickdc.gov.uk;

By post: **Safer Communities, Warwick District Council, Po Box 2179, Riverside House, Milverton Hill, Leamington Spa. Cv32 5HZ**

Include any other details about the local Trigger process (e.g. information an applicant needs to provide about their case) here¹

Appeals Process

If applicants are not satisfied with the outcome of the review into their case or the decision that they didn't meet the trigger threshold, they have a right of appeal.

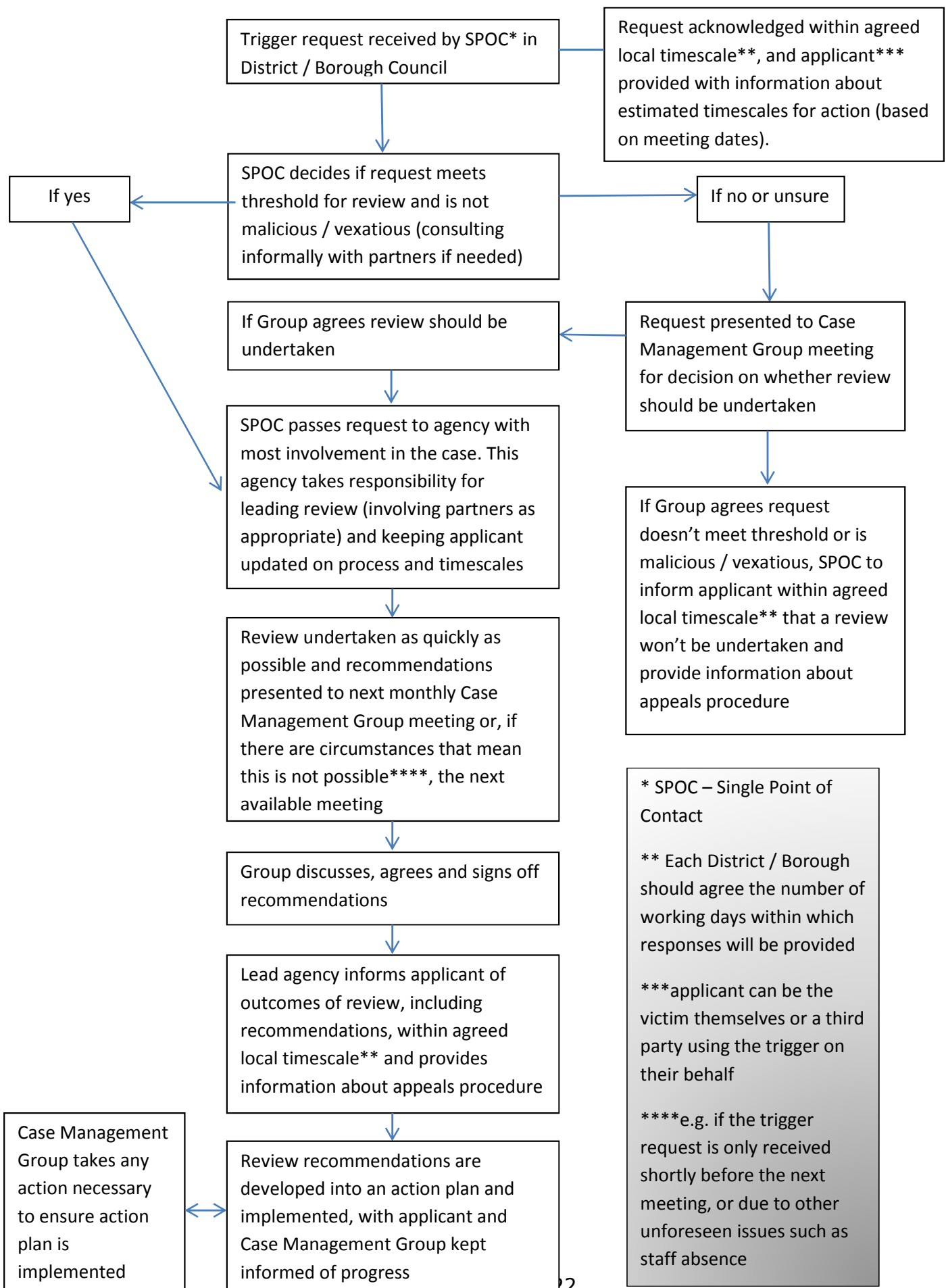
For cases in North Warwickshire, Nuneaton and Bedworth, Stratford and Warwick, appeals should be made to the Office of the Police and Crime Commissioner (OPCC). The OPCC's office email is opcc@warwickshire.gov.uk.


For cases in Rugby, appeals should be made to the Rugby Borough Council Customer and Performance Scrutiny Committee. Applicants should be provided with information about how to appeal when they are informed of their right to do so.

Appeals should be made to the relevant body within 28 days of an applicant being provided with the outcome of their Trigger request / case review.

¹ To qualify to use the Trigger, the applicant must have reported the ASB within one month of the alleged behaviour taking place and made their application to use the Trigger within six months of the report. This is to prevent someone reporting historical ASB in order to use the Trigger.

The Process



 Executive – 14th January 2015		Agenda Item No. 7
Title	2014 National Bowls Championships - Review	
For further information about this report please contact	Rose Winship Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive – Feb 2014 Minute 138	
Background Papers	November 2011 – Bowls Working Party report to O&S Committee; Aug 2012 Impact Assessments & WDC Proposal to Bowls England Dec 2012 - relocation of Bowls England HQ and the Men's Championships to Royal Leamington Spa Sept 2013 - FoVP Petition to Council July/Aug 2013 - User Survey	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes 652.14
Equality and Sustainability Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliott; Andrew Jones
Head of Service		Rose Winship
CMT		
Section 151 Officer		Mike Snow
Monitoring Officer		
Finance		Mike Snow; Jenny Clayton
Portfolio Holder(s)		Cllr Sue Gallagher
Consultation & Community Engagement		
Bowls England; Royal Leamington Spa Bowls Club; Operators of Victoria Park Café Victoria Park Tennis; Friends of Victoria Park; local residents, park users, Local businesses		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 At the meeting of the Executive in Feb 2013, a request was made by members to receive a report which reviewed the 2014 National Bowls Championships in order that members could understand the impact of the event on the district, and on the various parties affected by the event. This report sets out the findings and the lessons learned which are proposed to be taken into account in planning for the future National Bowls Championships.
- 1.2 The report for the 2014 National Bowls Championships – Review requested that the Council consider converting the old tennis courts to a permanent car park. This report details the costs of converting the old tennis courts, the impact of the operational requirements and the ongoing costs.

2. RECOMMENDATION

- 2.1 The Executive are asked to note the key findings from the review and agree the lesson learned in 3.9.2 to be taken into account in the planning of the future National Bowls Championships events and that the Economic Development Action Plan associated with the event at Appendix B is agreed.
- 2.2 That authority be delegated to the Economic Development and Regeneration Manager, in consultation with the Portfolio Holder for Development Services, to draw down up to £5,000 from the Tourism Reserve to support the 2015 – 2018 Action Plan attached at Appendix B to this report.
- 2.3 Members agree that no works take place to the old tennis courts to make it a formal car park but that a further report (including costs) is brought on what can be done to improve the amenity of the old tennis court area.

3. REASONS FOR THE RECOMMENDATION

- 3.1 In reviewing the 2014 National Championships, officers have considered the following areas that each have a contribution to make in assessing the success of the event.
 - Economic impact on the district
 - Operational feedback from Bowls England
 - Technical feedback from the Sports Turf Research Institute (STRI)
 - Impact on local residents and park users
 - Parking operations and usage data
 - Impact on Royal Leamington Spa Bowls Club, Victoria Park Café and VP Tennis
 - Impact on WDC officer resources

3.2 Economic Impact

- 3.2.1 Fundamental to the decision to welcome Bowls England to the district was the anticipated economic benefit to the district. This includes increased spend in local shops, restaurants and bars in addition to overnight stays in local hotels and bed and breakfast establishments. Using the Advantage West Midlands Economic Impact Toolkit in 2012 it was estimated that the district would benefit from between £700,000 and £1.2million from the Nationals each year
- 3.2.2 In assessing the impact of the 2014 Nationals, results have been modelled using a mixture of figures from the 2013 Tourism Economic Impact Assessment and the 2014 Bowls surveys (both devised and compiled by TRS Ltd). Over the course of the four weeks of the championships a total of 213 surveys were

returned. All of these were conducted with the bowls championship attendees (competitors, officials or spectators) and they therefore represent attendees that were there because of the Championships. The results of the survey, coupled with the revised Tourism EIA, have given a greater level of refinement to previously produced figures of economic impact. (Appendix 1) summarises the results of the EIA Toolkit. Feedback was also sought from local businesses and Shakespeare's England (Appendix 2)

- 3.2.3 In summary it can be demonstrated that the four weeks of the National Championships has produced an economic impact of between £1.3m and £1.7m if we use the conservative calculations of attendances at the event. Using the higher figure which attempts to capture ALL visitors the event, for which there is no exact measure, the impact is in the region of £2.1m.
- 3.2.4 Feedback from BID Leamington and local businesses is clear, that they value the impact of the extended championships, particularly at a potentially quieter time of year i.e. during school holidays). Many positive comments were received from locals and visitors alike about the "feel and welcome" experienced in the town, aided by the flags and signage installed for the duration of the event. Feedback from Shakespeare's England shows that there is further work required for future years to refine the offering and extend the period of offers in order to maximise the level of redemption and so the impact on the local tourism economy(Appendix 2).

3.3 **Bowls England**

- 3.3.1 Bowls England are the event organisers and are responsible for the day to day management of the event. They work closely with the Council in the lead up to and during the event to ensure a safe, effective and enjoyable event is delivered. Bowls England have provided feedback and lessons learned from an operational perspective, and also from the verbal and written feedback that they received during and after the event from those attending the event.
- 3.3.2 Bowls England have produced a summary report (Appendix 3) which summarises their feedback on the event and suggestions for improvements in future years. These suggestions were captured at a Nationals debrief session between WDC officers and Bowls England in early October. Feedback from the Bowlers and visitors survey also flagged up areas for Bowls England and the Council to consider for improvement in future years regarding the facilities, scheduling and associated provision.
- 3.3.3 In summary the feedback highlights the value of the extensive pre-planning that took place by the Council and Bowls England for the event. The investment made in the greens and the ancillary facilities were key to the smooth running of the event, and the many positive comments received by Bowls England. Car parking provision was highlighted as being very good, and could be improved further for future years with consideration of closing times and disabled provision. There are some suggestions on areas for improvement in respect of on-site catering, litter bins, and on site signage.

3.4 **Technical Assessment**

- 3.4.1 As in previous years, technical support for the 2014 Nationals has been carried out by the Sports Turf Research Institute (STRI). Given the extended nature of the event and in order to pre-empt any emerging issues and take the necessary

action to retain the playing surface at its optimum the STRI carried out more frequent visits this year.

- 3.4.2 In summary, the greens coped exceptionally well with the amount of play and the varied weather conditions during the 30 days. Regular testing and early identification of any potential areas of concern allowed the green keeping teams to take preventative action at appropriate times, and so avoided loss of greens or disruption to the programme of competition. This approach also ensured that the greens were in good condition for the Leamington Spa Open which followed on immediately after the Nationals.

3.5 Impact on residents and park users

- 3.5.1 Over the last 12 months, some local residents and park users have raised concerns about the impact of the extended National Championships on local residents and on the restricted access to Victoria Park due to an area of the park being used for parking during 28 days of the event. In the last year, officers have worked closely with the Friends of Victoria Park (FoVP) and ward councillors to consider alternative parking sites, and to reduce the impact on the park. The outcome of these discussions has been the removal of caravans from Victoria Park, the reduction of the area being allocated for parking and the introduction a new approach to parking, managed by a specialist event company.
- 3.5.2 In order to inform the 2014 review, the Council commissioned a series of face to face surveys for park users and a postal survey sent to 642 households close to Victoria Park. These were designed in consultation with The Research Solution who also conducted the surveys and analysed the results. (Appendices 5a & 5b). The results of the surveys will be used to inform the planning of future Nationals (and other events in Victoria Park) and the ongoing improvement of facilities in the park.
- 3.5.3 During the championships the FoVP were invited to provide feedback on any issues that they were experiencing or raise any concerns. This could be done informally as officers were on site in the park, or through e mail.
- 3.5.4 In summary, the key messages are:

Park Users:

- Overall, 74% of park users felt that the Nationals had little or no impact on their park usage. 5% felt that the Nationals limited their or their children/pets usage of the park.
- Of the issues raised, car parking for park users during the Nationals was raised as the main concern.
- Prior to the Nationals, over half of those surveyed were not aware that the event was taking place, suggesting that some further awareness raising amongst park users should be considered for future years.
- Many of those surveyed thought that the parking arrangements for the 2014 were an improvement on previous years.

Residents:

- Parking arrangements on Archery Road were effective for residents, with some suggestions on improvements for future years
- Access to the park for residents was not considered a problem by 89% of respondents
- Limited disruption from noise, disruption or vehicle movements

- The event caused less disruption than expected for 58% and about the same as expected for 41% of respondents.
- Significant levels of support for the Nationals in Leamington with the benefit that it brings to the town/district.

3.6 Parking operations and usage data

3.6.1 Members considered a number of options for accommodating the car parking requirements associated with the National Championships at the meeting of the Executive in November 2013. From this a shortlist of three potential options was evaluated further the recommendation to provide parking at Victoria Park was approved by the Executive in February 2014.

3.6.1 The approval for parking at Victoria Park was based on proposals to restrict the area used, control the flow of vehicles and manage the safety of park users more tightly. To ensure this was delivered a specification for the service was developed and the contract awarded to CJs Events, Warwickshire Ltd. Feedback and data relating to parking is included in Appendix 6

3.6.2 In summary, the key messages based on feedback from Bowls England, participants and spectators (200 sample from survey), and from park users and residents:

- Arrangements for 2014 event were a significant improvement on previous years
- Vehicle control in and out of the park and in the parking area was well managed
- Parking staff were courteous and helpful
- There were a few complaints about bottle necks at the entry/exit point which impacted on park users wishing to use the half mile track
- Grass in the parking area proved to be resilient and stood up to a range of weather conditions through careful management of parking zones.
- Gross income from car parking totalled £20,075 (incl VAT)
- 82% of those surveyed travelled to the event by car
- 76% of those surveyed parked in Victoria Park
- 60% of those surveyed were aware of alternative parking locations
- 12% of those surveyed would consider parking at Covent Garden car park compare with 32/36% for St Peters/Adelaide Road
- 36% of those surveyed said they would consider using a park and ride service

3.7 Impact on other park organisations

3.7.1 There are three key organisations operating in Victoria Park who are impacted to varying degrees by the National Championships. Royal Leamington Spa Bowling Club (RLSBC), the café operator and VP Tennis. Feedback from each of the above clubs is detailed in Appendix 7

3.7.2 Royal Leamington Spa Bowling Club is a key partner in the delivery of the National Championships. The extension of the event to 30 days places a significant pressure on club volunteers to man the bar and kitchen in the club house. The club also experience a significant loss of access to greens for the duration of the event.

- 3.7.3 The café in the park is operating under lease. They too are a key partner in providing catering for visitors to the Nationals. The café opens each day of the event which places significant pressure on the café operators.
- 3.7.4 VP Tennis operates a community tennis club on the courts in Victoria Park. This includes offering adult and junior tennis coaching as well as supervising the courts for casual public play.
- 3.7.5 In summary, when considering the impact of the Nationals on other park organisations, the key messages are:
- Communications from the council appears to have been successful, timely and appropriate.
 - All partners were satisfied with the contact details, arrangements for escalating issues and response times to requests during the event.
 - The potential negative impacts on the tennis club appear to have been managed reasonably well and the opportunities for increased trade available to the club and café appear to have been successful.
 - Learning points and opportunities for improvement in future years
- "Red/Amber/Green" lists for busy / non busy days were a helpful addition.
 - Some fine tuning of parking passes and access to Archery Road may be beneficial.
 - Communications were generally well received and appropriate. It would be beneficial to consider a more structured approach to monitoring cleanliness of changing rooms and toilet areas.

3.8 Impact on WDC officer resources

- 3.8.1 Whilst Bowls England are the event organisers of the National Championships, their focus is on the competition and hospitality of guests. The event requires a significant degree of behind the scenes work in order to run in a safe and effective manner. Cultural Services officers have significant input in the pre-event planning and front line operations during the event. This includes monitoring of car parking contractors, point of contact for RLSBC, the café operator and VP tennis should they have any issues during the event, and liaison with local residents to address any concerns.
- 3.8.2 Neighbourhood Services officers oversee the works being done by The Landscape Group in preparing and maintaining the greens and Veolia to ensure that the venue is clean and tidy at the start of each day.
- 3.8.3 This year there has been wider officer input with the introduction of the Visitor Information stand manned by staff volunteers from across the Council, and work by the Economic Development and Media teams to maximise the economic impact of the event across the district. A summary from each of these service areas is detailed in Appendix 8.

3.9 Summary and conclusions

- 3.9.1 Based on the feedback and the reports from the groups above, it can be concluded that the National Bowls Championships in 2014 were a success and that the experiences of this first year of the extended event can be built on in future years to ensure that the event is a credit to the district and the sport of bowls.

- 3.9.2 In reaching this conclusion, it is recognised that there are some areas where lessons can be learnt from the 2014 event and officers will work with the relevant parties to develop these. This includes:
- car parking arrangements for general park users during the event
 - ongoing improvements in the park, i.e. play area, paddling pool, signage, café, toilets
 - parking arrangements for disabled visitors
 - competition schedule (Bowls England)
 - alternative car parking information provided to visitors by Bowls England
 - consideration be given to offering free parking in Covent Garden on selected days of the 2015 event
 - revised approach to promotional offers to benefit the local tourism sector
 - consideration of alternative approaches to promote "visitor welcome"
 - fuller induction for staff volunteers manning Information stand and extension of the opening hours for this service
 - consideration be given to organising some "family events" in Victoria Park on the quiet days of the Championships

3.10 **Old Tennis Courts**

- 3.10.1 The site in question was formally the tennis courts for Victoria Park but since the introduction of the new tennis courts some time ago, the site has been used as informal parking for bowlers and park users. Due to the size, layout of the site and the absence of parking controls the site is used nominally and has the potential to create parking problems by individuals becoming blocked in by inconsiderate car parking.
- 3.10.2 As part of the ongoing consultation in regards to the National Bowls event held in Victoria Park with local stakeholders and residents, officers were asked to explore the option of converting the old tennis courts into a permanent car park which could be used by local stakeholders including residents and bowlers.
- 3.10.3 The site would require resurfacing, marked out parking bays, general tidying of the surrounding shrub beds, the introduction of lighting columns and the introduction of a parking regime due to the potential for commuter parking if unrestricted. The site would only yield 37 spaces with a convoluted design and egress, due to the design it would require cars to turn within a hammer head junction at the top of the site before exiting.
- 3.10.4 With the introduction of a parking regime the car park would then service the local stakeholders. It is uncertain what level of use this would be. The main users would more likely be the bowls club, tennis club and local residents from Archery Road.
- 3.10.5 With an increase in Neighbourhood Services revenue costs to operate a fully functional car park it would be preferable to try and generate income from the site through the use of a pay and display regime. Given the demographic of car park users to this site and availability of 4 hours free parking on Archery Road, there are limited options for charges. Any charges levied on this site will likely not over the cost of the pay and display machines annual running costs.
- 3.10.6 With the introduction of a parking regime then enforcement of the area would be required. The area in question could be covered by the new Ranger service and would need an early daily visit to ensure that commuter parking was curbed. This would be an additional pressure to Ranger service that had not been factored in to the route planning of this new service.

- 3.10.7 The costs associated with introducing a parking regime would see an increase to the base budget for Neighbourhood Services and would require funding. It is uncertain that any income could be gained from this site to off-set the costs.
- 3.10.8 The parking area would only service a limited number of stakeholders and outside of event periods the use of the site is expected to be low. The cost to introduce this site for sustained limited use would be an unproductive use of public funds.
- 3.10.9 The costs of the new car park are set out below.

Estimated capital cost for installation of new parking area;

New surface	£30k
Lighting	£10k
Signage	£1K
Floor Markings	£500
Pay and display machine	£3.5k
Grounds maintenance work	£1K

Total **£45,000**

Estimated revenue cost for the new parking area per annum;

Staff costs	£500
Pay and Display costs	£750
Electricity	£650
Cleansing	£250

Total Cost **£2,150**

- 3.10.10 The income is based on charges in the car park of 4 hours free parking followed by £3 all day, with the expectation that the parking area only achieves between 10% to 25% occupancy rates. A nominal number of penalty charge notice income has been included.

Estimated occupancy rates and income (Ex VAT) per annum;

10% occupancy	£500
25% occupancy	£1,200
45% occupancy	£2,180

- 3.10.11 For the parking area to achieve a cost neutral position it would have to deliver rates of 45% occupancy 5 days per week. Officers do not consider 45% as a realistic level of continued use.
- 3.10.12 The site is in close proximity to the town centre and a number of businesses with large volumes of staff parking. By creating a new car park there is a high risk that the site will be filled with commuter parking. To counter this risk the introduction of parking regulations would be required.
- 3.10.13 The introduction of parking regulations would burden the Council with ongoing costs in relation to enforcement and equipment. The estimated income demonstrates that there is uncertainty that income from this area would be sufficient to make the installation cost neutral.

3.10.14 However, it is acknowledged that the old tennis courts are “a bit of an eyesore” and could be enhanced so it is suggested that a further report be brought setting out what could be done to improve the amenity of the area including costs of such works.

4. **POLICY FRAMEWORK**

4.1 The successful delivery of the extended National Bowls Championships is identified as a corporate project within the Fit for the Future Programme.

4.2 A direct contribution is made to the Warwick District Sustainable Community Strategy in the following ways:

- Prosperity– encouraging visitors to the district who make a significant contribution to the local economy through overnight stays, hospitality, visitor attractions and retail.
- Health and Well Being - Hosting a National sporting event in the district raises the profile of sport locally and is an opportunity to encourage local people to participate in an active lifestyle.
- Involving Communities - provide support for local clubs and other community groups in order that they can contribute to and benefit from the National Championships.

4.3 The report seeks to highlight a range of impacts on a variety of individuals and groups. Officers have worked with a range of partner organisations and representatives of local communities in the lead up to the event in order to reduce the negative impact on key sectors of the community.

5. **BUDGETARY FRAMEWORK**

5.1 Annual revenue expenditure on the Nationals is summarised below:

Parking management	£20,500
Security	£ 9,284
Waste/skips	£ 4,000
HTM traffic signage	£ 2,850
Other services	£ 3,604
Total	£40,238

In addition to the above, one off expenditure was incurred for general events equipment that can be used to support a range of events. In Feb 2014, the Executive approved a budget of £10,000 to cover these costs; to date a total of £5,610 has been spent from this budget.

5.2 Income from the car parking £20,075.
Bowls England 50% contribution to highway signage £1,425

5.3 Utilising the revised spend figures from the Bowlers survey and the lower estimates of those attending, the economic impact can be shown to be between £1.3 (before a multiplier effect) and £1.7m (including the multiplier) for the four weeks of the championships. Using the higher attendance figures of (as in the previous Executive report) an estimated economic impact of the championships of £2.1m can be demonstrated.

- 5.4 Based on the successful management of the parking services in Victoria Park in 2014, it is proposed that a mini tender exercise is undertaken to appoint a "parking contractor" for the next 5 years (with an option to extend annually up until 2023). It would be reasonable to assume that this would result in a reduction of the annual cost of this service which cost £20,500 in 2014.

6. RISKS

- 6.1 The report summarises the outcomes of the review of the National Bowls Championships, identifies lessons learned to be taken into account for future years. It is considered that this approach generates no risks associated with the subject matter of the report and indeed will help the risk register for the 2015 Championships.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 In 2012 the Executive approved a 10 year commitment to working with Bowls England and hosting the combined National Championships at Victoria Park. An agreement was signed in April 2013, and the 2014 event was the first of the combined event. Therefore, this report does not seek to consider alternatives to the hosting of the event in Victoria Park, but recognises that as a result of the review there are some "lessons learned" and finer details which may be revised for future years events. Given the general high levels of satisfaction with the way the event was delivered it is not anticipated that there will be any fundamental changes to the event plan in coming years.
- 7.2 The Council could decide to go ahead with transforming the old tennis courts into a car park but this would not be guaranteed to be cost effective.

- Appendix 1 - Bowlers/visitors survey & Economic Impact Assessment results
- Appendix 2 - Feedback from local businesses & Shakespeare's England
- Appendix 3 - Bowls England Feedback
- Appendix 4 - Technical Assessment – STRI reports; quote from Tony A; TLG feedback
- Appendix 5a - Park User surveys and summary of results
- Appendix 5b - Residents survey and summary of results
- Appendix 6 - Car parking data and operational assessment
- Appendix 7 - Impact on other park users
- Appendix 8 - Impact on WDC officers
- Appendix B – Action Plan 2015 -18

Bowlers & Visitors Survey & Economic Impact Assessment results
Results from Bowlers Self-Completion Survey

Base		213	213
Which age group do you belong?	17-24	4%	9
	25-34	3%	6
	35-44	6%	12
	45-54	8%	18
	55-64	17%	36
	65-74	45%	96
	75+	17%	36
Base		213	213
Are you	Male	39%	84
	Female	61%	129
	Prefer not to say	-	
Base		212	212
How have you travelled to the nationals today?	Car (shared)	67%	142
	Car (alone)	15%	32
	Walk	7%	14
	Other (please specify)	5%	11
	Bus/Coach	4%	8
	Train	2%	5
	Bike	-	
Base		186	186
If travelling by car where did you park today?	In Victoria Park	76%	141
	Other car park	16%	29
	I used on street parking	8%	15
	Covent Garden Car Park	1%	1
Base		191	191
Were you aware of the alternative parking locations	Yes	60%	115
	No	40%	76
Base		91	91
Would you consider using any of the alternative parking locations such as	On-Street parking	55%	50
	Adelaide Road	36%	33
	St Peters Multi	32%	29

	Storey		
	Covent Garden Multi Storey	12%	11
Base		187	187
Would you consider using a park and ride scheme if available?	Yes	36%	68
	No	64%	119
Base		212	212
How many times will you be visiting Victoria Park during nationals?	1 Day	10%	21
	2-3 Days	25%	53
	3-7 Days	27%	57
	More than 7 days	38%	81
Base		212	212
Have you visited Leamington Spa previously for the nationals as a competitor, supporter or official?	Yes as a supporter	45%	95
	Yes as a competitor	36%	76
	No	27%	58
	Yes as an official	17%	37
Base		151	151
If yes, approximately how many times have you visited before?	7 or more times	61%	92
	4-6 times	17%	26
	Twice	9%	14
	3 Times	9%	13
	Once	4%	6
Base		201	201
How many days are you spending in the whole area for the nationals?	More than 7 days	41%	83
	3-7 days	26%	53
	2-3 days	20%	41
	1 Day	12%	24
Base		203	203
Are you staying overnight in the area whilst at the nationals?	Yes	69%	141
	No	31%	62
Base		141	141
If yes, are you staying	Paid for accommodation	74%	105
	Other	21%	29
	With friends/relatives	5%	7

Ratings of Facilities		Very Good	Fairly Good	Fairly Poor	Very Poor	No Opinion
Base	1195	519	446	81	29	120
		43%	37%	7%	2%	10%
How would you rate - Greens	206	116	69	2	1	18
		56%	33%	1%	0%	9%
How would you rate - Changing Facilities	189	42	73	20	4	50
		22%	39%	11%	2%	26%
How would you rate - Catering/bars in Victoria Park	203	70	104	15	6	8
		34%	51%	7%	3%	4%
How would you rate - Car Parking	196	110	58	12	5	11
		56%	30%	6%	3%	6%
How would you rate - Spectators Provision	203	72	86	28	11	6
		35%	42%	14%	5%	3%
How would you rate - Local Facilities	198	109	56	4	2	27
		55%	28%	2%	1%	14%

Economic Impact Toolkit results

In terms of the responses from the 213 completed bowlers surveys, the actual estimated spend (by the respondents themselves) from the responses was £93,875. Of this, approximately half (£46,665) was spent on accommodation.

41% of respondents said they were staying in the area for more than 7 days. 26% indicated that they were here for 3 – 7 days. 20% that there were here for 2-3 days. The previous EIA calculation used an average stay of 4 days, which now appears to be on the low side. The previous EIA also used lower figures for the amount spent per day for day-trips and overnight trips.

69% of those surveyed were staying in paid-for accommodation – a higher than previously estimated number.

Bowls England themselves estimate the Championships attracted over 2000 competitors. Spectator estimates have been conservatively assessed at three times this number (6,000) over the four weeks.

Utilising the revised spend figures and the lower estimates of those attending has produced an economic impact of between £1.3 (before a multiplier effect) and £1.7m (including the multiplier) for the four weeks of the championships. Using the higher figures of total attendance (as in the previous Executive report) has given an estimated economic impact of the championships of £2.1m

Feedback from local businesses & Shakespeare's England**Feedback from Local Businesses**

BID Leamington reported good feedback from a range of businesses they consulted on the impacts of the championships. A number of businesses attended the championships to promote themselves and to familiarise themselves with the set up and the potential for future years.

The overwhelming message is that the business community values the impact of the extended championships – particularly at a potentially quieter time of year (school holidays).

Feedback from Shakespeare's England

There were no reported redemptions of the tourism little book of offers distributed at the Bowls. This was primarily attributed to the fact that competitors and spectators already knew what they were doing when they arrived and secondly that the book of offers only contained offers for the month of August. Shakespeare's England Board has already requested that the offers run for a period of three or four months to encourage a return visit at a later stage. Potentially, the booklet will need to be produced and distributed much earlier for competitors to bring with them.

27% of survey respondents requested further information from Shakespeare's England which gives an opportunity to engage with them to return.

Bowls England Feedback**Bowls England****Response to Warwick District Council regarding 2014 National Championships**

November 2014

Introduction:

The Bowls England National Championships were held at Victoria Park, Royal Leamington Spa, from Saturday 2nd to Sunday 30th August inclusive.

The following report has been produced by Bowls England to provide feedback to Warwick District Council on a number of key issues. Suggested improvements for 2015 are identified in italics.

Pre-Event:

A great deal of preparatory work had been done by Warwick District Council and Bowls England, either individually or jointly. This included:

1. Regular communication with the Club and Café
2. Visitor information circulated by Bowls England to competitors/spectators
3. Production of Event Plan (including a meeting attended by all relevant agencies)
4. Liaison with residents and local businesses

It is Bowls England's view that the extensive pre-planning was key to the overall success of the event.

National Championships:**Greens and Greens Staff**

Overall feedback regarding the quality of the playing surface was positive. Bowls England wishes to comment positively on the continued improvements that have been witnessed at Victoria Park over recent years and to publicly thank all involved in this, especially the greenkeeping team. It is our view that, given the Council's investment, this improvement in standards will continue. It must be noted that E green produced the highest number of complaints from players, whilst D green was only played in East/West direction for the duration of the tournament due to its poor standard in the other direction.

Bowls England requests that a number of squeegees for use on the green in the case of inclement weather be available on site in 2015 and that all Council staff are trained in the use of these.

Parking

Very positive comments have been received regarding the parking arrangements. Some concerns were raised regarding the lack of disabled parking in the first week, but this issue was addressed following discussion between Bowls England Officials and the Council. One item to note is the closing time of 7pm is potentially an issue of concern if there is a late match due to fixture clashes or bad weather.

Refreshments

Bowls England was concerned at the availability throughout the Championships of refreshments at both of the on-site amenities. Bowls England worked closely with the nearby Royal Naval Association Club to ensure the needs of players and spectators could be adequately catered for.

Bowls England is keen for the availability of on-site facilities to be improved in 2015.

Tournament Office

The size and location of the Office is fine.

Additional electrical sockets have been identified as a requirement for 2015 onwards and this matter is 'in hand'.

Litter

Whilst the number of bins on site was plentiful, they appeared to blend into the background. Bowls England issued reminders to players and spectators to make use of the bins provided however on some occasions there was a lot of rubbish around the greens at the end of the day's play.

Spectator Viewing/Chairs

The removal of the hanging baskets during the early part of the Championships significantly increased the available viewing area for spectators and we would wish for this to remain the same for future years. The supply of chairs was generally good and spectators were encouraged to bring their own, however Warwick District Council is aware that some of the chairs currently being used are past their sell-by date.

Bowls England wishes to request a supply of suitable chairs be made available in 2015.

Changing Facilities

The facilities provided were of a high standard and met demand on most days.

Temporary marquees were made available to provide additional accommodation on busier days. Bowls England feels that this will suffice at present.

Signage

Bowls England is of the view that signage around the venue must be improved, to include emergency exits, toilets and other key facilities. This work should be completed together with the additional access points that are being considered to enable easier access to/from the venue for players and spectators.

Support from Warwick District Council

The support by Warwick District Council staff of the event was excellent – with regular attendance on site plus telephone and e-mail support when required. Bowls England also fully appreciated the support and interest from Council Members and the Portfolio Holder.

Warwick District

We received a great deal of feedback from players and spectators regarding Royal Leamington Spa and the surrounding area, with the vast majority positive with regard to the wide range of places to eat and accommodation. The Bowls Advisor document produced by Bowls England had assisted many 'first timers' to find out more about the area and this is something that we wish to repeat in 2015.

Technical Impact Assessment

STRI report: End of Nationals report

Attached as separate report

Feedback from Bowls England confirmed the quality of the greens. Tony Allcock stated: "Bowls England is delighted with the performance and presentation of the greens for this year's championships and is looking forward to the continued improvements that will be made to the greens over the coming seasons".

Park Users survey and results summary

Attached separate report

Residents survey and summary results

Attach separate report

Car parking operational assessment and data

Positive written and verbal feedback was received during the event from bowlers, park users, and partners and the local Friends of Victoria Park group and local councillors who all remarked that the arrangements were a significant improvement over previous years. Whilst some noted that their starting point was to seek no cars in the park, they accepted that the revised approach, with a much reduced impact on the areas used, was more tolerable. An example of this feedback can be seen in an excerpt from an e mail received from a resident:

"I believe you are seeking feedback on this year's parking arrangements in Victoria Park. As a regular user of Victoria Park my starting point is that I would prefer the park not to be used for parking. However, this year's arrangements are far better than last year. The car parking has been restricted to a relatively small section of the park leaving ample space for other activities. The barriers look smart and are well laid out. The vehicle access system works smoothly and the tracking should avoid any damage should it turn wet. The safety measures are excellent and the staff courteous at all times. As a pedestrian I have been given priority when using the well signed crossings. On this basis, and as a resident keen to see the bowls remain in Leamington, I would be happy for these arrangements, and particularly the company responsible for this year's arrangements, to continue in subsequent years."

Overflow parking was available at St Peters Car Park, although not required. Wet weather contingency arrangements were agreed with Warwickshire College, although also not required. Free Parking was offered at Covent Garden during the first weekend, but take up was minimal not making it into double figures.

During the event a staffed road closure was operated on Archery Road to preserve spaces for local residents, volunteers staffing the event and customers for the Cricketers public house. This also received considerable positive feedback and worked well from the perspective of those who expressed an opinion.

There were no reports of significant parking displacement on local roads or complaints from residents in the neighbouring streets. The only negative comments received related to the free parking area available by the railway bridge at the western end of Victoria Park. Some feedback from park users and dog walkers was received that this car park was often full with the assumption that this was due to bowlers and spectators for the event. This was monitored during the event and although there were often spaces remaining after 09.00, the area was often full by mid-morning. Park users who were unable to park as a result were permitted free parking within the park if they identified themselves and the issue to the parking team.

During the periods of wet weather some surface mud and grass damage was briefly evident. However this was roped off and soon recovered. The use of a temporary track-way for the main access route was successful in avoiding rutting and helping to facilitate fast and effective repair after the event.

Parking data for VP parking

- Total cars parked was 6058, generating £20,080 income (incl vat)
- Average cars per day was 200

- Of these 737 (12%) were blue badge holders and 1,379 (23%) were officials, volunteers or VIPs with free passes.
- The busiest day was the first day, Saturday 2nd August, when 304 cars parked at Victoria Park; the quietest day was the last day, Sunday 31st August, when just 45 cars parked at Riverside House.
- The first two weeks, the Women's Nationals, were busier (average 228 per day) than the second two weeks, Men's Nationals. (average 179 per day)
- Day by day results are available in APPENDIX X for information

The following key messages can be concluded from the car parking arrangements for 2014;

- The specification and revised arrangements delivered a significant improvement to previous years within a reduced area.
- The appointment of CJs Events, Warwickshire Ltd, worked well and received significant positive feedback.
- The combination of reduced area and professional management is therefore considered sustainable and appropriate for future years.
- The offer of free parking at Covent Garden was not successful, but could be reconsidered again for future years.
- The road closure on Archery Road was successful.
- Potential measures to limit long stay use of the free parking at the western end of the park could be considered in future.
- The parking numbers were broadly in line with estimates and were able to be accommodated within the area provided.

