

A meeting of the Executive will be held in the Town Hall, Royal Leamington Spa on Wednesday 21 August 2019, at 6.00pm.

Membership:

Councillor A Day (Chairman)  
Councillor J Cooke  
Councillor J Falp  
Councillor M-A Grainger  
Councillor R Hales  
Councillor J Matecki  
Councillor D Norris  
Councillor A Rhead

**Also attending (but not members of the Executive):**

Chair of the Finance & Audit Scrutiny Committee and Labour Group Observer  
Chair of the Overview & Scrutiny Committee and Green Group Observer  
Liberal Democrat Group Observer  
Whitnash Residents' Association (Independent) Group Observer  
Councillor J Nicholls  
Councillor I Davison  
Councillor A Boad  
Councillor T Heath

**Emergency Procedure**

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

**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 meeting held on 10 July 2019

**(Page 1 - 50)**

## Part 2

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

3. **Amendments to the Custom and Self-Build Register Process**  
To consider a report from Development Services **(Pages 1 to 29)**
4. **Budget Review to 30<sup>th</sup> June 2019**  
To consider a report from Finance **(Pages 1 to 9  
Plus Appendices A & B)**
5. **Newbold Comyn – Update and Approach to Engagement**  
To consider a report from Development Services **(Pages 1 to 9  
Plus Appendices 1-3)**
6. **Master’s House, Saltisford, Birmingham Road, Warwick (Leper Hospital site) – Urgent Works Notice**  
To consider a report from the Deputy Chief Executive (AJ) **(Pages 1 to 13)**
7. **Warwick District Leisure Development Programme – Kenilworth Facilities**  
To consider a report from Cultural Services **(Pages 1 to 17  
Plus Appendices A-F)**
8. **Relocation of Kenilworth School**  
To consider a report from the Deputy Chief Executive (AJ) **(Pages 1 to 6)**
9. **General Reports**
  - (a) **Risk Management Annual Report 2018/19** **(Pages 1 to 19)**
  - (b) **Rural / Urban Capital Improvement Scheme (RUCIS) Application**  
**(Pages 1 to 5  
Plus Appendices 1&2)**
  - (c) **Update on Action Plan following Review of Closure of Accounts**  
**(Pages 1 to 16)**

### 10. **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
13, 14	1	Information relating to an individual
13, 14	2	Information which is likely to reveal the identity of an individual
11, 12, 15, 16 & 17	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

11. **2<sup>nd</sup> Warwick Sea Scouts**  
To consider a report from Developments Services **(Pages 1 to 56)**  
**(Not for publication)**
12. **Private & Confidential Appendices 4 and 5 to Agenda Item 5 - Newbold Comyn – Update and Approach to Engagement**  
To consider two confidential appendices to Agenda Item 5 **(Pages 1 to 34)**  
**(Not for publication)**
13. **Restructure of the Contract Services Management Team**  
To consider a confidential report from Neighbourhood Services **(Pages 1 to 6)**  
**(Not for publication)**
14. **Urgent Decision Made under Delegation CE(16)I & CE(4)**  
To consider a confidential appendix from Human Resources **(Page 1 to 4)**  
**(Not for publication)**
15. **Confidential Appendix 1 to Item 8 Relocation of Kenilworth School**  
To consider the confidential appendix to Agenda Item 5 **(Pages 1 to 4)**  
**(Not for publication)**
16. **PSP Warwick Limited Liability Partnership**  
To consider a confidential report from the Deputy Chief Executive (BH)  
**(Pages 1 to 145)**  
**(Not for publication)**
17. **Confidential Minutes**  
To confirm the confidential minutes of the meeting held on 10 July 2019  
**(Pages 1 to 8)**  
**(Not for publication)**

Published Tuesday, 13 August 2019

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

Telephone: 01926 456114

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

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](mailto: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](http://www.warwickdc.gov.uk/committees)

Please note that the majority of the meetings are held on the first floor of the Town Hall. If you feel that this may restrict you attending this meeting, please telephone (01926) 456114 prior to the meeting, so that we can

assist you and make any necessary arrangements to help you to attend the meeting.

The agenda is available in large print on request, prior to the meeting, by telephoning (01926) 456114

# Executive

Minutes of the meeting held on Wednesday 10 July 2019 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

**Present:** Councillors Cooke, Day, Falp, Grainger, Matecki, Norris and Rhead.

**Also present:** Councillors: Syson (representing the Finance & Audit Scrutiny Committee); Davison (Chair of the Overview & Scrutiny Committee); Boad (Liberal Democrat Group Observer); Heath (Whitnash Residents' Group Observer) and Cullinan (Labour Group Observer).

Apologies for absence were received from Councillor Hales.

## 7. **Declarations of Interest**

There were no declarations of interest made at the beginning of the meeting. During the meeting, the following declarations of interest were made:

### Minute Number 13 – Project Officers – Cultural Services

At the time of discussing this item, both Councillors Falp and Heath declared an interest because they were Ward Members for Whitnash and the report and recommendation 2.2 made reference to a project in their Ward.

### Minute Number 26 – Affordable housing purchase – Montague Road, Warwick

At the time of discussing this item, Councillor Grainger declared an interest because she was objecting to a Planning Application related to the item. She therefore did not vote on this item.

## 8. **Minutes**

The minutes of the meeting held on 6 June 2019 were taken as read and signed by the Chairman as a correct record.

### **Part 1**

(Items for which a decision by the Council was required)

## 9. **Role of the Chairman of the Council – Task & Finish Group**

The Executive considered a report from Democratic Services bringing forward recommendations on the role of the Chairman of the Council following a Task & Finish Group Review as agreed by the Overview & Scrutiny Committee at its meeting on 2 April 2019.

A Task & Finish Group was formed in October 2017 by the Overview & Scrutiny Committee to undertake the review as set out within the defined

scope, attached at Appendix 1 to the report. The Membership of the Group was established as Councillors Ashford, Mrs Knight and Margrave. The Group concluded its work in spring 2019 and its recommendations were supported by the Overview & Scrutiny Committee on 2 April 2019.

The Group undertook a significant amount of evidence gathering from Councillors, Past Chairmen and other District and Borough Councils, as summarised in Appendices 4-6 to the report. The Group was pleased that nearly half of all District Councillors had completed the survey, but were disappointed that some of the new Councillors from 2015 had not taken this opportunity.

In considering the information received, the Group was mindful of the challenges faced by the Council, including the Medium Term Financial Strategy, however, it was equally mindful of the Chairman being the first Citizen of the District and the important role they played as Civic Lead.

From the responses received to the consultations and reviewing the relevant legislation, the Group was aware that the Chairman was responsible for chairing the Council meeting and while beyond this the role was non prescriptive, it had consistently received evidence that the Chairman should be there to promote, in particular, the work done by the Council.

Within the representations, there was strong agreement that the Chairman played an important part in recognising the hard work that the Parish/Town Councils undertook within the District and that the Chairman attending a meeting of each Parish & Town Council during their year in the office and/or holding a meal for them with guest speakers, was well received and enabled constructive dialogue.

There were some questions from Councillors with regards to the meaning and reason behind the Chairman being the 'conscience of the Council', as set out in the Constitution. On reflection, following written discussion with the current Chairman and Vice-Chairman, it was considered appropriate to remove this requirement for the Chairman because their role was closely defined to enable them to be fair to all.

The consultations undertaken and discussion within the Group highlighted concerns about the prominence and respect shown to the Chairman when they attended events, some of which had been Warwick District Council (WDC) events. The Group therefore welcomed the work by officers to update the protocol for the Chairman attending events and guidance for officers and outside organisations who invited the Chairman to events, on who should be invited to WDC events, as set out at Appendix 7 to the report.

The Group recognised that, at present, the Chairman of the Council had discretion to attend whichever events they wanted during their year of office, because the Council had never provided direction for them. This caused concern for the Group because some events appeared to be attended out of tradition without consideration of the benefit for Warwick

District, the promotion of the District or the relevance of the event to Warwick District. Examples of these included Mayor making at Town Councils outside Warwick District and attending fundraising events for Mayors outside Warwick District.

The Group was also mindful that the Chairman attended a number of fundraising events for other Civic Heads' charities. The justification for which appeared to be that if they did not attend their events, "they would not attend mine". The Group had significant concerns that Warwick District tax payers were essentially giving money to civic heads' charities, some of which were outside the District. The Group considered this to be an inappropriate use of Council Tax payers' money.

The Group also considered fundraising by the Chairman of the District Council. While any fundraising event had to be self-funding i.e. the money raised would pay for the costs of the event, it was recognised that there was a proportion of staff and Council time put into this which was not charged back to the event. The Group also considered this work in relation to the main role of the Chairman to promote Warwick District and to what extent a proportion of the attendees at these events were Civic dignitaries from other authorities. The Group felt that on balance, it was not appropriate for the Chairman to be fundraising for charities. It recognised that there would still be donations made to the Council, for example the donation from the crematorium recycling, that a decision had to be made on. Therefore, it would be appropriate for the Chairman to name a preferred charity should any donations be forthcoming during the year of office.

The Group also reflected on the title of 'Chairman' as defined within the Local Government Act 1972. Although this involved a minor proposal for amending the Constitution, it felt it was important that the Chairman should be given the opportunity to be called Chairperson or Chairwoman (as alternatives to Chairman or Chair already defined in the Constitution) if they so wished, and the Constitution should be amended to reflect that.

The Group also felt that explicit reference to the appointment of the Chaplin should be made within the Constitution and this should be made at the discretion of the Chairman.

The Group considered the current allowance paid to the Chairman each year. In total, the allowance was £17,700 of which £4,240 and £1,860 were paid directly to the Chairman and Vice-Chairman respectively, with the remainder being held by officers to pay for the Chairman to attend events or host (no fundraising) events. The amounts paid directly to the Chairman and Vice-Chairman were in recognition of the role they would undertake and to cover the cost of items such as new clothing, collections, raffle ticket purchase, etc. The overall allowance of £17,700 was made under Local Government Act 1972 where the Council might pay the chairman and Vice-Chairman for the purpose of enabling them to meet the expenses of office.

The Group had not established if the past Chairmen and Vice-Chairmen of

the Council had found the money paid directly to them to be sufficient, but it was aware that no Chairman had ever requested further funding from the balance during their year in office. The Group had established that, as reported to Council previously, there was always a residual amount left over from the remainder of the allowance managed by officers. This had varied in level, but the lowest was £1,500. Having considered this, it would be a reasonable proposal to look to reduce the budget, with a further review in twelve months to look at the impact of the wider recommendations in the report, if approved.

The Group noted the importance of the Chairman having a space available to meet with guests if required, and also noted the minimal use the current Chairman's office had. It was recognised that this was partly because the majority of Council officers were not based at the Town Hall and therefore the primary use of the office had become a room for the Chairman to prepare in prior to Council. The Group was mindful of the current proposals to relocate the Council's HQ and meetings to a new building. It noted that meeting space would be at a premium in the new HQ and that no officer would have a dedicated office. To have a dedicated room within the HQ for the Chairman to use for a maximum of two hours per week (when meeting with their PA), parading from and to Council eight times a year and meeting with guests for, on average, four times a year for an afternoon, was not appropriate. It also recognised the need for the Chairman to have a space to undertake these functions and that the new HQ, if approved, would have significantly improved meeting spaces which they could use.

The Group noted that over the last 45 years, the Chairman of the Council had received many gifts or awards on behalf of the Council. A proportion of these were located within the Chairman's office and it welcomed that this would be reviewed by officers with the Chairman with a view to making these more visible to the public.

The final area the Group looked at was the Annual Council meeting. At present, 364 people were invited, through 'plus one' invites, which included all District Councillors. A summary of those invited was given in Section 3.17 in the report.

Despite the significant number invited, only 57 non WDC Councillors (or their partners) attended the event in 2018, with a slightly greater number in 2017 and 2016.

The Group were also aware that Annual Council cost in the region of £3,100 each year and that other local authorities had less formal ceremonies. Therefore, it felt that the change in elected Members of the Council in May 2019 presented an opportunity to review the approach used for the annual meeting including, but not specifically:

- the current past Chairman & Consort badges, due to the cost at over £500 each;
- the need for a drinks reception after the meeting for all guests;
- those who were invited (considering if they were appropriate and the relationship they had with the District Council);



- the need for a formal ceremony with photos (could the photos be undertaken afterwards rather than during the event which would reduce the length of the meeting); and
- consideration of the need to appoint the Chairman of Committees the same evening to ensure that required delegated authorities were in place as soon as possible.

Although the Group had made no direct recommendations with regard to support for the Chairman, throughout the review, past Chairmen all had unequivocal gratitude for the support they received from the Chairman's PA. They also noted the views of past Chairmen and Councillors that there was a need for a dedicated civic car and driver. It agreed that with the recommendations as set out, there was not a need for this level of support to be reviewed, however, variation away from this may then require a further review of the resources with a view to either a reduction or increase based on the decisions.