Impact on other park organisations**RLSBC**

Arrangements and Information prior to event

- The bowls club appreciated the provision of the "Red/Amber/Green" lists regarding busy / non busy days and from a bar perspective confirmed this provided a direct correlation with their levels of trade.
- Information received from WDC was well received and appropriate. In future it will be useful to have a copy of the playing schedule as far in advance as possible.
- The club were disappointed to note that their contributions were not noted in the event programme.

Arrangements, Information and responses during the event

- During the event the club confirmed that response times to issues raised or requests was good and there were no problems getting responses to requests
- It was suggested that a regular programme of monitoring the cleanliness of the toilets could be included in future with more frequent emptying of bins etc.

Main impact on organisation

The impact on the club is in two main areas:

- Reduction in access to the greens for club play as the championships takes the whole venue for the majority of each day during the tournament period. This impacts on the clubs opportunities to play matches which in turn are felt to have an impact on attracting members to join the club. The club were concerned to note that there were a number of free greens at various stages of the competition and suggested there may be opportunities to review the schedule.
- The provision of bar and catering services to players and officials which represents a peak in demand and opportunity to increase sales. The club will be reviewing their approach to managing this over the coming weeks to ensure they are best able to offer these services in future.
Provision for car parking and access to the site was well managed and suitable with no major issues reported. Play for

Learning points and opportunities for improvement in future years

- The "Red/Amber/Green" lists were useful.
- The club find as much advance information as possible helpful.
- The first year has been a learning experience with regard to numbers and needs of the Men's element of the competition, but in general most elements worked well.
- The event is now long and tiring one for the volunteers to sustain and they will be considering their approach for future years.

Café lease

Arrangements and Information prior to event

- The Café leaseholder was happy with the advance information provided by the district council and especially found the "Red/Amber/Green" lists for anticipated numbers useful.
- It was suggested that some direct communications with Bowls England may have been useful in advance of the event.

Arrangements, Information and responses during the event

- The Café confirmed that communications and liaison with council officers during the event worked well and there were no issues.
- It was suggested that there may be opportunities in future for Bowls England to notify the café when play is about to end and the players leave the greens as this could help them prepare for peak demands.

Main impact on organisation

- The National Championships represent a significant peak in trade for the café and an opportunity to increase sales during a short time period.
- In general terms this worked well from the café perspective and a significant amount of positive feedback was received

Learning points and opportunities for improvement in future years

- The "Red/Amber/Green" lists were useful.
- They could be further refined with start times which would be useful for the café.
- All other areas of the event were positive and worked well.

VP Tennis

Arrangements and Information prior to event

- The tennis coaches and club were aware of most relevant details and information suitably in advance of the event and had no requirements for the provision of further information in future years.
- They had been unaware that there would not be any caravans on the park in 2014, so their absence was pleasant surprise, as was the smaller area being used for car parking.

Arrangements, Information and responses during the event

- The coaches and club were happy with communications and arrangements during the tournament itself and had no issues contacting relevant officers with any queries or concerns.
- All were happy with the arrangements made for the Car Parking contractor to also use the tennis pavilion as a welfare base for their staff.
- The co-location and sharing of facilities worked well.

Main impact on organisation

- The main impact was on club members wishing to park in Archery Road as they normally would as this was closed during the day. However passes had been made available and all players with just a couple of exceptions had been able to gain access when and where they wanted during the period of the event.
- Figures for the holiday tennis camps had been lower during the final two weeks than the previous year, but it was not possible to be clear if this was related to weather, the bowls or other factors. Numbers for pay and play were also reduced during August and this was felt to be related to the availability of free parking close by during the event.

Learning points and opportunities for improvement in future years

- The only points which were noted for change in future years was to consider the number and distribution of parking passes to ensure regular club members had no issues during the event.
- In summary the club and coaches commented that the event had been better organised than in previous years and had therefore had comparatively less impact on their use of the park.

APPENDIX 8

Impact on WDC officer resources

Cultural Services are the lead service area and the prime link with Bowls England. This relationship has extended since the move of Bowls England to be based in Riverside House since April 2013. With Bowls England on site, pre-event planning has been easier and less time consuming, and has allowed both parties to work together to develop a more robust approach to event planning. The Event Plan for the Nationals went through a multi-agency Safety Advisory Group for the first time prior to the 2014 event, reflecting the Council approach to effective event management.

The decision to outsource the management of car parking has significantly reduced the amount of input from Cultural Services officers during the event, allowing the team to focus on other work during August. A rota was in place for the 30 days of the event providing a duty officer contact; with very few exceptions, mainly on the opening weekend or on days when play was significantly delayed, this resulted in officer presence at the greens being reduced to a minimum.

Liaison with other operators in the park has increased this year, mainly due to the extended period of the event and the unforeseen queries triggered by the arrival of the men at the venue. It is hoped that these have largely been addressed and can be pre-empted for future years.

From an Economic Development & staff volunteers perspective, experience of 2014 shows that the Visitor Information Tent needs to be within the Bowls Championship area to be an integral part of the Championships. The good working relationship with Bowls England will allow this from the start of 2015. Staff volunteers enjoyed their time at the Bowls and all were happy to take part. The level of knowledge about the area was variable and for 2015 it is felt that a fuller induction and training programme (e.g.: Welcome Host) would be beneficial for all staff. Staffing for the Tent needs to be revised to take greater account of competitor arrivals before their start times which will mean that more volunteers will be needed which is considered to be possible without impacting services.

The Media team were involved from the early stages in developing communication plans, advising on social media strategies, liaising with press and broadcasters and monitoring media activity in the lead up to and during the event. Given the media interest in the extended event, the input from this team was far greater this year than it had been previously. On reflection, it was essential that resources were allocated from this team, and the resulting media coverage was significant. It is anticipated that the input from the Media team in future years will be less intensive and key staff will have a better understanding of the event and the workload it can generate.



Warwick District Council – Victoria Park Bowls Club

Tournament Monitoring Report – The National Championships (Tournament data review)

Report Date: 1st September 2014

Consultant: Paul Woodham

CONFIDENTIAL

Date of Visit: Saturday 30th August 2014

Visit Objective: To carry out a tournament monitoring visit for Bowls England National Championships

Present: Mr Michael Pincher – The Landscape Group
Mr Paul Woodham – STRI Ltd

Weather: Cloud and occasional sunshine. Light rainfall prior to inspection. Soil temperature 14.4°C.

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Performance Data	4
Soil Moisture Content	4
Surface Firmness	5
Smoothness & Trueness	6
Green Speed	8

Executive Summary

- The final set of performance data was collected on the penultimate day of the Bowls England National Championships. At the time of the inspection green D had been cut and turf ironed whilst greens A, B and C were turf ironed only. Green E saw no set-up maintenance due to the green being omitted from the days' schedule for play.
- The greens have coped exceptionally well with the level of play and indeed showing signs of recovery even through the rink ends exposed to the highest amount of play.
- The pace of the greens remained consistent and within the higher end of the tournament target range. The greens were also running at their smoothest since the start of the tournament despite the effects of wear.
- Light overnight rainfall meant that soil moisture content was similar to the previous days' measurement, it is therefore unsurprising to have seen little change in surface firmness.
- There was no evidence of turf grass disease or other issues which may affect the forthcoming Royal Leamington Spa Ladies Open.
- Nine sets of performance data, including pre-tournament measurements, were collected throughout the month of championship play. The following table summarises the average performance of each green.

Average Performance

	Speed sec	Smoothness mm/m	Moisture vwc	Firmness gravities
A	12.3 (11.9-13.3)	17.0 (15.3-19.7)	31.3 (30-37)	127 (116-172)
B	12.3 (11.9-12.8)	17.3 (14.9-19.7)	26.4 (18-33)	115 (103-136)
C	12.3 (11.9-12.9)	17.3 (15.3-19.7)	26.3 (20-32)	120 (105-142)
D	12.3 (11.9-12.5)	16.9 (13.7-21.2)	26.4 (19-35)	120 (105-146)
E*	12.0 (11.5-12.6)	19.4 (17.2-23.0)	23.4 (13-30)	108 (97-144)

Figures in brackets show average low-high

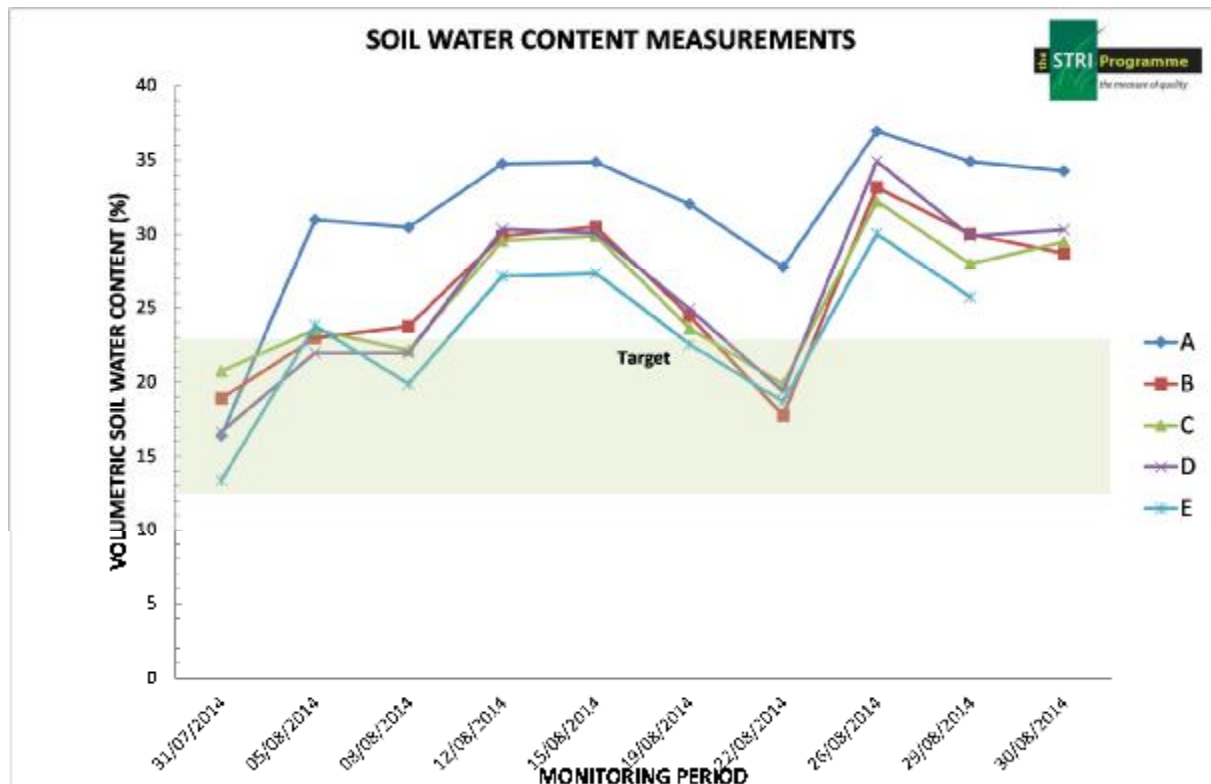
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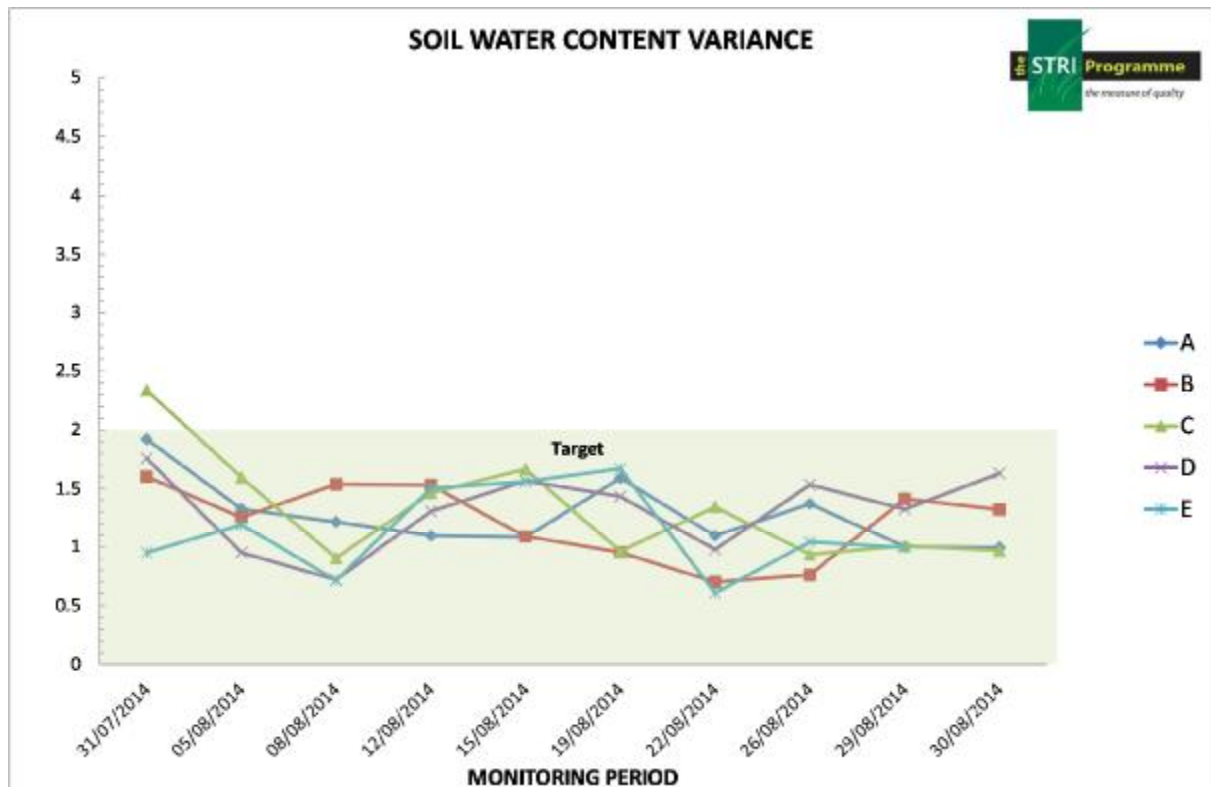
A summary of the performance of the greens is provided as follows. The charts monitor the performance trends throughout this year's championship.

Soil Moisture Content

Soil moisture content was recorded using the Theta Moisture Probe in accordance with STRI Standard Operating Procedures. The results are detailed in the line chart below.

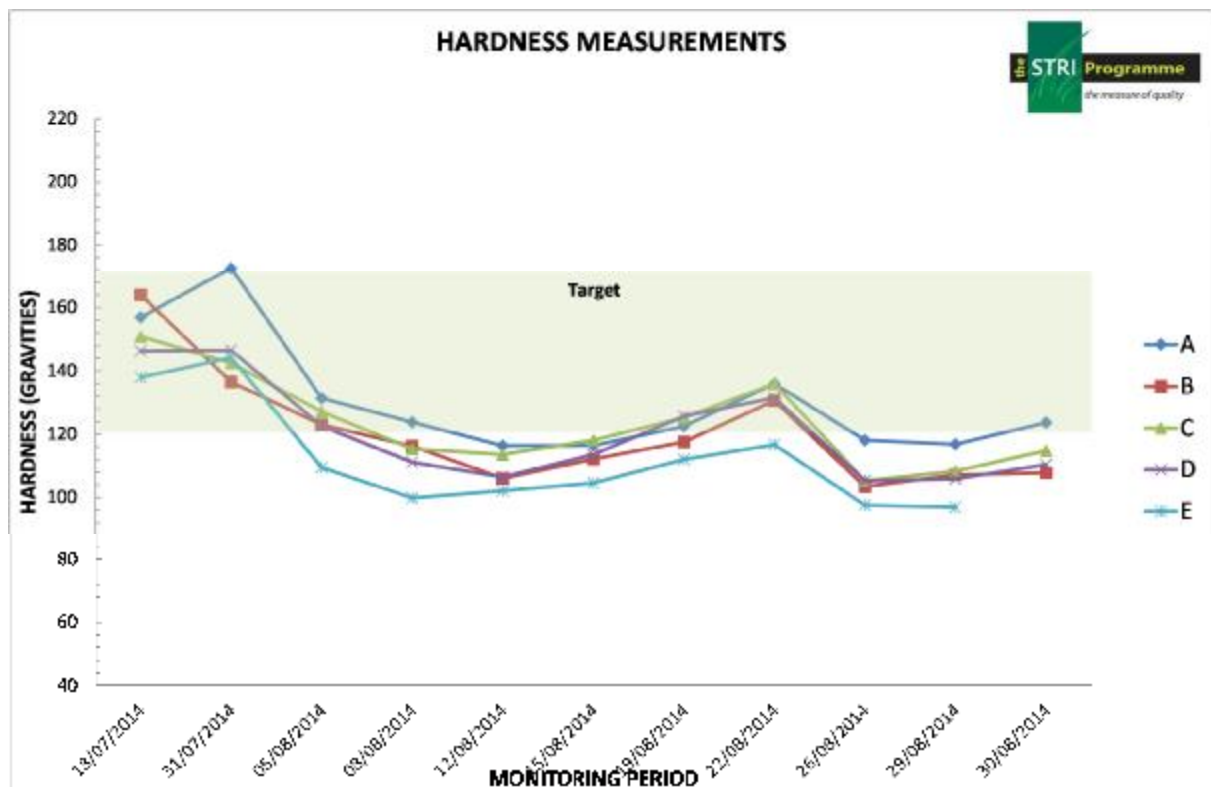


- Although we have no formal rainfall data from Victoria Park site, it is clear that the greens have had to cope with a higher than average rainfall throughout the duration of the tournament.
- Only within the first few days of play and midway through the tournament did we see moisture levels returning towards target values. Moisture content was mostly uniform and within target on the 22nd August at which point the greens recorded the fastest speed.
- With prevailing wet conditions from rainfall, soil moisture distribution has remained uniform.

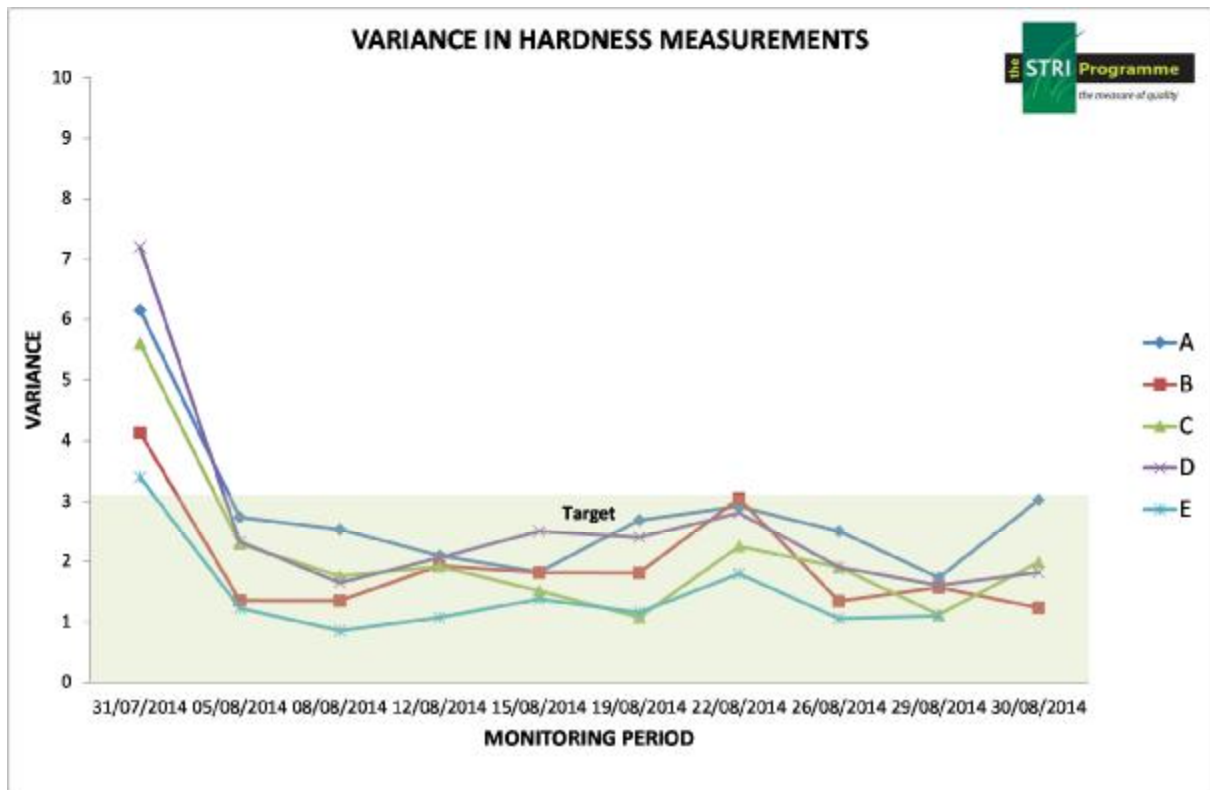


Surface Firmness

Firmness was measured using a Clegg Impact Hammer with readings taken at each point on a 3x3 grid basis in the same locations as soil moisture. The results are detailed as follows.



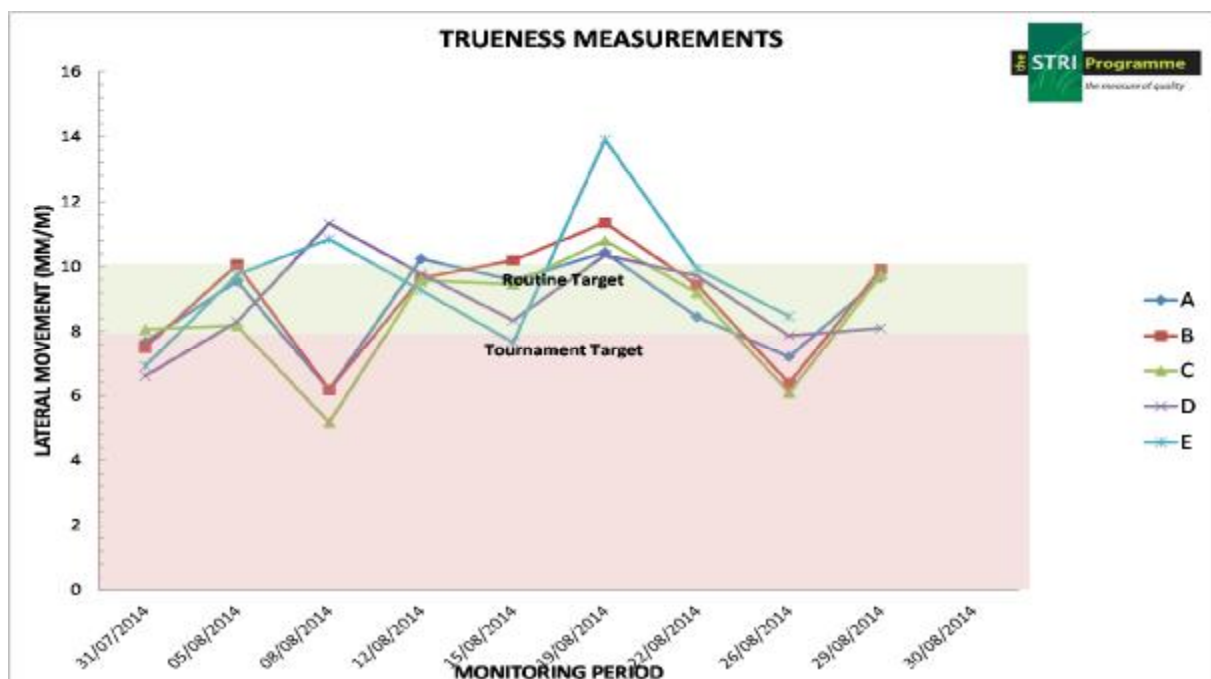
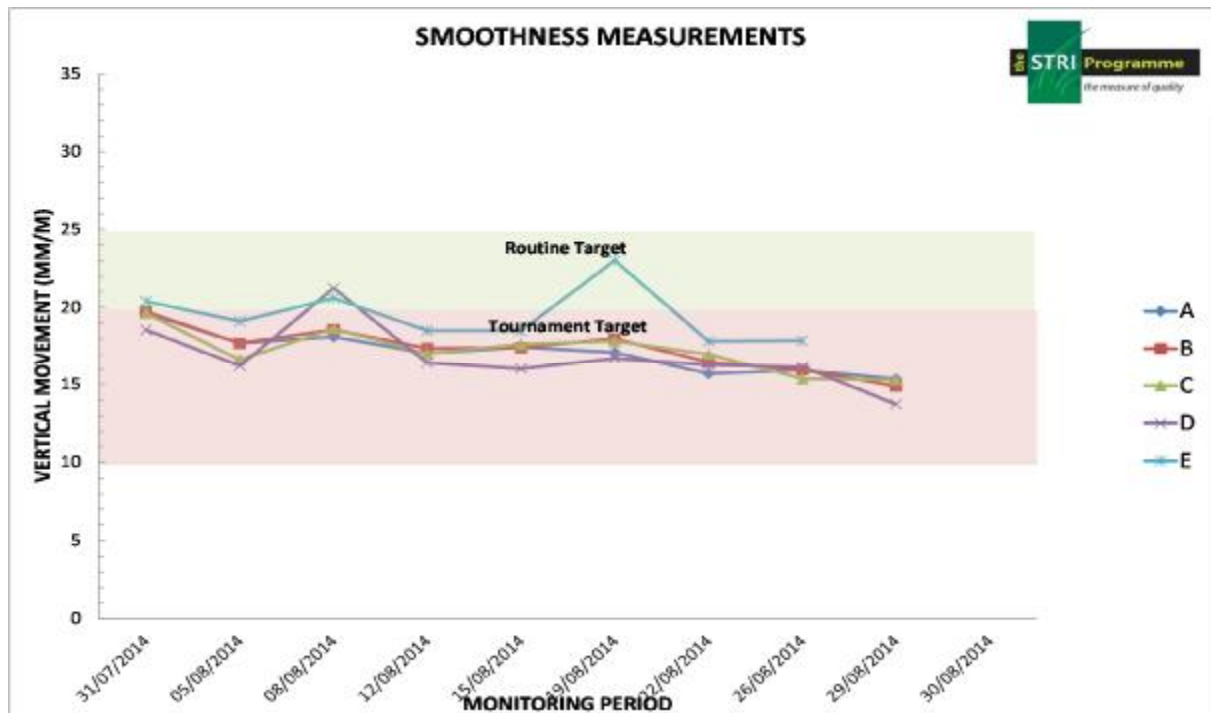
- With higher than ideal levels of soil moisture it is unsurprising to see green's firmness below target range. The values have nevertheless remained consistent within and between greens and still supporting a good standard of play.



Smoothness & Trueness

The smoothness and trueness of the greens was measured using the Trueness Meter™. This device measures the smoothness (vertical deviation) and trueness (lateral deviation) of the bowling surfaces with the level of deviation being expressed in mm/m. With these results, lower readings indicate a smoother or truer surface. Six 10m runs were made on each green with the Trueness Meter in a w pattern across the main laying area of the green.

The results for smoothness and trueness are outlined in the following two graphs and compared against our target ranges.

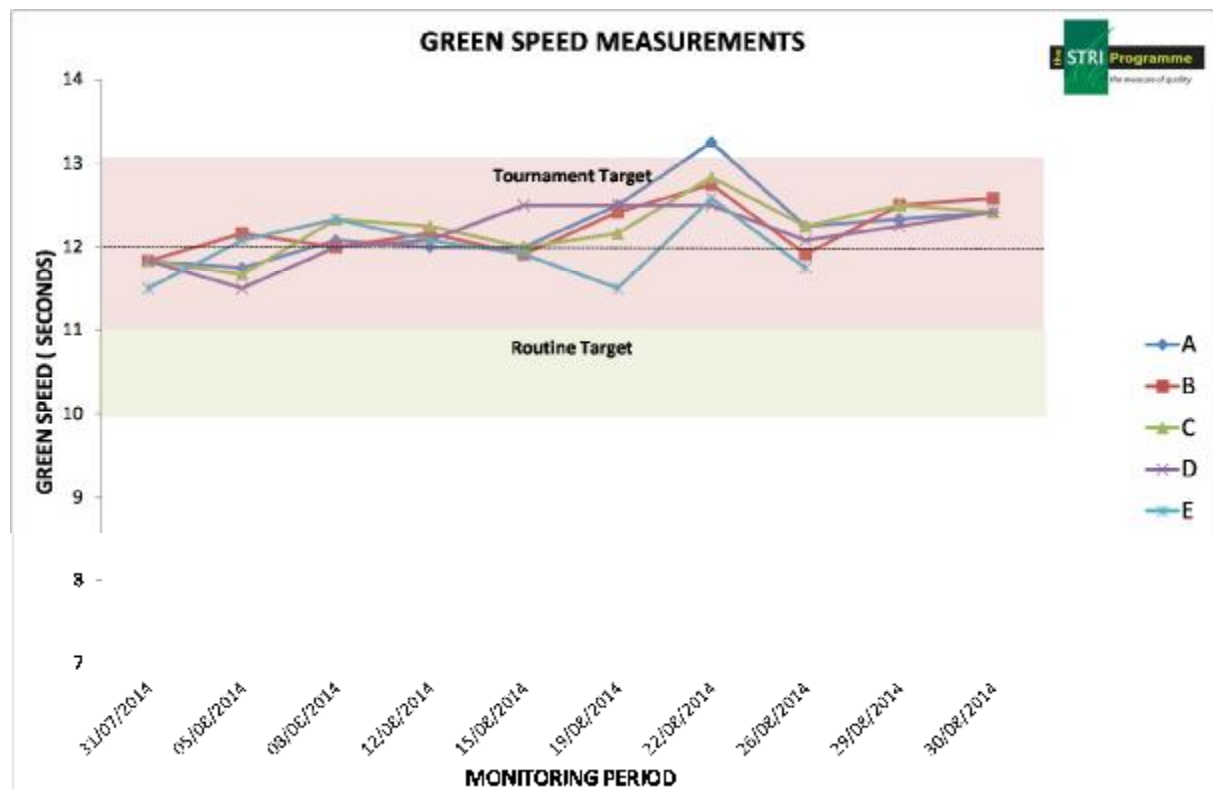


- Trueness meter readings were omitted from performance data on the penultimate day of testing.
- Despite the effects of play and challenging weather conditions, the greens have become smoother as the tournament has unravelled. Maintaining a smooth surface has helped manage green speed and given confidence to the management operations.
- Trueness has a lesser effect on the roll of a bowl but still informs the consistency of the greens and the effects of management operations and wear. In general trueness has remained within target ranges but occasionally seeing some spikes in the data largely as a result of the effects of mowing, creating nap or in the case of green E on the 19th August, no set-up being applied at all.

Green Speed

The speed of the greens was measured using the R/T² test using non biased bowls. 6 measurements are taken on each green using a selection of 3 rinks on each. The ideal range for routine play is set between 10 to 12 seconds with tournament preferences of 12 to 13 seconds. It is estimated that measurement with a biased bowl will add a further second to the measurement.

The results of our assessments are detailed in the chart below.



- As discussed in the soil moisture data the greens were running at their fastest on the 22nd August when weather conditions were more favourable.
- The greens have increased in pace as the tournament continued and through the last week of championship play were running extremely consistent between greens and at a very good pace.

Signed



Paul Woodham BSc (Hons), MBPR
Turfgrass Agronomist, Agronomy Services Manager

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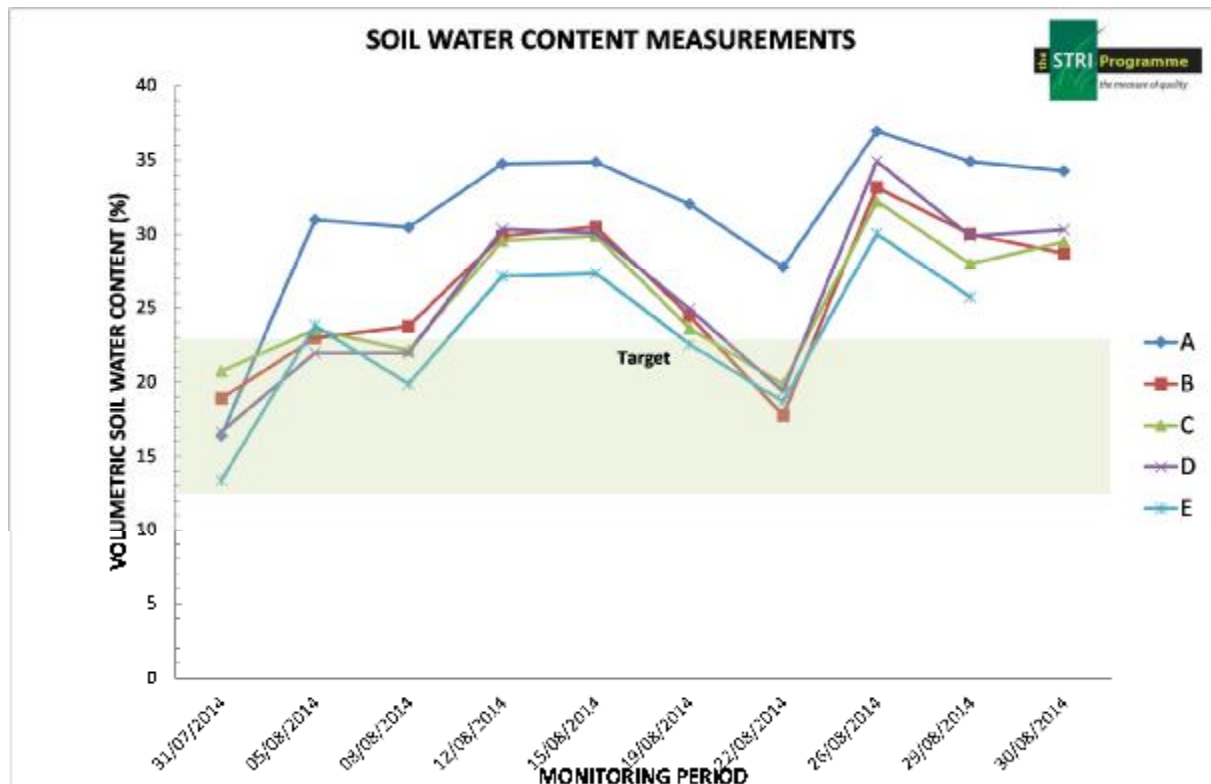
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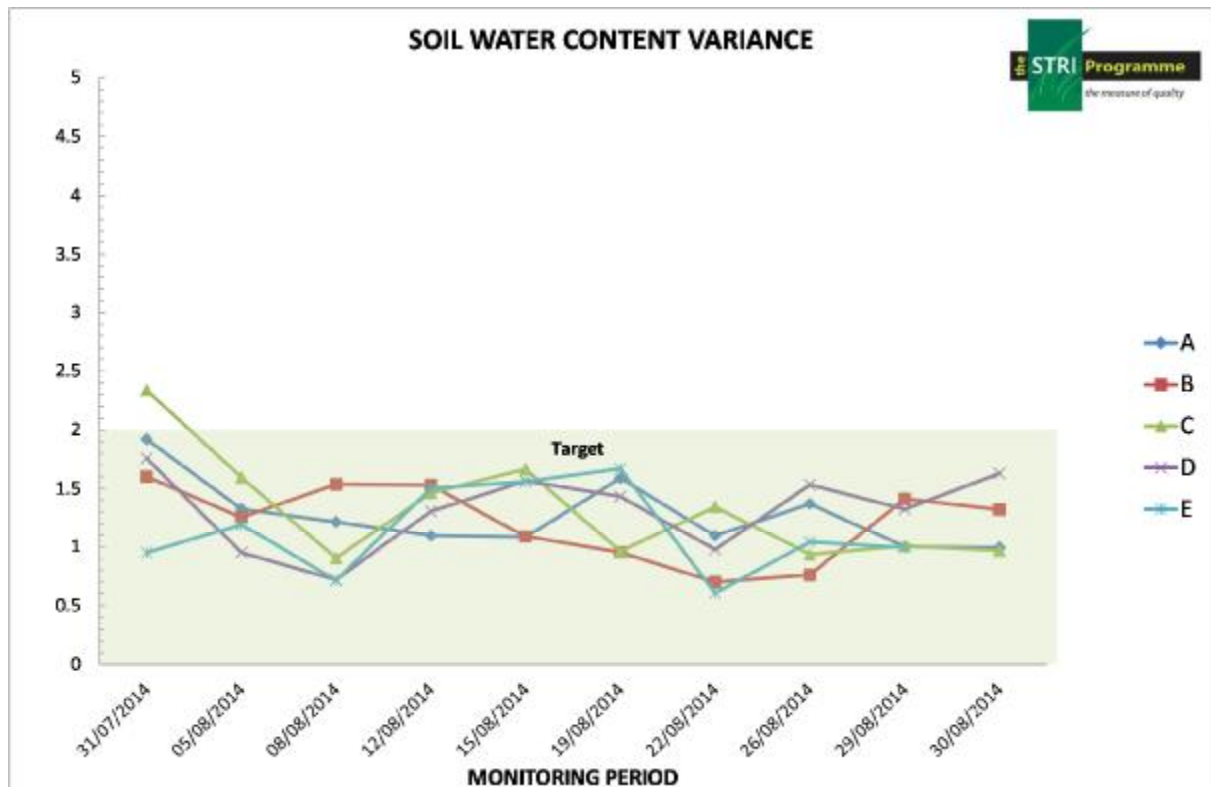
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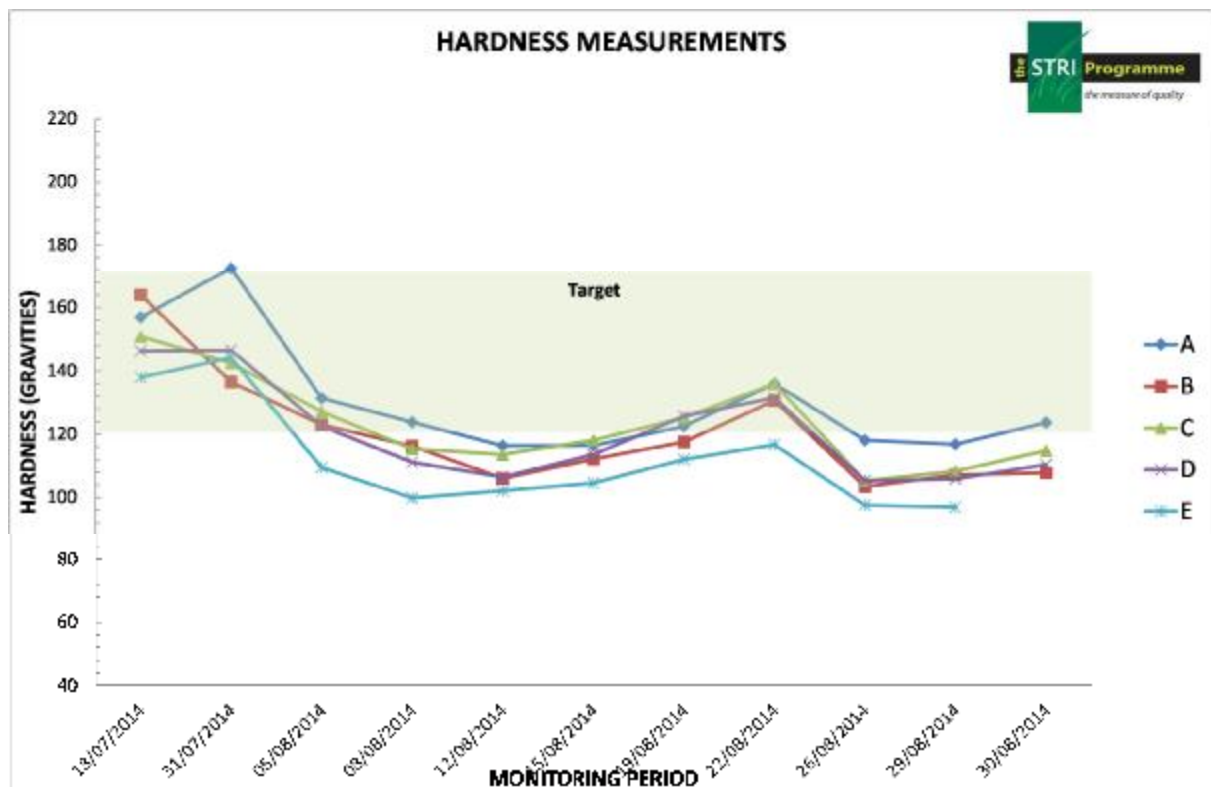


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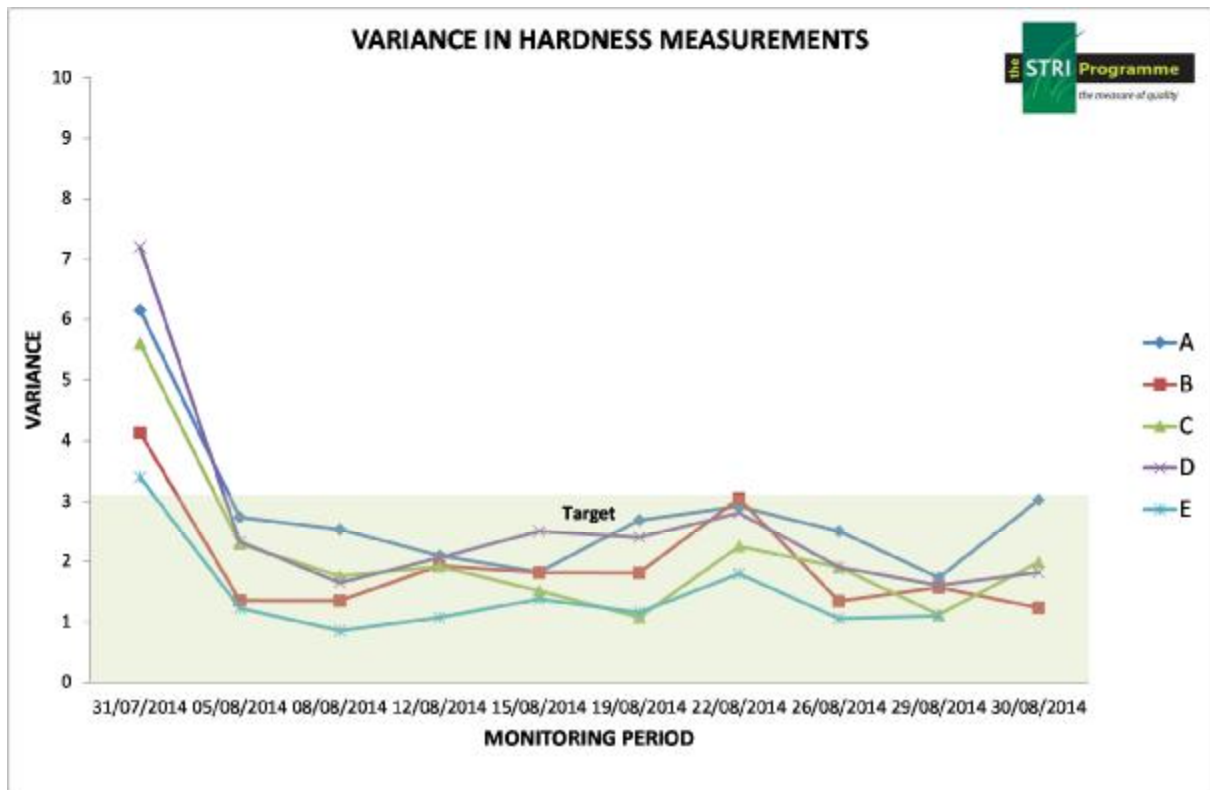


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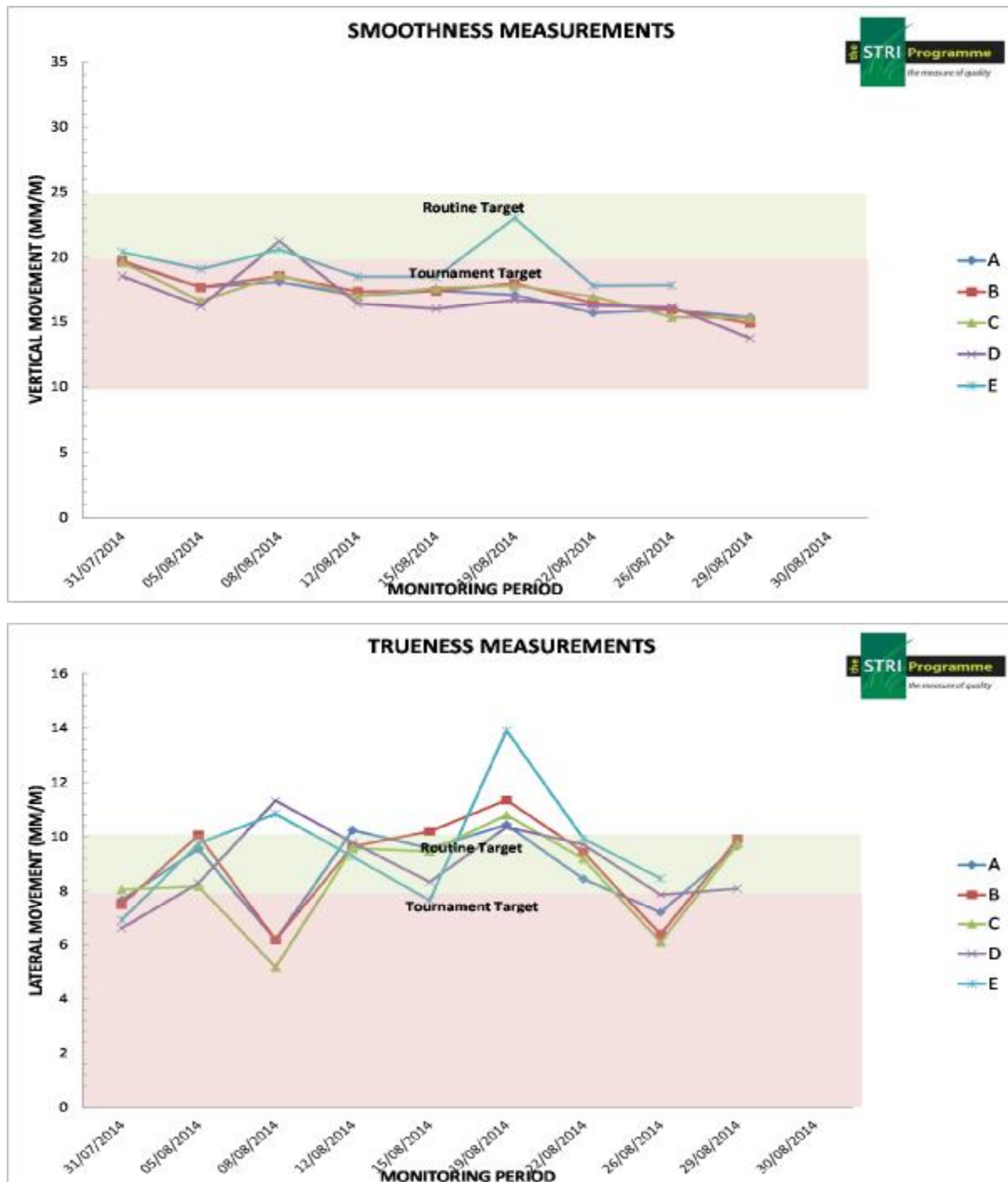
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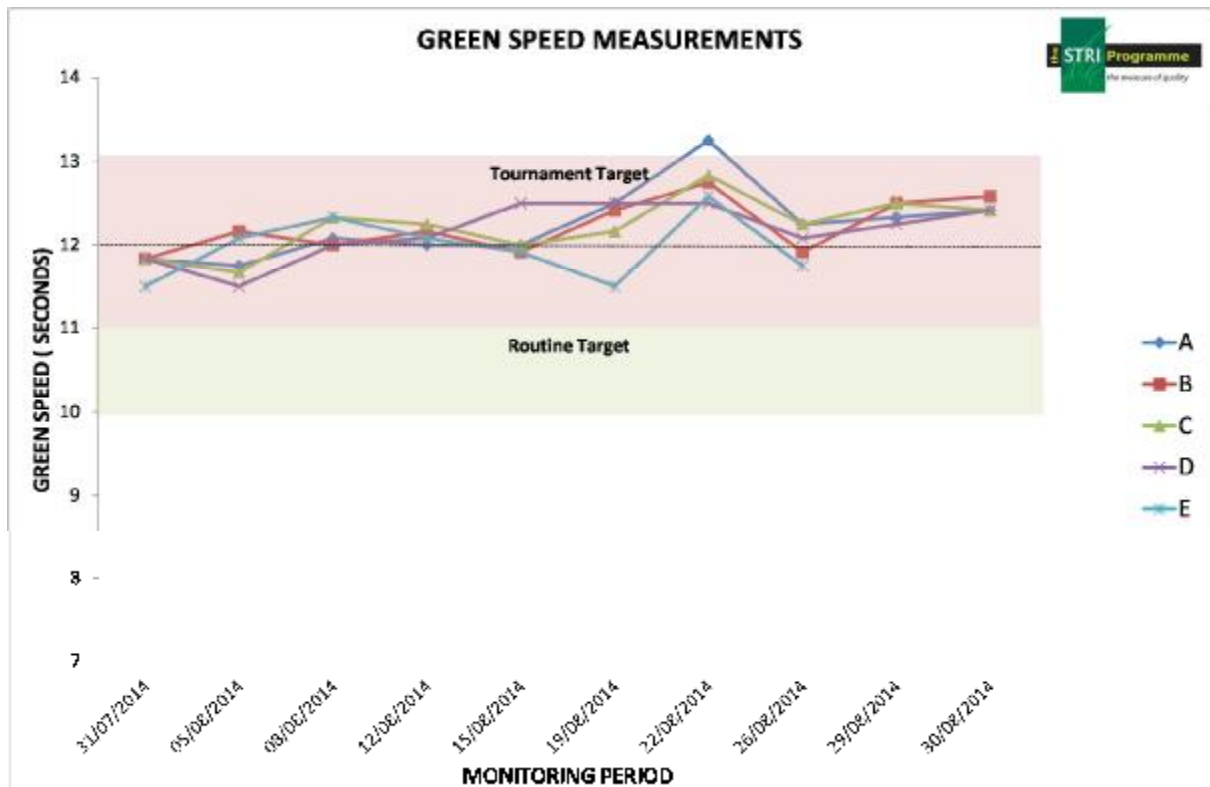


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Victoria Park & National Bowls

Championship Survey

Final Summary Report



Prepared by: The Research Solution

Christine King, Director

Tel: 01905 721440

On behalf of Warwick District Council

Victoria Park & Bowls Championship Final Report – November 2014

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Executive Summary

In April 2014, The Research Solution was commissioned by Warwick District Council to conduct a survey of visitors using Victoria Park, prior to the National Bowls Championship held at the Park in August, during the actual tournament and post the event taking place. Warwick District Council commissioned this survey in order to gain a better understanding of the use of Victoria Park during both the Women's National Championships and for the first time, the Men's National Championship in 2014. A previous survey had been carried out in 2013 and the information from this survey was used in helping to plan for this year's events and for future year's events to be held in the Park. General information relating to the park will be passed on to colleagues in the Council to inform future improvements to the park, as well as general users of the Park itself.

The surveys took place during late June/early July, during the Championships in August and a further wave in late September. A random selection of days was chosen by The Research Solution.

The research was undertaken by a team of fully trained experienced interviewers. The interview period covered both weekdays and weekends. A sample of 801 interviews were completed pre, during and post the event.

- Over two thirds of park users (64%) were aged 44 and under. There was little difference in the age groups of those using the park during the three interview periods.
- Generally the split between male and females was fairly consistent – at roughly two-thirds female - throughout the three waves of interviewing. The number of females using the park during the Bowls Championships was slightly higher than at other periods.
- The majority of park users had travelled to the park in their car (61%).
- The majority of park users came from within Warwickshire (82%) with the West Midlands supplying 9% of park visitors.
- Almost nine out of ten park users were visiting with friends or family with 11% visiting the park on their own.
- Almost half made a trip to the park once a week or more, a fairly high proportion. Lower levels of visitors were at the park once a fortnight (14%) and once a month (11%). A small number of respondents only visited once or twice a year (7%) and 8% were on a first visit to Victoria Park.

- The children's play area/paddling pool was the most regularly used facility with 55% using this area on their visit, followed by the grassed area (50%) and the cycle/running/half mile circuit (45%). Only 14% of park users regularly or occasionally used the tennis courts
- All the ratings for the facilities in the park received high scores. The open grassed areas and the children's play area received the highest scores with a mean average of 4.75 and 4.65 respectively.
- The lowest scores were for the signage with an average mean score of 3.81 and the refreshments/café in the park (3.99) with less than quarter (23%) rating this as "very good".
- The majority of park users were aware that the National Bowls Championships were taking place in Victoria Park during August.
- Overall, almost three quarters (74%) of respondents felt that the impact of the Championships had little or no impact on their park usage. A higher number of pre-event respondents felt they would be deterred from visiting the park whilst the Championships were taking place (13%), falling to only 1% during the event itself.

1.0 INTRODUCTION, BRIEF AND METHODOLOGY

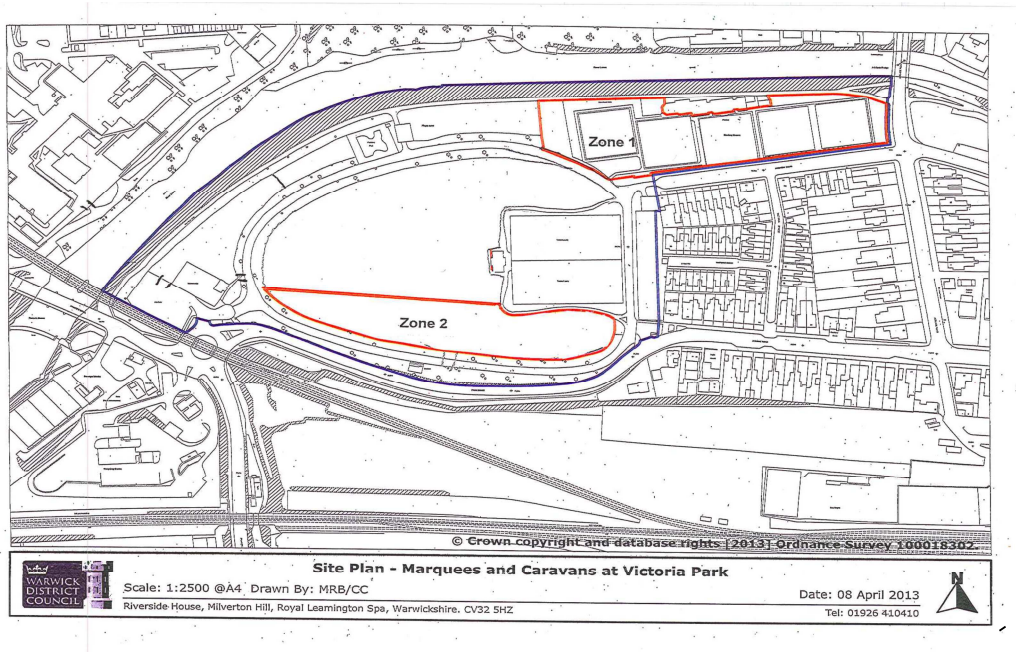
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In April 2014, The Research Solution was commissioned by Warwick District Council to conduct a survey of visitors using Victoria Park, prior to the National Bowls Championship held at the Park in August, during the actual tournament and post the event taking place. Warwick District Council commissioned this survey in order to gain a better understanding of the use of Victoria Park during both the Women's National Championships and for the first time, the Men's National Championship in 2014. A previous survey had been carried out in 2013 and the information from this survey was used in helping to plan for this year's events and for future year's events to be held in the Park. General information relating to the park will be passed on to colleagues in the Council to inform future improvements to the park, as well as general users of the Park itself. The surveys took place during late June/early July, during the Championships in August and a further wave in late September. A random selection of days was chosen by The Research Solution.

1.2 Survey Methodology

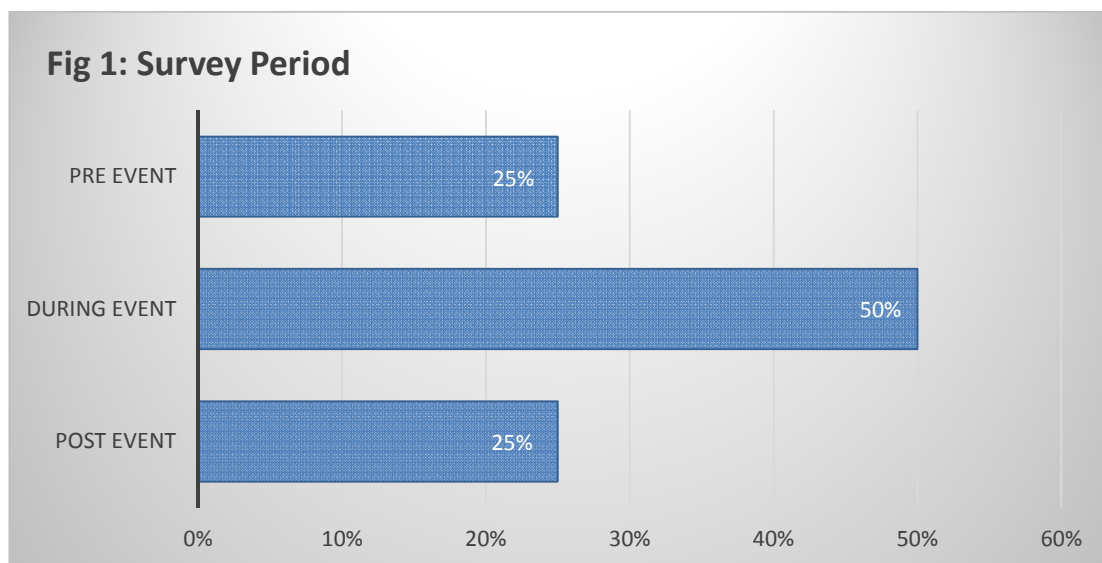
The research was undertaken by a team of fully trained experienced interviewers. The interview period covered both weekdays and weekends. A sample of 801 interviews were completed pre, during and post the event.

A self-completion survey of the competitors, spectators and officials of the Bowls Championship was undertaken and the results from this survey will be shown in a separate report.



1.3 Survey Days

During the thirty two days of interviewing, 801 interviews were completed. Of the total sample, 25% over eight days was undertaken from mid-June – early July. During the Bowls Championships, 401 interviews were conducted over sixteen days with interviewing beginning on Saturday 2nd August and finishing on Saturday 30th August. Between these dates, a mixture of both weekday and weekends were covered, with interviews conducted between the hours of 10am – 5.30pm. The final wave of interviewing took place at the end of September covering a two week period.



1.4 Reporting

The following report covers the three periods of interviewing that took place in Victoria Park.

1.5 Statistical Reliability

All sample surveys are subject to statistical error that varies with the sample size and the order of magnitude of the research findings being considered. This survey obtained a sample of 801 and the margins within which one can be 95% certain that the true figures in this report will lie are presented below.

Table 1: Statistical Error	
Findings from survey	95% confidence interval
50%	+/- 6.9%
40/60%	+/- 6.8%
30/70%	+/- 6.4%
20/80%	+/- 5.5%
10/90%	+/- 4.2%

This means, for example, we can be 95% certain that if 20% of the sample is found to have a particular characteristic or view, there is an estimated 95% chance that the true population percentage lies in the range of +/- 5.5%, i.e. between 14.5% and 25.5%.

1.6 Notes to the reader

- All percentages are rounded to the nearest whole figure so on occasions figures may not exactly equal 100%
- A "0" indicates a value of less than 0.5%
- A dash (-) indicates no value

2.0 PARK USERS

2.1 Summary of Results

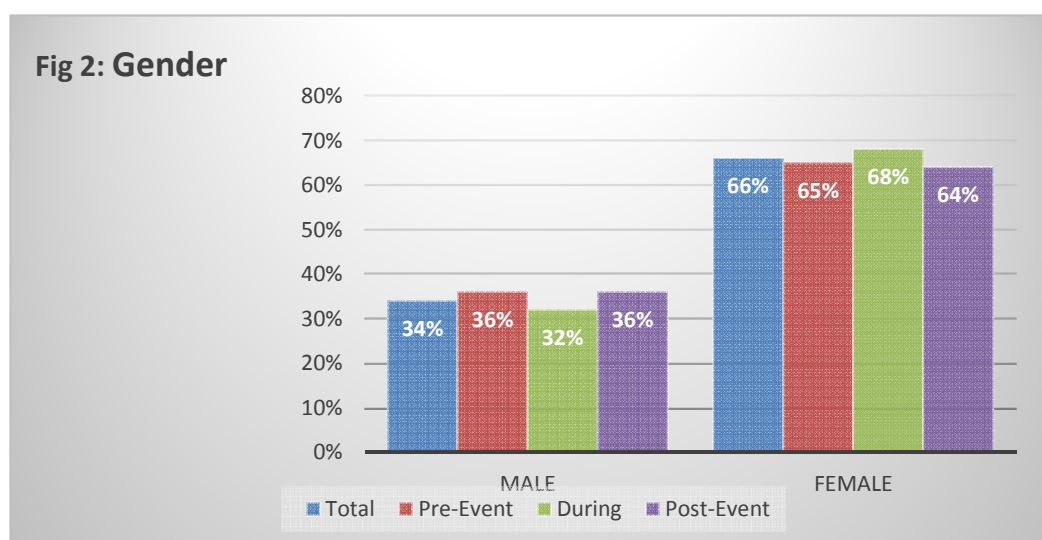
2.2 Age Groups

Over two thirds of park users (64%) were aged 44 and under. There was little difference in the age groups of those using the park during the three interview periods.

	Total	Pre-Event	During Event	Post-Event
17-24	8%	7%	8%	11%
25-34	22%	23%	23%	19%
35-44	34%	35%	35%	30%
45-54	12%	12%	10%	17%
55-64	12%	12%	13%	11%
65-74	10%	9%	10%	11%
75+	2%	2%	2%	2%

2.3 Gender

Of the total number of respondents interviewed, more females were interviewed than males.



Generally the split between male and females was fairly consistent – at roughly two-thirds female - throughout the three waves of interviewing. The number of females using the park during the Bowls Championships was slightly higher than at other periods.

2.4 Mode of Transport

The majority of park users had travelled to the park in their car (61%).

Table 3: Mode of Transport				
	Total	Pre-Event	During Event	Post-Event
Car	61%	55%	64%	63%
Walked	31%	38%	29%	30%
Other	4%	6%	3%	5%
Bike	3%	2%	5%	2%

There was less use of the car during and after the event than those who visited the park prior to the event, when almost two fifths (38%) had walked to the park. There was little difference across all three periods by cycle users ranging from 2%-5%.

2.5 Origin of Visitor

The majority of park users came from within Warwickshire (82%) with the West Midlands supplying 9% of park visitors. 56% of park users were from Leamington Spa itself, 26% from other places within Warwickshire and 18% came from outside of the County. Visitors from 17 other places across the country had visited the park during the interview period. A full list is shown in Appendix 1.

Table 4: Origin of Visitor				
	Total	Pre-Event	During Event	Post-Event
Warwickshire	82%	85%	79%	86%
West Midlands	9%	10%	9%	10%
Oxfordshire	1%	1%	2%	2%
Northamptonshire	1%	1%	2%	-
Buckinghamshire	1%	1%	1%	1%
Worcestershire	1%	1%	1%	1%

During the Bowls Championships, there were people from within Warwickshire visiting the park when compared to before and after the Championships had taken place.

2.6 Party Composition

801 groups of people were interviewed before, during and after the National Bowls Championship totalling 2,371 individuals. The average number of people per party was 3.0

Almost nine out of ten park users were visiting with friends or family with 11% visiting the park on their own.

Table 5: Visiting Park Alone				
	Total	Pre-Event	During Event	Post-Event
No	89%	88%	92%	82%
Yes	11%	13%	8%	18%

Of the total number of respondents (801), 64% comprised of adults with children, 21% were adults on their own or in a group, 11% were adults out walking their dogs and a small amount (4%) included adults with children and dogs in their party.

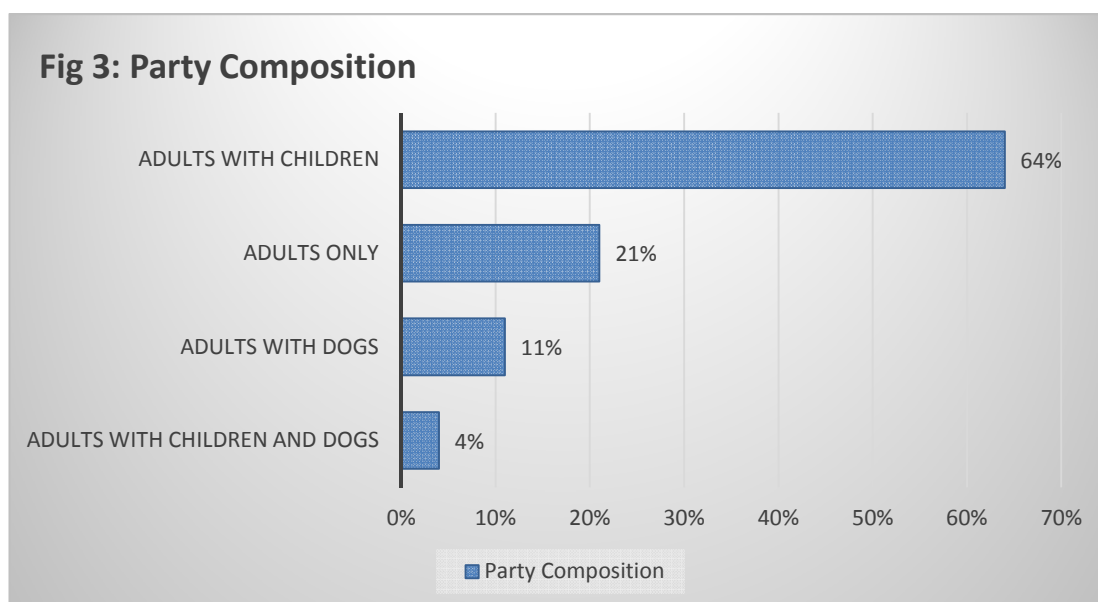


Table 6: Party Composition				
	Total	Pre-Event	During Event	Post-Event
Adults with children	64%	62%	73%	50%
Adults only	21%	24%	15%	29%
Adults with dogs	11%	10%	8%	18%
Adults with children and dogs	4%	5%	4%	4%

As the Championships took place during the main school summer holidays, it is not surprising that there were higher levels of adults with children using the park during this period. Adults out walking their dogs on their own were more prevalent after the Bowls Championships took place than before or after the Championships.

2.7 Frequency of visit

Park users were asked how often they visited during the summer months. Almost half made a trip to the park once a week or more, a fairly high proportion. Lower levels of visitors were at the park once a fortnight (14%) and once a month (11%). A small number of respondents only visited once or twice a year (7%) and 8% were on a first visit to Victoria Park

During the period of the championships, there were fewer frequent visitors making a trip to the park. Just over two fifths (44%) visited once a week or more compared with over half before and after the Championships took place. School holidays, weather and the event itself could all affect the frequency of visits to the park.

Table 7: Frequency of Visit

	Total	Pre-Event	During Event	Post-Event
Once a week or more	49%	53%	44%	56%
About once a fortnight	14%	15%	14%	14%
About once a month	11%	13%	10%	11%
A few times a year	11%	10%	11%	11%
Once or twice a year	7%	3%	11%	3%
First visit	8%	8%	9%	6%

Over two thirds (69%) of all park users visited during the winter months. Those interviewed during the Bowls Championship (August) were less likely to visit the park in winter months than those interviewed in June, before the Championships took place.

Table 8: Visit during winter months

	Total	Pre-Event	During Event	Post-Event
Yes	69%	70%	63%	80%
No	31%	30%	37%	20%

2.8 Facilities & Activities undertaken in park

The children's play area/paddling pool was the most regularly used facility with 55% using this area on their visit, followed by the grassed area (50%) and the cycle/running/half mile circuit (45%). Only 14% of park users regularly or occasionally used the tennis courts

Table 9: Facilities & activities undertaken in park

	<i>Regularly</i>	<i>Occasionally</i>	<i>Never</i>
Children's play areas/paddling pool	55%	18%	27%
Cycling/running/half mile circuit	45%	19%	36%
Grassed areas	50%	30%	20%
Tennis courts	4%	10%	86%

Table 10: Facilities & activities undertaken in park

Children's play areas/paddling pool	<i>Pre-Event</i>	<i>During Event</i>	<i>Post-Event</i>
Regularly	54%	59%	49%
Occasionally	14%	22%	15%
Never	32%	19%	36%
Cycling/running/half mile circuit			
Regularly	41%	39%	60%
Occasionally	14%	21%	21%
Never	45%	40%	19%
Grassed areas			
Regularly	59%	47%	48%
Occasionally	20%	35%	30%
Never	21%	18%	23%
Tennis Courts			
Regularly	5%	4%	4%
Occasionally	10%	11%	7%
Never	85%	85%	89%

Regular use of the paddling pool before and during the Bowls Championship was higher than after the event took place. This is not surprising due to the time of year the interviews took place (late September).

Generally there was more use of the cycling/running/half mile circuit track after the Championships took place than before or during (60% compared with 41% and 39% respectively).

Occasional use of the grassed areas within the park were highest during the Bowls Championships held in August (35%) falling to 20% before the Championships.

There was little difference in the use of the tennis courts before, during or after the Championships took place with only small numbers of people making use of the tennis courts (4%-5%).

2.9 Rating of facilities in park

All the ratings for the facilities in the park received high scores. The open grassed areas and the children's play area received the highest scores with a mean average of 4.75 and 4.65 respectively.

Table 11: Ratings				
	Open Grassed Areas			
	Total	Pre-Event	During	Post-Event
Mean Score	4.75	4.74	4.71	4.82
Very Good	75%	77%	72%	82%
Fairly Good	24%	21%	28%	19%
Fairly Poor	1%	2%	0%	-
Very Poor	0%	1%	-	-
	Tennis Courts			
Mean Score	4.55	4.55	4.55	4.56
Very Good	56%	55%	57%	56%
Fairly Good	43%	45%	41%	44%
Fairly Poor	1%	-	2%	-
Very Poor	-	-	-	-
	Paddling Pool			
Mean Score	4.43	4.40	4.50	4.28
Very Good	51%	52%	54%	44%
Fairly Good	42%	38%	42%	45%
Fairly Poor	5%	6%	4%	8%
Very Poor	2%	3%	-	4%
	Children's Play Area			
Mean Score	4.65	4.61	4.68	4.62
Very Good	67%	63%	69%	65%

Fairly Good	31%	34%	29%	32%
Fairly Poor	2%	2%	2%	3%
Very Poor	-	-	-	-
Cycling/Running Circuit				
Mean Score	4.61	4.60	4.59	4.66
Very Good	62%	60%	60%	66%
Fairly Good	38%	39%	40%	34%
Fairly Poor	0%	1%	0%	-
Very Poor	-	-	-	-
Car Parking				
Mean Score	4.22	4.32	4.12	4.33
Very Good	39%	44%	34%	43%
Fairly Good	47%	45%	47%	48%
Fairly Poor	12%	9%	16%	9%
Very Poor	2%	2%	3%	1%
Refreshments/Café				
Mean Score	3.99	4.04	4.10	3.67
Very Good	23%	32%	22%	15%
Fairly Good	58%	45%	67%	49%
Fairly Poor	15%	19%	10%	22%
Very Poor	4%	4%	1%	13%
Signage				
Mean Score	3.81	3.84	3.81	3.78
Very Good	14%	21%	14%	6%
Fairly Good	60%	52%	58%	73%
Fairly Poor	19%	18%	22%	15%
Very Poor	7%	9%	6%	7%

The lowest scores were for the signage with an average mean score of 3.81 and the refreshments/café in the park (3.99) with less than quarter (23%) rating this as "very good".

Car parking was less of an issue pre and after the Bowls Championships took place than during the event itself.

Those respondents who rated the facilities fairly poor or poor were asked to explain why. Signposting/incorrect signage was an issue for a third of all respondents (34%). This was more prevalent during the Bowls Championship with increased numbers of people in the park. Not enough parking/difficult to park was cited by a quarter of park users, again with the lowest scores given during the Championships (only 22% rating it very good).

The paddling pool was also a concern as it was dirty and had broken glass in and around the edges and was in need of improvement (18%). The café situated within Victoria Park was not open enough, with inconsistent and erratic opening hours (14%) and had a poor/limited menu on offer (9%) along with too expensive (5%). Other comments included: More/better toilets,

better facilities for younger children, more facilities in general needed and not much at the park (3% respectively). A full list is shown in Appendix 2.