In terms of alternatives, an option would be not to agree with the proposals put forward by the Task & Finish Group, but this could look to undermine the work of the Group which was appointed by Overview & Scrutiny Committee to scrutinise the role. Members could also choose to vary the proposals put forward, or to ask the Group to undertake further investigations.

Councillor Boad suggested that a further review should look at the Annual Council meeting, which represented a significant cost for the Council. In response, Councillor Day advised Members that recommendation 2.6 in the report asked the Chairman to conduct a full review of the purpose and arrangements of Annual Council.

It was proposed by Councillor Grainger and seconded by Councillor Cooke that an amendment should be made at Section 6, page 11 in the report, to remove the rest of the paragraph after the word "appropriate".

**Recommended** to Council that

- (1) the proposed revisions to Article 5 of the Constitution as set out at Appendix 3 to the report, be made, subject to an amendment to Appendix 3, Section 6, on page 11 in the report, to read "to host or attend events or functions they determine appropriate.", and remove the rest of the paragraph after the word "appropriate".

**Resolved** that

- (1) the current budget for supporting the Chairman is appropriate, but that in light of the underspend on their allowance over each of the last four years, this should be reduced by

£1,500 per annum as part of the 2020/21 budget, be accepted;

- (2) in the event of relocation to a new HQ, a room is not dedicated solely for the chairman's use, but a suitable room be made available to the chairman for use when inviting guests or meeting with staff, be agreed;
- (3) the updated guidance/protocol for leading on events as set out at Appendix 7 to report, be welcome;
- (4) the review of the current civic gifts with the Chairman's office be undertaken with a view as to how these can be made more publically accessible or if appropriate disposed of;
- (5) the Chairman be asked to undertake a review of the purpose and arrangements for Annual Council, including who is invited and they report on this to Council by no later than November 2019;
- (6) a report will be brought to Scrutiny in July 2020, by officers in liaison with the Chairman of the Council and Chairman of the Overview & Scrutiny Committee, that reviews the impact of these recommendations, if they are agreed by Council, be noted; and
- (7) in addition to 5 and 6 above, the report shall include details of the events, including fundraising events, that the Chairman had attended and the cost of attending those events.

(The Portfolio Holder for this item was Councillor Day)

## **Part 2**

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

### **10. Governance Review**

The Executive considered a report from the Chief Executive proposing that a review of the Council's Governance should be undertaken and that assistance should be provided by the Centre for Public Scrutiny (CfPS).

It was further suggested that a small fixed term working party should be established to enable the review to be undertaken, with the intention that a further report on the outcome of the review should be presented to the Executive and Council.

Group Leaders had requested that a review should be undertaken of the Council's present Executive and Scrutiny governance arrangements to determine if there was a more effective way of involving more Members of the Council in the decision making processes.

To assist the process, the CfPS had offered help to the Council at no cost to the Council. The CfPS was part of the Local Government Association (LGA) and this help was part of the benefit of the Council's membership.

The CfPS had proposed the following:

- Workshop 1: to introduce Members to the fundamentals of governance change, to talk about the different options and approach to reviewing them. Design principles would also be discussed. This would be reviewed in light of the Council's strategic plans (recognising the sensitivity of aligning political objectives with governance, but recognising also that the former inevitably impact on the latter);
- Workshop 2: translating design principles into practical changes to ways of working (on policy development, on the way information was shared with Members, on decision-making, on the monitoring and oversight of council and partner business);
- Workshop 3: in the light of all the foregoing considering whether formal governance change would be, in fact, necessary, and agreeing actions to accompany that change if necessary.

It was proposed that all Members should be invited to Workshop 1 which would probably be held in late July and that the other two should be undertaken by a Working Party comprising the five Group Leaders, plus one other Member from the Conservative, Green and Liberal Democrat Groups, probably held in September. This approach enabled a balance to be struck between inclusion of all Members and the practicality of having detailed discussions. The proposed Working Party would then be required to prepare and present a report on the findings to the Executive and Council for discussion and decision on the way forward this coming autumn.

It was important that a decision was made in the autumn since if new processes were required, time would be needed to amend the Council's Constitution, agree and implement new procedures and there would be some formal consultation required. The intention should therefore be to enable any changes so agreed to be put in place for the new Municipal Year 2020/21 (i.e. May 2020).

The proposed Working Party would consider options, but at this stage, the only other option available was to not agree to take forward a review. This was an option Members could make, but since this review had come forward at the behest of Members, it had been discounted as an option.

Councillor Cooke advised Members that he operated under both systems and there were advantages and disadvantages for both. Members were

reminded that a change to Committee system might mean additional meetings and more work for Councillors.

Councillor Day thanked officers for the hard work they put in delivering the report in a very short space of time.

**Resolved** that

- (1) a review of the Council's Governance arrangements be agreed;
- (2) the methodology for undertaking the review as set out in paragraph 3.3 of the report, be agreed;
- (3) Workshops 2 and 3 be undertaken by a Working Party consisting of each of the Group Leaders Conservative, Green and Liberal Democrat Groups plus one other member from their group plus the Leaders of the Labour and Whitnash Residents Groups; and
- (4) the Working Party prepare and present a report on the outcomes to the Executive and Council as soon as possible in the autumn of 2019 so that any changes can be implemented by May 2020.

(The Portfolio Holder for this item was Councillor Day)  
Forward Plan reference 1,031

## 11. **Playing Pitch Sports Strategy**

The Executive considered a report from Cultural Services seeking approval of the Playing Pitch Strategy (2019) as set out at Appendix 1 to the report.

In 2015, a report was taken to Executive detailing the strategic importance of the Playing Pitch Strategy (PPS) and Indoor Sport Strategy (ISS) in shaping the future of sporting facilities in the District. In accordance with Sport England's recommendations, both strategies had been refreshed and now took into account the population increase as outlined in the Local Plan. The evidence contained within the Strategies ensured that the Council had a robust mechanism to meet the future demand of the population in Warwick District Council.

The PPS 2019 was an update of the previous PPS (2015), which was based on detailed needs and evidence work at the time and was produced in line with the National Planning Policy Framework (NPPF). The NPPF was updated in 2018, and set out the requirement for Local Plans to ensure that there was proper provision of community and cultural facilities to meet local needs. Sport England had developed a mechanism to calculate

developer contributions for outdoor sports pitches. The updated PPS provided a robust evidence base alongside the Sport England calculator to inform these requests for contributions from developers.

The new NPPF's expectations for the development of local planning policy for sport and physical activity/recreation was set out in paragraphs 96 and 97, which required there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.

Paragraph 96 indicated that:

'Access to high quality open spaces and opportunities for sport and recreation and physical activity is important for the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the need for open space, sports and recreation facilities (including qualitative or quantitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sports and recreational provision are needed, which plans should then seek to accommodate.'

Paragraph 97 stated that:

'Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the current or former use.'

The latest 2019 Strategy was a refresh of the 2015 evidence base, reflecting changes that had taken place over the last four years across Warwick District. The updated PPS now included Athletics, in addition to the sports from the original strategy, i.e. Football, Rugby, Cricket, Hockey and Tennis. The Strategy included sport and the associated facilities in the District which were managed and owned by private clubs, schools or by the Council directly.

As was the case in 2015, it was essential that the Council had a robust evidence base to support any requests for developer contributions towards sport in the District in the coming years. The PPS was the recognised methodology for establishing demand for various sport facilities, based on the population and demographics of an area. The recommendations in the Strategy identified potential projects, which might require funding through Section 106 contributions. With support from National Governing Bodies of sport the Council had a robust methodology, which had proved successful and rarely challenged by developers.

The refreshed 2019 PPS ensured that the long term sports facility needs for the District to 2029 were identified and it also ensured that the Council was in a position to deliver not only on sporting provision, but also on the Council's health and well-being and economic priorities. The Strategy had been updated to reflect the latest information relating to formal sport including Council-owned facilities, private facilities, schools and universities. It also factored in projections for population growth and the associated demographics up to 2029, in order that future plans by all leisure providers could reflect the needs of the District for now and in the future as the population demographic would change and increase.

In parallel to the completion of the PPS in 2019 was the production of the Local Football Facilities Plan (LFFP) commissioned by the charitable arm of the Football Association, the Football Foundation. The LFFP complemented the PPS by demonstrating a need for additional football facilities in the coming years to accommodate the population increase and growing popularity for the game amongst, in particular, younger people. The FA would be making available potential funding for capital projects identified in the LFFP and evidenced in the PPS. The Council would be working closely with the FA to ensure it took every opportunity to improve its football facilities in the District.

The PPS indicated that the authority played a significant role in providing sporting opportunities in the District for the local community. The Council owned a third of the grass football pitches in the District; it also had tennis courts situated in its parks within Leamington Spa, Warwick and Kenilworth. The Council also owned the only athletics track in the District, currently situated in the heart of Royal Leamington Spa. The track might in the future relocate to a site which would be the home of a five thousand seater community football stadium to the south of Royal Leamington Spa. The PPS confirmed the new location of the track as the preferred site, acknowledging that this move would resolve the challenges of managing a currently aging facility with limited parking.

Officers regularly met with National Governing Bodies (NGBs) of the sports featured in the PPS to discuss the progress of their respective sports in the District. This commitment by officers and NGB's to meet, ensured that the PPS remained in focus and relevant. Over the years, sports clubs and organisations had come to value the input from officers who utilised the evidence in the PPS as a guide and were able to offer support on that basis. Some recent examples of the authority working in partnership with clubs included Khalsa Hockey Club's potential merger with Leamington Hockey Club and relocation to Berricote Lane. Khalsa Football Club's ambitions to create their own club facilities in Hatton and Racing Club Warwick, who were looking to build an artificial playing pitch within their current premises. The PPS identified a multitude of clubs who had ambitions to improve their current status and could be looking to Council officers for support and advice in the future.

The updated PPS demonstrated that there was a significant amount of change since the original was produced in 2015. Notable were the number of sports clubs which had ambitions to improve their facilities and grow

their club provision to meet the increasing demand for certain sports in the community. Two examples were the Wardens Cricket and Football Club and their relocation to Castle Farm in Kenilworth and Kenilworth Rugby Football Club's relocation to land east of Kenilworth. Both clubs expressed a desire to relocate and by working closely with the Council would have improved facilities as a result of the move.

In parallel with the refresh of the PPS, there had been the development of the Local Football Facilities Plan for the Council. Further information regarding the detail of the LFFP could be found in the LFFP report, Agenda item number 7, Minute number 12. The two documents worked in tandem and provided data-based evidence which supported the development of football facilities, both public and private, in the District. Football continued to grow in popularity particularly for younger people, the refreshed PPS demonstrated that there was a greater demand for football facilities than before with a need in particular for 3G Artificial Football Pitches in the District.

The refreshed PPS included Athletics; this was a new addition to the group of sports included in the 2015 version. Athletics in the District was a priority sport for the Council as the athletic facility located in Leamington Spa might be rebuilt at the site of the new community football stadium. The PPS provided useful evidence, which indicated a strong need for an athletics facility to be retained in the District.

In terms of alternatives, the Council could have chosen not to refresh the 2015 Strategy and continue to use the documents for forward planning purposes. The newly formatted Playing Pitch Strategy created a methodology for calculating Section 106 contributions for grass pitches, which was not available in the previous version. In addition, to not refresh the PPS was contrary to the advice from Sport England and would leave the Council exposed to risk as outlined above. Therefore, it was not considered a viable option.

Councillor Grainger, the Portfolio Holder for Culture, emphasised that the document was a revised version of the one adopted in 2015, and the importance of the adoption of this document in order to secure good Section 106 Agreements in the future.

**Resolved** that

- (1) the updated comprehensive evidence base and modelling which makes up the PPS report and the consequent recommendations in the strategy document, be noted; and
- (2) the refreshed Playing Pitch Strategy (2019) as set out at Appendix 1 to the report, be approved.

(The Portfolio Holder for this item was Councillor Grainger)  
Forward Plan reference 995

## 12. **Local Football Facilities Projects**

The Executive considered a report from Cultural Services seeking approval for funding for the Local Football Facilities Projects. In 2018, the Football Association (FA) made available to Warwick District Council its Local Football Facilities Plan (LFFP), which detailed a number of football facility projects in the District eligible for potential funding by the charitable arm of the FA, the Football Foundation (FF).

It was estimated that the total value of all the projects was in the region of £11.5 million (with at least 50% of funding potentially being made available by the FF) and if realised, would be transformational for football provision across the District. The Council was seeking approval for a fixed term Project Officer to manage the projects in the LFFP, from conception to completion.

Racing Club Warwick (RCW) was one of the clubs featured in the LFFP with projects included to improve changing room provision and to build a '3g' artificial football pitch to replace the club's full size grass pitch. With the support of the Council, RCW would be in a position to apply for significant external funding from the FF, and as a result contribute to an improvement on football provision in Warwick.