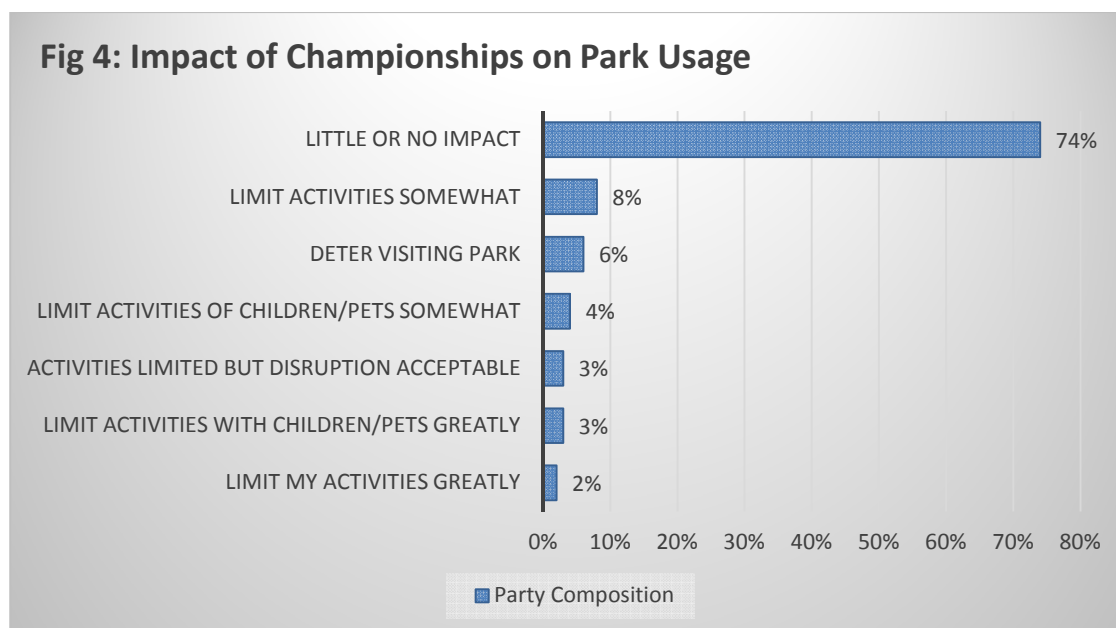
2.10 Awareness of National Bowls Championship taking place

The majority of park users were aware that the National Bowls Championships were taking place in Victoria Park during August. Awareness was greater during and after the Championships (82% and 85% respectively). Almost half of park users interviewed before the National Championships took place were not aware that the event was to be held in the park during August.

Table 12: Awareness of National Bowls Championship

	Total	Pre-Event	During Event	Post-Event
Yes	75%	54%	82%	85%
No	25%	47%	18%	15%

2.11 Impact of National Bowls Championship on use of park



Overall, almost three quarters (74%) of respondents felt that the impact of the Championships had little or no impact on their park usage.

Respondents felt that there was less impact during the Championships (79%) than before the event took place (64%). A higher number of pre-event respondents felt they would be deterred from visiting the park whilst the Championships were taking place (13%), falling to only 1% during the event itself. Around 8% of pre-event visitors felt that the Bowls Championships would limit greatly theirs and the children/pets activities whilst the Championships were taking place.

Table 13: Impact of National Bowls Championship

	Total	Pre-Event	During Event	Post-Event
Little or no impact	74%	64%	79%	75%
Limit my activities somewhat	8%	9%	9%	6%
Will deter me from visiting again during the Nationals	6%	13%	1%	8%
Limit the activities of my children/ & or pets somewhat	4%	4%	5%	4%
Activities are disrupted but the disruption is acceptable	3%	2%	4%	2%
Limit the activities of my children/ & or pets greatly	3%	4%	2%	5%
Limit my activities greatly	2%	4%	1%	1%

Across all three interviewing periods, the majority of respondents did not feel that the National Bowls Championship would affect them or their children/pets very much from using the park.

Respondents were also asked to provide additional comments on what impact the Championships and the parking had on their use of the park. Specific comments were given in response to the question but respondents also commented on other general aspects of the park which were recorded and included in the table below. The comments have been grouped from the original list of comments provided. A selection of both positive and negative responses are shown overleaf.

- *Can't see what all the complaints are about, well fenced off and not taking up too much room*
- *This year's so much better than expected / Bowlers using much less space*
- *Phenomenally very good for Leamington Spa.*
- *Encouraged us to use this park as we like to see the bowls. Have come here with the dog more frequently this month*
- *Very well managed and they stop the traffic for you to walk through.*

- *Difficult parking for free. The free car parking should be for people using the park not for the people here for bowls who stay all day and don't pay, not fair on parents wanting to use park for a few hours*
- *Even though well contained this year, as a parent I still worry about children running and cycling as lose visual contact with them*
- *I don't feel comfortable running where the cars parked. 28 days too long during school holidays*
- *Had to park off site, a month a long time to park on grass and for the disruption*
- *The circuit was disrupted for people like me walking the dog.*

Overall, over half (56%) felt that the Bowls Championship did not have any impact on their park usage, around 55% during the actual month when the Championships took place, Interestingly this rose to over two thirds (67%) once the event had finished. During the Championships, 15% of respondents referred to parking related issues, in particular the lack of parking for park users and the use of the free car park by bowlers. This figure was 8% pre-event and 12% after the event. A full list is shown in Table 14.

Table 14: Impact of Championships on park usage				
	Total	Pre-Event	During	Post-Event
No impact/none	56%	48%	55%	67%
No car parking left/difficult to park	13%	8%	15%	12%
Too busy	8%	19%	4%	4%
Not safe for children/not able to run freely	6%	12%	4%	3%
grass roped off	5%	6%	4%	5%
Well organised/much better this year	4%	3%	6%	2%
tracks cordoned off/can't use all track	3%	7%	3%	1%
too many cars	2%	3%	2%	1%
cuts up the grass	2%	3%	1%	1%
I walk rather than drive	2%	1%	3%	1%
Bowlers using free car park and not their own	2%	-	2%	4%
Really good for Leamington Spa	1%	1%	-	1%
Inconvenient	2%	1%	0%	5%
Cannot let dog off lead	1%	3%	1%	1%
Have visited more because of bowls	1%	-	2%	-
Championship too long	1%	-	1%	1%
Dangerous	1%	1%	1%	1%
Parking should not be in the park at all	1%	2%	0%	-
Used bikes instead of car	1%	-	1%	1%
Need disabled parking	0%	-	0%	-
Good that the bowlers have own car park	0%	-	1%	-
More equipment in park needed	0%	1%	-	-
Cannot picnic when the bowls are here	0%	1%	-	-
Brilliant	0%	-	0%	-

2.12 Additional Comments on Park & Car Parking

There were a variety of comments on the park and car parking arrangements during the Championships. Nearly three out of ten (29%) respondents again felt that the parking arrangements during the Championships had little or no impact on their visit to the park. This increased to 34% during the event, falling to 28% after the Championships had finished.

Although this question related specifically to the park and car parking arrangements during the Championships, many additional comments were captured about the park in general. Comments and suggestions from users of the park will hopefully prove useful to Warwick District Council to make improvements to the park and facilities within it, to benefit all those who use the park throughout the year.

Just over a quarter (26%) felt that the town really benefitted from the Championships and that they were good for the town/local economy and brought many visitors to Leamington Spa. Parking was an issue for 10% of all those interviewed, 16% before the Championships took place, falling to 9% during the event, on a par with those respondents who were interviewed three weeks after the Championships had finished.

Respondents thought that the event was really well organised this year and the improvements to the parking had had less impact on their use of the park during August 2014. Respondents felt that the Bowls Championship was great to watch and created a really great atmosphere in the park. Comments about the bowlers using the free car park meant for park users was an issue for some respondents but generally most felt that this had improved since last year. A full list of comments is shown in Appendix 3.

Table 15: Additional comments on park and car parking during Championship				
	Total	Pre-Event	During	Post-Event
No Impact	29%	15%	34%	28%
Bowls good for the town/local economy	26%	17%	24%	35%
Parking could be better/more parking needed/larger car park/use own car park	10%	16%	9%	8%
Well organised this year/much better	8%	1%	12%	5%
Like watching the bowls/good to see it being used	7%	4%	7%	10%
Beautiful/lovely/Good Park	6%	10%	5%	7%
All good/fine/great atmosphere in park	6%	5%	5%	9%
More toilets needed/need to be cleaned/updated	3%	3%	2%	4%
More for younger children	3%	5%	3%	2%
Dog mess not being cleaned up/dogs should be on lead	2%	5%	1%	2%
Park and Ride	2%	4%	1%	2%

Free car park is good	2%	2%	3%	2%
No parking on grass	2%	1%	3%	3%
Cafe needs to be open longer	1%	2%	0%	1%
More signage for cafe/toilets	1%	1%	1%	-
More benches needed/picnic tables	1%	1%	1%	-
Park is Clean/Tidy	1%	1%	1%	1%
Need exercise/fitness equipment	1%	2%	0%	-
Green area/lots of space still to play	1%	3%	1%	-
Good for children	1%	3%	0%	-
More security patrols	1%	2%		1%
Cars too close to children	1%	1%	-	2%
Paddling pool closed	1%	3%	-	-
Bowls should be at end of school holidays/disruption for local people/area/too much space used	1%	1%	1%	1%
More for older children	1%	-	2%	2%
Needs a football pitch	1%	-	1%	1%

3.0 APPENDICES

Appendix 1: Origin of Visitors

	TOTAL	Pre Event	During	Post-Event
	801	200	401	200
Warwickshire	82%	85%	79%	86%
West Midlands	9%	10%	9%	10%
Oxfordshire	1%	1%	2%	2%
Northamptonshire	1%	1%	2%	-
Buckinghamshire	1%	1%	1%	1%
Worcestershire	1%	1%	1%	1%
Leicestershire	0%	1%	1%	-
Nottinghamshire	0%	-	1%	1%
Cambridgeshire	0%	-	1%	-
Yorkshire south	0%	-	0%	1%
Hertfordshire	0%	-	1%	-
Gloucestershire	0%	-	0%	-
Kent	0%	-	0%	1%
Berkshire	0%	-	0%	-
Devon	0%	1%	0%	-
Somerset	0%	-	0%	-
Italy	0%	1%	-	-
Essex	0%	1%	-	-
Norfolk	0%	-	0%	-
Wiltshire	0%	-	-	1%
Scotland	0%	-	0%	-
South Wales	0%	-	0%	-
West Wales	0%	-	0%	-

Appendix 2: Rating of Facilities – Fairly or Very Poor

	TOTAL	Pre Event	During	Post-Event
	267	67	134	66
Lack of signage/hard to find/update signs	34%	31%	37%	33%
Not enough car parking/overflow parking difficult	24%	21%	26%	21%
Paddling pool unclear/glass in it/needs improving	18%	23%	8%	34%
Cafe not open enough/hard to find	14%	10%	7%	33%
Poor/limited menu	9%	16%	6%	8%
Too expensive and is cash only	5%	9%	4%	3%
More/better toilets	3%	7%	1%	2%
More facilities for younger children	3%	1%	3%	3%
Not enough facilities/none noticed	3%	-	5%	-
Not much here	3%	-	6%	-
Dog mess/lazy owners/need to be on lead	2%	6%	1%	-
Slide needed	2%	3%	1%	2%
More free parking	2%	-	4%	-
Grass needs regularly cutting/too long	1%	4%	1%	-
Whole play area needs revamping	1%	3%	-	3%
Slide is dangerous	1%	-	1%	-
Needs updating	1%	-	1%	-
Cafe staff rude	1%	-	3%	-
Height restrictions in car park	1%	-	2%	-
Park not welcoming, no atmosphere	1%	-	1%	-
Need toilets closer to children's area	1%	-	1%	-
Cyclists go too fast/ignoring no cycling signs	0%	1%	-	-
Ice cream van needed	0%	1%	-	-
Track needs marking for distance	0%	1%	-	-
Display/interpretation panels need to be restored	0%	1%	-	-
More facilities available to rent	0%	-	1%	-
Don't like them parking on grass	0%	-	1%	-
Tennis court poor surface	0%	-	1%	-
Need an ATM near cafe	0%	-	-	2%

Appendix 3: Additional Comments

	TOTAL	Pre Event	During	Post-Event
	747	149	398	200
No Impact	29%	15%	34%	28%
Bowls good for the town	26%	17%	24%	35%
Parking could be better/more parking needed/larger car park	10%	16%	9%	8%
Well organised	8%	1%	12%	5%
Like watching the bowls/good to see it being used	7%	4%	7%	10%
Good Park	6%	10%	5%	7%
All good/fine/good atmosphere	6%	5%	5%	9%
More toilets needed/need to be cleaned/updated	3%	3%	2%	4%
More for younger children	3%	5%	3%	2%
Dog mess not being cleaned up/dogs should be on lead	2%	5%	1%	2%
Park and Ride	2%	4%	1%	2%
Free car park is good	2%	2%	3%	2%
No parking on grass	2%	1%	3%	3%
Cafe needs to be open longer	1%	2%	0%	1%
More signage for cafe/toilets	1%	1%	1%	-
More benches needed/picnic tables	1%	1%	1%	-
Clean/Tidy	1%	1%	1%	1%
Needs exercise equipment	1%	2%	0%	-
Green area/lots of space	1%	3%	1%	-
Good for children	1%	3%	0%	-
More security patrols	1%	2%		1%
Cars too close to children	1%	1%	-	2%
Paddling pool closed	1%	3%	-	-
Bowls should be at end of school holidays/disruption for local people/area/too much space used	1%	1%	1%	1%
More for older children	1%	-	2%	2%
Needs a football pitch	1%	-	1%	1%
Good amount of bins provided	0%	1%	-	-
Pool is unclean/health concern	0%	1%	-	1%
Good meeting place	0%	1%	-	-
Park should be used for more events like Bowls	0%	1%	-	1%
Ice cream van needed	0%	1%	-	-
Like the paddling pool	0%	1%	0%	-

Too much litter	0%	1%	-	-
Rats/wildlife in sandpit/pool	0%	1%	-	-
Should be free tennis courts	0%	1%	-	-
cyclists on footpaths	0%	1%	-	1%
Car park better defined	0%	1%	0%	-
Needs a tuck shop	0%	-	1%	-
Bring back cricket here	0%	1%	0%	-
Cycle racks needed	0%	-	1%	-
More information on event	0%	-	1%	1%
Bring the Steam Engine back	0%	-	1%	-
Rowdy youths in park	0%	-	0%	-
Make it more accessible to people	0%	-	0%	-
Very well organised	0%	-	0%	-
River bank needs to be fenced off	0%	-	1%	-
Resurface Tennis courts	0%	-	0%	-
Paths need cleaning	0%	-	0%	-
Good for families	0%	-	0%	-
Good eating facilities close nearby park	0%	-	0%	-
More water features in pool	0%	-	0%	-
Bring skate park back/bmx track wanted	0%	-	0%	1%
Feels safer having more people in park	0%	-	0%	-
Cycle track/circuit partly closed	0%	-	1%	-
Better baby changing facilities	0%	-	-	1%
Tried to stop parking before but no use	0%	1%	-	-
More info on Internet	0%	1%	-	-
Keep to bowling area	0%	-	-	1%
Slide needed	0%	-	0%	-
Better maintenance of park	0%	-	-	1%
Tennis courts under cover	0%	-	-	1%
Don't allow caravans	0%	-	-	1%
Liked the flags down the parade	0%	-	-	1%



Bowls Nationals Review
Residents' Survey
October 2014
Final Report

Prepared by:

The Consultation Unit, Stratford-on-Avon District Council

On behalf of Warwick District Council

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Appendices

Bowls Nationals Review - Residents

1.0 Introduction

For close to forty years, Leamington Spa has played host to the Women's National Bowls Championships. In 2013, Warwick District Council and Bowls England signed an agreement to extend the event to 30 days by including the Men's National Championships from 2014 for 10 years.

A review of the 2014 event was undertaken with the report going to the Warwick District Council Executive in early 2015.

As part of the review, local residents in a defined area that may be affected by the Championships were sent a questionnaire to obtain feedback on the impact of the event.

The following report shows the results of this survey.

2.0 Methodology

642 questionnaires were sent to households in the area surrounding Victoria Park towards the end of September, with a closing date of Monday 20th October 2014. 103 forms were returned in that period, a response rate of 16%. For this sort of survey a response rate between 15 and 20% would be expected. In 2012 a similar survey took place when a 17% response was recorded.

There were two questions in which comparisons could be made with the 2012 survey and these are included in the report.

The area used for the survey was selected by the Council and covered the area to the south of Victoria Park bounded by the railway line and including Park Drive, Ingle Court, Avenue Road, Victoria Street, Archery Road, and Station Approach. The area extended east as far as Lower Avenue at which point the boundary to area turned north to intersect the River Leam above Manor Court before heading back west to encompass Manor House, Manor court, York road and Adelaide Road. Finally the area extended to the north and then west to include Dale Street, Portland Place West, Milverton Hill, Grove Street and Somers Place, before dropping back down to the River heading west until it intersects with the railway line which formed the southern boundary.

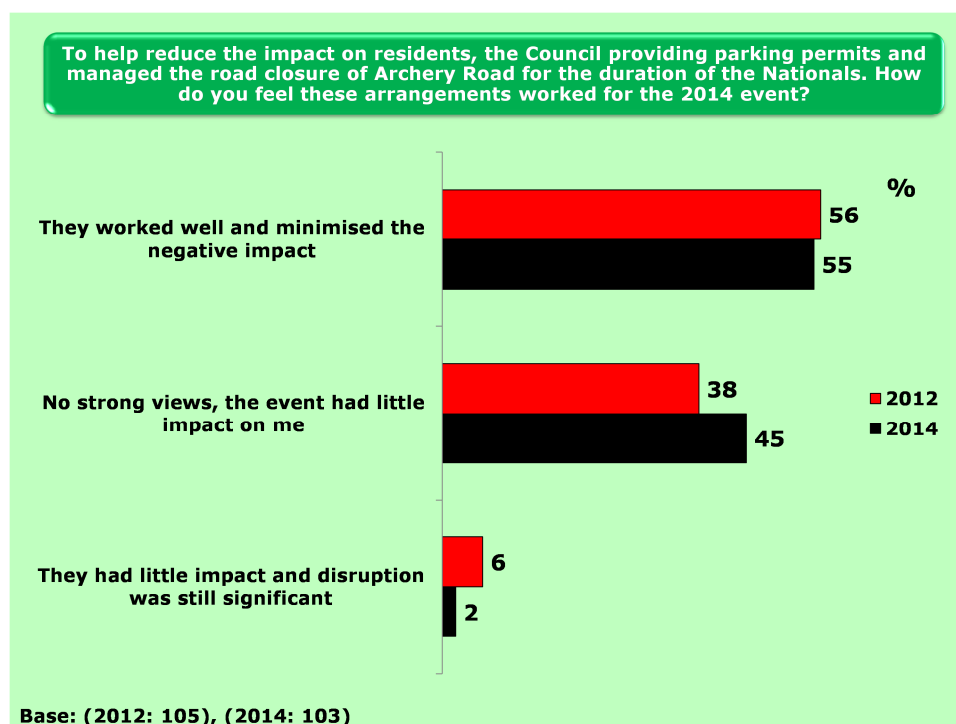
3.0 Analysis

3.1 Arrangements

To help reduce the impact on residents, the Council provided parking permits and managed the road closure of Archery Road for the duration of the Nationals. Residents were asked how they felt the arrangements worked for the 2014 event.

55% of residents felt the arrangements worked well and minimised the negative impact. This result was similar to that achieved in 2012. There was a rise of 7 percentage points for those saying they had no strong view, the event had little impact on them. There was a 4 point drop from 6% to 2% of those saying that they had little impact and disruption was still significant. Overall, residents were more positive about the event than in 2012.

Chart 1:



Residents were asked to suggest how the arrangements could be improved. The full lists of 35 comments are included in the appendix. The main improvement suggested was for no parking in the park by 11 residents.

Table 1:

Please provide any suggestions on how the arrangements could be improved

Comments	Total	%
No improvements	15	43
No parking in the park	11	31
Happy with parking arrangements	4	11
Use more suitable parking	4	11
Parking permits	4	11
Visitors to park (disruption by cars)	3	9
Poor advertising (Event)	2	6
Unhappy with parking arrangements	2	6
Good traffic management	2	6
Noisy	2	6
Other	1	3

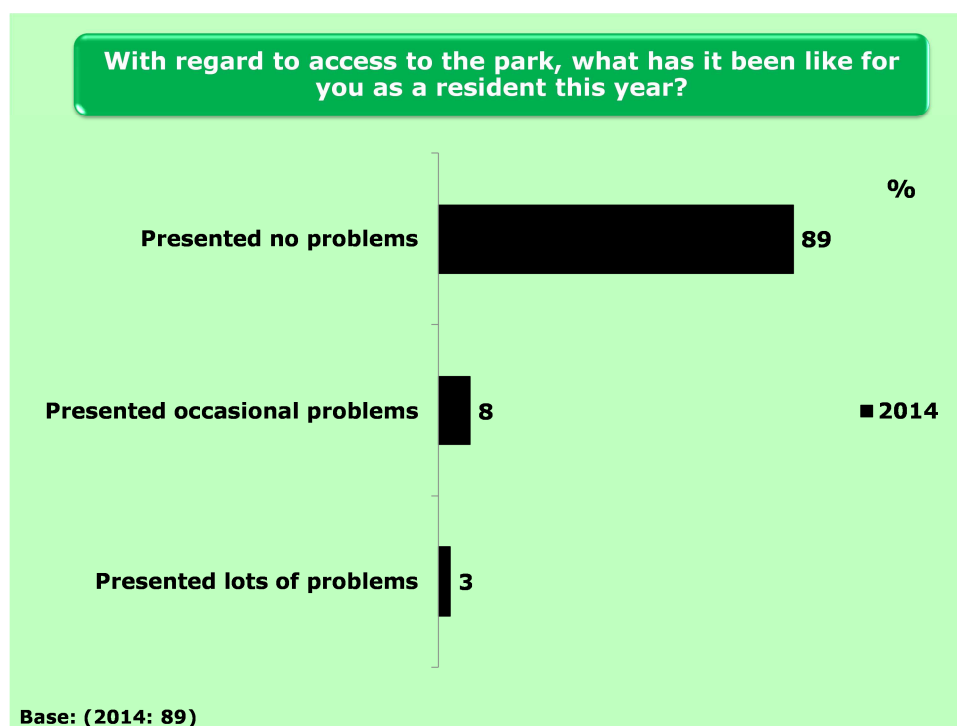
3.2 Access to Park

The 2014 event saw a change in the way that parking in Victoria Park was managed. Cars were allowed in the park for 28 days, with the area used for parking reduced by around 40%. In addition, the parking was managed by a company who specialised in event parking.

Residents were asked about the access to the park and what it had been like for them in 2014. Almost nine out of ten of respondents (89%) felt it had presented no problems, with 8% saying occasional problems and 3% lots of problems.

16 responses were made when asked to comment on this issue and these are included in the appendix.

Chart 2:

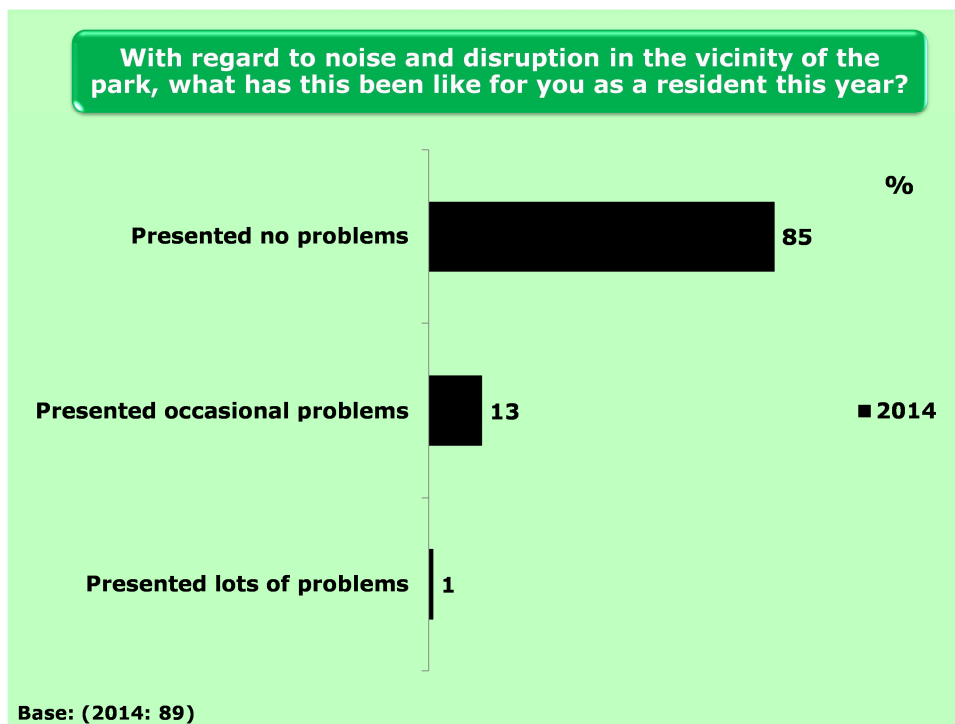


3.3 Noise and Disruption

Residents were asked about the noise and disruption in the vicinity of the park and what it had been like for them in 2014. 85% of residents felt it had presented no problems, with 13% saying occasional problems and 1% lots of problems.

13 responses were made when asked to comment on this issue and these are included in the appendix.

Chart 3:

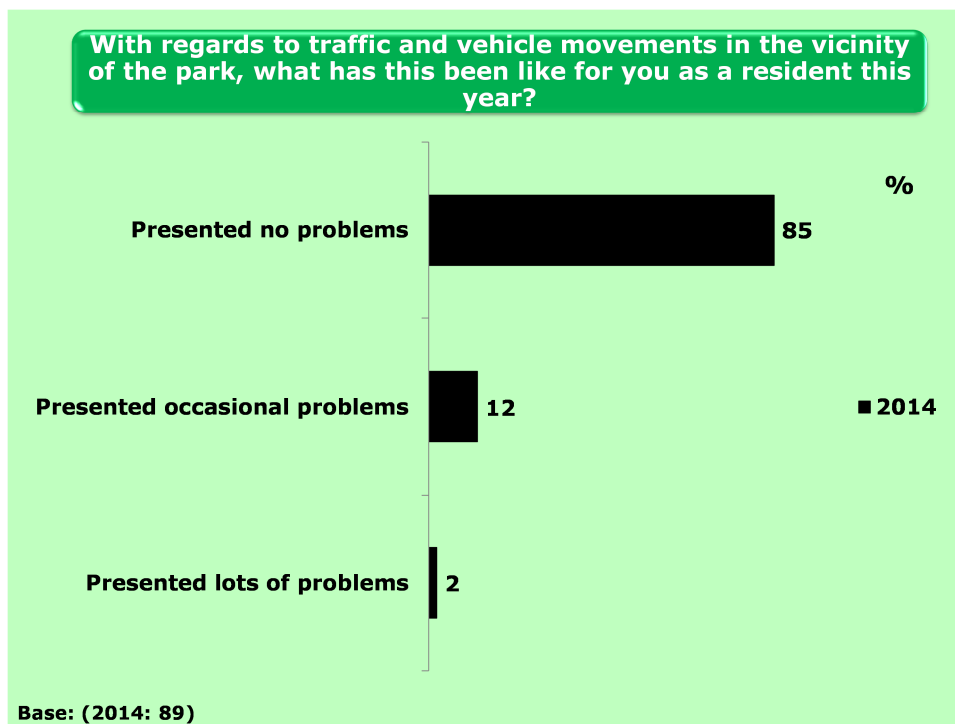


3.4 Traffic and Vehicle Movements

Residents were asked about the traffic and vehicle movements in the vicinity of the park and what it had been like for them in 2014. 85% of residents felt it had presented no problems, with 12% saying occasional problems and 2% lots of problems.

14 responses were made when asked to comment on this issue and these are included in the appendix.

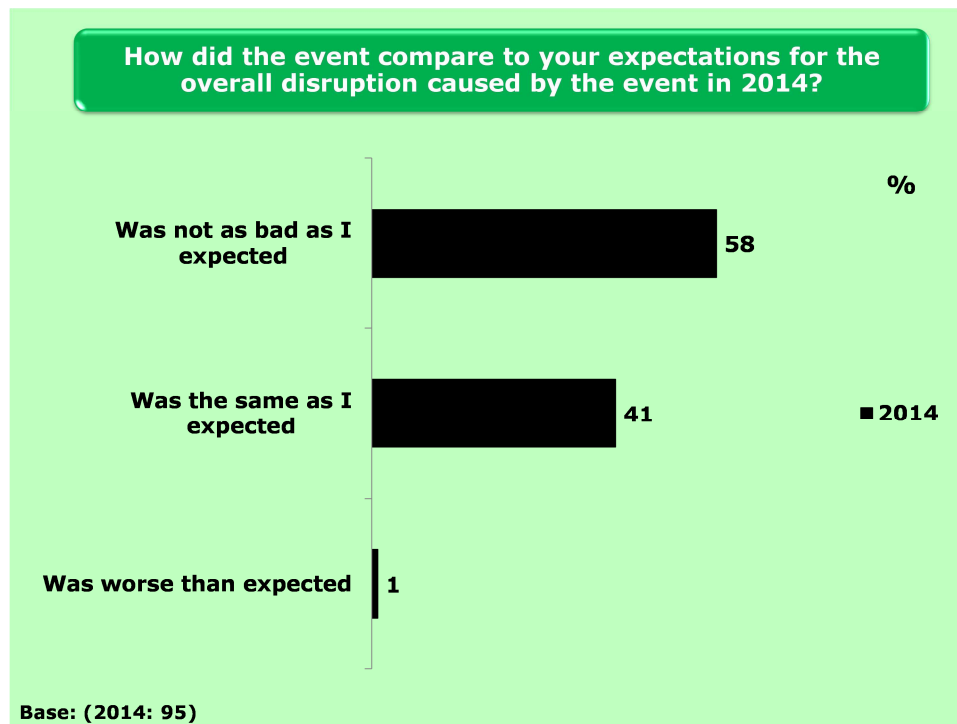
Chart 4:



3.5 Expectations of Overall Disruption

Residents were asked to compare their expectations for the overall disruption caused by the event in 2014. 58% of residents felt it had been not as bad as expected, 41% saying it was the same as they expected and 1% felt it was worse than expected.

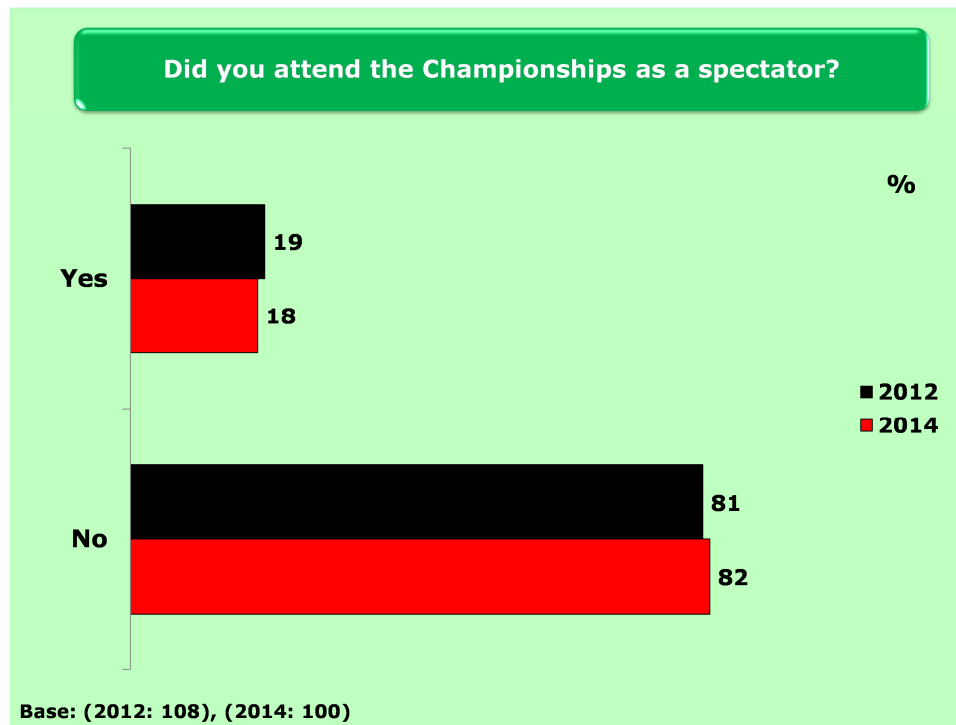
Chart 5:



3.6 Involvement with Event

Residents were asked if they attended the Championships as a spectator. 18% said they did, a figure almost mirroring that in 2012.

Chart 6:

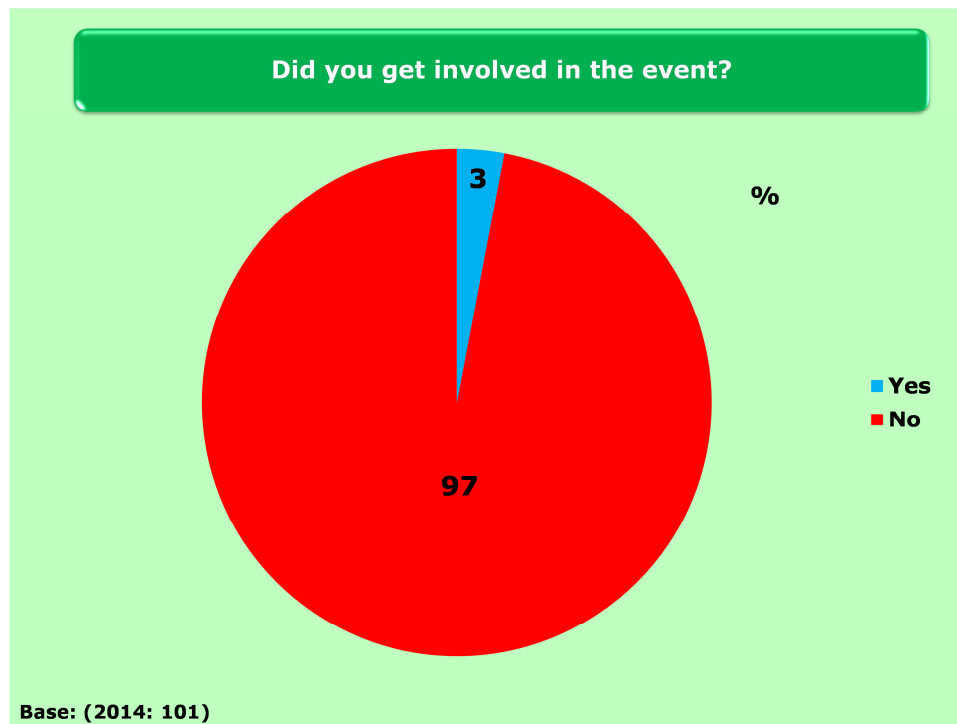


2 residents were involved with the event in some way, as commented;

"My daughter was very glad of the opportunity to work in the café"

"Made occasional cups of tea or coffee for the person on the barrier at the end of Archery Road".

Chart 7:



3.7 Any Other Comments

Residents were asked to make any other comments or suggestions. 33 did so and these are listed in full in the appendix. They have also been summarised and these are listed in the table below. 21 residents felt it was a good event, 13 saying it brought business to the town.