In early 2018, the Council was invited by the FA to be part of a new strategic concept to deliver quality football provision, the Local Football Facilities Plan. On completion of the LFFP nationwide, the FA would have a detailed understanding of football facility priorities at a local level across England. The Council was included in the first tranche (with a further three to follow) that would eventually result in all local authorities having a bespoke LFFP for their area. £1.3 billion had been committed across England by the Football Foundation and central government with the possibility of a further £1 billion as future tranches of the LFFP evolve. The Warwick District LFFP had been signed off by the FA and the FF, and included a programme of 22 projects, which if completed, would transform local football facilities across the District. The projects fell into four categories: 3G artificial pitches, improved grass pitches, changing room pavilions and small sided facilities. Out of the 22 identified projects, 15 were on Council-owned land, and Council officers worked very closely with the FA throughout the process of writing the LFFP to ensure it was accurate and reflective of the football requirements in the District.

At the same time as the LFFP was being developed, the Council was working alongside WYG Environment Planning Transport Ltd, (previously Neil Allen Associates) to update the needs and evidence base for the Playing Pitch Strategy. The updated Playing Pitch Strategy (PPS), which was being considered as Agenda item number 6, Minute number 11, and the LFFP work in parallel was intended to provide a strong evidence base which would support funding applications and the drawing down of Section 106 contributions from future housing developments in the District. The Council also updated The Indoor Sport Strategy (ISS) in line with the national Planning Policy which set out the requirement for Local Plans to ensure that there was proper provision of community and cultural facilities



to meet local needs. This updated Strategy was approved in 2018. Together, the PPS and ISS provided a coordinated and long-term approach to sports facility provision and planning across Warwick District for both indoor and outdoor sport.

In terms of delivering the projects within the LFFP, they would be considered individually, and would each need to be supported by appropriate feasibility reports and funding strategies. The FA would also require each project to demonstrate the impact that the project would have in the community and how it related to current FA strategies. It appeared likely that for all the projects listed in the LFFP, there would be a requirement for the project owner to find match funding. Developer contributions through Section 106 outdoor and indoor sports funding was one source of match funding but other sources of external grant funding or loans might need to be found for some of the higher value projects.

The Sports team currently comprised of three officers who were fully engaged in their existing roles, managing the strategic priorities of the service, securing Section 106 contributions, engaging with external partners, monitoring the leisure contract and working in partnership with Everyone Active, and managing the Council's outdoor sports pitches and associated facilities.

The Project Officer post would be full time on a fixed three-year contract. The post would be critical to the success of delivering the projects not only identified within the LFFP, but with other projects noted in the PPS as a priority. The process of delivering a project would require the Project Officer to lead on a number of processes, namely, identifying funding, which might include Section 106 contributions, and leading on funding applications to a variety of bodies and internal requests through the Council's funding streams. They would be liaising with stakeholders and colleagues throughout the period of the Project. They would be appointing contractors in accordance with the Council's procurement procedures and the FA contractor framework. When work on site would begin, the post holder would oversee the works alongside any technical project officers assigned to the project.

In terms of the Racing Club Warwick (RCW), it was a well-respected and long-established football club with history in Warwick dating back 100 years. The club was ambitious and aimed to get to step 4 of the football league in future seasons, a target which many believed was within their reach after recently being promoted to step 5. The club had currently senior teams and would have 13 junior teams (u16yrs) next season. There were three academy teams with young people who were currently working towards gaining a related qualification in partnership with an organisation called Future Pro. The club had expanded in recent years and not only provided football, it also was home to Warwick Judo and Ju Jitsu, Royal Naval Association, Two Castles Choir, and ran a range of community social events.

The Council had a long working relationship with the club and had supported them on a number of facility projects which had had positive

outcomes for the club and the community. The Council was the landowner of Townsend Meadows, the site on which the club was situated, and therefore had a vested interest in the future success of the club. The club facilities also formed an important part of the St Mary's Lands project as the club acted as much a community hub for the nearby Forbes Estate as much as a sports facility. In addition, the Council maintained the two grass pitches situated on the adjacent St. Marys Lands of which RCW was the exclusive hirer.

The LFFP identified three projects in connection with Racing Club Warwick.

- new 11v11 floodlit 3G FTP;
- refurbish changing pavilion; and
- works to natural grass pitches and grounds maintenance equipment for club.

In order to progress the projects related to RCW, the club needed to raise funding to meet the FF requirement of at least 50% of the costs of the project being met by the club. There were 16 years remaining on the lease on Townsend Meadows that RCW had from the Council. Therefore, in order to comply with the funding requirements of the FF, any application for LFFP funding would need to be a joint application between RCW and the Council. RCW were seeking funding from a variety of organisations including the Council. The estimated overall project cost was thought to be £1.1 million, therefore RCW were likely to have to raise in the region of £550,000.

RCW had the full support of their committee to progress with the two projects identified in the LFFP to convert their main grass pitch to a 3G facility and to improve the provision of changing rooms. The FF had advised that the club would need to secure £150,000 in order for the FF to consider the project viable and progress it to the next stage with the support of a specialist company who would work with RCW to develop the project to a point where it was considered deliverable. In order to get the project started, RCW had approached the Council with a request of a sum of £150,000 in order that the project could commence, while RCW continued to seek additional funding from other sources. RCW had indicated that it could provide £20,000 towards the proposal itself. It was proposed that a pledge of £150,000 be made in support of the proposal.

S106 monies totalling £55,500 from two developments had been identified, both of which had agreed to provide funding for outdoor sports facilities. The first, Lower Heathcote Farm in Harbury Lane, had already paid in full its S106 contributions to the Council. The other, Harbury Gardens Phase 1, also in Harbury Lane, would yield 50% of the S106 contributions later this year with the final sum being paid in 2020/21. The remainder of the funding pledge (£94,500) could come from the Community Projects Reserve.

Drawing down of £140,000 of the Council funding should be subject to the submission of a robust business plan from RCW to the Council, and the development of a community use agreement between RCW and the Council for the proposed artificial football pitch and ancillary facilities.

This would ensure that the facilities developed at RCW would have an element of "community use" in addition to supporting the football activities organised by the football club. Further meetings would establish whether the fund was required this year or the following. However, officers understood that RCW were keen to commence with the project this year. In addition, drawing down of the pledge would also require resolution of any state aid issues.

The FF only required evidence of funding in the early stages of the project, however as the project developed through the different planning stages costs would be incurred, which would require funding either by the Council or RCW. The sources of this funding would need to be established. It was proposed that RCW would use its contribution of £20,000 towards the planning stages and the Council a maximum of £10,000. Planning costs would total around £24,000.

There was a risk that some of the Council's contribution was at risk should the project be deemed undeliverable at any stage, since the money would have been committed to finance the work of the independent company in the planning stage. However, this was a small sum in the context of the potential overall investment gain and of the potential benefits to the local community.

In terms of alternative options, the Council could choose not to fund RCW as the facilities were managed by the club and therefore it could be left to them to find the funding. It was unlikely that the club by itself would be able to find that level of funding and so secure the much larger level of funding available via the LFFP. In supporting the enhancement of the football facilities, it supported the objectives of the club and the community in providing long term good quality sporting provision.

The Council had benefited from having a close involvement in the development of the LFFP and advising on the projects detailed within. If resources for a Project Officer were not approved, then the Council would have to review which of the projects within the LFFP it could resource, resulting in delay for a number of projects, an uncoordinated approach to project delivery and the potential that some projects would not be deliverable due to lack of project officer time.

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

The Portfolio Holder for Culture, Councillor Grainger, thanked the Scrutiny Committee for the very good questions raised ahead of the meeting and proposed the report as laid out.

**Resolved** that

- (1) the funding of up to £41,600 per annum (including oncosts) representing a total of up to £124,800 over three years for the creation of a fixed term Project Officer to lead on the roll out

of the Local Football Facilities Plan projects and other outdoor sports projects across the District funded from the Service Transformation Reserve, be approved;

- (2) the projects detailed in the LFFP which relate to Racing Club Warwick and St Mary's Lands, be noted;
- (3) a funding pledge of up to £150,000 be granted to Racing Club Warwick, the funding of which at this stage will comprise £55,500 from S106 contributions and an additional £94,500 from the Community Project Reserve to enable Racing Club Warwick to progress to the next stage of their LFFP application for the installation of a 3G artificial pitch and improvement of changing provision;
- (4) prior to £140,000 of the funding pledge being drawn down, the Council receive and agree a robust business plan; community use agreement; and confirm that state aid issues are dealt with appropriately; and
- (5) up to £10,000 of the Council's contribution of £150,000 be used to assist with the planning stage costs of the scheme.

(The Portfolio Holder for this item was Councillor Grainger)  
Forward Plan reference 1,024

### **13. Project Officers – Cultural Services**

The Executive considered a report from Cultural Services setting out proposals to temporarily expand the Programme team within Cultural Services, by adding two additional fixed term Project Officers.

The two Project Officers being proposed would work alongside the existing posts responsible for delivering the ambitious multi-faceted project on land north of Gallows Hill, and on the delivery phase of the leisure facility projects in Kenilworth and Whitnash.

Since the establishment of the previous fixed term posts, the Council's aspirations had expanded, new opportunities had emerged for external funding, and the number of projects now in the pipeline had grown. In the last 12 months, a number of these projects had progressed from initiation and feasibility stage through to a stage where additional resources were required to ensure that the projects continued to develop and projects would be delivered in line with schedule.

The Community Stadium project had progressed well in the last 12 months, however it had become increasingly evident that this was far more than a single project and was, in fact, a series of related projects which, whilst being supported by professional advisers in the form of legal, procurement and estate agency services, had formed a complex project which required appropriate project resources.

Whilst the existing Community Stadium Project Officer had been able to lead successfully on the progress to date, as the various strands of the project progressed it was anticipated that he would continue to oversee the wider project, but his time would increasingly be focussed on the delivery of the football stadium. Therefore, additional officer resources were required to support the Community Stadium Project Officer, in the other elements of this project. This post was approved to be added to the establishment by Employment Committee at its meeting on 11 June 2019.

The stadium alone was a project costing between £6 million and £7 million. The relocation of the athletics track would cost in the region of £2 million. The development of a riverside park at Edmondscote (Commonwealth Park) would cost in the region of £1 million. An expected development opportunity gave rise to the potential to fund these works. A series of projects of this value would need dedicated resources to ensure that it was delivered effectively. Hence the need for additional resources to support this officer with the other work streams as outlined in the reports to the Executive in November 2018. Examples included a feasibility study of the relocation of the athletics facility and associated facilities and the subsequent design, the procurement of a developer for the listed farmhouse on the main site, the feasibility of jointly marketing the existing athletics facility site at Edmondscote Road and assisting colleagues in discussions with the County Council for a number of additional land transactions and disposals on the site.

The job description written for the new Project Officer explained that the new role would report to the Community Stadium Officer and would be allocated work packages within the wider Community Stadium and related projects work. The new officer would be responsible for these smaller pieces of work, and would report back to the Community Stadium Officer who would advise and support this more junior role as appropriate.

The proposal was to fund the post from the expected capital receipt of the sale of land fronting Gallows Hill agreed in November 2018 and expected later this financial year.

The Whitnash Community Hub project had been strongly endorsed by a number of reports and policy positions, including the Neighbourhood Plan, as a key priority for residents in the town. The Town Council embarked on the project with the assistance of a company of consultants. The company had completed the work on the feasibility phases of the project, and had been successful in obtaining external funding, but the company did not provide client services for construction projects, so they were unable to fulfil this role going forward. Whilst this project was owned by Whitnash Town Council, Warwick District Council had part-funded the project with

grants totalling £1 million and saw this project as being a key facility for the residents of Whitnash. The District Council considered that the Hub proposal contributed to the excellent portfolio of leisure provision across the District, with its two new court sports hall and improved sports pitches. Therefore, the Executive approved the allocation of project officer resource to support this project in spring 2018, which had been part funded by payments from Whitnash Town Council which would continue whilst the District Council was supporting this project.

The Whitnash project was now at the point where it was moving from the development phase to the construction phase. The procurement of the construction contractor was currently underway as the report was being written. Work on site was due to commence in autumn 2019. Faithful and Gould had been appointed as project managers, but based on experience with other similar projects, it was essential that there was an officer within the Council to support the project from the client perspective, to protect the Council's investment, and ensure that the project delivered the high quality facilities that would benefit Whitnash and the wider district. The Project Officer (Whitnash and Kenilworth) would oversee the project in the client role and would act as the link between contractor, Whitnash Town Council and WDC. Working within the Leisure Development Programme team in Cultural Services, the officer would be able to draw on the considerable experience within this team on construction projects, and would benefit from a degree of resilience that could be offered from colleagues within the team.

It was proposed that the new Project Officer (Whitnash and Kenilworth) would pick up the Whitnash project from the start of the construction phase, freeing up the existing Project Officer who had been leading on the project to date, to increase her involvement in the emerging Kenilworth projects.