Table 2:

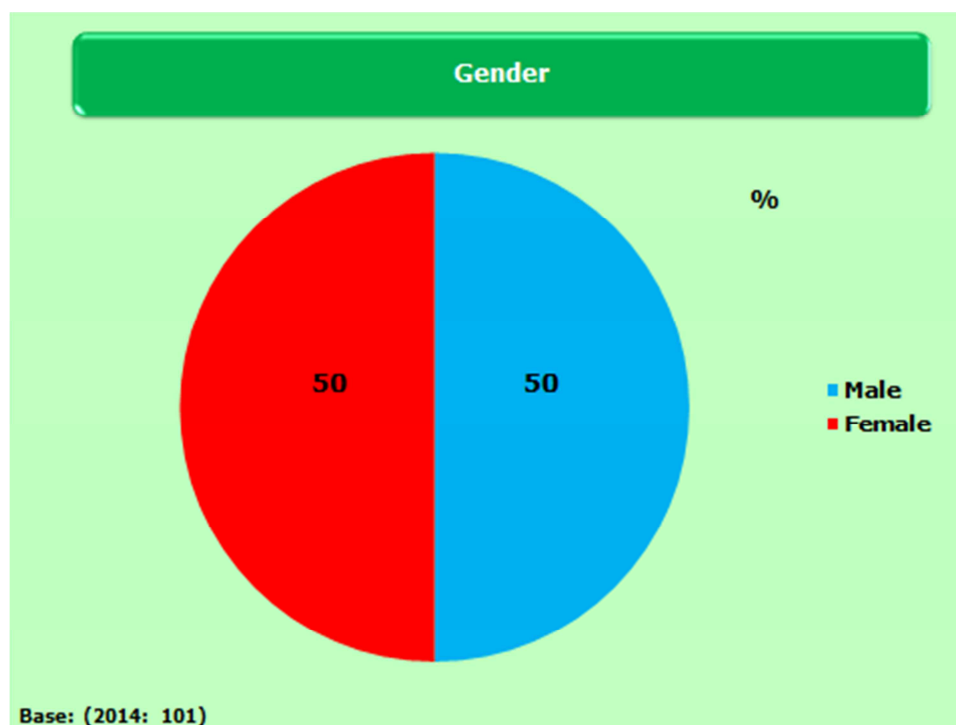
Please make any other comments or suggestions

Comments	Total	%
Good event	21	64
Brings business to town	13	39
Raises towns profile	7	21
Well organised	6	18
Using park for parking	4	12
Parking issues (Archery Road)	2	6
Off-site parking	2	6
Other	5	15

3.8 Profile of Respondent

There was a 50/50 split between male and female respondents.

Chart 8:



The most prominent response age group were those in the 65 to 74 year old age group.

Table 3:

Age Group

Comments	Total	%
17-24	0	0
25-34	8	8
35-44	11	11
45-54	21	21
55-64	14	14
65-74	32	32
75 plus	16	16

APPENDIX

Please provide any suggestions on how the arrangements could be improved in the box below.

35 responses

- I have no objections to the bowls and feel it is an excellent event that can only do Leamington Spa a world of good, please keep the national bowls in Leamington Spa
- Very good as they were
- Grove Street needs to become permit holders only 24/7 - the 2 hour restriction is a joke & abused all the time and heightened when events are on
- It would help to not block the grass areas of the park for several days either side of the 28 days by the fencing (for car parking) Also - the car park at the Princes Drive end of the park had unrestricted parking, so lots of bowlers used it, which blocked it completely for any visiting families visiting the park. You should put a time restriction on it, e.g. 2 hours/4hours
- Other than signs I did not notice the event was even happening
- Well organised
- Parking was not an issue for me because I walk to the park with the dog. I do, however sympathise with dog walkers who travel to the park by car. The car park at the west side of the park quickly filled up with the bowling crowd who wanted to avoid the parking fee in the park. This left no space for people to park who wanted to walk their dogs.
- I enjoy the spectacle and thought it was very well managed. Thank you
- Where I live at Manor Court it has very little disruption to me
- Early reminder to residents that the bowling is happening - 2 weeks before
- Minimal or no local impact to surrounding area at the time of the event. If operational changes are required to benefit the event then this should be determined by those attending the event itself. We live in Dale Street
- A measurement needs to be made and the space required for 30 days
- Very well, congratulations
- Arrangements were good
- I live in 10, York Road and was away quite a lot in August, so the Championships did not present any problem and inconvenience to us
- All seemed to work well
- Traffic management very friendly
- All seems fine I use the park all the time and the cars do not disturb. There are some annoying protestors
- Reserve a number of spaces in a road for the use of residents and prohibited to be general public. The residents has purchased permits and therefore should be guaranteed spaces at all times. The Council have been lucky that the weather during the event has been quite good but should a prolonged period of bad weather could result in damage to grass reminiscent of Silverstone and Glastonbury which would take years to recover

- The road closures worked well but stopping car parking in the park itself would enhance the accessibility and safety for all park users wanting to use the other amenities
- The car parking seemed well organised and we were not directly affected
- Put all cars in St Peters car park, buying a daily-weekly tournament parking ticket. The top fleet of the car park would be fine. Cars should not be at parks
- We like to see the bowlers every year
- Can't the old ford foundry car park be used for bowls parking? To free up more of the park being used for parking during the school holidays
- It is unacceptable for a park only to be open for 11 months of the year. The negative impact could be reduced by: 1. Using a more suitable location for parking e.g. mid Warks College as it is closed in August, as opposed to a PARK WHICH GETS MOST OF ITS USE DURING THE SUMMER SCHOOL HOLIDAYS! 2. Making parking on adjacent streets permit and pay (not just permit) as lots of people were overstaying on Grove Street with no/little enforcement action. 3. Ensuring parking spaces in adjacent streets are marked clearly to stop people taking up excessive space
- Find other parking rather than in the park in summertime
- Just carry on the good job done
- Send out parking passes before the event, not during. I had to make a telephone call, to be told that they had been sent out. However, I did not receive mine until about three days after the beginning of games
- Quite a large number of cars tried to exit via Victoria Street to the main road - Then making 3 point turns to get back to the park exit, noisy and disturbing! A sign, no exit
- Please stop using the park as a car park. Maybe an out of town park & ride service? More use of St Peters & Riverside car parks
- The contractors did a very good job on the park. I was still able for my dog Harry to run around the park and to see the young children still playing, Great
- Permit only parking in Archery road and surrounding roads for the duration of the event. There should be no need to close Archery Road
- No improvements, it worked well
- Road closure of Archery Road seemed to work well and security men were polite and helpful to residents
- It would be very much more helpful if the road remained closed until at least 6.30pm. This year the barrier was taken away sometimes as early as 4.30pm. The road fills up rapidly as bowling continued

Please make any comments here on the accessibility to the park during the Nationals.

16 responses

- This event significantly disrupts and limits use of Victoria Park for a prolonged period and this occurs at a time that the park is used most - i.e. during school summer holidays
- Ok
- Children could not ride their bikes freely
- As there was more space for the children during the holidays I think it worked well
- Access to park was good - not too much taken over by parking on the grass. Plenty of space for everybody
- Access to park not a problem. Parking well controlled
- Accessibility was good and well managed
- The park has been accessible except for the car parking area
- I am disabled, Victoria Street & Archery Road, of the small car park are denied to all as the road is closed
- Friends were unable to visit easily in the first few days and were turned away at the end of the road. This was sorted by talking to the stewards
- Cars parked on the park made it difficult to use the park for people with children and I felt uncomfortable letting them ride their bikes nearby due to the pedestrians and cars
- The majority of the park was accessible and as far as I can tell the use of part of the park for event parking provided no problems and was well managed
- Object to public park being used as a car park
- Friends were unable to visit easily in the first few days and were turned away at the end of the road. This was sorted by talking to the stewards
- The cricket square should be re-instated am still not happy about the park being turned into a car park for the whole of August - the school summer holidays. While it was managed better this year the fact remains that cars are in the park which should be a safe, healthy environment for children and adults. There are other options available for parking.
- Although the parking arrangements appeared to be handled in a friendly and professional way, runners and cyclists in particular faced a potential bottleneck where cars entered/exited the Park.

Please make any comments here on the noise and disruption in the vicinity of the park during the Nationals.

13 responses

- NA
- The noise from night clubbers is far worse
- Not near enough to hear anything
- Very little noise from bowls or parking
- Minimised disruption was caused
- The noise was acceptable but parking in the evening was frequently difficult
- The greens maintenance machines created quite a lot of noise early in the morning which happens all year. Sometimes the sound system was a bit loud
- I have not been affected by any noise pollution or disruption from the event
- As above, reduces the amenity benefit
- Obviously noise levels are increased for me, living opposite the greens during the championships. I don't normally mind this but I must admit that four weeks did seem a long time, early morning mowers, weekend crowds... not too peaceful in my garden!
- It starts too early, particularly at weekends
- Loudspeakers early in the morning

Please make any comments here on the traffic and vehicle movements in the vicinity of the park during the Nationals.

14 responses

- NA
- Reduces traffic flow and contributed to increased delays at an already busy junction
- Heavy volume at certain times meant a slower journey
- The car parking was managed very well. I regularly walk my dog around the park and it was much safer this year with the metal barriers
- Traffic movement not a problem
- Vehicle movement appeared to go smoothly
- As above in the evening was sometimes difficult
- I cannot make easy access to the park and the traffic leaves long delays
- A visitor bumped into my parked car and caused £500 of damage as the parking spaces were not clearly marked
- NA
- No problems, the event parking company controlled the traffic flow well and ensured that park users were given priority to move around and suffer as little disruption as possible
- Parking on Avenue Road
- As above, although better managed this year
- Pedestrians should take priority - not always the case
- Tannoy was sometimes excessively loud.

Please make any other comments or suggestions here in the box below.

33 responses

- Is an excellent advocate for the Leamington Spa district and I think it brings a lot of business to the town
- Carry on!
- There were some ridiculous signs up on Archery Road, ('Parking suspended! Warning!') - This implied NO parking whereas it was simply a different restriction. It would be nice to have a fixtures list like we used to, so we know what is happening when. The security guards at the entrance of Archery Road were nice and helpful
- I cannot think that the event is anything but good for Leamington
- I think that any possible negatives are far outweighed by the economic positives by the events
- This event is an asset to the town and with so many parks, the objections to this event were without foundation, from the outset. I only regret that taxpayers money is being wasted to indulge the whims and nimbys
- I would suggest limiting parking even more and providing off-site parking with shuttle bus transfers to allow use of the park at its most popular time
- These bowling events always seem to be well organised and pleasant events. I live to see the flags up. The events must bring more into the town and I really don't understand why anyone begrudges a little disruption in the park for a short time. Noisy events - Pump room garden far more disruption as are noisy drunk in night
- I think the bowls has to be a good thing for the town - raising it's profile and bringing people in to spend their money in the town and surrounding area
- I am happy to say I have very little spare time, due to the fact I have great difficulty getting about
- The event itself occurs, but we see little advertising of the event in advance, nor any material information about local involvement in the event - i.e. did anyone locally perform well?
- Quite happy for the event to continue. I think it's good and prestigious for the town
- Leamington needs the bowls it brings people and money to the town. It is all well organised, keep up the good work
- You could let people stay in tents or caravan on the green. Charge little for charity or towards the bowls
- The arrangements were well managed and any disruption was kept to a minimum. In my view the company responsible for the arrangements did an excellent job. Most of the park was available for general use. The National Bowls Championships are important to the town and well worth any slight disruption. A good result
- Excellent event for the profile of the town. Long may it continue!
- As I use the park daily to walk my dog I was pleased to see only 40% of the grass used for parking. The company managing the parking ensured walkers, joggers, dogs etc. could cross across the entrance/exit road safely. They were polite and jolly even in the pouring rain!
- The event adds colour and life to the area. The players are very courteous and I find it is well organised, don't give in to NIMBS

- Being a permit holder, it worked very well, with supervision it was nice to drive home to find that the parking spaces hadn't been taken by the general public
- We are very pleased that Leamington has been selected to host these prestigious events, and feel that it is a very positive asset to the town
- WHY, WHY, WHY would anyone in their right mind effectively shut down a park (by having a party etc. on the grassed area) in the school holidays for 4 weeks. Especially when the park has outdoor children's pool which cannot be used for most of the year!
- I think this is a valuable event for Leamington Spa and the arrangements generally work well for me but I do have parking available in the front of my house so I am not so affected as perhaps others in the street
- A good event for the town and businesses
- The major disruption is not from parking with the new arrangements in place, and proper policing. The major disruption for me is the noise of mowers/ blowers/flattening machines starting at 7am and this is throughout the season not just during championships
- I like having the event here, it is good for the area. I experienced no disruption as a result of the event
- As far as I can tell the event was well managed and disruption minimal. That being said I neither drive so cannot comment on traffic issues, nor live directly next to the affected area to pass judgement on day to day disruption
- Walk past every day with the dog and enjoyed to see the flags etc. Do not know if it would have affected parking if I came in car
- We feel that the Bowls Championship is a great asset for the town and although we were not affected by any disruption we do feel that it is unfortunate that Victoria Park should be taken over for the parking of so many vehicles, especially during the whole of August when families with young children on holiday from school wish to spend more time in the park
- Please consider parking in town centre car parks only. It is not so far to walk. Victoria park is a beautiful park and should not be used in this way for a whole month in the middle of summer
- See comments in Q3
- Temporary notices need to be taken down after the championships - the residents took down the ones in Archery Road - there are still four on the Adelaide Road - pedestrian crossing!
- Parking arrangements in the park were much better managed. However the park was under used by local families again due to cars being in the park
- This questionnaire neatly avoids asking for views re the parking of cars in Victoria Park. We suspect that local users of the Park were deterred from visiting it firstly because of the presence of cars and, secondly, because the unrestricted free car park in Princes Drive was filled with Bowls visitors' cars by early morning. This latter situation needs to be remedied.

Bowls England Project – Economic Development Action Plan 2015 - 2018

Building on lessons learned during the 2014 Championships.

Action plan subject to refinement during pre-planning meetings with Bowls England and partners

Definition of Economic Development Role:

- To maximise the economic impact of the National Bowls championships to the area and the businesses.
- To measure the economic impact.

Themes:

- 1) Welcome and Feel of the town;
- 2) Wayfinding;
- 3) Offers and promotions; &
- 4) Data capture & analysis.

	What	By when	Who	Finance	Notes
1	Welcome and Feel of the town(s)				
1.1	Development of a business ambassadors programme	By end May '15	EDR / BID Leamington / TIC Team	Est £250	Work alongside BID Leamington to develop business ambassadors to promote the benefits of the bowls.
1.2	Delivery of training sessions to businesses by Visitor Services Team & Bowls England about the Bowls and the opportunities for businesses to get involved	By end March 15	Bowls England / TIC Team		Bowls England attending a number of events throughout the district (BID meetings, LEP meetings, business breakfasts...).
1.3	TIC staff/volunteers to be present or available during the National Championships	August	TIC Team / WDC Staff volunteers	Est £tbc	TIC staff staffing the stalls at weekend during the nationals WDC Staff being asked to volunteer during the weeks of the tournament.
1.4	Installation of BID Leamington street dressing bunting (Red/White/Blue) and erection of flags across the Parade in RLS	By mid July 2014	WDC / BID Leamington	Est £3000	Use of the tourism reserve and staff to seek sponsorship opportunities to reduce on-going costs.

2	Wayfinding				
2.1	Use of a suite of mapping materials specifically for bowlers Eg: Production of Maps/wayfinders	By July 2015	ED&R/ BID Leamington / TIC Team	Est £700	RLS info will utilise the BID Leamington branding to ensure a consistency of materials
2.2	Purchase of steel signage for the temporary signage route that was tested in 2014. Linking Victoria Park and Town Centre via Pump Room / Riverside Walk	Designed by Feb 2015 Implementation July 2015	ED&R / Bowls England	Up to £5,000 from tourism reserve	Finance: up to £5,000 from tourism reserve
3	Offers and Promotions				
3.1	Production of targeted & branded mini promotions for the men and women's championships	By May 2015	ED&R / BID Leamington	£2,000	
3.2	Development of special offers for bowlers for the wider district & area Little Book of Offers.	By May 2015	ED&R / Shakespeare's England / Local Attractions	£ 500	Development of Little Book of Offers for the wider area. Will have a longer shelf life (August – November) to maximise chances of redemptions and return visits. Book of Offers will be circulated earlier rather than on arrival.
3.3	Utilisation of BID Leamington special book of offers	Ready by end July 15	BID Leamington / TIC Team	Nil	Distribution of BID Leamington's Little Book of Offers to bowls participants
3.4	Development of the Bowls England Bowls Trip Guide into a fully branded guide	By mid April '15	Bowls England / Shakespeare's England / ED&R	tbc	e-book to be designed using Shakespeare's England, Bowls England and RLS branding (where appropriate). Limited print run for mail outs.
3.5	Enhancement of Bowls & town pages on the Shakespeare's England website	By April 15	SE Ltd / ED&R	nil	
4	Data Capture				
4.1	enhancement of surveys of bowls attendees	By July 15	ED&R / TIC Team	Est £ 600 prize fund / staff time	Refinement of questionnaire for Bowls attendees. To be distributed amongst competitors to assess their length of stay, average spend & type of spend, etc... Data will be "plugged into" the Arts West Midlands Economic Impact Model

Notes:

ED&R - Economic Development & Regeneration Team

TIC – Tourist Information Centre


SE Ltd – Shakespeare’s England Ltd

BID Leamington – Business Improvement District for Royal Leamington Spa

RLS – Royal Leamington Spa

SDC – Stratford District Council

DRAFT

 Executive: 14 January 2015		Agenda Item No. 8
Title	The introduction of a proposed pre-application charging regime for development proposals.	
For further information about this report please contact	Gary Fisher	
Wards of the District directly affected	All wards	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	N/A	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	11/12/14	Chris Elliott/Bill Hunt
Head of Service	11/12/14	Tracy Darke
CMT	19/12/14	
Section 151 Officer	19/12/14	Mike Snow
Monitoring Officer	19/12/14	Andy Jones
Finance	19/12/14	Jenny Clayton
Portfolio Holder(s)	19/12/14	Councillor John Hammon
Consultation & Community Engagement		
<p>This report includes a proposal to consult with key external stakeholders in order that their views can be considered in developing a pre-application charging regime.</p>		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The purpose of this report is to seek authority to consult with key external stakeholders in bringing forward and implementing a regime which introduces financial charges for the provision of pre-application planning advice.

2. **Recommendation**

- 2.1 The Executive authorise officers to consult with relevant stakeholders in order to obtain their views on the proposed introduction of the pre-application service included at Appendix 1; and
- 2.2 To report back to Executive on the outcome of that consultation and the proposed next steps.

3. **Reasons for the Recommendation**

- 3.1 Pre-application advice is increasingly becoming a key element in the provision of a rounded and effective development management service.
- 3.2 The provision of such advice is important in providing potential developers with an appropriate steer as to the likely acceptability of their proposals prior to the submission of a planning application and in highlighting key issues and matters to be addressed as part of any formal submission. It is also useful in identifying at an early stage schemes where there is little or no prospect of success thereby potentially preventing significant expenditure on the part of an applicant directed at schemes which are not acceptable.
- 3.3 To date, unlike many other Local Planning Authorities across the sub-region including Warwickshire County Council, Stratford on Avon District Council, Solihull Metropolitan Borough Council, and Nuneaton and Bedworth Borough Council, this Council has resisted the introduction of pre-application charging essentially due to concerns about the extent to which potential users may be discouraged by the requirement to pay for such a service.
- 3.4 However, it is widely acknowledged that the benefits of effective pre-application services are generally welcomed within the development industry and that developers are willing to pay for that service subject to it being provided in a timely and transparent manner. In fact, many potential applicants have indicated that they would be willing to pay for such a service despite no schedule currently being in place.
- 3.5 As Members will be aware, this Council's Development Management Team provides an effective and speedy service in determining planning applications and in that respect is recognised as one of the top performing Local Planning Authorities in the country. However, the current level of resourcing within the Team is such that in many cases it has not also been possible to prioritise pre-application submissions and discussions to the extent to which the team aspires. As a consequence, it is acknowledged that the team currently under performs in that area and misses opportunities to advise and influence proposals prior to a formal submission being made to the detriment of the provision of a fully rounded service and the reputation of the Council.
- 3.6 Drawing on the experience of other Local Planning Authorities, it is considered that the introduction of an appropriate pre-application charging regime including suitable safeguards to ensure that in particular householders wishing

to extend their home and where appropriate other potential applicants are not disadvantaged, offers an opportunity to further enhance the quality of the development management service offered to our customers.

- 3.7 The proposed restructured pre-application service incorporating a charging regime upon which it is proposed to consult is included at Appendix 1 to this report.
- 3.8 Members are asked to note that the proposed charging schedule has been drawn up on a sliding scale reflecting the complexity and scale of development proposals and that the level of charging proposed has been carefully considered taking into account the wide range of charging schedules currently operated across the country including by councils within the sub region.
- 3.9 As part of this restructured approach, it is proposed to offer an enhanced service to householders by way of the introduction of a combined development management and building control drop in service on a regular basis. It is not proposed that any charge will be made for advice provided to householders, unless the service request includes the provision of written advice.
- 3.10 In order to ascertain and understand the views of our customers in progressing this proposal, it is proposed to consult a sample of customers who have recently submitted planning applications; those planning agents who regularly submit planning applications and those planning consultancies that have submitted a planning application within the last year on the details of the proposed scheme.
- 3.11 The responses to that consultation will be used to inform the detailed development of this proposal.
- 3.12 It is considered that initially, in order to resource the provision of an enhanced pre-application service, a further full time Planning Officer post is required within the Development Management Team as the current level of resourcing within the team does not build in sufficient capacity to ensure that pre-application work can be prioritised and undertaken in a robust and timely manner which will be crucial to the success of an enhanced service. For that reason, over the initial 18 month provision of that service it is also proposed to seek any funding required over and above the income received from the Planning Reserve.
- 3.13 Should the introduction of this service prove to be successful, it is anticipated that the level of income likely to be derived from it will be such that in the longer term it will become totally self-funding (see section 5 below).

4. **Policy Framework**

- 4.1 **Fit for the Future** – It is anticipated that the provision of an enhanced pre-application service will increase the quality of development schemes being delivered within the District and the service offered to our customers, and as such will contribute to the vision of making Warwick District a great place to live, work and visit as set out in the Sustainable Community Strategy and therefore be consistent with the Fit for the Future programme.

5. Budgetary Framework

- 5.1 The successful provision of this enhanced service carries with it a need to increase resourcing within the Development Management Team by 1 x FTE Planning Officer. The total cost of the post including overheads is approximately £40,000 per year which initially is proposed to be funded from the income received, with any shortfall provided from the Planning Reserve.
- 5.2 On the basis of the current level of demand for pre-application advice which to date since 1 January 2014 totals in excess of 300 requests and the range of development projects in respect of which advice has been sought, it is anticipated that the income received would be likely to be commensurate with the additional cost of providing the service such that in the longer term it will become self-funding.
- 5.3 However, there is also a risk that the introduction of a charge for pre-application advice would result in a reduction in the level of demand for that service which would in turn impact upon the level of income derived from that service. For that reason, it will be important to review the financial position every 6 months in order that this can be monitored.

6. Risks

- 6.1 In addition to the risk identified at 5.3 above, there is also a risk that without sufficient resourcing, officers will be unable to respond to service requests for which a charge has been made in a proportionate and timely manner. The success of this proposal relies upon the effective provision of appropriate advice and the level of resourcing required to achieve that has therefore been carefully considered.
- 6.2 There is however considered to be a greater risk associated with the continued provision of pre-application advice without charge and without any increase in the resourcing available within the team. Such an ongoing position would in all likelihood result in a continued low level of customer service generating an increasing number of complaints and further lost opportunities to proactively influence development proposals at an early stage.
- 6.3 For that reason, it may also be necessary to consider whether the cessation of the provision of a pre-application service would be preferable to the provision of a poor service.

7. Alternative Option(s) considered

- 7.1 As set out at paragraph 6.2 above, it is considered that the continued operation of this aspect of the development management service in the current manner does not provide an appropriate level of customer service or contribute as effectively as it could to the delivery of increasingly good development across the District.
- 7.2 Consideration has also been given to the additional resourcing of the service without the introduction of a pre-application charging regime. However, in view of the annual cost of approximately £40,000 involved; the current financial climate including the need to make ongoing savings; and the potential opportunity for introducing a self-financing initiative, at this stage this has been discounted.


Appendix 1:

Warwick District Council Proposed Pre-Application Service on which consultation is to be undertaken.

Tier 1: Self service advice via the WDC website.
Tier 2A: Request for a written response as to whether planning permission is required. Fee of £35 for a written response.
Tier 2B: Request for a written response as to the acceptability of a minor proposal: Fee of £50 for householders or £150 for other proposals.
Tier 2C: Introduction of regular Development Management/Building Control drop in sessions for householders. Provision of verbal advice: free of charge.
Tier 3: Provision of pre-application advice for small scale non-householder proposals which do not fall with tiers 4 – 6: Fee of £150 per meeting or written response; or £300 for both.
Tier 4: Provision of pre-application advice for proposals which fall within the “minor” development category: i.e. residential proposals of 1-9 dwellings or involving a site area up to 0.5 ha; commercial proposals involving less than 1,000 sq m of floor space or a site area of less than 1 ha: Fee of £300 per meeting or written response; or £600 for both.
Tier 5: Provision of pre-application advice for proposals which fall within the “small scale major” development category: i.e. residential proposals of 10 – 199 dwellings or involving a site area of 0.5 - 4 ha; commercial proposals involving between 1000 and 9999 sq m of floor space or a site area of 1 -2 ha: Fee of £600 per meeting or written response; or £1200 for both.
Tier 6: Provision of pre-application advice for proposals which fall within the “large scale major” development category: i.e. residential proposals of 200 or more dwellings or involving a site area of 4 ha or more; commercial proposals involving 10000 sq m or more of floor space or a site area of 2 ha or more: Fee of £900 per meeting or written response; or £1800 for both.

All fees are inclusive of VAT

A fee will not be charged for advice provided to local community organisations including housing associations and in respect of schemes that are supported through the Local Enterprise Partnership.

 Executive – 14th January 2015		Agenda Item No. 9
Title	Council’s Strategic Approach to Sustainability and Climate Change	
For further information about this report please contact	Susan Smith Sustainability and Climate Change Officer susan.smith@warwickdc.gov.uk 01926 456721	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	17 th March 2010 (Minute No. 177)	
Background Papers	A Plan for Reducing Carbon Dioxide Emissions and Improving Energy Efficiency Across Warwick District (Encraft 2010) Warwick District Council Climate Change Adaptation Study February 2011 (URSUS Consulting / Quantum, 2011) Greenhouse Gas Emissions from Local Authority Own Estate and Operations: Warwick District Council 2012/2013	
Contrary to the policy framework:	No	
Contrary to the budgetary framework:	No	
Key Decision?	No	
Included within the Forward Plan?	Yes (Ref 551)	
Equality Impact Assessment Undertaken	No	
Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	11/12/2014	Chris Elliot
Head of Service	10/12/2014	Richard Hall
CMT	19/12/2014	Chris Elliot / Andrew Jones / Bill Hunt
Section 151 Officer	11/12/2014	Mike Snow
Monitoring Officer	10/12/2014	Andrew Jones
Finance	11/12/2014	Mike Snow
Portfolio Holder(s)	12/12/2014	Cllr Michael Coker
Consultation & Community Engagement		
n/a		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out the Council's proposed strategic approach to sustainability and climate change, in order to:
 - a. demonstrate how the sustainability objectives of the Sustainable Community Strategy will be achieved; and,
 - b. ensure that the organisation and – in so far as this is under our influence - the wider District is able to effectively address the risks and opportunities presented by this agenda.

2. **Recommendation**

- 2.1 It is recommended that the strategic approach to sustainability outlined in Appendix A is adopted by the Council. It is envisaged that, whilst the strategic direction will be set, the action plan will require regular revision and updating to reflect changing circumstances.

3. **Reasons for the Recommendation**

- 3.1 The sustainability and climate change agenda is complex and wide-ranging, and affects all service areas. An agreed corporate approach is therefore essential.
- 3.2 It is important to set a strategic framework for the Council to ensure that the aims and objectives of Council are met and that decisions on actions and expenditure are made on a reasoned basis.

4. **Policy Framework**

4.1 **Fit for the Future**

4.1.1 **Sustainable Community Strategy**

These proposals are fully consistent with the Sustainable Community Strategy (SCS) and will contribute to its delivery as follows:

- A commitment was made under the SCS to "bring forward a report on the Council's overall approach to sustainability, potential renewable energy and energy efficiency", which this report achieves.
- There is a clear linkage between the SCS' aims and priorities on *Sustainability*, and the objectives set out in the proposed strategic approach to sustainability and climate change, as shown in the table below:

SCS Sustainability theme aim / priority	Objectives detailed in proposed Strategic Approach to Sustainability and Climate Change
Minimise our use of natural resources and improve the energy and water efficiency of our buildings and operations	2.1 Make our operational property holdings more efficient in the use of energy, water and other resources
Source as much of our energy as possible from renewable sources	2.3 Provide more energy from renewable and low-carbon sources

SCS Sustainability theme aim / priority	Objectives detailed in proposed Strategic Approach to Sustainability and Climate Change
We will use our procurement processes to minimise energy use and CO ₂ emissions	2.5 Ensure sustainability is fully integrated into procurement activities
Ensure our services adapt and have greater resilience to the impacts of climate change	2.6 Ensure the Council's property and services remain resilient in the face of a changing climate
To be a community leader by supporting and encouraging community and business-led initiatives to reduce energy use and to secure more renewable and low carbon energy	3.2 Work proactively with community groups and the general public to promote and enable sustainability and climate change resilience in the district 3.3 Engage with local businesses to enable them to operate more sustainably and to create a thriving low-carbon economy
Understanding of climate change impacts will be taken into account in decision-making, policy development and significant operational initiatives	1.1 Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

- The proposed strategy will contribute to meeting the *Economy, Skills and Employment* strategic priorities through Objective 3.3: "Engage with local businesses to enable them to operate more sustainably and to create a thriving low carbon economy";
- The *Health and Wellbeing* strategic priorities are supported through Objectives 2.4 and 3.4 of the proposed sustainability strategy. These objectives are concerned with the reduction of transport related emissions (including use of more sustainable travel modes such walking and cycling) and engaging with other public bodies, including those responsible for promoting health and wellbeing, to achieve joint aims; and,
- Under the *Housing* theme, the strategic priority to "Improve the standard of new and existing housing in order to build healthy, safe and strong communities" is closely aligned with Objective 2.2 of the proposed strategic approach to sustainability: "Make our housing stock more energy efficient", together with Objective 2.6: "Ensure the Council's property.... remains resilient in the face of a changing climate".

In all cases, the objectives set have an associated set of actions designed to ensure that they are met. As far as is possible these actions have measurable outcomes to enable their benefits to be quantified.

4.1.2 **Service, People, Money**

The proposed strategic approach on sustainability aligns with the three strands of Fit for the Future as follows:

- Service – key objectives have been set based on engaging and proactively working with community groups, the general public, businesses and public bodies on issues relating to sustainability and climate change, representing an enhancement of our services;
- People (cultural change) – one of the aims of the proposed strategic approach is to embed sustainability within the organisation, which will involve ongoing awareness-raising and skills development for all staff and Elected Members, and will contribute to the organisation achieving and maintaining Investors in People status; and,
- Money – Objective 2.1 of the propose strategy is to “make our operational property holdings more efficient in the use of energy, water and other resources”. This is likely to result in cost savings, although these have still to be quantified.

4.2 **Development Plan Documents**

The draft new Local Plan includes a suite of sustainability- and climate change-related policies, addressing issues such as renewable and low-carbon energy, energy efficiency, sustainability standards for buildings, flooding, water efficiency, green infrastructure and climate change adaptation.

The proposed strategic approach includes an objective to ensure the Council’s strategies, policies and plans address relevant issues relating to sustainability and climate change (Objective 1.1), and this is backed up with an action in the Action Plan to review and update as required the sustainability-related policies in the proposed new Local Plan, and produce a new sustainability supplementary planning document to provide guidance on how planning policies can be complied with.

5. **Budgetary Framework**

- 5.1 There are no direct budgetary implications arising out of this report. However, if and when projects arise as a result of implementing the strategy a business case for bringing them forward will be made.

There is currently an agreed £15,000 budget, which is matched funding towards an overall £45,000 Department of Energy & Climate Change project. This is for survey work to understand the potential for district heating schemes in our area.

Funding for the Sustainability / Climate Change Officer’s post was agreed from the Contingency Budget on a two year contract, running from April 2014.

6. **Risks**

- 6.1 The main risks of the proposals and their associated mitigation measures are shown in the table below:

Risk	Mitigation measure(s)
The evidence / policies upon which the proposed strategy is based change, rendering the	Continually monitor and review the available evidence / policy context and, should a point be reached where it is

Risk	Mitigation measure(s)
strategy ineffective	considered that the adopted approach is no longer appropriate, revise the strategy accordingly. In any case, it is proposed that the strategy is fully reviewed every three years
The proposed actions do not achieve the intended outcomes	Ensure that robust monitoring and measurement of all actions is put in place, and where appropriate, revise actions if the evidence demonstrates that the intended outcomes are unlikely to be achieved
Lack of internal resource to carry out actions in plan	The action plan presented is based on what can be realistically achieved based on current and likely future resourcing levels. However, proposals will be continually monitored and, should resourcing levels change such that their deliverability is affected, they will be reviewed and updated accordingly
Capital is spent investigating project feasibility but then projects are not subsequently implemented because they are deemed to be technically unfeasible or financially unviable	Each proposal requiring investment will be assessed in line with Council policy and procedure, and only those which are likely to succeed will be taken forward

However, in this case, it is considered that the risks associated with *not* adopting a strategic approach far outweigh those associated with the proposals themselves. These risks include:

- The aims of the Sustainable Community Strategy will not be met;
- The organisation will not adequately address the challenges / opportunities presented by issues relating sustainability and climate change;
- Actions are either not carried out at all, or are not prioritised in a strategic manner; and,
- Opportunities for investment, funding or cost avoidance are missed.

7. Alternative Option(s) considered

- 7.1 The alternative to setting out a strategic approach would be to continue addressing sustainability and climate change in an ad hoc manner. However, making choices between different options is complex, and a strategic approach is therefore needed on which to base decisions.
- 7.2 The content of the strategy and the actions which result are a matter of choice for the organisation. What has been put forward is considered to be a balanced approach given the resources available.

Proposed strategic approach to sustainability and climate change for Warwick District Council

1. Introduction

The Sustainable Community Strategy (2009-2026)¹ sets the shared vision for the District as:

“Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safer, stronger and healthier communities”.

In line with this vision, this document outlines how the Council will play its role in making the District more sustainable, by addressing key issues such as climate change, energy security and depletion of natural resources. It defines our strategic aims and associated objectives, and presents an action plan - covering the period 2014-2016 - which describes how the aims and objectives will be fulfilled in the short-to-medium term.

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

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

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

2. Priority issues relating to sustainability to be addressed by this strategic approach

Greenhouse gas emissions

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

In March 2011, the Secretary of State for Energy and Climate Change and the Vice-Chair of the Local Government Association signed a Memorandum of Understanding² designed to recognise the pivotal role that local councils have in taking action to combat climate change by taking action to:

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

¹ Warwick Partnership, 2009. *A Shared Vision. Warwick District's Sustainable Community Strategy 2009-2026*

² DCLG & LGA, 2011. *Memorandum of Understanding between the Local Government Association and the Department of Energy and Climate Change*

Annual statistics for each local authority area are published by the Department for Energy and Climate Change (DECC) on carbon dioxide emissions according to end use of energy³. Warwick District's CO₂ emissions in 2012 (latest data) were 1,150,300 tCO₂, which equates to 8.3 tonnes per capita. This figure is made up of emissions arising from domestic, transport-related and industrial / commercial energy uses. The split between uses is shown in Figure 2.1.

Figure 2.1: Warwick District greenhouse gas emissions (tCO₂ per annum) by sector (2012 data) (Source: DECC 2014)

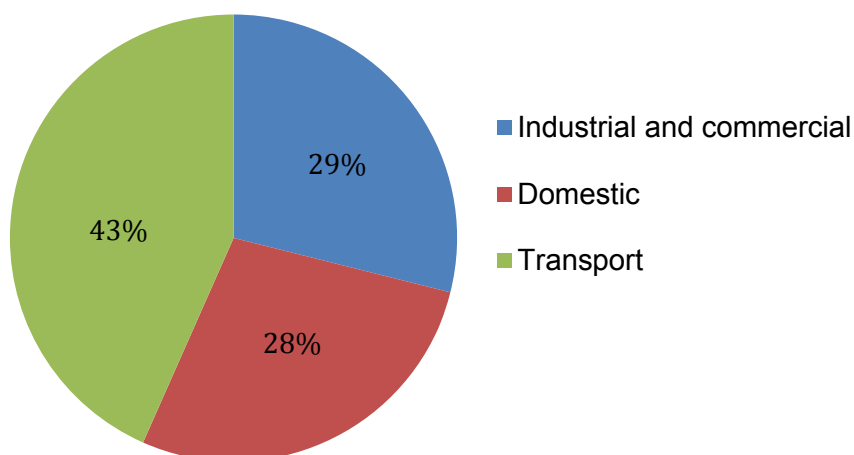


Table 2.2 compares Warwick District's per capita emissions with the average for the West Midlands, England and the UK as a whole, and shows that the District's emissions are significantly higher than regional and national averages.