The Kenilworth projects, Abbey Fields Swimming Pool and Castle Farm Recreation Centre, were now at RIBA 2 stage and, subject to the outcome of discussions with the new Executive, it was anticipated that the projects would continue to develop over the coming months, to a point, at RIBA 4, where planning applications could be submitted and tenders issued for the construction phase. Irrespective of the detail of both schemes, it would be essential that there was appropriate officer resource to progress these projects. The existing permanent Project Officer would work with the Programme Manager and Mace Ltd (our appointed Project Managers) to progress these two complex projects, but she could only do so if the new Project Officer (Whitnash and Kenilworth) was created to take the lead on the construction phase of the Whitnash project.

Due to the uncertainty that currently existed around the timeline for the two Kenilworth projects, it was possible that the new Project Officer for this workstream might initially be appointed for only two years, with an option to extend their contract to three years depending on progress of the project towards the end of 2021.

A report was considered by the Executive in Feb 2018 to outline the constituent parts of the Kenilworth phase of the Leisure Development Programme and approval was given to appoint a Project Officer to work with the Programme Manager, to deliver this project. As anticipated, this Project Officer had been involved in some elements of the Kenilworth projects to date, but had increasingly been focussed on the Whitnash project to the detriment of the Kenilworth projects. The proposal to add an additional officer who would focus on Whitnash, would free up the existing Project Officer to pick up the necessary workstreams in order to progress the Abbey Fields and Castle Farm projects. Learning from the experiences of Phase I, it was very clear that each project would have its own challenges and would need careful management if they were to be delivered effectively.

In supporting the proposals for additional staff resource as outlined above, it was essential to understand the role of the Programme Manager. As the Leisure Development Programme had expanded since its formation in 2015, the Programme Manager role had become increasingly challenging. The Programme now included Abbey Fields, Castle Farm, and Whitnash, a number of projects based on the Community Stadium and adjacent sites as detailed above, and the Commonwealth Games. It was not effective or efficient for the Programme Manager to be pulled into the detail of these projects; he needed to retain capacity to take an overview of these projects, and manage the strategic challenges of the Programme.

In terms of alternative options, the Executive could choose not to approve the funding for these posts and to recommend that officers should consider alternative solutions to the management of these projects or review the deliverability of these high profile corporate projects. Consideration had been given to alternative ways of managing the projects by reallocation of work within the Programme team. However, there were only three officers in the team, all of whom were stretched with the current work streams, with no spare capacity within the team. The Whitnash Hub and the Community Stadium projects were now both well advanced in terms of initial designs, planning and other approvals secured. The range of projects on land north of Gallows Hill came together to form a major transformation project for the district; any delays on delivery could have significant commercial and operational impacts.

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

Councillor Grainger, the Portfolio Holder for Culture, reminded Members that there were some very big projects coming forward, and as one project was expected to finish, another one would be coming along.

**Resolved that**

- (1) the Project Officer (Community Stadium and Related Projects) (1 x F/T) be approved from 1 August 2019 to 31 December 2022, up to a total cost of £142,100 to be funded from the

initial capital receipts from the enabling works for the community stadium site; and

- (2) the Project Officer (Whitnash / Kenilworth) (1 x F/T) be approved from 1 August 2019 to 31 December 2022, up to a total cost of £142,100 funded from the Service Transformation Reserve, and from the capital funding for the Kenilworth project if the scheme goes ahead with the Service Transformation Reserve duly replenished.

(The Portfolio Holder for this item was Councillor Grainger)  
Forward Plan Reference 1,016

#### 14. **Plastic Free Resolution for Leamington & Warwick and Plastics Policy Update**

The Executive considered a report from Health & Community Protection seeking to pass a 'resolution' to achieve plastic free status for Royal Leamington Spa and Warwick and more widely for the District as a whole, to enable all communities within the District to also achieve plastic free status should this be desired.

The Plastics Policy was adopted in November 2018 and was coupled with a Stage 1 report, outlining the aims of this work area, taking into account what could be accomplished at the time. This was an interim report aiming to provide an update on the progress of the policy commitments and identifying that further work could be achieved.

Since the Plastics Policy was adopted, there had been good progress on the commitments of the policy, as outlined in Appendix 2 to the report. Some of the highlights of this work included reducing a number of single-use plastic items from The Spa Centre, Pump Rooms Café and Town Hall. A Plastics Register was developed listing the single-use plastics that had been avoided, re-used and recycled. Procurement requirements were included in large tender documents, a plastics animation had been developed for local residents to raise awareness of our plastics policy commitments and work with local organisations on the agenda.

The Plastics Policy commitments were to be embedded within the Sustainability Approach when it was next updated and were already included in the Sustainability Officer Group action plan which was reviewed on a regular basis.

The policy commitments remained realistic at this point in time and as they would become embedded, these could be stretched further where the Council considered further Stage 2 actions.

The Council had been providing on-going support to the Plastic Free Leamington & Warwick group, which was a local action group of volunteers working to reduce single-use plastics from local businesses and



schools and also to encourage individuals to reduce single-use plastics. It should be noted that Warwick Town Council had also heavily supported the group.

The Plastic Free group awarded 'plastic free champion' status to organisations and businesses, when at least three pieces of single use plastic had been eliminated. Currently, there were over 25 businesses that had achieved plastic free champion status, including Warwick District Council and Warwickshire County Council. In addition, eight schools had become plastic free champions and a number of residents were being supported to reduce single-use plastic from their homes. Work was still in progress to achieve more plastic free champions, which would result in obtaining the plastic free status for Leamington and Warwick.

The Plastic Free group had encouraged a significant number of businesses to offer the National Re-fill scheme from their premises. Businesses offering Re-fill would provide free tap water to anyone providing their own water bottle or container. There were now 46 businesses offering Re-fill in Leamington alone, with 16 in Warwick and others in the District. The Spa Centre and Pump Rooms Café were operating the re-fill scheme.

The Plastic Free group had been working for over a year towards achieving plastic free status for Leamington and Warwick. The group hoped that Leamington and Warwick could become one of the first 100 towns nationally to achieve this, and there were currently around 530 plastic-free 'communities' in the UK working on achieving the status.

For an area to achieve plastic free status, there were five key objectives that were to be achieved and this would involve working closely with the local Council. There were main objectives of the status which had to be achieved: Local Governance, Resistance Hubs, Plastic Free Allies, Plastic Free Rallies and Set Up a Steering Group. Further details regarding these objectives were included in Section 3.10 of the report.

The Mayor of Kenilworth had expressed an interest in being part of the Plastic Free Leamington and Warwick group and there was the likelihood that other towns and communities would follow suit.

Officers were developing single-use plastic guidance in relation to events to ensure that events on Council-owned land were single-use plastic free.

The report recommended strengthening this requirement to put more pressure on the stall holders at events to avoid single-use plastic and therefore it was recommended for future events to be single-use plastic free where practicable.

Where it was not reasonably practicable for events to be single-use plastic free, the Events Team would work with the individual event organisers to work towards making year on year improvements.

As an alternative option, the Council could choose not to pass the resolution, but the negative impacts associated with this were outlined in the report.

The Overview & Scrutiny Committee welcomed the report and supported the recommendation, and urged that speedy progress should be made to go further. The Overview & Scrutiny Committee also recommended to the Executive that the words "plastic free" were replaced with "single-use plastic free". The Executive were required to vote on this item because it formed a recommendation to them. It was clarified by the Chairman of the Overview & Scrutiny Committee that the recommendation was to replace the words "plastic free" with "single-use plastic free" across the entire report.

When being put to vote, the recommendation from the Overview & Scrutiny Committee to replace the words "plastic free" with "single-use plastic free" was rejected. Instead, an additional recommendation was approved, to read *"authority is delegated to the Head of Health & Community Protection in consultation with the Portfolio Holders for Health & Community Protection and Business & Environment, and Chair of the Overview & Scrutiny Committee to agree on a suitable re-wording."*

This was because the proposal from the Committee would have required significant changes to the report and instead, this additional recommendation would enable a dialogue to take place in order to ensure the aim was achieved.

**Resolved** that

- (1) the recent progress on the commitments of the Plastics Policy as set out in Appendix 2 to the report, be noted;
- (2) Warwick District, as an area, be supported in achieving plastic free status, with further reports brought forward as necessary;
- (3) where events take place on Warwick District Council land, these should be single-use plastic free where reasonability practicable and authority be delegated to the Head of Development Services, in consultation with the Portfolio Holder for Environment & Business to introduce guidance for events on this; and
- (4) authority be delegated to the Head of Health & Community Protection in consultation with the Portfolio Holders for Health & Community Protection and Business & Environment, and Chair of the Overview & Scrutiny Committee to agree on a suitable re-wording.

(The Portfolio Holders for this item were Councillors Falp and Rhead)  
Forward Plan Reference 1,011

#### 15. **WDC Discretionary Housing Payment Policy Review**

The Executive considered a report from Finance seeking approval for the revised policy as the basis upon which Discretionary Housing Payments were administered by WDC's Benefit Section.

Discretionary Housing Payments (DHPs) allowed WDC's Benefit Section financial discretion, independent of the law governing the entitlement calculation of Housing Benefit and the Universal Credit Housing Costs Element, to assist DHP claimants in meeting their housing costs.

DHPs were awarded by the Benefit Section to those in receipt of Housing Benefit (HB) or the Housing Costs Element of Universal Credit (UC) to help meet shortfalls in housing costs. The principal objectives of the award of DHPs were set out in Section 3.1 of the report.

The Discretionary Financial Assistance Regulations 2001 (as amended) regulated the administration of the DHP scheme and they set out the basic requirements that had to be met before an award could be made. Thereafter though they allowed an authority wide discretion on the operation of the scheme, including how to claim, information requirements and the recovery of overpayments.

These regulations, and the Department for Work and Pensions (DWP's) DHP Guidance Manual and Good Practice Guide, were the law and guidance upon which WDC's current DHP Policy was based.

WDC's current DHP Policy had been revisited and revised because of the changes required by Welfare Reform, which had affected both Housing Benefit and Universal Credit, since the original DHP Policy was written in 2012. In doing this, reference had been made to the DWP's DHP Guidance Manual, which itself was revised, as a result of these changes in 2018. The principal changes in respect of Welfare Reform since 2012 were detailed in Section 3.5 in the report.

The Policy revisions were:

- an extended explanation as to what DHPs could assist with, inclusive of under-occupancy, the reduction in the Benefit Cap, the removal of the family premium, and personal allowance two- children limit;
- an extended explanation as to what DHP's could cover, particularly in accounting for the increased range of sanctions that affected customers' benefits;
- to define more precisely when DHPs might be used to assist with Rent Deposits, Removal Costs, and Rent in Advance. Rent in Advance being of particular note because Housing Benefit was payable from when a customer moved into a property. If a DHP for rent in advance was sought, this provided the potential for a DHP to be awarded for the same period Housing Benefit would also be awarded. The policy had

therefore been amended to indicate this potential for duplication and to clarify that such requests would only be allowed in exceptional circumstances; and

- to define more precisely when a DHP might be awarded when a customer was receiving Housing Benefit or Universal Housing Costs on two homes; this principally because the rules for HB and UC regarding this circumstance were slightly different.

Since the introduction of DHPs, this year was the first that the DHP Budget had been reduced. As a result, conditions on awarding a DHP had been added to the policy, and represented the only entirely new addition to the Policy. DHPs were intended to assist claimants with a short term need. The introduction of conditionality helped ensure that the claimant, particularly when reapplying for further DHP assistance, knew what steps to take to improve their situation and so reduce their reliance on DHPs. Such steps should help reduce the claimant's rental liability, help them find alternative accommodation, increase their income or reduce their expenditure. Examples included:

- proactively looking for work, with or without the support of the Local Authority and could incorporate attending work-related coaching;
- registering for housing and actively bidding for suitable properties; potentially looking for mutual exchanges;
- making regular payments to clear/reduce rent arrears;
- acting on debt advice from an appropriate organisation to increase income and reduce outgoings; prioritising debts accordingly; and
- engaging on advice provided by a speciality support services.

Should a claimant fail to show reasonable efforts had been made to meet the conditions, a further DHP award might be refused.

If there was no ongoing DHP policy in place, some of the most vulnerable citizens would have reduced recourse to meet rental liabilities, and thereby be further exposed to the issues outlined. This would then place further burden on WDC and indeed wider support services.

The alternative option would be not to operate a DHP Scheme and utilise the available funds in assisting citizens.

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

**Resolved** that the revised Discretionary Housing Payment Policy, as set out Appendix 1 to the report, be agreed.

(The Portfolio Holder for this item was Councillor Hales)  
Forward Plan Reference 1,019

16. **Service Area Plans for 2019/20 & Fit For the Future Change Programme Update**

The Executive considered a report from the Deputy Chief Executive (AJ) seeking approval of the Council's Service Area Plans for 2019/20; the latest position of the Fit For the Future (FFF) Change Programme; and detailing the savings required / income to be generated to ensure a balanced budget with no impact on services.