Table 2.2: Comparison of Warwick District's greenhouse gas emissions with the average for the region, England and the UK

Area	Total per capita emissions (tCO ₂ per annum)	Per capita emissions within the scope of influence of local authorities ⁴ (tCO ₂ per annum)
Warwick District	8.3	6.7
West Midlands	6.9	5.9
England	7.0	6.0
UK	7.1	6.2

³ DECC, 2014. Local Authority Carbon Dioxide Emissions Estimates 2012. Statistical Release 26th June 2014

⁴ These figures are adjusted to remove emissions that local authorities cannot influence or control, such as those associated with national transport infrastructure

In terms of trends, Warwick District's emissions have shown a reduction since statistics were first published in 2005, with a decrease of 11% based on area total and 13.5% on a per capita basis. However, modelling carried out on behalf of the Council by Encraft⁵ predicts that, for a business as usual scenario, emissions are likely to stay approximately constant overall during the period 2012 to 2027, meaning that without significant intervention, the District will not make a contribution to the UK achieving its carbon dioxide reduction targets, as described above.

The Council's own greenhouse gas emissions resulting directly from its estate and operations were 6,375 tCO_{2e}⁶ for the period 1st April 2012 to 31st March 2013, representing approximately 0.6% of the total for the District⁷.

Energy efficiency in buildings

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

Under the provisions of the Home Energy Conservation Act 1995 (HECA), the Council has a legal duty to promote domestic energy efficiency in the District, and every two years is required to prepare a report setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area. The latest report was published in March 2013⁸ and includes an action plan detailing the activities to be carried out during the period 2013-2015.

One of the biggest challenges in reducing domestic energy use in the District is with the existing privately-owned stock. Despite a history of grants and incentive schemes designed to encourage homeowners to install energy efficiency measures, there still remain a large number of unfilled cavities and poorly insulated lofts, leaving scope for significant improvements in this area. The average Energy Performance Certificate⁹ rating of properties in Warwick District is Band D (score of 60.8), with a potential rating of Band C (score of 70.2).¹⁰

Where the Council's own housing stock is concerned, whilst almost all have been fitted with energy efficient boilers, minimum levels of loft insulation and, where appropriate, cavity wall insulation, there are still a significant number of so-called 'hard to treat' properties, which are older dwellings with uninsulated solid walls. Opportunities are available through the Energy

⁵ Encraft, 2012. *Low Carbon Action Plan Evidence Base Annex 1 – Current and Future Energy Demands*

⁶ The total quantity of greenhouse gas emissions emitted, expressed as an equivalent amount of carbon dioxide (tCO_{2e}). For each individual greenhouse gas a conversion factor is applied based on its global warming potential compared to that of carbon dioxide

⁷ Warwick District Council, 2013. *Greenhouse Gas Emissions from Local Authority own estate and operations (Successor to National Indicator 185)*. Warwick District Council

⁸ Warwick District Council, 2013. *Home Energy Conservation Act 1995*. Warwick District Council *Further Report 2013*

⁹ Energy performance certificates (EPCs) provides a rating for residential and commercial buildings, showing their energy efficiency based on the performance of the building itself and its services (such as heating and lighting). EPCs are required whenever a building is built, sold or rented out

¹⁰ Act on Energy, 2014 *Warm Homes, Healthy People Fund Warm & Well In Warwickshire Project Evaluation 2012/13*

Company Obligation (ECO)¹¹ to part-fund solid wall insulation of these properties, and the Council is currently investigating options for accessing this.

In terms of the Council's operational buildings, for the larger properties we are required each year, by law, to produce a Display Energy Certificate (DEC), which provides a benchmark of how much energy they use. The DEC ratings for applicable buildings for 2013-14 are shown in Table 2.3.

Table 2.3: DEC ratings for Council—owned buildings

Building	DEC rating (score given in brackets)*
Newbold Comyn Leisure Centre	C (54)
Royal Spa Centre	B (43)
Town Hall	D (78)
Pump Rooms	E (116)
Abbey Fields Swimming Pool	B (40)
St Nicholas Park Leisure Centre	C (53)
Jephson Gardens Temperate House	E (182)
Riverside House	D (85)
Castle Farm Sports Centre	B (48)

* Note that a lower score represents a better performance

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

In addition to physical improvements, an important aspect of energy efficiency is behaviour change, which can result in significant reductions in energy use. A series of after-hours site walk-rounds of Riverside House conducted in September 2014 revealed that opportunities exist to make improvements in this area. Energy use was found to be poorly controlled, with a large number of lights, monitors and other equipment being left on after staff had left for the day. Also, a significant number of plug-in heaters were found, along with several portable air-conditioning units and numerous fans. In many cases room layout was poor, with radiators being fully or partially blocked by desks and book cases, and blinds being closed (despite an absence of direct sunlight) resulting in the use of artificial lighting when it was not needed. Also, fridges in kitchen areas are mainly old, inefficient models and the heat exchangers are not regularly cleaned, which will increase their running costs. Low- and no-cost energy

¹¹ ECO is a legal requirement on energy suppliers to achieve specified domestic carbon dioxide emissions reductions by providing energy efficiency measures such as replacement boilers and loft, cavity wall and solid wall insulation to householders. Some of the funding is targeted at specific geographical areas or particular low income / vulnerable groups, while another element of it is available more generally

efficiency measures can typically reduce a building's energy costs by at least 10%, often more. In 2013-14, the Council spent approximately £95,000 on utilities to run Riverside House.

Renewable and low-carbon energy

Studies carried out on behalf of the Council by Camco¹² and Encraft¹³ indicate that there are a wide range of renewable and low-carbon energy technologies that are suitable for installation within the District. The research conducted by Encraft suggests that 527MW of renewable and low-carbon energy (heat and electricity) could theoretically be installed, with over 94MW realistically deployable by 2026. This would result in a reduction of 110,700 tonnes in CO₂ emissions, and would also represent a significant investment potential.

Solar photovoltaics (PV)

According to the latest Department of Energy and Climate Change statistics¹⁴, there are 1,225 domestic solar photovoltaic systems in the District for which the Feed-in Tariff¹⁵ is being paid, with a total installed capacity of 3.88MW, together with 40 non-domestic systems (total capacity 0.70MW). There is also a large (2MW) rooftop array at the Wolseley headquarters, plus a solar farm (4.1MW) currently under construction at Brickyard Barn in Bishops Tachbrook, with a further 4.3 MW solar farm, also in Bishops Tachbrook, currently in Planning.

Encraft estimates that around 28% of the District's housing stock (approximately 17,000 properties) is theoretically suitable for a roof-mounted solar PV or solar thermal system. Approximately 25.7MW of PV could be installed on the roofs of commercial buildings.

These findings are summarised in Table 2.4.

Table 2.4: Current and potential solar PV capacity in Warwick District

Type of PV system	Current number of installations (September 2014) (MW)	Current installed capacity (September 2014) (MW)	Theoretical capacity
Domestic rooftop	1,225	3.88	17,000 systems (solar PV or solar thermal)
Commercial rooftop	40	2.70	25.7MW
Solar farm	1 (in progress)	4.1 (in progress)	(8.4MW)

¹² Camco, 2010. *Renewable and Low Carbon Energy Resource Assessment and Feasibility Study*

¹³ Encraft, 2012. *Low Carbon Action Plan Evidence Base Annex IV – Loa and Zero Carbon Technologies*

¹⁴ DECC, 2014. *Sub-national Feed-in Tariff Statistics, September 2014*

¹⁵ The Feed-in-Tariff scheme (FITs) is an environmental programme introduced by the Government in 2010 to promote the use of small-scale renewable and low-carbon electricity generation technologies. If a householder, community or business has an eligible installation, FITs pays them a tariff for the electricity they generate and a tariff for the electricity they export back to the grid. Prior to the introduction of the Feed-in Tariff there were very few small-scale renewable energy systems installed within the District, so the data given here represent the large majority of the systems in place

Wind energy

Only 1 small-scale system with a capacity of 6kW is currently registered to receive the Feed-in Tariff. There are no large turbines in the District. According to Encraft estimates, there are a sufficient number of suitable rural locations to install small- and medium-scale wind turbines with a total capacity of 48MW, with 4.8MW realistically deployable by 2026.

Hydro electricity

There are currently no hydro schemes within the District. Due to the complexities of the permitting regime and the limited number of locations suitable for hydro, the realistic potential is small, estimated by Encraft at 0.08MW for the period 2011-2026.

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

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

Information about how much renewable and low-carbon heat-generating capacity is currently installed in the District is limited. According to data published by the Department of Energy and Climate Change¹⁶, there are currently 9 non-domestic installations in the District receiving Renewable Heat Incentive (RHI) payments¹⁷, with a combined capacity of 2.2MW. There are also 61 domestic properties that have received RHI payments to date, covering biomass boilers, heat pumps and solar thermal equipment.

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

Council's own estate

The Council has installed a number of solar PV arrays and biomass boilers for its housing stock, and has recently embarked upon a programme of converting several buildings with communal heating into biomass-fuelled systems. In the past, consideration has been given to installing hydro turbines at Jephson Gardens and Princes Drive, and to adding a solar array to the roof of the Spa Centre. The proposals were not progressed, mainly due to technical and financial uncertainties that were relevant at the time. However, opportunities for renewable and low-carbon energy still exist, for example as part of the proposed sports centre refurbishments and the new office headquarters. Consideration is also being given to the potential for district heating¹⁸ within the urban areas of Leamington, Warwick, Kenilworth and Whitnash.

¹⁶ DECC, 2014. *RHI and RHPP Deployment Data: October 2014*

¹⁷ The Renewable Heat Incentive is a Government scheme that provides financial support to non-domestic renewable heat generators and producers of biomethane.

¹⁸ District heat networks supply heat from a central source directly to homes and businesses through a network of pipes carrying hot water. This means that individual homes and business do not need to generate their own heat on site.

Climate change adaptation

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

Climate change adaptation is now high on the central government agenda, the Department for Environment, Food and Rural Affairs (DEFRA) having recently published a national Climate Change Risk Assessment and Adaptation Programme. The adaptation programme contains the following vision statement:

“Local Government plays a central role in leading and supporting local places to become more resilient to a range of future risks and to be prepared for the opportunities from a changing climate.”

According to UK Climate Projections (UKCP09), in the West Midlands region summer temperatures are likely to increase by 1.5°C compared to those in pre-industrial times by the end of the current decade, and by as much as 3.7°C by 2080. Unless we are able to adapt, this will result in adverse impacts on human health, habitats and biodiversity, food security, and infrastructure. Along with increasing temperatures, we will see reduced summer rainfall, with projections indicating a 20% reduction by 2080. Summer droughts are therefore likely to occur much more frequently. Winters, on the other hand, are likely to be warmer and wetter, with rainfall predicted to increase by 5% by 2020 and 18% by 2080. Rainfall events are also likely to become more intense, resulting in more frequent flooding and storm damage, with areas already vulnerable becoming more so if interventions are not made.

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

The Council recognises that climate change poses a threat to its services, and includes it the organisation's Significant Business Risk Register. A study on climate change adaptation was carried out on behalf of the Council in 2010/11¹⁹, which incorporated a climate change adaptation risk assessment covering all service areas. The risk assessment concluded that Health and Community Protection, and Housing and Property are the service areas most likely to be seriously impacted by climate change, as a result of increased service demand from the wider community, and damage to buildings and structures resulting from extreme weather events. However, the impacts of climate change will be felt across all service areas, and robust plans are needed in order to mitigate the risks.

¹⁹ URSUS Consulting, 2011. *Final Report to Warwick District Council. Warwick District Council Climate Change Adaptation Study. February 2011*

Fuel poverty

Despite Warwick District's relative affluence, some 6,6675 households – or 11.6%% of the total – in the District live in fuel poverty²⁰, making it a serious issue and, with rising fuel costs, one which without concerted effort is likely to become much more pronounced in the future.

The Council works in partnership with other agencies across the District and beyond on a variety of initiatives aimed at reducing fuel poverty, including the Warm and Well in Warwickshire project, led by Public Health Warwickshire and with a focus on improving health outcomes by reducing fuel poverty, and the South Warwickshire Affordable Warmth group. In the autumn of 2014 a collective energy tariff-switching campaign was run by the Council, which resulted in average savings of £221 per participating household.

Staff travel

During the 2013-14 financial year Warwick District Council staff travelled 273,000 miles on business, and travel-related carbon dioxide emissions were responsible for just under 10% of our total carbon footprint. In terms of staff commuting, a travel survey carried out in November / December 2013 revealed that 88% of staff usually travel to work by car (79% as the sole occupant and 9% as car sharers), despite the fact that 46% of employees live within 5 miles and 66% live within 10 miles of their place of work.

Other aspects of sustainability are either not covered in this strategy or are given less emphasis than the issues discussed above. This is because they are issues over which the Council has little influence and/or because they are addressed (mainly) through other means. These aspects include:

- **Waste**, addressed primarily through Warwickshire's Municipal Waste Management Strategy²¹;
- **Air quality**, covered by the Warwick District Air Quality Action Plan²²;
- **Water quality**, dealt with primarily by other agencies, for example the Environment Agency and DEFRA by means of river basin management plans. Warwick District is covered by the Severn River Basin Plan²³;
- **Transport**, addressed by the Warwickshire Local Transport Plan²⁴ and the emerging Warwick and Leamington Sustainable Transport Strategy; and,
- **Biodiversity**, covered by the Warwickshire, Coventry and Solihull Local Biodiversity Action Plan²⁵ and, at the District level, by the Green Space Strategy²⁶ and management plans covering specific sites, for example Jephson Gardens²⁷ and Oakley Wood²⁸.

²⁰ Department of Energy and Climate Change, 2014. *2012 sub-regional fuel poverty data: low income high costs indicator*. A household is deemed to be in fuel poverty if it has required fuel costs that are above the national median level and, where that amount to be spent, the household would be left with an official income below the poverty line.

²¹ Warwickshire Waste Partnership, 2013. *Warwickshire's Municipal Waste Management Strategy*. Adopted October 2005, Updated December 2013

²² Warwick District Council, 2008. *Warwick District Air Quality Action Plan 2008*.

²³ Department for Environment and Rural Affairs & Environment Agency, 2009. *Water for life and livelihoods. River Basin Management Plan for Severn River Basin District*

²⁴ Warwickshire County Council, 2011. *Warwickshire Local Transport Plan 2011-2026*

²⁵ Warwickshire, Coventry and Solihull Biodiversity Action Partnership, 2014. *Warwickshire, Coventry and Solihull Biodiversity Action Plan*

²⁶ Warwick District Council, 2012. *Green Space Strategy for Warwick District 2012-2026*

²⁷ Warwick District Council, 2013. *Jephson Gardens and Mill Gardens Management Plan 2013-2018*

²⁸ Warwick District Council, 2009. *Woodland Management Plan 2009-2029: Oakley Wood, January 2009, updated March 2009*

3. Strategic aims and objectives

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

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

For each of these strategic aims, a number of specific objectives have been defined, based around the priorities discussed in Section 2. These objectives are shown in Figure 3.1.

Figure 3.1: Sustainability and climate change aims and objectives

Strategic Aim 1:

Embed sustainability at a strategic level with the organisation

Objective 1.1

Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

Objective 1.2

Raise staff and Elected Member awareness of issues relating to sustainability and their respective roles in promoting it

Strategic Aim 2:

Address our own impacts relating to sustainability and ensure our physical assets and operations remain resilient in the face of a changing climate

Objective 2.1

Make our operational property holdings more efficient in the use of energy, water and other resources

Objective 2.2

Make our housing stock more energy efficient

Objective 2.3

Provide more energy from renewable and low-carbon sources

Objective 2.4

Reduce transport-related carbon dioxide emissions

Objective 2.5

Ensure sustainability is fully integrated into procurement activities

Objective 2.6

Ensure the Council's property, land holdings and services remain resilient in the face of a changing climate

Strategic Aim 3:

Promote and enable sustainability and climate change resilience in the wider district

Objective 3.1

Reduce fuel poverty in the District

Objective 3.2

Work proactively with community groups and the general public to promote and enable sustainability and climate change resilience in the District

Objective 3.3

Engage with local businesses to enable them to operate more sustainably and to create a thriving local low-carbon economy

Objective 3.4

Engage with other public bodies and educational establishments to achieve joint aims on sustainability and climate change

4. How the strategic aims and objectives will be achieved

The means by which each of these objectives will be achieved is detailed in the Action Plan presented in the Appendix to this document. The Plan will be updated on an ongoing basis, to reflect updated information and new opportunities as they arise. Targets have not been yet been set but they will be introduced, where appropriate, as options are better understood and the Plan is more fully developed.

The Plan identifies the lead officer(s) or department(s) responsible for carrying out each action. In some cases it will be necessary to set up a task and finish group in order to accomplish the action. Task and finish groups are likely to be required for, but are not necessarily limited to:

- Actions associated with Objective 2.1: Make our operational property holdings more efficient in the use of energy, water and other resources;
- Actions associated with Objective 2.4: Reduce transport-related carbon dioxide emissions; and,
- Action 3.1.4: Run a targeted campaign to increase take-up of Warm Homes Discount.

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

5. Monitoring and reporting

Monitoring of progress made towards meeting the aims and objectives of this strategy will be the responsibility of the Sustainability Officer, reporting through the Head of Health and Community Protection to the Senior Management Team on a half-yearly basis. The strategy will be reviewed annually and where any significant changes are made they will be reported to Executive.

Appendix I: Action Plan

Strategic Aim 1 - Embedding sustainability at a strategic level with the organisation

Objective 1.1:

Ensure the Council's strategies, policies and plans address relevant issues relating to sustainability and climate change

Measure(s):

- Proportion of strategies, policies and plans demonstrating evidence of consideration of implications for sustainability

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
1.1.1	Include a sustainability impact assessment for all major projects / policies and strategies / committee-level decisions	Relevant lead officer	Officer time	High	Ongoing (process to be put in place by 31/03/15)
1.1.2	Incorporate sustainability into revised Housing Investment Plan	Asset Manager	Officer time	High	tbc
1.1.3	Periodically review corporate risk register / emergency plans / businesses continuity plans to ensure fully take into account sustainability-related issues	Service Heads	Officer time	High	Annually by 31 st December
1.1.4	Review and update as required sustainability-related policies in proposed new Local Plan, and produce new sustainability supplementary planning document to provide guidance on how planning policies can be complied with	Planning Policy team	Officer time Document design costs	High	Review and update policies by 30/11/14 Produce SPD within 12 months of adoption of Local Plan
1.1.5	Consider signing up to Climate Local initiative	Sustainability Officer	Officer time	High	By 28/02/15

Objective 1.2:**Raise staff and Elected Member awareness of issues relating to sustainability and their respective roles in promoting it***Measure(s):*

- Number of members of staff and Elected Members receiving briefings / attending training sessions, seminars and site visits

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
1.2.1	Deliver sustainability briefings and training to: <ul style="list-style-type: none">• new starters, as part of induction process;• existing staff (all), in form of e-learning packages• senior officers, at dedicated senior offices meetings• Elected Members	Sustainability Officer Training Officer	Officer time Training set-up costs - tbc	Medium	Ongoing
1.2.2	Run seminars, Q & A sessions and site visits for staff and elected members	Sustainability Officer	Officer time	Medium	Ongoing – first meeting on 23/10/14
1.2.3	Set up Sustainability section on intranet	Sustainability Officer	Officer time	Medium	By 30/06/15

Strategic Aim 2 - Addressing our own impacts and vulnerabilities

Objective 2.1:

Make our operational property holdings more efficient in the use of energy, water and other resources

Measure(s):

- Consumption of electricity (kWh), gas (KWh), LPG (m³), biomass (tonnes)
- Water consumption (m³)
- Paper consumption (reams)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.1.1	Include identification of viable energy efficiency measures as part of planned stock review	Housing & Property	Officer time	High	By 31/03/16
2.1.2	Produce business cases for energy efficiency measures that can be implemented in advance of stock review, to include: <i>a) Riverside House:</i> review options for improving efficiency and reduce running costs of building, to incorporate no- and low-cost measures and including: server room cooling; lighting; appliances; heating and ventilation; <i>b) Oakley Wood Crematorium:</i> identify optimum usage patterns of cremators and investigate feasibility of running heat pipe to lodge <i>c) Other properties / sites:</i> assess feasibility of LED lighting upgrades and other measures <i>d) Staff behaviour change programme</i>	Energy Manager Sustainability Officer	Officer time	High	By 30/09/15
2.1.3	Identify suitable water efficiency measures across the Council's entire operational building stock and land holdings; produce business case for expenditure, as appropriate	Energy Manager	Officer time	High	31/03/2015
2.1.4	Identify options for reducing paper use and set reduction target; implement options	tbc	Officer time	High	Identify options and set target by 31/03/15 Achieve target by 31/03/16

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.1.5	Set minimum standards for performance of new developments / major refurbishments, including new office headquarters and leisure centre redevelopment	Relevant Project Manager	Officer time	High	Ongoing
2.1.6	Improve waste segregation and recycling / reuse within operational buildings and other sites	Facilities Manager	Officer time	Medium	By 31/12/15

Objective 2.2:
Make our housing stock more energy efficient

Measure(s):

- Energy Performance Certificate / SAP²⁹ ratings
- Measured or calculated energy savings

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.2.1	Include appraisal of options for improving energy efficiency of existing Council-owned housing as part of planned stock review	Housing & Property	Officer time, with consultancy input as required	High	By 31/12/15
2.2.2	Based on findings of review, set minimum standards for energy efficiency to be achieved for whole of existing stock within stated timescale, and produce business case and plan for delivery	Housing & Property	Officer time, with potential consultancy input	High	By 31/03/16
2.2.3	Set minimum energy efficiency standards for new-build projects	Housing & Property	Officer time, with potential consultancy input	High	Ongoing
2.2.4	In advance of stock review, assess opportunities for ECO ³⁰ funding for external wall insulation projects	Housing & Property	Officer time	High	By 31/03/15

²⁹ Energy performance certificates (EPCs) provides a rating for residential and commercial buildings, showing their energy efficiency based on the performance of the building itself and its services (such as heating and lighting). EPCs are required whenever a building is built, sold or rented out. The Standard Assessment Procedure (SAP) is the method used to calculate the EPC rating.

³⁰ The Energy Company Obligation is a legal requirement on energy suppliers to achieve specified domestic carbon dioxide emissions reductions by providing energy efficiency measures such as replacement boilers and loft, cavity wall and solid wall insulation to householders. Some of the funding is targeted at specific geographical areas or particular low income / vulnerable groups, while other elements of it are available more generally.

Objective 2.3:
Provide more energy from renewable and low-carbon sources

Measure(s):

- Installed capacity of renewable and low-carbon energy technologies

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.3.1	Carry out heat mapping and energy master-planning to identify opportunities for district heating networks ³¹	Sustainability Officer	Officer time plus £15k (33% matched funding) – as agreed	High	By 30/04/15
2.3.2	Look into other options for investing in larger-scale renewable energy scheme(s)	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	By 30/06/15
2.3.3	Continue with programme of upgrading of flats / care facilities to incorporate communal biomass boilers	Energy Manager	Budget allocated (Housing)	High	Ongoing
2.3.4	Re-examine business case for solar photovoltaics on Spa Centre	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	By 31/03/15
2.3.5	Re-evaluate business case for hydropower scheme at Jephson Gardens & Princes Drive	Sustainability Officer	Officer time	Low	By 31/12/15
2.3.6	Consider full range of options for renewable and low-carbon energy at sports centres as part of upgrades	Sports and Leisure	Officer time plus consultancy input	High	tbc
2.3.7	Consider other options for installing renewable and low-carbon energy technologies	Sustainability Officer	Officer time, plus potential future feasibility study costs	Medium	By 31/12/15

³¹ District heat networks supply heat from a central source directly to homes and businesses through a network of pipes carrying hot water. This means that individual homes and business do not need to generate their own heat on site.

Objective 2.4
Reduce transport-related carbon dioxide emissions

Measure(s):

- Carbon dioxide emissions

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.4.1	Introduce package of measures to encourage staff to use alternative modes of transport to the car, including salary sacrifice scheme for cycle purchase, upgrading of shower and bike storage facilities, provision of free trial bus passes, cycle business mileage rate, on-site cycle repair days	Sustainability Officer Payroll	Officer time plus costs of measures	High	Launch event by 30/04/15 Actions ongoing thereafter
2.4.2	Introduce staff travel policy and set up travel management system	Human Resources Procurement	Officer time Potential cost savings (to be identified)	Medium	By 31/03/16
2.4.3	Reconsider green travel options as part of office relocation project	Project Coordinator	Officer time (plus potential resource implications to implement measures)	Medium	Dependent on relocation project timescales
2.4.4	Re-assess business case for introduction of pool cars (including electric vehicles) and bicycles	Sustainability Officer	Officer time	High	By 31/03/15

Objective 2.5**Ensure sustainability is fully integrated into procurement activities**

Measure(s):

- tbc

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.5.1	Identify key procurement activities and for each assess main sustainability issues to be addressed	Procurement	Officer time	High	By 31/06/15
2.5.2	Identify and document appropriate procurement criteria for key procurement activities	Procurement	Officer time	High	By 30/09/15
2.5.3	For ongoing contracts, set up process for reviewing sustainability requirements as existing contracts are due for renewal	Procurement	Officer time	High	Ongoing, with process to be established by 31/06/15

Objective 2.6**Ensure the Council's property, land holdings and services remain resilient in the face of a changing climate***Measure(s):*

- Water consumption (m³)
- Adaptation measures incorporated (number and type)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
2.6.1	Ensure climate change adaptability is fully taken into account in making decisions on future of existing building stock and location of new offices / housing stock	Project Coordinators Housing and Property Sustainability Officer	Officer time, other resources tbc (case-dependent)	High	Ongoing
2.6.2	As part of the planned housing stock review, examine options for enhanced water efficiency and, where appropriate, set minimum water efficiency standards for existing and new housing stock	Housing and Property	Officer time, other resources tbc	High	By 31/03/15
2.6.3	Set minimum water efficiency standards to be applied to new and refurbished operational buildings (see also item 2.1.3)	Housing and Property, with input from Sustainability Officer	Officer time, other resources tbc	High	By 30/09/15
2.6.4	As part of housing stock review process, identify those properties that are vulnerable to the impacts of climate change and appropriate adaptation measures. Incorporate these measures into refurbishment programmes	Housing and Property, with input from Sustainability Officer	Officer time, other resources tbc	High	By 31/03/16
2.6.5	Ensure appropriate flood resilience measures are incorporated into leisure centre upgrades and, if appropriate, new headquarters	Sports and Leisure Project Coordinators	Officer time, other resources (tbc)	High	tbc

Strategic Aim 3 – Promoting and enabling sustainability and climate change resilience in the wider district

Objective 3.1

Reduce fuel poverty in the District

Measure(s):

- Number of households in fuel poverty

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
3.1.1	Provide advice on domestic energy-related issues to general public (targeted at most vulnerable residents), via advice clinics, home visits, helpline, website and printed literature	Sustainability Officer	Officer time, plus cost of Service Level Agreement (SLA) with Act on Energy (approx £9k pa)	High	Ongoing (SLA renewed annually in April)
3.1.2	Provide energy efficiency information and advice to WDC tenants: <ul style="list-style-type: none"> • include leaflets in new tenant sign-up packs • via newsletters, events and home visits 	Sustainability Officer Sustaining Tenancies team	Officer time	High	Ongoing
3.1.3	Provide training on domestic energy efficiency for frontline staff	Sustainability Officer	Officer time, Act on Energy costs (through SLA)	High	Ongoing
3.1.4	Run targeted campaign to increase take-up of Warm Homes Discount	Sustainability Officer Financial Inclusion team	Officer time, plus campaign costs (£4k) – to be paid for via Public Health grant	High	By 31/03/15
3.1.5	For private rented sector, examine options for enhanced usage of Housing Health and Safety Rating System as a means of enforcement in cases where extreme cold are identified	Private Sector Housing	Officer time; other resources (potentially purchase of software)	Medium	By 30/09/15

Objective 3.2

Work proactively community groups and the general public to promote and enable sustainability and climate change resilience in the District

Measure(s):

- Number of community groups and members of public engaged with
- Number of renewable energy projects supported and installed capacity of renewable energy

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
3.2.1	Set up network of community groups with an interest in sustainability, produce regular email updates and hold annual sustainability forum	Sustainability Officer	Officer time plus costs to host forum (tbc)	Low	By 31/12/15
3.2.2	Include sustainability criteria for deciding on allocation of small grant schemes	tbc	Officer time	Low	By 30/09/15
3.2.3	Investigate opportunities for setting up community renewable energy schemes	Sustainability Officer	Officer time	Medium	By 30/08/15
3.2.4	Investigate setting up a dedicated web-based sustainability hub to engage local residents on issues relating to sustainable lifestyles	Sustainability Officer	Officer time, plus website set-up and hosting costs (tbc – funding options to be investigated)	Medium	By 30/09/15
3.2.5	Produce district-level heat wave and cold weather plans	Environmental Sustainability team	Officer time	Medium	By 31/03/16
3.2.6	Examine options for increasing local food growing	Sustainability Officer Green Space Team	Officer time	Medium	By 31/12/15

Objective 3.3**Engage with local businesses to enable them to operate more sustainably and to create a thriving local low-carbon economy***Measure(s):*

- Number of local businesses engaged with

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
3.3.1	Work with BID Leamington to improve waste recycling by town centre businesses	Economic Regeneration & Development Manager Sustainability Officer	Officer time	Medium	By 30/09/15
3.3.2	Investigate setting up a district-based green Business club	Sustainability Officer	Officer time (potential funding available through CWLEP)	Medium	By 30/06/15
3.3.3	Examine opportunities to link Council activity with corporate social responsibility programmes	Sustainability Officer	Officer time	Medium	By 30/12/15

Objective 3.4


Engage with other public bodies and educational establishments to achieve joint aims on sustainability and climate change

Measure(s):

- Numbers of interventions made by 'Warm and Well' partnership
- Flood prevention / response initiatives successfully implemented
- Additions made to cycle network (or enhancements to existing network)

Action plan:

Ref	Action	Responsibility	Resource implications	Priority	Timescale
3.4.1	Work proactively with Warwickshire County Council on the development and delivery of a Flood Risk Management Strategy for the District	Environmental Sustainability team	Officer time Other resources (tbc)	High	tbc
3.4.2	Collaborate with Warwickshire County Council and other organisations on sustainable transport-related issues, including the delivery of the Warwick and Leamington Sustainable Transport Strategy, the further development of local cycle networks, and the setting up of community car-share clubs and vehicle charging infrastructure	Environmental Sustainability team	Officer time Other resources (tbc)	High	Ongoing
3.4.3	Work with Public Health Warwickshire, Act on Energy, and other local authorities & agencies in the sub-region to deliver the outcomes of the 'Warm and Well' partnership	Sustainability Officer Health and Wellbeing Lead Financial Inclusion team	Officer time	High	By 31/03/16
3.4.4	Continue to collaborate with Warwick University on end-of-term collections of wastes from student households in Leamington	Neighbourhood Services	Officer time	High	Ongoing

 Executive – January 2015		Agenda Item No. 10
Title	Open Land at Chase Meadow, Warwick	
For further information about this report please contact	Chris Makasis - Estates Manager	
Wards of the District directly affected	Warwick West	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Relevant Planning Applications & Section 106 Agreements	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19.12.2014	Chris Elliott
Head of Service	12.12.2014	Robert Hoof
CMT	19.12.2014	CMT
Section 151 Officer	12.12.2014	Mike Snow
Monitoring Officer	19.12.2014	Andrew Jones
Finance	12.12.2014	Mike Snow
Portfolio Holder(s)	20.12.2014	John Hammon ; Dave Shilton
Consultation & Community Engagement		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 To consider the acquisition of areas of open space land at Chase Meadow, Warwick.

2. **Recommendation**

- 2.1 That Executive approves the transfer of open space land at Chase Meadow, Warwick, from Taylor Wimpey Ltd ("TW") to Warwick District Council, as explained in this report, on payment by TW of the appropriate commuted sum for the future maintenance of the land.

3. **Reasons for the Recommendation**

- 3.1 In relation to the residential development of land at South West Warwick over the last few years, TW (formerly Bryant Homes) have been granted a number of planning permissions which have resulted in the completion of related Section 106 Agreements.
- 3.2 The Agreements imposed a number of obligations on TW including the provision of open space land (comprising Plots 1, 2, 3, 4, 5, 6, 8 and 9 as shown on Plan 1) within the various phases of residential development. The works associated with the preparation of the various areas of open space land have now been completed to the satisfaction of the District Council and TW are anxious to complete the transfer of ownership to the District Council.
- 3.3 The Agreements prescribe the basis upon which a commuted sum is to be paid by TW to the District Council in relation to the future maintenance of the open space land and the parties have agreed that the aggregate amount payable is £334,295.79.
- 3.4 The District Council is obliged under the majority of the Agreements to acquire the open space land on completion of the necessary works and on payment by TW of the commuted sum. However, the Agreements relating to Plots 1, 2 and 8 do not contain the usual provisions obliging the District Council to take a transfer of the open space land and therefore the formal approval of Executive is required for the transfers to be completed
- 3.5 For Members information, the County Council has advised that it is working with the developers at present, and is hopeful that they can adopt most of the development north of Narrow Hall Meadow early next year. Members will be interested to note at Appendix 1 the extent of the highways currently adopted.

4. **Policy Framework**

4.1 **Policy Framework –**

The transfer of Plots 1, 2, 3, 4, 5, 6, 8 and 9 was intended by the provisions of the Section 106 Agreements, but due to the inconsistencies in the form of the Agreements, approval is required for the transfers to be completed in relation to Plots 1, 2 and 8. The transfers will assist the District Council in achieving its goal in making the District 'Fit for the Future' by providing open spaces within new residential estates (such as Chase Meadow) for the use of the local community, for health & well-being' purposes, with the encouragement of using such open spaces for activities such as walking &/or resting in outdoor open areas, as a form of exercise and/or fresh air.

- 4.2 This follows, and contributes to, this Council's 'strand' of 'People' by providing the local residents, and the District as a whole, with areas of open space for their use & benefit.

5. Budgetary Framework

- 5.1 The provision of £334, 295.79 to the District Council, as a commuted sum, by TW, is a legal requirement under the Section 106 Agreements, and is required by the District Council in order to carry out all future maintenance works that will be necessary to keep the open spaces in suitable condition for public use, health & enjoyment. The commuted sum is calculated so as to provide maintenance of the open spaces for 13 years. Beyond that 13 year period the cost of maintaining the land will be an additional cost for the District Council.
- 5.2 The community sum of £334,295.79 that is to be provided to the District Council will be held in the open spaces Commuted Sums Reserve and released to the appropriate 'Neighbourhood Services' Budget Account over the 13 year period.

6. Risks

- 6.1 The transfer of the areas is, and was intended to be, a requirement of the Section 106 Agreements and the District Council will receive the community sum to maintain the areas in question as open space and it is believed there to be very little risk of future concerns on, or with, the future maintenance of the areas in question.
- 6.2 However, there is a risk that the open spaces may cost more to maintain than allowed for by the commuted sum. Any additional cost will present an additional financial burden upon the District Council.

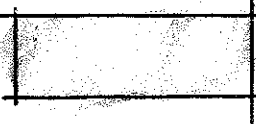
7. Alternative Option(s) considered

- 7.1 The retention by TW of ownership of the open space areas is the only alternative option available. This would be in breach of the provisions in the majority of the Agreements and counter to the usual procedures that were adopted in relation to the Agreements at South West Warwick.

APPENDIX 1.



NOT TO SCALE.

 = AREA OF "CHASE MEADOW"
WHERE ROADS/PATHS HAVE BEEN
ADOPTED AS "ADOPTED HIGHWAY."