The Council had seven Service Areas - Chief Executive's Office; Cultural Services; Development Services; Finance; Health & Community Protection; Housing Services; and Neighbourhood Services - each of which, following consultation with the respective Portfolio Holders, produced an annual Service Area Plan (SAP). The SAP comprised five parts:

- Part 1 - Purpose of the Services Provided;
- Part 2 - Managing Service Delivery;
- Part 3 - Managing and Improving People;
- Part 4 - Budget (Main budgetary pressures and changes); and
- Part 5 - Managing Planned Changes, Major Work-streams and Projects.

The individual plans sought to describe a Service Area's scope of services and projects, and how delivery would be managed through the respective Service Area's resources. In aggregate the SAPs were the programme of work for the Council for the financial year in question.

Members were asked to agree the SAPs at Appendices A-G to the report, noting that performance was reported to Overview & Scrutiny Committee on a rolling basis and to Executive at the end of the municipal year.

Officers were in the process of developing a Council Business Plan with the Plan's strategic direction being steered by the Executive. The Plan was currently at an early stage but would shortly move to draft stage. Once this point had been reached, consultation would take place with Group Leaders and the respective Groups to garner Councillors' views on the document. It was hoped that a consensus could be reached as to the Plan's content.

Members would be aware that a new Portfolio, Environment & Business, had been created. This Portfolio did not have specific Service Area responsibility but would take a cross-cutting view of the Council's functions in respect of environment and business activities. However, it was anticipated that the Business Plan would contain a number of high profile cross-cutting projects which would be the responsibility of this Portfolio. The content of these projects was currently being worked-on.

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

The Money element of the programme was to produce initiatives that would either save money or increase income whilst at the same time not

impacting upon the quality or breadth of services provided by the Council. This strand had delivered significant savings / increased income since 2010 (in the region of £10m) but as the amount of grant from central government had now disappeared, there was an ongoing requirement to produce further initiatives. The Change Programme would now be reviewed in light of the work that was ongoing to produce the Council's Business Plan, however, at Appendix 1 to the report, Members would find an update on the current Change Programme initiatives.

Since last reporting, many of the initiatives had either been completed or business cases approved by Executive with savings / increased income factored into the 2018/19 Budget or MTFs as appropriate. The HQ relocation and Town Hall use amounting to £385k of savings, were still to be delivered and needed to be monitored very closely. It was anticipated that the Business Plan would come forward with further ideas to enable the Council to address its financial challenge.

No alternative options to the recommendations in the report had been considered.

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

**Resolved** that

- (1) the Service Area Plans (SAP) attached as appendices A-G to the report be agreed as the Council's programme of work for the financial year 2019/20, noting that the Plans may be revised following completion of the Council's Business Plan and that the Business Plan will include a series of projects to be overseen by the Portfolio Holder for Environment & Business;
- (2) the latest position of the outstanding initiatives of the previously agreed FFF Change Programme set out at Appendix 1 to the report, be noted;
- (3) the updated savings profile as shown in section 5 of the report, be noted; and
- (4) following completion of the Council's Business Plan, the FFF Change Programme will be updated so as to inform a revised savings profile for consideration.

(The Portfolio Holder for this item was Councillor Day)  
Forward Plan reference 1,026

## 17. **Adoption of the Custom and Self-Build SPD**

The Executive considered a report from Development Services seeking adoption of the final draft of the Custom and Self-Build SPD.

The Warwick District Local Plan 2011 – 2029, adopted in September 2017, contained commitments to bring forward Supplementary Planning Documents on a number of matters, including Custom and Self-Build. The draft version of the Custom and Self-Build SPD was subject to a period of public consultation between 28 January and 11 March 2019.

Under policy H15 of the Local Plan, the council had committed to produce an SPD to assist in the delivery of Custom and Self-Build dwellings.

The government had placed a duty upon Local Authorities to grant suitable development permission in respect of enough serviced plots of land to match demand on their self-build register.

The SPD would explain the approach that the Council would take to considering whether sites were suitable and provide more clarity in understanding the government's statements in support of self-build, the publicity for the register, new regulations and requirements placed upon LPAs.

The SPD went through an appropriate public consultation period, the representations to which were summarised and responded to in Appendix 1 to the report. As a result of the representations, no amendments had been made to the consultation draft, the final draft attached as Appendix 2 to the report.

In terms of alternatives, the Executive could decide not to adopt the Custom and Self-Build SPD, however this would take away the opportunity to emphasise the regulations set out by the Government and could lead to difficulty in managing expectations from the self-build community. It would also be contrary to a commitment within the Local Plan.

An addendum circulated prior to the meeting advised Members of a correction to Appendix 2, Page 3, line 21, to replace "principle" with "principal", and Page 11 d) iv), to replace "foul water" with "water and foul water" in order to bring it in line with the Custom and Self-Build Regulations. These amendments were intended to ensure clarity and accuracy in the final document.

### **Resolved** that

- (1) the statement of community consultation attached as Appendix 1 to the report, be noted;
- (2) the adoption of the SPD attached as Appendix 2 to the report, be approved; and

- (3) the adopted Custom and Self-Build SPD be used in the determination of planning applications.

(The Portfolio Holder for this item was Councillor Cooke)  
Forward Plan reference 1,021

**18. New contract terms for Internal Health and Safety IT system – AssessNet**

The Executive considered a report from Health & Community protection seeking approval for additional funds of £11,240 plus vat per annum in order to secure the licence for the AssessNet software system.

AssessNet provided a recording system with easy access to all staff that helped manage the Council's Health and Safety obligations as an employer.

AssessNet had been used by the Council since 2009 and this had developed into a system now used by all departments, including: Accident & Incident Management, Risk Assessments, Audits, Inspections, Fire Risk Assessments, COSHH, DSE, Portal etc. This was very important as all of the documents were in one place and not held across a number of services.

This system could be accessed from anywhere with Wi-Fi connection, so in the event of a system or building failure, documents could be accessed via a login.

The Portal system was used across all departments to log accidents, near misses and any verbal / physical assaults reports which would then provide a unique incident number.

AssessNet also enabled users to do Display Screen Equipment (DSE) assessments which included on line training and the opportunity user to complete their own specific assessment.

The Council used the Fire Risk Assessment module to complete the PAS79 FRA on all of its corporate buildings so that it was compliant with the Fire Regulations 2005.

With the new system which they were still developing and improving, there were new features which were expected to be time savers, e.g. on auditing it would be possible to complete an audit without Wi-Fi and walk into the office and it would automatically download instead of having to do a paper copy and then transfer it.

The current cost per annum of the current contract was £8,475. This was constructed of £5,480 and the portal system at a cost of £2,995. AssessNet had increased their contract price and were bringing out an enhanced system. This meant there would be additional costs of £11,240 plus vat per annum.



Due to the current accumulative spend level for the original contract exceeding the threshold of £25,000, soft market testing was required to evaluate the market and identify potential suppliers with an aim to procuring a replacement contract. AssessNet (the incumbent supplier) was identified as still being the most competitive and suitable provider. As a result, a decision was made to direct award the contract through a compliant government framework.

The framework allowed for a maximum charge of £7,495 per annum per module. A total of 12 modules were now required, equating to £89,940 per annum. As per the requirements of the framework, a clarification request was issued to provide a revised total based on procuring multiple modules. A revised annual cost of £19,715 was provided. As per the stipulations of the framework, a contract award of two years could be made with an optional extension of 24 months then being available.

In terms of alternatives, an option would be to choose not to utilise a software system and use manual systems, for example spreadsheets, but this would take extra time and without regular prompts, it would inevitably create some gaps and risks would increase.

The Council could find another supplier, but all functions would no longer be in one place and costs would increase, including additional training. Transferring the already existing documents onto a new system would also take a great deal of time.

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

The Portfolio Holder for Health & Community Protection, Councillor Falp, emphasised that the Council was receiving a very good deal and thanked officers for all their hard work in securing this offer.

**Resolved** that additional funds of £11,240 plus vat per annum be approved in order to secure the licence for the AssessNet software system, funded from the Contingency Budget for 2019/20 and included in the Medium Term Financial Strategy for future years.

(The Portfolio Holder for this item was Councillor Falp)  
Forward Plan reference 1,029

## 19. **Final Accounts 2018/19**

The Executive considered a report from Finance providing a summary on the draft 2018/19 out-turn with the Appendices, with the draft Statement of Accounts (available on the Council's website) providing a detailed analysis.

The 2018/19 Accounts had been closed, and the draft Statement of Accounts was being audited by external Audit following publication on the Council's website for a period of public review. Subject to the outcome of the Audit, it was intended that Finance and Audit Scrutiny Committee would formally approve the Audited Statement of Accounts on the 30 July 2019.

Members were asked to note the financial position for 2018/19 as detailed in the report, and the decisions made under delegated authority.

The final out-turn positions upon closure of the Accounts were as follows:

	<b>Latest Budget £'000's</b>	<b>Actual £'000's</b>	<b>Variation £'000's</b>
General Fund	8,642	8,320	-322
HRA	-3,882	-3,998	-116
Capital Programme	29,045	26,464	-2,581

The outturn for the General Fund Revenue Services for 2018/19 presented a favourable variation of £321,500. Should there be any change to the variation as a result of the ongoing External Audit, members would be updated accordingly.

All of the significant variations were presented in the table below.

<b>Description</b>	<b>£</b>	<b>Favourable / Adverse</b>
Staffing underspends	-255,900	F
Christmas events management and illuminations	45,000	A
Spa Centre and Pump Rooms net increased activity	-72,900	F
Repairs and Maintenance Responsive Repairs	166,700	A
Benefits	-293,700	F
Kenilworth Public Service Centre Increased Rental Income	-30,100	F
Local land charges search income	26,700	A
General Fund Utilities (Electricity, Gas and Water)	-3,100	F
Housing Advice and Allocations	232,000	A
Investment interest income	-271,000	F
Planning Fee income down on the Revised (increased) Budget	202,000	A
Revenue income increased court fees received	-60,000	F

Burial Rights	90,400	A
Legal Fees	50,500	A
Audit Fees	47,000	A
Printing / Stationery	40,000	A

analysis by Portfolio was shown at Appendix Ai to the report. Appendix Aii to the report provided a detailed breakdown of service variations, with the most significant identified in the table above being discussed in paragraphs 3.2.8 – 3.2.13 in the report. Due to the length of this appendix, it was only made available electronically. IAS19 adjustments and capital charging had been excluded from this analysis as these were reversed out.

Net Business Rates Retained Income to the General Fund was £121,900 below the revised Budget. This reflected adjustments in respect of increased business rates collected for the year, which had increased the levy due to be paid by the Council to the Government by £660k. This had been partly compensated by the increased income the Council received from being a member of the Coventry and Warwickshire Pool. Under the accounting arrangements for Business Rates Retention, the Council's share of any increased business rates for 2018/19 would be reflected in future years' retained business rate income. The £121,900 had reduced the contribution the Council had made to the Business Rate Volatility Reserve, so presenting a neutral position on the General Fund for 2018/19.

Investment Interest was higher than that budgeted. Delays in various programmed expenditure as discussed within the report, meant that there had been more balances to invest which had led to this favourable variation, rather than it being due to higher interest rates. The Annual Treasury Management Report was due to be presented to Finance and Audit Committee on 9 July, which provided more details on the 2018/19 performance. The table below showed that budgeted and that received broken down into the two Funds.

	<b>Revised Budget £'000's</b>	<b>Actual £'000's</b>	<b>Variation £'000's</b>
HRA	-213	-335	-122
General Fund	-331	-602	-271
<b>Total Interest</b>	<b>-544</b>	<b>-937</b>	<b>-393</b>

Vacancies across a number of teams had resulted in salaries being underspent by £255,900 in 2018/19. Key drivers of the underspend included vacancies within Development Services for building control and a conservation officer, Strategic Leadership during recruitment for the Asset Manager post, and within the Asset Management team following a restructure implemented in November.

General Fund utilities budgets were underspent overall by £3,100, with underspends on electricity totalling £43,200 offsetting overspends on gas and water supplies of £25,200 and £14,900 respectively. The most significant variations were shown in Section 3.2.7 of the report.

Having a reasonably mild winter would have led to a drop in consumption. Officers would work with the Compliance Team to determine the most appropriate usage that budgets should be based upon, with the 2019/20 budgets being adjusted to reflect this.

Delivering the Christmas lights events across the District and the Victorian evening in Warwick incurred an additional £24,600 in expenditure above budget. In addition, there was an adverse variation of £21,100 on the cost of the Illuminations in Kenilworth and Leamington £21,100. The contract for providing the illuminations was currently out to tender, with the budget to be reviewed alongside the award of the subsequent contract.

There had been an increased number of Events throughout the Arts facilities during 2018/19, in particular the Royal Spa Centre and the Royal Pump Rooms. Income from non-WDC admissions, including room bookings, concessions and events had increased by £206,700. Much of this was offset by the additional costs directly relating to the hosting of these events, including staffing. The sites had generated a net favourable position of £72,900, the majority of which could be attributable to the Pump Rooms. Income from other activities at the Spa Centre, such as the cinema and main shows, had been in line with budget.

Planning Fee Income budgets were increased twice during the year, the second as part of the Revised Budget Setting Process. This increase of £200,000 proved to be too optimistic and did not materialise. Income received in 2018/19 was still £257,800 more than was forecast in the original budget. The position was being re-assessed for the current and future years' budgets.

Housing benefits presented a favourable net variance of £293,700, driven by an increase in the subsidy on benefit overpayments. The bad debt provision for Benefits had been reduced by £16,800 due to a lower level of debtors, and was £67,800 lower than budget.

As previously reported, there was an increase in external audit fees paid during 2018/19 which had resulted in an adverse variation of £47,000, following delays in the completion and sign off of the 2017/18 Statements of Accounts. External audit was required to carry out additional work and visits to WDC following their scheduled agreed programme in June and July 2018, with further visits required in September and November alongside ongoing work off-site.

During 2018/19 there had been a net £50,500 adverse variance in the cost of legal services, with favourable variance of £11,700 in legal fees, offset by an adverse variation of £62,200 in disbursements.

An additional recurrent budget of £100,000 for Bed and Breakfast costs was built into the 2018/19 budget. This would be compensated for in part by additional benefits reimbursement from Government and an additional £100,000 in rebates was also built in. The Council now had a refurbished property in Willes Road, and also as of September had use of William Wallsgrove House to provide accommodation to those who would have previously been placed into Private Sector Bed and Breakfast. Now in use, it presented a corresponding adverse variance of £23,200.

While the use of the Council's own properties had reduced the amount of expenditure spent on Bed and Breakfast accommodation, it had increased costs relating to rents, council tax and Repairs and Maintenance on these properties, with an adverse variance of £208,400.

Officers would re-assess the use of temporary accommodation in 2019/20 and adjust the budgets accordingly to reflect the changes in how the service was provided.

Demand to purchase plots for future use had reduced due to the Leamington graveyard now being close of capacity, following increased demand in previous years as plots were reserved while they were still available, resulting in an adverse variation of £90,400. Going forward, there would be a review of the fees for Exclusive Rights for non-residents in order to prolong availability for the Council's own residents at Kenilworth cemetery. The effect of this should be to delay the need for a capital project to build a new Cemetery.

The Revised Budget for the HRA allocated £3.882m to be appropriated to the HRA Capital Investment Reserve. The actual outturn for 2018/19 resulted in £3.998m being transferred, a variance of £116k. This was summarised in Appendix Bi to the report, which provides a detailed analysis of the variations and their drivers.

Vacancies across a number of teams had resulted in employee costs being underspent by £329,200 in 2018/19. Key drivers of the underspend include vacancies across the housing services teams, and the recharge from the Asset Management Team being below budget as mentioned above. There had been significant vacancies within the Council's supported housing provision at William Wallsgrove House, following opening of the hostel in September, totally £89,900.

Repairs and maintenance had resulted in an adverse variation of £620,000. Following on from the outcome of the stock condition survey, and ongoing works as part of the fire safety in high rise properties projects, major repairs expenditure was £113,000 above budget. Responsive and void repairs had resulted in an adverse variation of £506,000. There had been an increased drive this year to make best use of the time that a property was void to ensure that when it was re-let, it was to the minimum agreed standard. Across the repairs, maintenance and improvement programmes, both revenue and capital through the Housing Investment Programme, there had been increased delivery of

works to ensure that none of the Council's housing stock could be categorised as having poor or very poor components by March 2020.

There had been a significant amount of change in the Assets Team during the year, including a redesign taking place in November. Monitoring and budget processes had been reviewed in conjunction with control processes supported and agreed by the asset manager, to ensure up to date information was shared between key service stakeholders. This would enable greater financial control, and prevent works being agreed with contractors without the necessary budget and authorisation.

Members were reminded that the depreciation charged on HRA properties, in particular housing stock, was roughly in line with forecast expectations for the year. The increased depreciation, up £105,000 from 2017/18, was charged as an expense to the HRA as per statutory guidelines, being transferred to the Major Repairs Reserve (MRR). The MRR was ring-fenced to be used to fund capital improvements through the Housing Investment Programme, or could be used to repay debt.

There was a favourable variation on the Bad Debt Provision of £174,900. Continued delays to the full implementation of Universal Credit, which had been factored into this Budget, and improved collection rates had reduced the level of Debt outstanding at 31 March 2019 against the forecasted arrears. Similarly, there was a favourable variation on the HRA's Court Costs, £45,500, offset in part by reduced income from charges (£17,400).

HRA PV Panel income was favourable compared to that budgeted by some £9,500, driven by a summer that supported high levels of generation to maximise the Feed-In-Tariff rates received.

The HRA utilities budgets were overspent by £78,400, with overspends on electricity totalling £35,100, gas £28,000 and water supplies £15,300 respectively. Electricity cost increases were driven in part by a change in supplier part way through the year, with the latest contract reflecting increased supply rates in the sector. Any costs related to individual properties within one of our sheltered and the five very sheltered properties provided as part of communal supply were recovered through recharges to the tenants.

Officers would be monitoring these budgets in 2019/20, and reviewing the budgets where necessary to ensure appropriate resource allocation going forward.

Capital Expenditure showed a favourable variance against the latest budget of £2.581m. This was comprised of the Housing Investment Programme and Other Services. The table below summarises Budget and Expenditure by Fund, with further details within appendices D and E.

	<b>Latest 2018/19 £'000</b>	<b>Actual 2018/19 £'000</b>	<b>Variance 2018/19 £'000</b>
Housing Investment Programme	10,598	11,086	488

Other Services	18,447	15,378	(3,069)
<b>Total Capital</b>	<b>29,045</b>	<b>26,464</b>	<b>(2,581)</b>

The main reasons for these variations were:

Slippage due to delays in delivering agreed programmed works and projects commencing late. Budget to be carried forward to 2019/20 for these specific planned works total £1.375m on the Housing Investment Programme, and £2.605m for Other Services. Whilst this showed as a variation in the table above and in the appendices, it was not an underspend or saving.

The increased cost of delivering Housing Investment Programme improvements identified alongside the ongoing works for fire safety in high rise properties had resulted in an adverse spend of £237,600 above the agreed original budgeted programme, which included £2.590m for specific fire safety works (£770,400 of this programme had been slipped to 2019/20). The main drivers of this included the complete rewiring of a number of the Council's blocks for electricity, and also for digital utilities for TV and broadband services. Doors were replaced to offer further fire prevention above the minimum safety standard. Where these were brought forward in the programme, future budget requirements would be reduced and factored into the programme based on their new attribute expected life.

A number of major construction and acquisition opportunities for the delivery of council housing had arisen during the year, resulting in an adverse variance of £1,509,000. A number of ex-council houses originally sold through Right to Buy being repurchased using delegated authority. While it had been budgeted that only one would be purchased when the budget was set, an additional five were purchased during the year. The conversion of Beauchamp House following its purchase in April, and the conversion costs of 173 Rugby Road and William Wallsgrove House had also been above original forecasts. The conversion projects had been as a result of the work required to bring the units up to an appropriate standard being under estimated at the outset of the projects, with some high value works only being identified once contractors were on site.

The maintenance of play areas on land with HRA ownership was transferred from Open Spaces, and had resulted in an unbudgeted cost to the HRA of £160,000. This would be factored into the programme from 2019/20.

Appendix D to the report showed an analysis of the Capital Programme, with Appendix E to the report providing a more comprehensive breakdown of the variations and their drivers, and the level of budget to either be returned to reserves or slipped to 2019/20.

In November 2016 (Budget Review Report), Members approved that any surplus or deficit on the General Fund balance was to be appropriated to

or from the General Fund Balance. Under this agreed delegation, £321.5k had been allocated.

Similarly, it was agreed for the Housing Revenue Account, that the balance be automatically appropriated to / from the HRA Capital Investment Reserve. £116.1k had been transferred in 2018/19.

It was also agreed that the Head of Finance, in consultation with the Finance Portfolio Holder, would amend these arrangements for appropriating the surpluses or deficits as necessary and would agree any further items of revenue and capital slippage.

As part of the Final Accounts process, requests had been approved under delegated authority by the Head of Finance for Revenue Ear Marked Reserves. These were for previously agreed projects where it had not been possible to complete as budgeted within 2018/19, and would therefore need to carry forward budget to 2019/20.

These totalled £1,325,000 for the General Fund and £281,400 for the HRA, and were outlined in detail in Appendix C to the report. Requests were considered against budget outturn within the specific projects and services, with requests approved only where there was sufficient budget available.

Members noted this was a considerable sum, the most significant projects being the ongoing works on Linen Street, Covent Garden car park, golf course maintenance and the housing external decorations programme.

It was recommended that the Executive noted the position on Revenue slippage. As in previous years, expenditure against these Budgets would be regularly monitored and reported to the Executive as part of the Budget Review Process.

When thinking of alternatives, the report was a statement of fact. However, how the outcomes might be treated could be dealt with in a variety of ways, mainly the alternatives were to not allow any, or only allow some of the earmarked reserve requests to be approved.

Another alternative was to allow the General Fund balance to vary from the core level of £1.5m level, along with how the 2018/19 surplus was allocated. Any changes to the allocations would be implemented during 2019/20.

An addendum circulated prior to the meeting advised Members of a correction to table included in Section 3.2.2, Page 3 of the report, to remove “000’s” from the header of the second column, which is reflected above. The addendum also showed the significant variations of the outturn for the 2018/19 General Fund Revenue Services as a percentage.

The Finance & Audit Scrutiny Committee received the above-mentioned addendum to the report that updated the table detailing the significant



variations within the general fund so it included the percentage or variation.

The Finance & Audit Committee noted the report.

In the absence of Councillor Hales, the Portfolio Holder for Finance, the report, appendices and addendum were proposed by the Leader of the Council, Councillor Day, as laid out.

**Resolved** that

- (1) the final revenue outturn positions of the General Fund (GF) and the Housing Revenue Account (HRA), being £321.5k and £116.1k favourable respectively, be noted;
- (2) the Capital Programme showing a favourable variation of £2.581m, noting the level of slippage carried forward to 2019/20 as set out in Appendix E to the report, be noted;
- (3) the allocations of the revenue surpluses which have been appropriated to the General Fund Balance Reserve and HRA Capital Investment Reserve under delegated authority, be noted;
- (4) the final position for Revenue Slippage be noted; and
- (5) the Earmarked Reserve (EMR) requests of £1.325m General Fund and £281.4k HRA attached as Appendix C to the report, be approved, with the requests having been approved under delegated authority by the Head of Finance in conjunction with the Finance Portfolio Holder.

(The Portfolio Holder for this item was Councillor Hales)

**20. Recording & Broadcasting of Council meetings**

The Executive considered a report from Culture seeking approval for the purchase and associated financing for a new Audio Visual (AV) system within the Council Chamber at Town Hall, Royal Leamington Spa.

The Town Hall was managed by the Council's Arts Section and was primarily used by the Council for its public meetings. The Council Chamber was also used for other WDC functions such as planning inquiries which used the AV system to record meetings. The Council Chamber and Assembly Hall were also hired by Royal Leamington Spa Town Council for annual council meetings and mayor making. When rooms at the Town Hall were not in use by the Council's, they were hired for a range of events.

The current AV system had been in use in the Town Hall Council Chamber for over 12 years. When originally installed, the system comprised of three operational cameras (two of which could move their focus and track to pre-programmed points in the room and one fixed view camera). The two tracking cameras were based on a pre-set digital ground plan of the Council Chamber and mapped to specific locations in the room where microphones were placed. This had limited value because it required fixed locations and should the microphone be moved or the room set up changed, the camera did not track to the new position. In addition, these two cameras ceased to be operational over five years ago as the technology to support the modes became obsolete and they subsequently failed.

The ability of the AV system in the Council Chamber to record meetings was now limited to a single fixed point camera mounted by the data projector under the public gallery which, while it had a wide angle lens, did not capture the whole of the room. The recording quality of the camera was not sufficient to operate in low level lighting conditions (for example during presentations to Planning Committee). The audio functionality of the system was restricted because the microphone base stations used a wireless bandwidth that was very narrow and therefore was susceptible to interference from other Wi-Fi networks within the vicinity of the Town Hall and Town Centre. Despite its age, the system remained useable in its current form due to the current support contract that was in place.

The majority of common issues experienced with the AV system could be attributed to the inconsistent volume of those addressing the meeting or users not speaking directly into the microphone so their voice could not be picked up and amplified. This latter problem might not be fully resolved by introducing a new system and would require a greater understanding of microphone technique by those addressing meetings.

Video recordings that were taken of the Council meetings in the Council Chamber were recorded onto a hard drive from which DVDs were created. These were then held on a master file with Democratic Services for 12 months before being securely destroyed.

The current AV system could be used to transmit a video and audio feed through to the Assembly Hall. This had been used on several occasions when demand to attend Council meetings had been greater than the capacity of the public gallery (a maximum of 35 people). However, upon assessment from two of the industry's leading suppliers, the current system could not be used / adapted to securely broadcast meetings to the internet.