- EXISTING COLOUR ZONES**
- Area 1 = 2.500ha (6.180 acres)
 - Area 2 = 2.140ha (5.270 acres)
 - Area 3 = 0.211ha (0.523 acres)
 - Area 4 = 0.100ha (0.247 acres)
 - Area 5 = 0.100ha (0.247 acres)
 - Area 6 = 0.200ha (0.494 acres)
 - Area 7 = 0.200ha (0.494 acres)
 - Area 8 = 0.200ha (0.494 acres)
 - Area 9 = 0.200ha (0.494 acres)

PLAN 1

NOT TO SCALE



Taylor Wimpey	
GOGBROOK FARM	
HAUPTON ROAD	
WARWICK	
P.O.S. PLAN	
1-078-103	
Scale 1:1250 @ A0 Dec 11/07/11	
Drawn By: KJP	Checked By: DHI
1st & 2nd Survey Data: 10/07/11, 11/07/11, 12/07/11	

 EXECUTIVE 14 JANUARY 2015		Agenda Item No. 11
Title	Significant Business Risk Register	
For further information about this report please contact	Richard Barr Tel: (01926) 456815 E Mail: richard.barr@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	1 October 2014 – Executive	
Background Papers	Minutes of Senior Management Team	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	No (N/A: no direct service implications)

Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	23 Dec 2014	Chris Elliott / Andrew Jones
Head of Service	2 Dec 2014	SMT
CMT	1 Dec 2014	CMT
Section 151 Officer	23 Dec 2014	Mike Snow
Monitoring Officer	23 Dec 2014	Andrew Jones
Finance	23 Dec 2014	As S151 Officer
Portfolio Holder(s)	23 Dec 2014	Councillor Mobbs
Consultation & Community Engagement		
Senior Management Team review of Significant Business Risk Register.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1 SUMMARY

- 1.1 This report sets out the latest version of the Council's Significant Business Risk Register for review by the Executive. It has been drafted following discussions between the Leader of the Council, Chief Executive, Monitoring Officer, Section 151 Officer, and the Audit & Risk Manager.

2 RECOMMENDATIONS

- 2.1 That Executive should review the Significant Business Risk Register attached at Appendix 1 and consider if any further actions should be taken to manage the risks facing the organisation.
- 2.2 That for all new building projects and professional services contracts from 1st April 2015 onwards the Council adopt the RIBA staged process set out as Appendix 4 and for all other projects the Prince 2 approach summarised at Appendix 5 to the report, be endorsed.

3 REASON FOR THE RECOMMENDATIONS

- 3.1 To assist members fulfil their role in overseeing the organisation's risk management framework (see section 7, below).
- 3.2 Recommendation 2.2 sets out a risk mitigation approach toward the management of projects and professional services contracts by the Council via use of RIBA staged process and for non-property related projects, the use of Prince 2.

4 POLICY FRAMEWORK

- 4.1 The Significant Business Risk Register is based on the Council's corporate priorities and key strategic projects that are reflected in Fit for the Future. The Fit for the Future programme is also based on an agreed set of values amongst which are the ones of openness and honesty. This is integral to the consideration of risk in an organisation; risk issues needs to be discussed and debated and mitigation put in place, in order to prevent them materialising. It does not mean however, that all risks referred to are immediately impending or are likely to happen. Ironically, to not debate risks is to help them more likely to materialise.
- 4.2 It is worth members re-apprising themselves of the basis on which risks are scored in relation to likelihood and impact – see Appendix 3. The probability of a risk being realised and how many times it might happen, is assessed over a number of years, not as if it is going to happen tomorrow.

5 BUDGETARY FRAMEWORK

- 5.1 Although there are no direct budgetary implications arising from this report, risk management performs a key role in corporate governance including that of the Budgetary Framework. An effective control framework ensures that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.

- 5.2 The risk register sets out when the realisation of risks might have financial consequences. One of the criteria for severity is based on the financial impact.

6 **RISKS**

- 6.1 The whole report is about risks and the risk environment. Clearly there are governance-related risks associated with a weak risk management process.

7 **ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 This report is not concerned with recommending a particular option in preference to others so this section is not applicable but paragraph 4.1 above is also relevant here.

8 **RESPONSIBILITY FOR RISK MANAGEMENT**

- 8.1 In its management paper "Worth the risk: improving risk management in local government", the Audit Commission sets out clearly the responsibilities of members and officers with regard to risk management:

"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:

- decide on the structure through which risk management will be led and monitored;
- consider appointing a particular group or committee, such as an audit committee, to oversee risk management and to provide a focus for the process;
- agree an implementation strategy;
- approve the council's policy on risk (including the degree to which the council is willing to accept risk);
- agree the list of most significant risks;
- receive reports on risk management and internal control – officers should report at least annually, with possibly interim reporting on a quarterly basis;
- commission and review an annual assessment of effectiveness: and
- approve the public disclosure of the outcome of this annual assessment, including publishing it in an appropriate manner.

The role of senior officers is to implement the risk management policy agreed by members.

It is important that the chief executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the chief executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility."

9 **SIGNIFICANT BUSINESS RISK REGISTER**

- 9.1 The Significant Business Risk Register (SBRR) records all significant risks to the Council's operations, key priorities, and major projects. Individual services also have their own service risk registers.
- 9.2 The SBRR is reviewed quarterly by the Council's Senior Management Team and the Council Leader and then, in keeping with members' overall responsibilities for managing risk, by the Executive.
- 9.3 The latest version of the SBRR is set out as Appendix 1 to this report.
- 9.4 A summary of all the risks and their position on the risk matrix, as currently assessed, is set out as Appendix 2.
- 9.5 The scoring criteria for the risk register are judgemental and are based on an assessment of the likelihood of something occurring, and the impact that might have. Appendix 3 sets out the guidelines that are applied.
- 9.6 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If the matrix were in colour, the former set of risks would be within the area shaded red, whilst the latter would be within the area shaded green; the mid-range would be seen as yellow.
- 9.7 Any movements in the risk scores over the last six months are shown on the risk matrices in Appendix 1.
- 9.8 The last time that the SBRR was reported to the Executive, there were five risks in the "red zone", as discussed below. An update is given on each in turn, shown in bold.

1. Fit for the Future Change Programme not managed appropriately/effectively

The score here reflects the problems experienced with some recent projects such as the Bowls England Project where a significant overspend against the original budget is anticipated.

To help ensure that projects in the future are managed better, specifically that projects are managed realistically and Members given confidence in the estimated costs associated with those projects, Executive at its meeting on 11 September resolved that, in the future, all projects will be drawn up within an adopted standard framework. The input of staff within the Housing and Property Services team was integral to this work but the subsequent disruption to this service area arising from the unanticipated personnel changes meant the development of this framework was significantly delayed. CMT are now prioritising the completion of this work.

The risk control mechanism referred to, needs to be actioned but this now seems likely to require a temporary resource to work up in detail which CMT had not anticipated being able to achieve by the end of the calendar year.

It is proposed that for all new building projects and professional services contracts from 1st April 2015 onwards the Council adopt the RIBA staged

process set out as Appendix 4 to this report and for non-property related projects, Prince 2 is endorsed as the appropriate methodology.

This risk remains unchanged at the time of writing but with this additional control mechanism, if agreed, put in place it should see the risk score reduced at the next time of reporting.

The next three red zone risks (2, 6 and 8) are intrinsically linked as they are driven by consideration of the Council's current and future financial position:

2. Risk of service quality reducing

The score here reflects the current financial pressures facing the Council, and the need to make further significant savings, there is increased likelihood of the savings impacting upon services. Whilst the impact may not be great, the worst case scenario may be for a significant impact upon a service or services. The work underway as part of Fit For the Future is seeking to make the savings whilst protecting and improving services should reduce the potential impact on service quality should changes in service be necessary. However, until all of the FFF projects are complete the Council will remain in the red zone on this risk.

On reflection and experience of showing that the Council has not reduced service quality, it is felt that the previous scoring was overly pessimistic and so over scored. It now has a reduced scoring and is no longer in the red zone.

6. Risk of insufficient finance to enable the Council to meet its objectives (including insufficient reduction in operational costs)

This risk links with Risk 2, above. The risk rating is high here due to the anticipation of a poor Revenue Support Grant Settlement and the possibility that FFF Projects do not achieve sufficient savings. As reported in the Budget Review Report, various projects are being investigated which should enable savings to be made. Once there are more details of these projects and they are confirmed, it should be possible to reduce the likelihood of this risk occurring. However, until all of the FFF projects are complete the Council will remain in the red zone on this risk.

This risk remains unchanged and as previously indicated will not change until the FFF projects are complete.

8. Risk of significantly reduced income

Again, this risk links with the two risks highlighted above in that there is a risk of reduced income, for example, by way of government grant, or from income from services, impacting upon services. In addition to the risk controls stated in the risk register, the Fit for the Future programme is seeking to ensure that services are maintained. However, until all of the FFF projects are complete the Council will remain in the red zone on this risk.

On reflection and experience of showing that the Council has not reduced service quality, it is felt that the previous scoring was overly pessimistic and so over scored. It now has a reduced scoring and is no longer in the red zone.

16. Risk of Local Plan being unsound or delayed

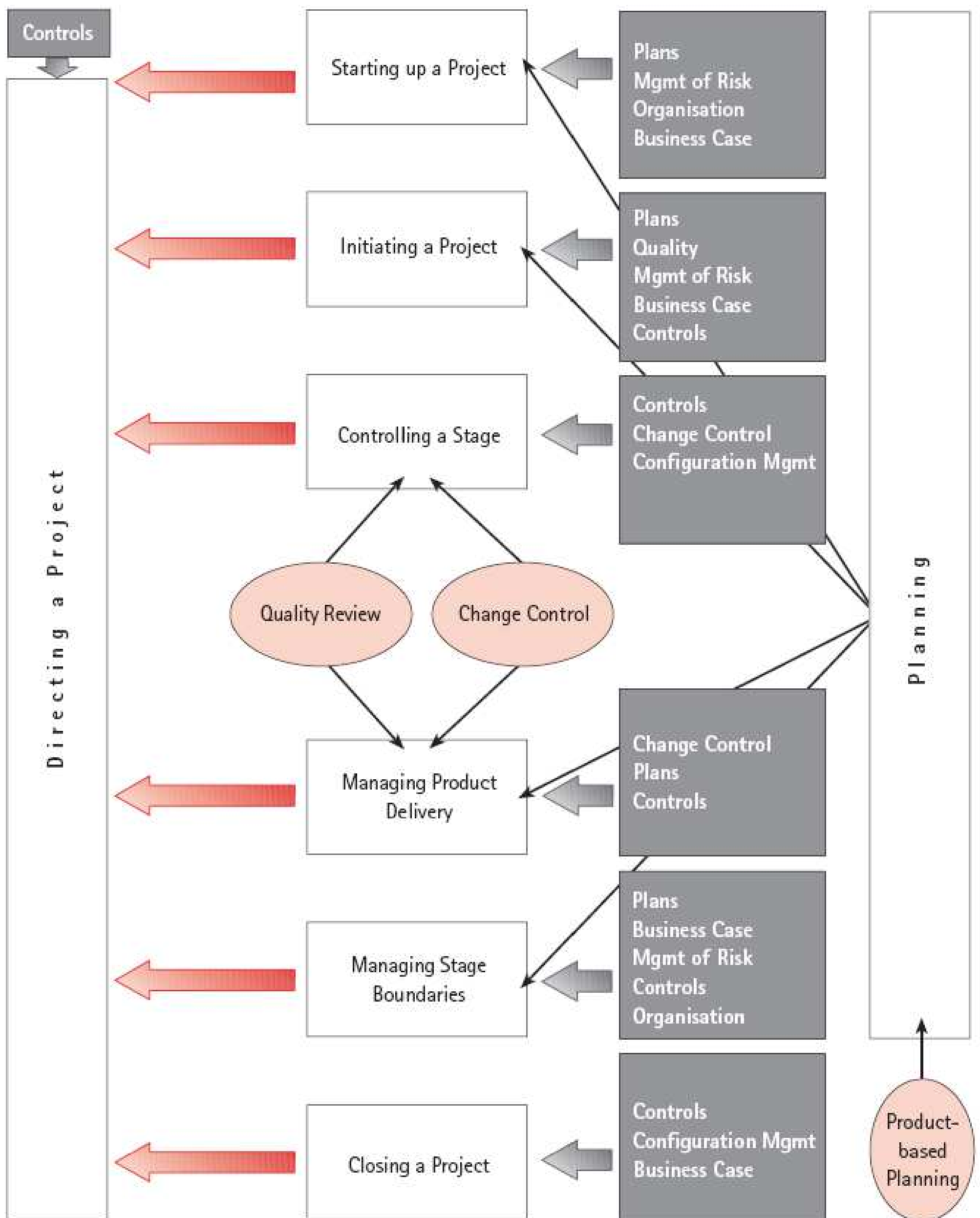
Until the new local plan is agreed the authority is exposed to the possible consequences detailed in the risk register. Accordingly, it is imperative that officers ***and members*** work to ensure the local plan is agreed in accordance with the agreed timetable. Unlike many of the other risks this one cannot be mitigated by management measures alone. It requires Members to understand and act accordingly in their decision making capacity through the judgements they make or do not make on the Local Plan. However, it is also the case that until the whole of the Local Plan process is complete this risk will be likely to remain in the red zone.

This risk remains unchanged and as previously indicated will not change until the Local Plan is adopted.

9.9 In the last quarter an additional risk has entered the red zone, as follows.

4. Corporate Governance

The Leader of the Council is concerned at a number of events that have occurred in recent times and is concerned that this has raised risks around member/officer relations which may contribute to a breakdown in good corporate governance. Additional control measures are proposed but it is for Group Leaders to implement.



Key



Pink

= Techniques



Grey

= Component



Clear

= Process



RIBA
Plan of
Work
2013

RIBA

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

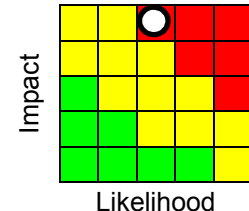
www.ribaplanofwork.com

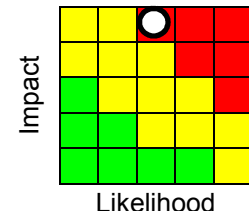
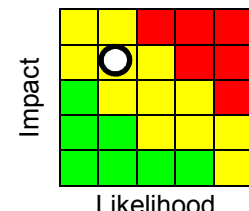
RIBA Plan of Work 2013	Stages	0	1	2	3	4	5	6	7
	Tasks	Strategic Definition	Preparation and Brief	Concept Design	Developed Design	Technical Design	Construction	Handover and Close Out	In Use
Core Objectives		Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives , including Quality Objectives and Project Outcomes , Sustainability Aspirations , Project Budget , other parameters or constraints and develop Initial Project Brief . Undertake Feasibility Studies and review of Site Information .	Prepare Concept Design , including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme . Agree alterations to brief and issue Final Project Brief .	Prepare Developed Design , including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme .	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme .	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract .	Undertake In Use services in accordance with Schedule of Services .
Procurement <small>*Variable task bar</small>		Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract . A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract , including regular site inspections and review of progress.	Conclude administration of Building Contract .	
Programme <small>*Variable task bar</small>		Establish Project Programme .	Review Project Programme .	Review Project Programme .	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning <small>*Variable task bar</small>		Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks		Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments . Agree Schedule of Services , Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments . Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan . Consider Construction Strategy , including offsite fabrication, and develop Health and Safety Strategy .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan , including Change Control Procedures . Review and update Construction and Health and Safety Strategies .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan . Review Construction Strategy , including sequencing, and update Health and Safety Strategy .	Review and update Sustainability Strategy and implement Handover Strategy , including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of ' As-constructed ' Information . Update Construction and Health and Safety Strategies .	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation , review of Project Performance , Project Outcomes and Research and Development aspects. Updating of Project Information , as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints		Sustainability Checkpoint — 0	Sustainability Checkpoint — 1	Sustainability Checkpoint — 2	Sustainability Checkpoint — 3	Sustainability Checkpoint — 4	Sustainability Checkpoint — 5	Sustainability Checkpoint — 6	Sustainability Checkpoint — 7
Information Exchanges (at stage completion)		Strategic Brief .	Initial Project Brief .	Concept Design including outline structural and building services design, associated Project Strategies , preliminary Cost Information and Final Project Brief .	Developed Design , including the coordinated architectural, structural and building services design and updated Cost Information .	Completed Technical Design of the project.	'As-constructed' Information .	Updated 'As-constructed' Information .	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges		Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

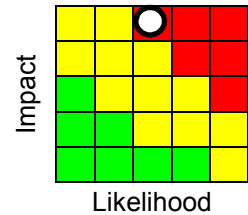
*Variable task bar – in creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.

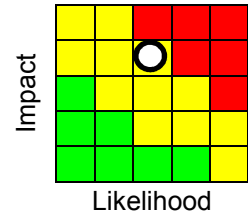
© RIBA

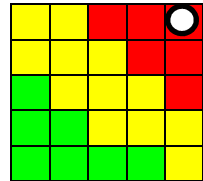
Significant Business Risk Register

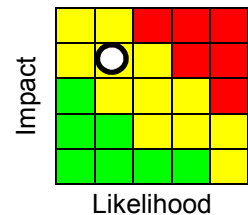
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks				
1. Fit for the Future Change Programme not managed appropriately/effectively	<p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and de-motivated staff.</p>	<p>New OD team in place. (HoC&CS)</p> <p>Project prioritisation. (SMT)</p> <p>SMT are Programme Board. (SMT)</p> <p>Fit for the Future change programme and associated governance arrangements. (SMT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications, staff focus group. (SAMS)</p> <p>People Strategy Action plan. (SMT)</p> <p>Additional training for staff involved with project management. (HoC&CS)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SAMS)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>All projects to be drawn up within an adopted standard framework. By end of calendar year. (CMT)</p>	 <p>Impact</p> <p>Likelihood</p>

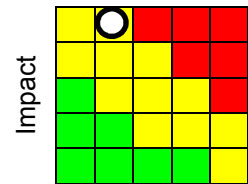
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
2. Risk of sustained service quality reduction.	<p>Shortage of staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Pandemic.</p> <p>Contractor failure.</p>	<p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised</p> <p>Public lose confidence in Council's ability to deliver.</p> <p>Demoralised and de-motivated staff.</p>	<p>Effective Management of Change Programme. (CMT)</p> <p>Agreeing additional resources where service quality is reduced. (CMT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SAMS)</p> <p>Effective vacancy control. (SAMS)</p> <p>Service Reviews. (SAMS)</p> <p>Workforce Planning. (SAMS)</p> <p>Enhanced Performance Management System (SMT)</p> <p>Use of Measures/KPIs (SMT)</p>	 <p>Impact</p> <p>Likelihood</p>
3. Risk of major contractor going into administration.	<p>Poor procurement of contractor.</p> <p>Poor contract management.</p> <p>Poor management of company.</p> <p>External factors.</p> <p>State of economy.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p>	<p>Properly procured contracts. (SAMS)</p> <p>Active contract management. (SAMS)</p> <p>Business Continuity Plan. (SAMS)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Corporate Governance Risks				
4. Risk of corporate governance arrangements not maintained effectively.	<p>Ineffective political and senior management leadership.</p> <p>Complacent attitudes.</p> <p>Delays in making, or failure to make, key decisions by Council Members.</p> <p>Breakdown of member-officer relationships.</p>	Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.	<p>Council's constitution. (DCE(AJ))</p> <p>Council's strategies and policies, including Code of Financial Practice. (SMT)</p> <p>Strong scrutiny arrangements. (SMT)</p> <p>Effective internal audit function. (HoF)</p> <p>Annual Governance Statement. (DCE(AJ))</p> <p>Codes of Conduct. (Members)</p> <p>Effective Political Group discipline. (Group Leaders)</p> <p>Councillor training (CMT)</p> <p>Implement revised Member/Officer Protocol.</p>	 <p>Impact</p> <p>Likelihood</p>

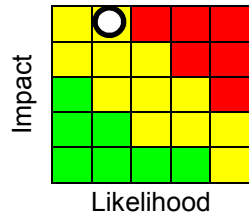
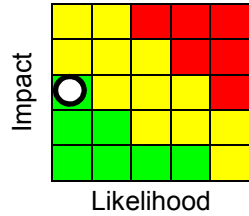
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Human Resources Risks				
5. Risk of staff not developed effectively.	Ineffective workforce strategies. Not managing staffing resources efficiently and effectively.	Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities. Poor customer service. 'Industrial' action.	People Strategy. (SMT) Management development programme. (HoC&CS) Succession planning. (SAMS) Prioritisation of work. (SAMS) Appropriate use of external resources. (SAMS)	

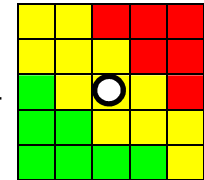
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks				
6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).	<p>Poor financial planning.</p> <p>Unexpected loss of income and/ or increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Risk of poor Revenue Support Grant Settlement.</p> <p>Business Rate Retention.</p> <p>Council Tax income base reducing.</p> <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p>Reduced Government grants.</p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p>Weak financial planning and forecasts.</p> <p>External competition.</p> <p>Member decision making.</p> <p>Council policy framework not conducive to enterprise development.</p>	<p>Forced to make large scale redundancies.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SAMS)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p>Council's constitution. (DCE(AJ))</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF)</p> <p>Regular review of Financial Strategy. (HoF/SMT)</p> <p>Funding agreed for Prosperity Agenda.</p> <p>To continue to develop and deliver plan to fill the anticipated budget shortfall. (HoF/SMT)</p> <p>Provide Code of Financial Practice Training. (HoF/SMT)</p> <p>Implement Prosperity Agenda. (DCE BH)</p> <p>Complete Deloitte's Fees & charges Review (HoF/SMT)</p> <p>Complete Leisure Options Review (HoCS/CMT)</p>	 <p>Potential impact of risk materialising has to be at highest level.</p>

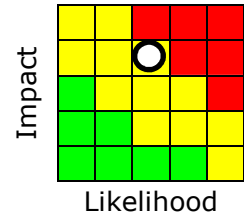
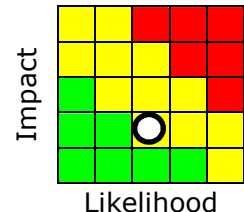
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p>	<p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p>	<p>Fit for the Future change programme. (CMT)</p> <p>Project Risk Registers. (SAMS)</p> <p>Project Management. (SAMS)</p> <p>Asset Management. (HoH&PS)</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SMT)</p> <p>Legal advice on projects. (SAMS)</p> <p>All projects to be drawn up within an adopted standard framework. By end of calendar year. (CMT)</p> <p>Use of reserves to smooth impact of fluctuations in income.</p>	

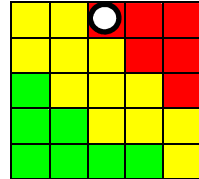
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
8. Risk of not investigating potential income sources.	Ineffective management. Complacency. Lack of resources to investigate. Other priorities.	More loss making services. Reduced income for the Housing Revenue Account that could compromise banking covenants.	<p>FFF Programme. (SMT)</p> <p>Effective fees and charges schemes. (HoF)</p> <p>Communications &Marketing Strategy. (SAMS)</p> <p>Regular review of financial forecasts to ensure income projections are up to date. (HoF)</p> <p>Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF)</p> <p>Funding agreed for Prosperity Agenda.</p> <p>Implement Prosperity Agenda. (DCE(BH))</p> <p>Introduce effective Local Plan. (Members)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Procurement Risks				
9. Risk of improper procurement practices and legislative requirements not being complied with.	Weak governance arrangements. Ineffective procurement. Poor procurement function.	Reduced levels of service provision. Increased costs. Fines/penalties imposed.	Codes of Financial Practice and Procurement Practice. (HoF) Training of staff. (HoF/SAMS) Monitoring of departmental procurement. (SMT) Procurement Strategy (incl. action plan). (HoF) Updating of Code of Procurement Practice and related documents. (SMT)	<p>Impact</p> <p>Likelihood</p>
Partnership Risks				
10. Risk of partnerships not delivering stated objectives.	Poor management. Failure to apply a robust process for entering into partnerships. Lack of framework governing partnerships.	Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service.	Ongoing scrutiny of partnerships. (DCE(AJ)) Normal management arrangements. (SAMS) Partnership checklists. (DCE(AJ))/SAMS) Annual healthcheck completed by senior officers. (DCE(AJ))/SAMS) Scrutiny committee regular review. (DCE(AJ)) Audit of partnership arrangements. (DCE(AJ)) Project Groups for significant services. (SAMS)	<p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Legal Risks				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	Breakdown in governance.	External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation.	Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Ongoing monitoring of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT)	
Information Management Risks				
12. Risk of ineffective utilisation of information and communications technology.	Poor management of IT function. Lack of specialist staffing. Lack of finance. Lack of trained staff.	Costly services. Inefficient services. Poor customer service. Data disclosures.	ICT Strategy. (DCE (AJ)) Fully-resourced, effective and secure IT function. (DCE (AJ)) Training for staff. (DCE (AJ))	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Asset Management Risks				
13. Risk of failing to provide, protect and maintain Council-owned property.	<p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p>	<p>Lack of a suitable and safe living or working environment for residents, staff and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p>	<p>Complete end to end systems intervention of the Property Service. Develop new Asset Management Strategy for Council approval linked to Asset Database. (HoH&PS)</p> <p>Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Strategic Asset Management Group (SAG) – chaired by Deputy Chief Executive. (HoH&PS)</p> <p>The operational management of the corporate repairs budget is overseen by the Corporate Property Investment Board (CPIB) – chaired by Property Manager. (HoH&PS)</p> <p>Improvements made to end to end systems to manage electrical testing, asbestos and gas servicing. (HoH&PS)</p> <p>Condition survey currently being undertaken. (HoH&PS)</p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Emergency Response and Business Continuity Risks				
14. Risk of a major incident not responded to effectively.	Numerous causes including terrorism, natural disaster and pandemic such as bird flu.	Partial or total loss of resources such as staff, equipment, systems. Major media engagement. Major disruption to all Council services. Possible legal action for damages.	Emergency plan reviewed every 6 months. (CMT) Business continuity plan reviewed every 6 months. (CMT) Training for SMT – exercises and reviews. (HoH&CP)	
Environmental Risks				
15. Risk of climate change challenges not responded to effectively.	Lack of expertise. Lack of finance. Failure to reduce carbon footprint.	Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues.	Produce Climate Change Strategy. (HoH&CP)	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Planning Risks				
16. Risk of Local Plan being unsound or delayed.	Developer challenge before local plan complete. Political procrastination. Lack of involvement of external key players. Local Plan not evidenced properly. Failure to identify suitable sites for Gypsies and Travellers.	Non or reduced achievement of objectives. Adverse financial impacts such as failure to set the Community Infrastructure Levy. Reputational damage. Possible legal action for damages. Development not where required. Increased costs. Additional work. Local Plan found unsound.	Published timetable. (HoDS) Plan based on robust evidence. (HoDS) Project management. (HoDS) Local Plan Programme Board. (HoDS) Local Plan Risk Register. (HoDS) Agree Gypsy and Traveller sites. (Members)	 <p>Impact</p> <p>Likelihood</p>

Key:

New narrative

Narrative transferred

Deleted narrative

☞ = Current risk score

etc = Previous risk scores

Æ etc = trail (direction) of changes

CMT : CorporateManagement Team

SMT : Senior Management Team

DCE(AJ) : Deputy Chief Executive – Andrew Jones

HoF : Head of Finance

HoDS : Head of Development Services

HoH&CP : Head of Health & Community Protection

Summary of Significant Business Risks

APPENDIX 2

Consequences	Probability of Occurrence				
	Low	Low-Medium	Medium	Medium-High	High
High		Risks 4, 9 & 11	Risks 1 & 16	Risks 2 & 8	Risk 6
Medium-High		Risks 3 & 7	Risks 5 & 14		
Medium	Risk 12	Risk 10	Risks 9 & 13		
Low-Medium			Risk 15		
Low					


Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

Estimation	Description	Indicators
5: High (Probable)	Likely to occur each year (defined as more than 25% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> Potential of it occurring several times within the specified period (for example - ten years). Has occurred recently.
4: Medium to High	Apply judgement	Apply judgement
3: Medium (Possible)	Likely to occur during a 10 year period (defined as between 2% and 25% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> Could occur more than once within the specified period (for example - ten years). Could be difficult to control due to some external influences. Is there a history of occurrence?
2: Low to Medium	Apply judgement	Apply judgement
1: Low (Remote)	Not likely to occur in a 10 year period (defined as less than 2% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> Has not occurred. Unlikely to occur.

Consequences

Estimation	Description
5: High	<ul style="list-style-type: none"> Financial impact on the organisation is likely to exceed £500K Significant impact on the organisation's strategy or operational activities Significant stakeholder concern
4: Medium to High	Apply judgement
3: Medium	<ul style="list-style-type: none"> Financial impact on the organisation likely to be between £100K and £250K Moderate impact on the organisation's strategy or operational activities Moderate stakeholder concern
2: Low to Medium	Apply judgement
1: Low	<ul style="list-style-type: none"> Financial impact on the organisation likely to be less than £10K Low impact on the organisation's strategy or operational activities Low stakeholder concern

 Executive – 14th January 2015		Agenda Item No. 12A
Title	Endorsement of Parish Plans for Lapworth and Burton Green	
For further information about this report please contact	Bernadette Allen Tel: 01926 456020 Bernadette.Allen@warwickdc.gov.uk	
Wards of the District directly affected	Lapworth and Kenilworth Abbey	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	Yes/ No	
Date and meeting when issue was last considered and relevant minute number	Executive 29 th September 2010 - Parish Plan Protocol	
Background Papers	Joint Protocol for WCC/WDC involvement in responding to Parish Plans, Parish Appraisals and Village Design Statements	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality & Sustainability Impact Assessment Undertaken	Yes/No
No equality and sustainability impact assessment was undertaken by Warwick District Council as the report is about endorsing Parish Plans, which falls within the responsibility of Parish Councils to implement.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	10/12/14	Andrew Jones
Head of Service	10/12/14	Richard Hall
CMT		Chris Elliott/ Bill Hunt
Section 151 Officer		Mike Snow
Monitoring Officer	10/12/14	Andrew Jones
Finance		Mike Snow
Portfolio Holder(s)		Cllr Les Caborn
Consultation & Community Engagement		
Relevant Officers representing potentially impacted service areas in the District and County Council have been asked to comment on the proposed actions in the Parish Plan.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The Parish Appraisal/ Planning Process is a well-established way of articulating the needs and aspirations of rural communities. This report is seeking to inform Executive of the actions included in the completed Parish Plans for Lapworth and Burton Green.
- 1.2 The Warwick Rural West Community Forum on 23rd January 2014 considered the Parish Plan for Lapworth and concern was expressed at the wording in the 2nd paragraph of the plan and suggested consideration by the authors to amend it. In addition the District Council raised a number of concerns about actions linked to the Local Plan. After Officer met and discussed the issues with the Parish Plan Group the wording and actions were amended (the amendments are highlighted in 'Parish Plan - summary of actions' sheet in appendix 1).
- 1.3 The Kenilworth Community Forum considered the Parish Plan for Burton Green on Monday 8th December and it was fully supported by the Forum.

2. RECOMMENDATIONS

- 2.1 That the Executive endorses the Parish Plans for Lapworth and Burton Green.
- 2.2 That the Executive notes the actions detailed in each of the Parish Plans summarised in appendix 1.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 In September 2012 the Executive agreed to adopt a 'Joint Protocol for WCC/WDC involvement in and responding to Parish Plans, Parish Appraisals and Village Design Statements' (see appendix 2). The Protocol defines the support available from Warwick District and Warwickshire County Councils to Parish Plan Groups in developing their appraisals/plans and sets out the process for the Executive's consideration and endorsement of the plan.
- 3.2 The Warwick Rural West Community Forum on 23rd January 2014 considered the Parish Plan for Lapworth and concern was expressed at the wording in the 2nd paragraph of the plan and suggested consideration by the authors to amend it. In addition the District Council raised a number of concerns about actions linked to the Local Plan. After Officer met and discussed the issues with the Parish Plan Group the wording and actions were amended (the amendments are highlighted in 'Parish Plan - summary of actions' sheet in appendix 1).
- 3.3 The Kenilworth Community Forum considered the Parish Plan for Burton Green on Monday 8th December and it was fully supported by the Forum.
- 3.4 A number of issues have been identified by the Lapworth and Burton Green parishes during the production of their parish plans. The issues identified were:

Lapworth

- Actively seek to control speeds in the 30mph zone
- Extend gritting to those side roads that are more heavily used by traffic
- Establish a programme to complete footpaths along Station Lane/ Old Warwick Road over the next two years
- Encourage the community to take more responsibility for preservation and improvement of the environment

Burton Green

- Address the speeding issues along Red Lane
- Schools – to investigate alternative parking options and improve signage
- Poor state of road surfaces, pavements and verges in Burton Green
- Plans for extending mains drainage should be included in the Local Plan

- 3.4 The Joint Protocol requires that 'following presentation at the relevant community forum, all Parish Appraisals/ Plans/VDS should be reported to the District Council Executive and the County Council's *executive body/person* for endorsement, full or part thereof'. In compliance with the Protocol it is recommended that the Council's Executive endorses the Parish Plans for Lapworth and Burton Green

4. **POLICY FRAMEWORK**

- 4.1 The development of Parish Plans can be linked to the Council's Corporate Business Improvement Plan (Fit for the Future). The Plan can provide information about our customers in rural communities.
- 4.2 Improving the capacity and confidence of rural communities through closer working with Parishes in the development of Parish Plans is a key element within the Warwick District Sustainable Community Strategy (SCS). Rurality is one of the key cross cutting themes of the SCS.
- 4.3 Under the Localism Act 'neighbourhoods' will be able to use Neighbourhood Development Orders to grant planning permission in full or outline for new buildings. This is through the developing a Neighbourhood Development Plan which is prepared by local communities. However any Neighbourhood Development Plan needs to conform to both a Parish Plan and the District Council's Local Plan.

5. **BUDGETARY FRAMEWORK**

- 5.1 In 2012/13 District Council made grants available help with the costs associated with the development of their Parish Plans and assist to assist implementing actions that aligned with community forum priorities. Lapworth and Burton Green Parish Plan Groups in 2012/13 received a grant contribution from the Parish Plan Fund to assist with the development of their Parish Plan.
- 5.2 The Council may provide support within existing resources to support Parishes to implement actions identified in their Plans. There is no impact on existing budgets identified from the parish plans.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

- 6.1 No alternative option was considered as the Protocol was developed to ensure Parish Councils feel included and connected to other key structures and decision making processes.

7. **BACKGROUND**

- 7.1 Community consultation and involvement is increasingly important to the life and development of rural communities. Consultation processes help to find out

how a village or town feels about itself, its strengths and weaknesses and how its residents want it to develop in the future. Central to the consultation process in rural areas are three consultation mechanisms that are key elements of the Government's rural policy:

- Parish Appraisals
A Parish Appraisal takes a detailed look at life in a Parish. The appraisal is devised and conducted by local residents, creating a snapshot of community life at a point in time. Often information obtained in the Parish Appraisal process is used as a foundation for a Parish Plan
- Parish Plans
Parish Plans take a snapshot of community life in a Parish provided by the appraisal, highlighting needs and aspirations, enabling the Parish council to devise an action plan for the short to medium term
- Village Design Statements
The third element of this range of rural policy mechanisms is a Village Design Statement. These relate to the physical design and layout of a settlement and may be adopted by the local planning authority as supplementary planning documents, provided there is close involvement with officers in Development Services. They primarily relate to the district council as the local planning authority, although in certain circumstances, they do address traffic management and highway design issues that are responsibilities of the county council

7.2 The District Council in the previous Corporate Strategy (2007 -2011) set a priority around encouraging the development of Parish Plans. As a result within the District there are 8 completed Plans in addition to the 2 proposed here, a further 6 are currently at different stages of development.

7.3 Parish Councils/ Parish Plan Steering Groups are encouraged to engage with elected members/ public sector partners on issues identified in Parish Plans. The Joint Protocol allows both Councils to respond to actions identified in the Parish Plan. In the following areas there are budgetary constraints which means that support in implementing identified actions is limited in:

- Highway maintenance
- Improvements to cycle routes in rural areas
- Repairs to footpaths and pavements

7.4 A full version of the Lapworth and Burton Green Parish Plans and can be viewed the link below

http://www.lapworthparishcouncil.org.uk/Final%20Parish%20Plan_reduced%20pdf.pdf

<http://www.burtongreenpc.org.uk/wp-content/uploads/2012/12/BURTON-GREEN-PP-ACTION-PLAN-FINAL.pdf>

PARISH PLANS – SUMMARY OF ACTIONS

Appendix 1

Parish Area	Theme	Proposal	Action	Comments WDC / WCC Officers
Lapworth Parish Plan	Highways and Transportation	Actively seek to control speed in the 30mph zone	To actively seek traffic calming measures	Feedback: Jo Edwards, WCC Road Safety Highways – The Parish Council can submit a request for a scheme to be considered via their local County Councillor
	Highways and transportation	Consider if speed limits are necessary on the more heavily used and visible impaired side roads	To actively seek traffic calming measures	Feedback: Jo Edwards, WCC Road Safety Highways – The Parish Council can submit a request for a scheme to be considered via their local County Councillor
	Highways and transportation	Poor road surfaces, lack of gritting on heavily used side Road	Actively seek support from WCC to grit road, liaise with environment agency about mitigation on the frequent flooding on Parish Roads and establish a 'hotline' for residents to notify WCC of dangerous road conditions	Feedback: Peter Hallam, WCC Highways – Issues in respect of the road surfaces and drainage will be tackled if it is possible to identify who is responsible for land. If it is WCC, it will be subject to the availability of budgets to support the work. The WCC liaises with Environment Agency on an on-going with regards flooding issues. Where possible ditches/ verges and hedges will be cleared on WCC land working in conjunction with WDC
	Leisure and recreation	Require Planning Authorities not to approve any scheme that threatens the recreational, ecological or visual amenity that canals provide	To actively seek support from Planning authorities to ensure not to approve any scheme that threatens the recreational, ecological or visual amenity that canals provide	Feedback: Gary Fisher WDC Planning - The planning process provides an opportunity for local parishes to have a voice regarding proposed planning schemes

	Jobs and local economy	Encourage the creation of new employment opportunities, focusing on activities that are consistent with a rural environment	To seek the issues of the rural economy are considered as part of the local plan	Feedback: Dave Barber WCC Planning - The issue of rural economy is included as part of the local plan development.
	Housing	Look at including houses that are already in the planning process but are not built yet as part of the Local Plan Housing quota for Lapworth	<p>1.) There is no longer an issue given the recommendations in the Local Plan. It is accepted that houses already with planning permission will be excluded from the new housing allocation in the Local Plan.</p> <p>2.) This proposal was framed to deter developers from “gaming” the system once broad development proposals were published. In the event, the housing densities proposed in the Local Plan are relatively low and it is accepted will maintain the character of the village.</p>	Feedback: Dave Barber Planning Fully in support of the amendment made to the Parish Plan action plan.