At present, the Council did not have any recording / broadcasting facilities within rooms 21, 18 or 11. In order to enable this, either a purpose-built system would need to be installed or a small, or table-top recording device would have to be used. Democratic Services officers had experimented with the latter option but it would not be of a sufficient

standard to broadcast to the public. It was also considered that due to the significantly poor quality of these solutions, they would not be appropriate for use by the Council unless in an emergency situation i.e. for an urgent licensing panel when the Council Chamber was unavailable. The addition of more advanced recording / broadcasting facilities in these rooms had not been considered at this stage on the advice of external suppliers, as the associated costs would be prohibitive.

With regard to the Assembly Hall, only the microphone base stations could be transferred from the Council Chamber. There was no method of recording either the audio or visuals of meetings that took place in the Assembly Hall.

Before purchasing its own AV solution, Warwickshire County Council had experimented by broadcasting their meetings live to the internet via 'Periscope' (a third party social media video streaming platform). It was understood that these recordings were undertaken using a tablet computer. This option was considered by Officers. However, during discussions with WCC and after inspecting their Twitter account, it became clear that they had received multiple complaints from the public regarding the quality of the video. It was not always possible to see the relevant Councillor speaking, and it was therefore unclear as to who was speaking. The audio quality was of an extremely poor standard. An example recording of a WCC scrutiny committee made using this technology was available to view online and the link was circulated with the agenda. In addition to this, at least one dedicated member of staff was required to undertake the recording for the duration of the meeting.

The WDC Media team had considered the potential benefits and disadvantages of utilising this technology. It was concluded that while this method would provide some assurance to the community regarding openness of Council meetings, the quality of the broadcast would not enhance this or the Council's overall reputation for delivering high quality information.

WDC officers had also considered the ability to broadcast or upload its current recordings via online video sharing sites, such as YouTube. However, due to the recording format currently used, this option was also found not to be possible.

As part of the response to a Notice of the Motion in June 2018, Officers held informal talks with two suppliers about the potential to broadcast meetings from the Council Chamber at the Town Hall. Both suppliers advised that there would be a need to update the current system and that there was an additional cost for the broadcast or hosting of the meetings online. In both instances, the costs for the period up to January 2021 were over £70,000. The suppliers and exact cost had not been named in the report because this information was considered to be commercially sensitive.

Indicative discussions were also held with suppliers about either upgrading the current system and then transferring this to the new HQ, or

installing a new system and transferring this to the new HQ. Both suppliers advised against this because the system should be designed for the room(s) it would be used in and by the time the Council technology would have progressed, which could lead to complications in embedding within any wider technology provision within the new HQ. The tendered contract for the new offices included budget provision for a new AV system so at the point of any future relocation of Council functions, the new Town Hall system would become redundant, unless elements of it could be redeployed to other Council buildings. However, given that any relocation of the Town Hall functions was unlikely to be required before 2021 at the earliest, it was appropriate to make the relatively modest investment in the new system, even if were to become redundant in the future.

No discussions had taken place with the regard to installing recording and broadcasting of meetings from within the Assembly Hall, Room 21, Room 18 or Room 11 at the Town Hall because this would require a new AV system to be installed, as well as cameras (either permanently or temporary/transferrable between rooms), for which there would be further cost.

Officers had investigated what neighbouring authorities (Coventry City Council, Warwickshire County Council, Solihull Metropolitan Borough Council as well as the other District/Boroughs within Warwickshire) did in terms of broadcasting meetings.

All of these authorities, apart from Rugby and North Warwickshire Borough Council, broadcasted some or all meetings online. In summary, the viewing figures from the authorities that officers were provided with were variable. Stratford District Council had circa 30 to 90 views per meeting; Solihull, between December 2015 and August 2016 had had between 25 and 250, depending on the subject matter (but average circa 100 views); Coventry City Council were only able to broadcast meetings of Council held in the Council Chamber and normally had around 20 views per meeting but had one meeting with 94 views. WCC were unable to confirm numbers as they were hosted via Periscope on Twitter and the new system, and at the time of writing, had not been in use for a full cycle of meetings to provide a comparison.

The volume of requests for WDC meetings to be broadcast or recordings from local residents had not been significant. While no direct records were kept, only a limited number of enquiries had been received, via Twitter, asking if meetings were available to watch online. The Council had provided 59 copies of recordings of 37 meetings out of a potential 137 meetings that were recorded since May 2015. Nearly all of the recordings that had been provided were of Planning Committee.

Members were also reminded the decision from the former Minister for Communities and Local Government, Eric Pickles, which encouraged members of the public to comment live from Council meetings and clarified the law that the public and press were entitled to record, broadcast, take photos, take notes or comment on social media live from

public meetings, so long as it did not interfere with the meeting. The guidance also made it mandatory to make facilities available to enable this to happen. In essence, this was to ensure a reasonable number of chairs were provided, as well as a table for leaning on to make notes where practicable. Officers were aware of occasions where this had occurred in Council meetings and this did pose a small risk because individuals could, as they were entitled to, edit and broadcast parts of meeting they wished to, for which the Council could not provide contrary evidence. While this risk was minimal, it was increasing with the popularity of social media.

Members were made aware that the current support contract for the system would expire in September this year, and therefore an exemption to the procurement process was requested to provide cover for the current system until a new one was installed.

The recommendation to carry out an options appraisal was in line with the requirement to subject all vehicle, plant and equipment purchase to an options appraisal to determine the most cost effective method of finance.

In terms of alternatives, the Council could decide not to invest in a new AV system for the Council Chamber now, but this could lead to further public embarrassment and bad publicity.

The Council could consider moving some of its public meetings away from the Town Hall to other locations which could provide broadcasting/recording facilities as standard. However, there would be additional costs to consider which were not currently budgeted.

For rooms 21, 11 and 18 the Council could utilise a small recording device, however, this had been tested in some Licensing & Regulatory Panels when the Council Chamber had not been available and had provided mixed results and were not of sufficient quality to broadcast.

During the process of producing this report, Stratford District Council had moved to using their current equipment to broadcast live via Youtube. At this stage this process had been discounted by officers because the WDC equipment would need to be upgraded to enable this and officers had not been able verify the costs of this approach.

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

**Resolved** that

- (1) purchase of a replacement AV system costing approximately £80,000 for the Council Chamber at the Town Hall, be approved and that this be included in the 2019/20 General Fund Capital Programme;
- (2) an options appraisal be undertaken in association with Link Asset Services, Treasury

Advisors for the Council, in order to determine the most cost effective method of financing the purchase;

- (3) as a result of the options appraisal, should purchase prove to be the most cost effective financing method, then the cost be met from the Equipment Renewals Reserve;
- (4) the potential need for additional annual budgetary provision within the Medium Term Financial Strategy from 2020/21 above the current of £2,400 for the maintenance and support for the new AV system, be noted;
- (5) as part of this project, the new AV system should include the ability to broadcast meetings live, on line, from the Council Chamber; and
- (6) an exemption to the Code of Procurement Practice be approved, to extend the maintenance contract for the current system by six months, to the end of March 2020, to enable the new system to be procured and installed.

(The Portfolio Holders for this item were Councillors Day and Grainger)

## 21. **Significant Business Risk Register**

The Executive considered a report from Finance setting out the latest version of the Council's Significant Business Risk Register for review by the Executive. It had been drafted following a review by the Council's Senior Management Team and the Leader of the Council.

The report sought to assist Members fulfil their role in overseeing the organisation's risk management framework. In its management paper, "Worth the risk: improving risk management in local government", the Audit Commission set out clearly the responsibilities of Members and officers with regard to risk management.

The Significant Business Risk Register (SBRR) recorded all significant risks to the Council's operations, key priorities, and major projects. Individual services also had their own service risk registers.

The SBRR was 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. The latest version of the SBRR was set out as Appendix 1 to the report.

A summary of all the risks and their position on the risk matrix, as currently assessed, was set out as Appendix 2 to the report.

The scoring criteria for the risk register were judgemental and were based on an assessment of the likelihood of something occurring, and the impact that might have. Appendix 3 to the report set out the guidelines that were applied to assessing risk.

As part of the process of assessing the significant business risks for the Council, some issues had been identified which at this stage, did not necessarily represent a significant risk, or even a risk at all, but as more detail emerged, might become one. These had been mentioned in previous reports but as their status had not changed, they were included again for completeness.

Brexit – already recognised as a potential trigger to some of the Council’s existing risks, this issue would be kept under review so that as details emerged of exactly what Brexit might mean, generally for local government and specifically for this Council, the implications for the Council’s risk environment could be considered further; and

Funding – the Government had started consultations around changes to the Business Rate Retention scheme by Local Government and the Fair Funding Review, with both these changes due to be effective from 2020/21. Depending on how these proposals would develop, there might be a substantial impact upon the Council’s finances.

The Finance & Audit Scrutiny Committee noted the report.

**Resolved** that

- (1) the Significant Business Risk Register attached at Appendix 1 to the report, be noted;
- (2) the emerging risks identified in section 10 of the report, be noted.

(The Portfolio Holder was Councillor Hales)

**22. Update on Action Plan following Review of Closure of Accounts**

The Executive considered a report from the Deputy Chief Executive (AJ) setting out the progress on the action plan that was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

Appendix 1 to the report set out the monthly progress report on the action plan agreed following the Review of the Closure of the 2017/18 Accounts. Progress was to be noted and the Executive and the Finance and Audit Scrutiny Committee were asked to make any comments.

The Finance & Audit Scrutiny Committee received a briefing from the Council auditors (Grant Thornton) regarding an emerging issue for the potential increase in pension liability for the Council, as the result of a

national case regarding public sector pensions. There was to be a formal conversation with officers on the potential need for the 2018/19 Accounts to be amended to reflect this before they were formally signed off by the Committee and Audit at the end of July.

The Committee took the opportunity to thank officers and Grant Thornton for their work completing the accounts on time.

**Resolved** that the report and Appendix 1 to the report be noted.

(The Portfolio Holder for this item was Councillor Hales)  
Forward Plan reference 1,027

### 23. **Commonwealth Games 2022 (CG 2022) – CWLEP funding bid**

The Executive considered a report from regarding the Commonwealth Games 2022 (CG 2022) – CWLEP funding bid.

In December 2017, the Commonwealth Games Federation confirmed that Birmingham would be the host for the 2022 Commonwealth Games with the Lawn Bowls and Para Bowls competitions being held at Royal Leamington Spa's Victoria Park.

Following the establishment of a Project Board and an initial Project Initiation Document (PID), a dedicated Warwick District Commonwealth Games Manager was appointed for a period of four years. The Project Manager was now leading on the ongoing development of the project with support from colleagues across the Council who jointly formed the Project Team.

In March 2019, the Executive agreed a number of recommendations in relation to the development of this project. The latest report sought further permissions from the Executive, in particular, those related to a significant funding bid that had been submitted to Coventry and Warwickshire Local Economic Partnership (CWLEP).

It was anticipated that the results of the CWLEP application would be known in mid-July, and officers would update Members as soon as possible. The future funding and scope of this project was dependant on whether the CWLEP bid was successful or not; the report identified the funding which the Council had already allocated for specific projects but also sought approval for additional funds for essential works related to the Birmingham 2022 Commonwealth Games (the CG 2022 Games).

All of the recommendations in the report related to the need for additional funding to enable the Council to deliver on a range of projects directly relevant to the successful delivery of the bowls and para-bowls events in the 2022 Games. It should also be noted that the improvements would also have a strong legacy for the district after the 2022 Games and hence would benefit residents of the district and visitors to the district for years to come.



The CWLEP had ring fenced a sum of £3.3m for projects that would make a contribution towards the CG 2022 Games. It had made a closed call for proposals and invited WDC and WCC to bid. At the time of writing, a draft application had been submitted and it was anticipated that the LEP Board would make a decision in mid-July. Likewise, WCC were submitting a bid. The two bids were complimentary and were both based on Leamington.

Appendix 1 to the report in the private & confidential section of the agenda contained the submitted bid. It was required to be confidential at this stage as it was still a draft bid and some elements had information from a third party involved. However, paragraph 3.2 in the report detailed the particular elements.

In support of the LEP Bid, the Council would need to be aware of the existing financial resources already planned and available and of the additional resources requested in the scenario of the bid being successful and if it was not. In either scenario, £50,000 was sought to support a bid by Sustrans. If the Bid was successful, an additional £280,000 was sought. In all scenarios, the proposals for additional resources were to be funded from the Community Projects Reserve.

Lawn Bowls was an important sport for Warwick District with Victoria Park Bowling Greens recognised as the "Home of English Bowls". Whilst the current facilities were appropriate for hosting local and national competitions, they required further improvement to host the Commonwealth Games. The proposed improvements, which were essential whether the CWLEP bid was successful or not, also presented an opportunity to future proof the venue for the benefit of local clubs and Bowls England, and ensure that the venue would be in a position to host other international and national events in the future should the opportunity arise.