		WDC guidelines for 40% affordable housing in excessive for placed like Lapworth	<ol style="list-style-type: none"> 1. It is accepted that WDC has a clearly stated policy on the proportion of affordable housing in any development. In discussions with Planning Department, the PPSG was reassured as to the character and quality of affordable housing that WDC would require. 2. WDC housing policies allow some prioritisation for local people and these will be taken into account when considering planning applications 	Feedback: Dave Barber Planning Fully in support of the amendment made to the Parish Plan action plan
		New housing and an increased population will exacerbate existing road safety problems	Road safety and traffic issues were one of the principal concerns of residents in the village. WDC and WCC are simply asked to pay particular attention to this when considering planning applications. On flooding, it is clear from the selection of development sites that WDC is acutely aware of existing and potential problems and	Feedback: Dave Barber Planning Fully in support of the amendment made to the Parish Plan action plan

			has guided development accordingly. On mains sewerage, the original recommendation appears to be consistent with WDC policy where extension of the sewerage network makes sense.	
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Parish Area	Theme	Proposal	Action	Comments WDC / WCC Officers
Burton Green	Transport	There are key 'hot spot' problem areas within the Parish relating to the School, Greenway and Village Hall	<ul style="list-style-type: none"> School: Investigate alternative parking options and include these in the Neighbourhood Plan Greenway: Investigate alternative parking options and improve signage 	<p>Feedback: Graham Stanley, WCC, Road Safety Team WCC are improving signage and are installing interactive 20 mph signs on the approach to the school in early 2015</p> <p>Feedback: Stuart Ikeringill, WCC, Heritage and Environment WCC are aware that Burton Green Parish and the Greenway Trust were trying to identify land on which parking can be established. WCC are in support of this ambition</p>
		Speeding is a major issue throughout the Parish	Address the issues of speeding within Burton Green & maintain pressure on WCC to review the speed limits particularly on Red Lane	<p>Feedback: Graham Stanley, WCC, Road Safety Team It has been agreed that WCC will be installing vehicle activated signs along Red Lane to advise motorists that they are entering a 20MPH School zone.</p>

		Some road surfaces, pavements and verges within the Parish are often in a poor state of repair and maintenance	Monitor state of roads, pavements, and verges reporting need for repair and monitor overgrowth on Red Lane	Feedback: Peter Hallam, WCC Highway Engineering Parish Councils and members of the public are encouraged to actively report specific details of any poor road surfaces, pavements and footpaths by calling Tel: 01926 412515
		There are problems regarding the state of the pavement on Red Lane approaching and on the bends. This is in a very poor state of repair with subsidence and narrowing due to foliage and leaves obstructing the walk way. This is a major concern for those walking to school	Monitor state of Red Lane pavement and verges reporting the need for repair and action	Feedback: Peter Hallam, WCC Highway Engineering Once again the Parish and residents living on Red Lane are encouraged to actively report specific details of any poor road surfaces, pavements and footpaths by calling Tel: 01926 412515
	Children	41% of children are driven to school; access routes for pedestrians and cyclists to school could be improved	Enhance pedestrian and cycle routes	Feedback: Carolyn Burrows, WCC Transport Planning Some funding has been allocated by the County Council for 'safer routes' to schools'. At this stage the funding is still in the process of being determined how and where it will be allocated based on set criteria. Therefore the County is unable to confirm whether Burton Green would be one of the schools prioritised for the


	General Services	A number of properties are not on mains drainage or sewage	Plans for extending mains drainage should be included in the Neighbourhood Plan, WDC Local Plan and any future developments	Feedback: Dave Barber, WDC Planning Policy The Local Plan will not be seeking mains drainage for those properties that do not benefit from it.
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Joint Protocol for WCC/WDC Involvement in and responding to Parish Plans, Parish Appraisals and Village Design Statements

1. Relevant local organisations, e.g., Warwickshire Rural Community Council (WRCC) and the Warwickshire Association of Local Councils (WALC), are encouraged to notify the Community Partnership Team (CPT) about expressions of interest in producing appraisals/plans/village design statements (VDS) and to keep the CPT informed of progress
2. The CPT should then be responsible, through their relationship/links with district and county officers and departments, for facilitating appropriate involvement in the preparation stages of the Parish Appraisal/Plan/VDS
3. The CPT should inform the relevant councillor/s for that area of any impending Parish Appraisal/Plan/VDS and where appropriate support the councillor/s in participating in the process
4. The CPT should also facilitate links between Parish Councils and community forums and ensure Plans, that have been adopted by the Parish Council, are presented to the relevant community forums and are subsequently taken through the decision making processes of both authorities
5. The role of district and county officers/departments in these processes should be advisory and supportive. The Plans are very much the community's plans, rather than the Council's, however involvement of both authorities will mean Plans are likely to be better informed, more realistic, achievable and relevant to the needs of the community than if produced in isolation
6. It is the responsibility of the relevant officers to ensure that when drawing up their Parish Appraisals/Plans/VDS residents are made aware of the local, regional and national planning policies.
7. The CPT, with the assistance of the WRCC, to ensure that the ongoing priority setting or action planning of community forums is influenced by what is contained within Parish Appraisals/Plans/VDS
8. Following presentation at the relevant community forum, all Parish Appraisals/Plans/VDS should be reported to the District Council Executive and the County Council's *executive body/person* for endorsement, full or part thereof.

9. Parish Appraisals/Plans/VDS should also be reported to the Warwick Partnership Executive Group
10. Where a Parish Appraisal/Plan/VDS contains issues or proposals that relate directly to a district or county council service, the appropriate department should be asked to comment on those matters in the report to the *District Council Executive* and the County Council's *executive body/person*. The respective *executive body* should then take a view on those issues or proposals, where appropriate, referring matters to departments for possible action or alternatively, referring matters to Full Council or Cabinet for further consideration or decision. In considering proposals contained in Parish Appraisals/Plans/VDS, the views of district or county council departments, *executive body/person*, or full Council may have to be without prejudice to any decision on spending commitments
11. WDC Development Services to be specifically notified on impending Parish Appraisal/Plan/VDS development and a relevant officer to contact the Parish Council concerned to provide assistance
12. Heads of Service for each locality area to oversee ongoing arrangements in relation to Parish Planning, in the same way they do for community forums, and to take responsibility for ensuring the commitment and cooperation of their authority's service areas in offering the appropriate support
13. The CPT to act as a key point of contact for Parish Councils, in addition to WRCC and the Warwickshire Association of Local Councils (WALC), to signpost, advise and guide them through the process
14. CPT, in partnership with WRCC, to advise on sources of funding for a Parish Appraisal/ Plan/VDS development
15. Following adoption of Parish Appraisals/Plans/VDS by Warwick District Executive and the County Council's *executive body/person*, annual progress reports should be submitted to these bodies/person and community forums should also be kept informed of progress.
16. The WRCC to be responsible for collating these annual performance reports in liaison with the parish councils and the community partnership team.
17. All Parish Appraisals/Plans/VDS to be accessible on county, district and LSP websites
18. The protocol to be reviewed annually with first review in April 2011

MARCH 2010 amended June 2012 to reflect disbandment of WCC's revised Scheme of delegation and the cessation of WRCC's grant agreement with WDC.

 Executive January 2015		Agenda Item No. 12B
Title	Options Appraisal tender process and service specification development - Exemption to Code of Procurement Practice	
For further information about this report please contact	Rose Winship Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	19 th Dec 2014	Andrew Jones
Head of Service	19th Dec 2014	Rose Winship
CMT	19th Dec 2014	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	19th Dec 2014	Mike Snow
Monitoring Officer	19th Dec 2014	Andrew Jones
Finance	19th Dec 2014	Sue Simmonds
Portfolio Holder(s)	19th Dec 2014	Cllr Gallagher
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The report seeks approval for an exemption to the Code of Procurement Practice for the engagement of consultancy support in the development of the service specification and the subsequent tender process for the future management of the Council's leisure centres.

2. **Recommendation**

- 2.1 The Executive approves an exemption to the Council's Code of Procurement Practice in line with clause 5.2.3 of the current code, for the appointment of specialist support for the development of the service specification, to assist in the tender process for a suitable provider for the future management of the Council's leisure centres.
- 2.2 Subject to agreeing 2.1 should members subsequently agree to proceed to a tender process that the exemption is applied to the tender evaluation process.

3. **Reasons for the Recommendation**

- 3.1 The Executive agreed in November 2014, to the development of a service specification detailing the desired activity mix, quality and operational requirements against which both in-house and commercial partner costs could be evaluated. In order to establish clear milestones for the Programme it is also essential that the Board fully understand the procurement and tender processes that will need to be undertaken should members decide to test the market. Discussions with the Procurement Manager and Programme Sponsor (DCE AJ) support the approach of "buying in" some specialist support on this complex piece of work.
- 3.2 Following a formal tender process in February 2014, the Council commissioned Strategic Leisure Ltd to undertake an Options Appraisal of the Council's sports and leisure provision. This culminated in presentations to Finance & Audit and Overview & Scrutiny Committees in Sept 2014 and supported by an Executive report on 5th November 2014. In the last 12 months, Strategic Leisure Ltd have worked closely with a range of officers and elected members, and engaged with a number of stakeholders. They have built a strong working relationship with these individuals, and have developed an in depth understanding of the district, the context within which this work is being undertaken and the complex relationships between the potential investment in existing facilities and the ambitious strategic projects related to the draft Local Plan.
- 3.3 Assessing the benefits

Option	Pros	Cons
Strategic Leisure	<ul style="list-style-type: none">Existing knowledge of the areaExisting knowledge of the context and the issues relating to the projectWorking relationship with officers/ councillors/ stakeholdersTimescale for start	<ul style="list-style-type: none">Could be a risk in having single consultancy views on a complex piece of workRequires an exemption from Policy

	of work – could commence Jan 2015 <ul style="list-style-type: none"> • Potential for more competitive price due to the saving on need to do further background work 	
Tender process	<ul style="list-style-type: none"> • Compliance with Code of Procurement • Opportunity to test the market • Opportunity to acquire alternative perspective on the project 	<ul style="list-style-type: none"> • Tender will incur a delay in the commencement of the work which will impact on timescale of the wider Programme and the ability to deliver the Executive report in summer 2015 • Inefficient use of officer time in repetition of background work with new consultancy

3.4 The exemption to the Code of procurement practice is requested in line with clause 5.2.3 of the current code

4. **Policy Framework**

4.1 **Policy Framework** – The report does not impact upon the Council's Policy Framework.

4.2 **Fit for the Future** – The report does not impact on Fit for the Future

4.3 **Impact Assessments** – No impact assessments have been undertaken

5. **Budgetary Framework**

5.1 The report would not impact on the Council's budgetary framework.


5.2 The budget estimate in the programme costs is £30,000. It will be made clear in the scope of work the budget available to deliver the requirement.

6. **Risks**

6.1 If the exemption is not approved a mini tender process would need to commence in January, which would take approx. 3 months, resulting in a delay to the work commencing. Outline timeline for the programme suggests that this work should start Jan 2015 if we are to achieve the target milestones within the programme

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

7.1 As outlined in paragraph 3.3 the alternative to approving the exemption is to undertake a full tender process. If this were to be the desired approach, there will be a delay to the programme, a risk of additional costs due to the extra background work required by a company unfamiliar with the project, and the risk of a new company tabling conflicting views at this stage in the programme. Whilst this final point could be seen as a positive outcome, it is considered that the other risks outweigh this.

 Executive – 14 January 2015		Agenda Item No. <h1>12C</h1>
Title	Use of Emergency Powers in respect of authorising an exception to the Code of Procurement Practice	
For further information about this report please contact	Grahame Helm (01926 456714) environment@warwickdc.gov.uk	
Wards of the District directly affected	Warwick South and Leamington Clarendon	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	None	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality and Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	05/12/14	Chris Elliott
Head of Service	05/12/14	Richard Hall
CMT	05/12/14	Bill Hunt
Section 151 Officer	05/12/14	Mike Snow
Monitoring Officer	05/12/14	Andrew Jones
Finance	05/12/14	Mike Snow
Portfolio Holder(s)	05/12/14	Cllr Michael Coker
Consultation & Community Engagement		
Councillor Barrott, Councillor Boad, Councillor Falp, Councillor MacKay and Councillor Mobbs (as Group Leaders) Councillor Coker (as Portfolio Holder)		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 The report informs the Executive of the use of the Chief Executive's Delegated Authority (CE(4)) to authorise an exception to the Code of Procurement Practice to appoint a replacement contractor for the maintenance of the Council's air quality monitoring stations.

2. **RECOMMENDATION**

- 2.1 To note the decision by the Chief Executive in consultation with Group Leaders under CE(4) of the Constitution to authorise an exception to the Code of Procurement Practice to appoint a replacement contractor for the maintenance of the Council's air quality monitoring stations.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 Under the Officer scheme of delegation the Chief Executive has delegated authority (reference CE(4)) to deal with urgent items that occur between meetings, in consultation with the relevant Deputy Chief Executives, Heads of Service (if available) and Group Leaders (or in their absence Deputy Group Leaders) subject to the matter being reported to the Executive at its next meeting. This was carried out on 4th/5th December 2014 by the Chief Executive in consultation with Group Leaders and Portfolio Holder.
- 3.2 The Council's appointed contractor for the maintenance of its air quality monitoring stations went into liquidation on 26 November 2014 and it was necessary to use the Chief Executive's emergency powers as described above to make temporary arrangements to ensure continuous operation.

4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – The Sustainable Community Strategy recognises that parts of the district have high levels of traffic congestion, well over the national, regional, and sub-regional levels. As a result, improving air quality is a key priority for Warwickshire Public Health. It is essential therefore that air quality in our town centres is effectively monitored and the District Council has the statutory lead role for this activity.
- 4.2 **Fit for the Future** – The Council's purpose is to improve the quality of life for everyone who lives in, works in or visits Warwick District. With our partners, we aspire to build sustainable, safer, stronger and healthier communities. Managing and improving local air quality is considered to be a major contributor to this aspiration and also provides useful evidence for the Local Plan and planning policy generally.

5. **BUDGETARY FRAMEWORK**

- 5.1 A claim for £1752 has been lodged with the appointed Administrators which represents the value of the remainder of the contract which was due to expire on 31 March 2015. A new contractor has been located who will provide an interim service for the same amount which means there will be no financial loss to the Council if the claim is successful. Otherwise, the additional cost would be £1752 which it is hoped can be absorbed within existing Health and Community Protection budgets.

6. RISKS


- 6.1 The main risks were, of not adopting the proposal, were the loss of a call-out service in the event of any equipment breakdown and also the loss of a data management service as the contract provided for a remote download of air quality data daily.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 No alternative is proposed as the decision has already been taken.

8. BACKGROUND

- 8.1 SupportingU had a contract with the Council to provide a maintenance and data management service for our air quality monitoring stations (Hamilton Terrace, Royal Leamington Spa and Jury Street, Warwick). This contract included a call-out service for emergency repairs.
- 8.2 The Head of Health and Community Protection had been notified that SupportingU went into liquidation on 26 November 2014 and that Robert Day and Company Limited have been appointed as administrators. Several staff have transferred from SupportingU to a new company called WeCare4Air which has offered to take over the current contract at the same rates. The annual net value of the contract is £5257.88 and it runs until 31 March 2015.
- 8.3 As we need a maintenance contract in place immediately, it was proposed to agree a 4-month contract with WeCare4Air which was the reason for requesting this exception. Officers will then progress a tendering exercise in the new year, in accordance with the Code of Procurement Practice to put in place a new long-term contract with effect from 1 April 2015.

 Executive – 14th January 2015		Agenda Item No. 12D
Title	Rural/Urban Capital Improvement Scheme (rucis) Application	
For further information about this report please contact	Jon Dawson Finance Administration Manager 01926 456204 e mail: jon.dawson@warwickdc.gov.uk	
Wards of the District directly affected	Brunswick	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Rural/Urban Capital Improvement Scheme details. Rural/Urban Capital Improvement Applications file no. 200 -202 and file no.203 onwards; correspondence with Applicant.	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	29.12.14	Chris Elliott
Head of Service	29.12.14	Mike Snow
CMT	29.12.14	Chris Elliott, Bill Hunt and Andy Jones
Section 151 Officer	29.12.14	Mike Snow
Monitoring Officer	29.12.14	Andy Jones
Finance	29.12.14	Mike Snow
Portfolio Holder(s)	29.12.14	Cllr Cross
Consultation & Community Engagement		
Community Partnership Team and Manoj Sonecha (Active Communities Officer) –Copy of report forwarded 17 th December 2014.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

1.1 This report provides details of two Rural/Urban Capital Improvement Scheme grant applications:

- Warwickshire Association of Youth Clubs (wayc) to refurbish the dilapidated Westbury community sports court; replacing the vandalised and broken kickboards and fencing with sports rebound fencing, replacing the tarmac with a polymeric sports surface and upgrade the electrics to the existing floodlights to allow a timer or token control system
- Achieving Results in Communities (arc) to build a composting toilet facility at Foundry Wood to replace the previous one which was destroyed by fire in August 2014

2. **Recommendation**

2.1 It is recommended that the Executive approves:

Warwickshire Association of Youth Clubs (wayc):

A Rural/Urban Capital Improvement Grant from the Urban cost centre budget for Warwickshire Association of Youth Clubs of 31% of the total project costs to refurbish the dilapidated Westbury community sports court, up to a maximum of £22,702 subject to receipt of the following:

- Written confirmation from Leamington Town Council (or an alternative grant provider) to approve a capital grant of £500

As supported by appendix 1.

Achieving Results in Communities (arc):

A Rural/Urban Capital Improvement Grant from the Urban cost centre budget for Achieving Results in Communities of 50% of the total project costs to build a composting toilet facility at Foundry Wood, up to a maximum of £1,225 subject to receipt of the following:

- Written confirmation from Leamington Town Council (or an alternative grant provider) to approve a capital grant of £500
- Written confirmation from Crimebeat (or an alternative grant provider) to approve a capital grant of £500

As supported by appendix 2.

3. **Reasons for the Recommendation**

3.1 The Council operates a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grant recommended is in accordance with the Council's agreed scheme and will provide funding to help the project progress.

3.2 Warwickshire Association of Youth Clubs (wayc):

This project contributes to the Council's Sustainable Community Strategy; refurbishing this facility will increase opportunities for the community to enjoy and participate in sport which can potentially reduce anti-social behaviour and obesity, particularly in children. This will also alleviate current health & safety risks.

Achieving Results in Communities (arc):

This project contributes to the Council's Sustainable Community Strategy; providing this facility will increase opportunities for the community to participate in physical activity, arts and cultural activities and naturally it meets an important Health & Safety need. The building of the facility will also provide an activity that will involve youth and homeless groups as well as volunteers from across the community which will potentially help to reduce anti-social behaviour and will help to further engage and strengthen the community.

4. **Policy Framework**

4.1 The Rural and Urban Capital Improvement Scheme supports the Sustainable Community Strategy and the cross cutting themes which form the priorities for funding areas as follows:-

- Community Engagement & Cohesion (including Families at Risk)
- Targeting disadvantaged rural locations
- Narrowing the Gaps

5. **Budgetary Framework**

5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2014/15 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).

5.2 In addition there is the unallocated budget from 2013/2014 of £88,884 which sits within a separate cost centre budget; this could then be used for either Rural or Urban schemes once the 2014/15 budget has been used.

5.3 There is £20,694 still available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the Rural Cost Centre budget in 2014/15.

5.4 There is £52,758 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the Urban Cost Centre budget for 2014/15. If the applications within this report from:

- a) Warwickshire Association of Youth Clubs (wayc) of 31% of the total project costs, up to a maximum of £22,702
- b) Achieving Results in Communities (arc) of 50% of the total project costs, up to a maximum of £1,225

are approved, £28,831 will remain in the Urban Cost Centre budget.

6. Risks

- 6.1 There are no main risks for this proposal.

7. Alternative Option(s) considered

- 7.1 The Council has only a specific capital budget to provide grants of this nature and therefore there are no alternative sources of funding if the Council is to provide funding for Rural/Urban Capital Improvement Schemes.
- 7.2 Members may choose not to approve the grant funding, or to vary the amount awarded.

8. Background

- 8.1 Warwickshire Association of Youth Clubs (wayc):

Warwickshire Association of Youth Clubs (wayc) has submitted a RUCIS application to refurbish the dilapidated Westbury community sports court; replacing the vandalised and broken kickboards and fencing with sports rebound fencing, replacing the tarmac with a polymeric sports surface and upgrade the electrics to the existing floodlights to allow a timer or token control system. The application is for 31% of the total project costs up to a maximum of £22,702.

Warwickshire Association of Youth Clubs (wayc) are not registered for vat; they won't be reclaiming vat in connection to this project therefore the award will be inclusive of vat.

Warwickshire Association of Youth Clubs (wayc) have stated that they are unable to financially contribute towards the project from their own cash reserves; their reserve policy, and their trustees view, is that they have free reserves to cover 6 months average monthly salary. 31st March 2014 year end accounts show free reserves of £205,433 (broken down this is £92,742 cash flow reserves at year end and £112,691 is an investment) against a target of £154,948 6 months staff costs.

Clearly the £92,742 of liquid cash reserves is not sufficient to meet the 6 month salary buffer therefore reliance would be on liquidation of one-off investments in order to provide sufficient funds to meet salary requirements. Please also note that staff costs have reduced as staff are working reduced hours; the previous financial year's 6 month salary costs were £212,707. In the accounts, the Chief Executive has noted "we look forward to the day when we can increase staff hours of work again and offer more long time security for staff".

Warwickshire Association of Youth Clubs (wayc) have not previously had a RUCIS grant award.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Warwickshire Association of Youth Clubs (wayc) of 31% of the total cost of the project including vat subject to a maximum of £22,702.

8.2 Achieving Results in Communities (arc):

Achieving Results in Communities (arc) has submitted a rucis application to build a composting toilet facility at Foundry Wood to replace the previous one which was destroyed by fire. The application is for 50% of the total project costs up to a maximum of £1,225.

Achieving Results in Communities (arc) are not registered for vat; they won't be reclaiming vat in connection to this project therefore the award will be inclusive of vat.

Achieving Results in Communities (arc) have stated that they are unable to financially contribute towards the project from their own cash reserves; 31st March 2014 year end accounts show net current assets as £18,704 of which £16,964 is noted as "restricted funds" which only leaves £1,740 as "unrestricted funds". The restricted funds have been ring fenced for the following projects:

- Foundry project (long term management and marketing of the woodland) - £9,849
- Heritage lottery education project - £6,515
- WDC - £600

Achieving Results in Communities (arc) have not previously had a RUCIS grant award.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Achieving Results in Communities (arc) of 50% of the total cost of the project including vat subject to a maximum of £1,225.

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 14th JANUARY 2015 EXECUTIVE :**Applicant :****Warwickshire Association of Youth Clubs (wayc)****Description of scheme:**

The project will; a) Refurbish the dilapidated sports court, replacing the vandalised and broken kickboards and fencing with sports rebound fencing and replacing the tarmac with a polymeric sports surface and, b) Upgrade the electrics to the existing floodlights to allow a timer or token control system so the facility can still be used when there is no one in the community centre or office (restricted so they cannot be turned on overnight).

Evidence of need:

Visually there is an obvious need; weather-worn and graffiti-strewn kickboards, broken single-strand fencing, overhanging branches coming through the fencing and the weeds in the tarmac all make it look like a derelict site. Consultations were carried out in 2011, February 2013, May 2013, and November 2013:

- * Balls get kicked out of the court and children they have to crawl through the fence (which has been cut in places) to retrieve them.
 - * The floodlights aren't automatic and only come on if there's someone in the office, so no one can use the courts at night or in the evenings in winter.
 - * There aren't any goal posts any more
 - * Several people wanted improvements to the surface, and suggested better pitch markings, and astro-turf or artificial grass.
- Local residents have complained that it's an eyesore. Young people designed and distributed a questionnaire for neighbours, comments as follows:
- * "I'd like to see the sports court properly marked out. I believe the young people in the area would benefit greatly from this."
 - * "It needs to be more safe, new goals, basketball nets, new floor"
 - * "It could have a more positive effect with better surface, boarding, lighting etc. It needs major refurbishment"

Sport clubs have advised that they do not like using tarmac, however, they would use an artificial surface, eg. Leamington Town Football Club, Whitnash Town Junior Football Club, and Support Sport. Letters of support have been provided by Leamington Town Council, Whitnash Town Jnr FC and Support Sport.

Young people set up a Facebook page to 'Save the Westbury Centre Sports Courts' and have taken photos to show why it needs refurbishing:

**3 years accounts received?**

2011 - 2014 accounts have been received, along with bank statements covering periods between September - November 2014 and investment statements as at July 2014.

Financial Performance; minus figure = deficit

Year ended	Year ended	Year ended	Year ended
31/3/14	31/3/13	31/3/12	31/3/11
£2,230	-£154,783	-£17,422	£26,820

Available Funds (cash and reserves)

Year ended	Year ended	Year ended	Year ended
31/3/14	31/3/13	31/3/12	31/3/11
£205,433	£155,368	£178,493	£172,670

Details of membership, fees etc:

It is an open access court, with no charge, for the whole community to use. Part of the wayc development plan once it is refurbished is for neighbouring sports clubs to hire it at a not-for-profit cost to use for training. This is to bring clubs into Brunswick so they can deliver sports locally for local people. Whitnash Town Junior Football Club, Leamington Town Football Club (Brakes), and a local Back-to-Netball group are interested in hiring the refurbished facility. Any income will go towards routine maintenance. WAYC will meet any shortfall through its general fundraising.

Details of usage:

The sports court is open to anyone to use to kick a football around, have basketball matches, do T'ai Chi outside, play tennis, etc. However, this facility is significantly under-used in part due to its dilapidated state and in part due to the lack of organised activities locally.

Details of Organisations equalities policies:

Wayc have provided a copy of their equality policy and have noted the following on their application: "Wayc is a youth work organisation, working to engage ALL young people in our activities, with a particular focus on vulnerable and disadvantaged young people. Equality is embedded in our work, our practice and our policies. We work hard to ensure no one is excluded from our work. Our office is based in Brunswick ward, next to the Westbury community sports court, so that we can deliver services in this community. We are refurbishing the court so that it becomes a facility which everyone and anyone can use, it is no longer an eyesore in the neighbourhood, and it becomes something that residents can be proud of.

3 quotes provided:

Yes - three quotes have been received.

Which of the Council's Corporate Priorities are met?**Evidence****Reduce anti-social behaviour**

Organised sports activities will take place on the refurbished sports court, therefore providing positive activities which distract from boredom and the risk of anti-social activity; young people have been involved in the campaign to refurbish the sports court and are therefore more likely to value and protect it. Replacing the broken kickboards with fencing will open up the site so it will be easier for self-policing; dilapidation attracts further vandalism, so its refurbishment reduces this type of anti-social behaviour.

Reducing obesity, particularly in children

Organised sports activities will be able to take place on the refurbished sports court, increasing participation by local children and young people. Young people have been involved in the campaign to refurbish the sports court, and so are more likely to take part in future sports activities. Through a separate revenue project, called Active South Leamington, Wayc will be delivering free sports activities across Brunswick and Willes wards over the next two years. Active South Leamington will be able to run activities from the refurbished sports court for young people, their parents and other local residents. This all helps to reduce obesity, particularly in children.

Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities

The court is significantly under-used because it is currently not fit-for-purpose. A refurbished facility will be a new asset for the whole community to use and increase opportunities to take part in sports and physical activities.

Engaging and strengthening communities

Young people have been helping Wayc develop this project, setting up a Facebook page, taking photos which were published in the Leamington Courier, visiting other sites to see what could be done at Westbury, helping with the Wayc funding bid to Sport England, giving us ideas for the types of activities they would like to take part in. These young people have been learning how to have a voice in their community and help improve their local area. This all helps to engage and strengthen the community.

Targeting disadvantage in rural / urban areas:

Westbury community sports court is in Brunswick ward, one of the geographic priorities for Warwick's sustainable community strategy. Brunswick is in the top 30% for Multiple Deprivation. Child poverty is high, aspirations and attainment are low; less than half achieve 5 A*-C GCSEs (49%). The ward has the highest proportion of overweight young people and it is in the Middle-High Quantile for adult obesity. Wayc local consultation identifies an abundance of apathy and a lack of participation by young people; low self-expectations, low self-esteem, lack of confidence, a feeling of not belonging and strong feelings of isolation from the rest of the district / community.

Total cost of scheme (including VAT where appropriate)

£73,200

Funded by:

Status

Town Council

£500

An application has been made, now waiting for a decision

Sport England

£49,998

This has been evidenced by a copy of the confirmation letter

Total RUCIS

£22,702

equates to

31.0%

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 14th JANUARY 2015 EXECUTIVE :

Applicant :	Achieving Results in Communities (arc)		
Description of scheme:	The composting toilet at Foundry Wood was recently destroyed by fire. This project is to build an improved composting toilet facility which cannot be easily destroyed by fire; a toilet is essential at the woodland for school visits and other events held there. A composting toilet is appropriate as there is no water or sewerage on site.		
Evidence of need:	There has been a composting toilet at Foundry Wood for the last 2 ½ years, unfortunately, it was burnt down by two boys during a visit by WAYC youth group in August 2014. The toilet facility was regularly used and is an essential facility in the woodland during school visits and other events. Naturally there is a Health and Safety requirement for providing toilet facilities in the woodland, in addition to this Arc have had requests from the public to participate in the rebuilding of the compost toilet as they are interested to learn how it works; WAYC and The Way Ahead Project have also made requests for their clients to have an opportunity to participate. The community participation has been evidenced within the quotes for the project work.		
3 years accounts received?	2012 - 2014 accounts have been received, along with a recent bank statement covering the period 13th October to 24th November 2014.		
Financial Performance; minus figure = deficit	Year ended 31/3/14 £1,290	Year ended 31/3/13 £16,772	Year ended 31/3/12 £642
Available Funds (cash and reserves)	Year ended 31/3/14 £18,704	Year ended 31/3/13 £17,414	Year ended 31/3/12 £642
Details of membership, fees etc:	None		
Details of usage:	Foundry Wood is an urban community woodland in the heart of Leamington and Warwick; it is free and open to the public on a daily basis for enjoyment and learning about nature. A range of educational and craft events are also run at the woodland, which this year has included: * 18 curriculum based school visits - approx 450 children and adults * 25 craft based visits by schools and after school groups (guides, brownies, etc) - approx 250 children and adults * 2 forest school sessions every fortnight on Saturday mornings - approx 10-15 children and adults * 30 drop in workshops such as walks, art classes, basket making, candle making - approx 150 people * Weekly toddler session every Wednesday - approx 6-8 children and adults per session * Monthly plus ad hoc volunteering sessions - approx 4-8 adults per session Other ad-hoc events have included: * Halloween Party, Nov 2014 - 200 people * Mikron Theatre, August 2014 - 100 people * Music gig and AGM, April 2014 - 50 people		
Details of Organisations equalities policies:	Foundry Wood is open to anyone, regardless of age, gender, race or any other factor.		
3 quotes provided:	Yes - three quotes have been received.		
Which of the Council's Corporate Priorities are met?	Evidence		
Reduce anti-social behaviour	The previous toilet was burnt down as a result of anti-social behaviour by boys from a local youth group. The youths were identified and they have been going to the woodland to make amends for their actions. ARC are also engaging with members of the youth group to help with the rebuilding of the compost toilet. This will help them to find enjoyment in contributing to a community goal, help them to learn skills, and allow them to enjoy the natural environment. ARC will also engage members of the Way Ahead Project at the Salvation Army for homeless people in Leamington; clients of the Way Ahead Project have participated in other activities at the woodland and are keen to get involved in this project. It gives them a sense of purpose, it is a social activity and it builds self esteem. This all helps to reduce anti-social behaviour.		
Reducing obesity, particularly in children	As noted above, this project will engage youth and other members of the community in an outdoor activity which will involve physical activity. Participating in the project will also familiarise people with the woodland where they can come on a regular basis to exercise and enjoy the outdoors. This should help to reduce obesity.		
Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities	Events and activities held at Foundry Wood allow the community to participate in physical activity, arts and cultural activities. Many of these would not be possible without the existence of a composting toilet as there are no nearby public facilities. Recent events include a Halloween Party (200 people, Nov 2014), an outdoor theatre event (100+ people, Aug 2014), a music gig (50 people, April 2014) and outdoor films. To retain, as well as potentially increase, opportunities for the community to enjoy and participate in physical, arts and cultural activities it is imperative that the compostable toilet is rebuilt.		
Engaging and strengthening communities	The building of the compost toilet will engage various groups as outlined above, as well as other members of the community interested in getting involved in woodland projects (ARC have a mailing list of over 800 people to whom activities are advertised). This helps to engage and strengthen the community.		
Targeting disadvantage in rural / urban areas:	As noted above, disadvantaged groups including youth and homeless will be engaged in this project and will benefit from long term access to the woodland. The wider woodland project aims to engage all groups, and access to nature is an important factor in addressing many problems, including low self esteem, depression, other mental health problems, and disengagement of youth.		

**Total cost of scheme
(including VAT where
appropriate)**

£2,450

Funded by:

Status

Town Council

£500

An application has been made, now waiting for a decision

Crimebeat

£500

An application has been made, now waiting for a decision

**Friends of Foundry
Wood**

£225

Approved

Total RUCIS

£1,225

equates to

50.0%

RURAL/URBAN CAPITAL IMPROVEMENT SCHEME - 14th JANUARY 2015 EXECUTIVE**APPENDIX 3****Summary of Financial Impact of Approving Scheme**

Scheme Description	RURAL	URBAN	SLIPPAGE	TOTAL
<u>Original 2014/15 Budget</u>	£75,000	£75,000	£0	£150,000
<u>Resources brought forward from 2013/14 to 2014/15</u>				
Total Slippage from 2013/14 to 2014/15	£0	£0	£186,459	£186,459
Rural/Urban Capital Improvement Grants already approved 2013/14	£0	£0	-£152,825	-£152,825
Rural/Urban Capital Improvement Grant unallocated balance 2013/14	£0	£0	£33,634	£33,634
				£183,634
 <u>11th June 2014 Executive</u>				
Kenilworth Town FC		-£13,250		-£13,250
 <u>2nd July 2014 Executive</u>				
Whitnash Town Council		-£5,364		-£5,364
Kenilworth RFC		-£3,628		-£3,628
 <u>3rd September 2014 Executive</u>				
Stoneleigh Village Hall and Playing Fields Trust	-£19,081			-£19,081
 <u>3rd December 2014 Executive</u>				
Offchurch Sports Club	-£5,225			-£5,225
Barford, Sherbourne & Wasperton Joint Parish Council	-£30,000			-£30,000
 <u>14th January 2015 Executive</u>				
WAYC - Proposed		-£22,702		-£22,702
Achieving Results in Communities (ARC) re: Foundry Wood - Proposed		-£1,225		-£1,225
 <u>Projects Closed - Underspends and Withdrawn 2014/15</u>				
Warwick Sports Club - underspend			£5,250	£5,250
Bishops Tachbrook Parish Council			£50,000	£50,000
 Remaining Budget	£20,694	£28,831	£88,884	£138,409