Private and confidential Appendix 1 to the report outlined, in Section B2, the reasons for the works to the greens and the wider bowling venue. With professional advice from the Sports Turf Research Institute (STRI) and World Bowls, a specification and programme of works had been agreed that would deliver the greens to the required standard by 2022. A procurement exercise was now underway to identify a contractor to carry out these works, starting in autumn 2019.

It was essential that works start in autumn 2019 in order that the works to the greens could be organised in such a way that allowed the local clubs, Warwickshire County Bowls Association and Bowls England to continue to use the venue with minimum disruption. It would not be possible to avoid disruption completely, and officers were working with these organisations to plan ahead to keep this to a minimum.

The Commonwealth Games project gave the Council another opportunity to introduce electric bus services into Leamington Spa. This would play a major contribution in tackling the poor air quality issues in south Leamington that were increasing due to traffic congestion and vehicle emissions. The Council proposed to revive its previous bid to the

Department for Transport / OLEV which would introduce an electric bus service along with the installation of 'opportunity' charging infrastructure which would enable the introduction of e-buses into the fleet of contracted bus operators e.g. Stagecoach.

The Council had been working with Sustrans on a proposal to further improve the Lias line by using circa £2m Department of Transport (DfT) funds to improve cycle access around HS2 – which was the use of the old railway line connecting Leamington to Rugby and Southam which linked with the existing National Route 41 that ran through the town centre leading to the railway station and beyond further west. The emerging proposal would also help improve the route through the towns of Leamington and Warwick using the existing and proposed open spaces along the river corridor, of which the proposed Commonwealth Park would be a significant step forward. However, it would also enable improved pedestrian and cycle access to the Games venue and to the railway station. Some match funding was required and it was proposed that the Council should contribute £50,000 irrespective of whether the CWLEP bid was successful or not. WCC, Rugby and Stratford Councils were also involved and were contributing to the overall scheme. The end result would be a complete off road cycleway from Rugby to Warwick via Leamington with a route also to Southam.

The 2022 Games were being tagged by the Birmingham Organising Committee as 'the Public Transport Games' and it had estimated that 75% of visitors were expected to arrive at the bowling events by rail. The Warwickshire County Council (WCC) CWLEP bid included a number of improvements to the railway station forecourt, the underpass providing a link to Sayer Court / Avenue Road, and wayfinding from the railway station to the bowls venue. The route from the railway station to the venue was often referred to as the "last mile" and created the first impression of the town for visitors to the event.

The WCC bid would also include the establishment of a bike hire docking station network, with one located at the station forecourt and others at Victoria Park and the town centre.

Victoria Park was only one kilometre from the town centre, with road and park routes for pedestrians leading to hotels, guesthouses and restaurants. However, current signage was poor and required a combination of permanent signage supplemented by temporary wayfinding for "Games time". The Council had made a match funding commitment of £32,000 to WCC to improve wayfinding to and from the station. It was anticipated that this would include conventional physical signage and "digital / virtual signage".

A number of the actions within the CWLEP bid would require statutory consents and other permissions in order to be implemented. Officers would work closely with the relevant portfolio holders and colleagues to secure these consents as required.

The Project Team was aware that appropriate and timely communication with stakeholders in the coming three years should be a priority in order that all those with an interest were kept informed of progress and have an opportunity, where appropriate, to input into the details of the works.

In terms of alternative options, the Council could choose to not proceed with the LEP Bid but this would be counter to the previous decision made to seek funding and so it had been discounted as an option.

The proposal could be varied in a number of particular ways. However, the Bid prepared had sought to maximise the investment in the venue and the surrounding area to fulfil the overall objectives of the Commonwealth Games project.

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

The Overview & Scrutiny Committee welcomed the report and supported the recommendations.

**Resolved** that

- (1) the bid made to CWLEP as detailed in the Private and Confidential Appendix 1, be noted and supported;
- (2) the use of the existing monies referred to in Private and Confidential Appendix 2 to the report as the Council match-funding to the CWLEP bid, be approved;
- (3) an allocation of £50,000 from the Community Projects Reserve in 2019/20 and 2020/21 as a contribution to the Sustrans Route 41/Lias Line cycleway upgrade, be approved;
- (4) should the CWLEP bid be successful, an allocation from the Community Projects Reserve of £280,000 over 2019/2020 and 2020/2021 to fund the installation of charging infrastructure for the electric bus scheme, be approved;
- (5) should the CWLEP bid be unsuccessful or undetermined, the recommendation in the private and confidential Appendix 5 to the report be approved;
- (6) should the CWLEP bid be successful, authority be given to the Chief Executive, Head of Cultural Services and Head of Neighbourhood

Services, in consultation with the Portfolio Holders for Culture and for Neighbourhood Services, to seek the necessary statutory and other consents necessary to implement the proposals in the CWLEP projects; and

- (7) the key stakeholders be kept informed and involved in the implementation of the project on a regular basis.

(The Portfolio Holder for this item was Councillor Grainger)  
Forward Plan Reference 803

**24. Public and Press**

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

Minute Nos.	Para Nos.	Reason
25, 26, 27, 28	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The items below were considered in confidential session and the full details of these were included in the confidential minutes of this meeting.

**25. Confidential Appendices to Agenda Item 5, Minute Number 24**

The Executive considered the confidential appendices to Agenda Item 5 - Commonwealth Games 2022 (CG 2022) – CWLEP funding bid.

The appendices were approved.

(The Portfolio Holder for this item was Councillor Grainger)  
Forward Plan Reference 803

**Part 1**

(Items upon which a decision by the Council was required)

**26. Affordable housing purchase – Montague Road, Warwick**

The Executive considered a confidential report from Housing.

The recommendations in the report were approved.

(At the time of discussing this item, Councillor Grainger declared an interest because she was objecting to a Planning Application related to the item. She therefore did not vote on this item.)

(The Portfolio Holder for this item was Councillor Matecki)  
Forward Plan Reference 1,028

## **Part 2**

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

### **27. Compulsory Purchase Order – Land at Warwick Road**

The Executive considered a confidential report from the Deputy Chief Executive (AJ).

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Cooke)  
Forward Plan Reference 1,025

### **28. Minutes**

The confidential minutes of 6 June 2019 were approved and signed by the Chairman as a correct record.

(The meeting ended at 7.03pm)

CHAIRMAN  
21 August 2019

## **ARTICLE 5 - CHAIRING THE COUNCIL**

### **LOCAL GOVERNMENT ACT 1972 - SECTIONS 3-7**

### **LOCAL GOVERNMENT ACT 2000 - SECTION 37 - CONSTITUTIONS**

#### **DIRECTION**

#### **PARAGRAPH 3(G)**

##### **5.01 Role and function of the Chairman**

The Chairman of the Council and in their absence, the Vice-Chairman will have both a ceremonial role and that of chairing Council meetings.

The Chairman will be elected by the Council annually. The Chairman will have the following responsibilities:

1. to uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary;
2. to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community;
3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Executive are able to hold the Executive to account;
4. to promote public involvement in the Council's *activities and to celebrate the activities and achievements of the Council including its officers and councillors;*
5. *to support the Town and Parish Councils in their work by either visiting their meetings, inviting them to events or through other appropriate actions*
6. *to host or attend events or functions they determine appropriate;*
7. The Chairman may on occasions delegate *attending* functions to their Vice Chairman, or in exceptional circumstances, another Councillor (*normally the previous Chairman*);
8. Cannot be a member of the Executive or Standards Committee; and
9. Can decide to be called Chair, *Chairwoman, Chairperson*, or Chairman during their year in office.
10. *The Chairman may optionally select a chaplain but this should not be seen as requirement of the role.*
11. *Determine one or two charities, associated with the District, to advocate during their year in office, but not hold any specific events to fund raise for them.*

<b>Title</b>	Amendments to the Custom and Self-Build Register Process
<b>For further information about this report please contact</b>	Aspia Jannat - Planning Assistant Policy & Delivery Tel: 01926 456519 Email: <a href="mailto:aspia.jannat@warwickdc.gov.uk">aspia.jannat@warwickdc.gov.uk</a>
<b>Wards of the District directly affected</b>	All
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No
<b>Date and meeting when issue was last considered and relevant minute number</b>	
<b>Background Papers</b>	<ul style="list-style-type: none"> <li>• Custom and Self-Build Progress Report 2018</li> <li>• Custom and Self-Build SPD</li> </ul>

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes (1,036)
<b>Equality Impact Assessment Undertaken</b>	No
n/a	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	17/07/19	Chris Elliott
Head of Service	17/07/19	Dave Barber
CMT	17/07/19	Chris Elliott/Andy Jones/Bill Hunt
Section 151 Officer	17/07/19	Mike Snow
Monitoring Officer	17/07/19	Andy Jones
Finance	17/07/19	Mike Snow
Portfolio Holder(s)	22/07/19	Cllr John Cooke
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 The Self-Build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) requires all planning authorities to maintain a register of people who are seeking to acquire a serviced plot of land for their own self-build and custom housebuilding.
- 1.2 Warwick District Council maintains such a register but currently does not charge any fee. This report seeks approval to make changes to the process, including adding a local connection test and to charge a fee for applicants to enter the register and an annual fee to remain on it.

## 2. **Recommendation**

- 2.1 The Executive adopts the proposal to set local eligibility criteria which enables the register to be kept in two parts, as per section 4 of Appendix 1.
- 2.2 The Executive gives permission to charge applicants a fee to enter and to remain on the Warwick District Council's custom and self-build register. The proposed fees are set out in section 5 of Appendix 1.

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

- 3.1 We currently have a register that has 370 entrants who are seeking to acquire a serviced plot of land for custom and self-build housing. This information forms the demand which the Local Authority needs to consider when determining planning applications, amongst other functions.
- 3.2 In 2018, Warwick District Council published a progress report (Appendix 2) which is a summary of the data held in the register and demonstrates to what extent demand for custom and self-build is being met within Warwick District.
- 3.3 The proposed changes will ensure that those on the register have a genuine connection with the District, and the introduction of a local connection test is in line with The Self-Build and Custom Housebuilding Regulations 2016.
- 3.4 The proposed charge for entry and to remain on the register will enable the council to ensure that the register is robust and consists of entrants who have a genuine interest to acquire a serviced plot, and will cover the reasonable costs of the authority in administering the register.
- 3.5 It will also allow us to ensure resource is available to engage more thoroughly with registrants, alert them to opportunities regarding plot purchase and self-build methods, and more broadly facilitate the effective maintenance of the register.

## 4. **Policy Framework**

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

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



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

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The improved use and maintenance of the Register will help facilitate the provision of custom and self-build plots.	Not applicable	Not applicable
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The proposal when adopted will assist staff in assessing applications for entry into the custom and self-build register.	The proposal sets out a clear criteria to help applicants understand the requirements to be entered on the custom and self-build register.	The proposal which includes the introduction of a fee will recover the cost of entering a person on the register, permitting a person to remain on the register and complying with the statutory duty.

## 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FFF strands.

## 4.3 **Changes to Existing Policies**

This proposal adheres to the regulations set out by the government for Custom and Self-Build housing and as such does not change any existing policies.

## 4.4 **Impact Assessments**

No impact assessment was required.

## 5. **Budgetary Framework**

5.1 The government has supported local authorities to meet their statutory duties through a grant. The costs of assessing applications will be covered within this budget framework.

## 6. **Risks**

6.1 The council has already implemented a register in accordance with the Self-Build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016). The proposal set out in Appendix 1 seeks to clarify the councils approach for entry into the register and as such the risk for accepting this proposal is low.

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

7.1 The Executive could approve to only introduce a charge and not set local eligibility criteria however this would prevent the council from understanding the level of local demand for custom and self-build.

7.2 The Executive could approve to set local eligibility criteria only and not charge any fee. However, this would mean that the Council would not be receiving the reasonable administrative costs in managing the register and would be unable to conduct any additional help or engagement.

7.3 The Executive could decide not to charge any fee and set local eligibility criteria but doing so will obstruct the council to determine the genuine level of demand for Custom and Self-Build housing across the district.

## 8. **Background**

8.1 As required by The Self-Build and Custom Housebuilding Act 2015, Warwick District Council maintains a register of individuals/ groups of individuals who are seeking to acquire serviced plots of land for their own self-build or custom housebuilding. This register helps the council to understand the demand for custom and self-build housing in the district which needs to be taken into account in planning policy.

- 8.2 The Housing and Planning Act 2016 placed a duty on Local Authorities to grant sufficient planning permission in respect of serviced plots to meet the demand as evidenced in the register. This means as the number of entrant's increase, so does the demand.
- 8.3 The Custom and Self-Build register is currently on base period 4 which runs from 30<sup>th</sup> October to 31<sup>st</sup> October. A progress report was published in 2018 which presented data from when the register was first established up until base period 3, demonstrating how the council is meeting the statutory duty. The proposal set out in this report will ensure that the council is meeting this duty in the most efficient way, and improve the quality of service.

## Amendments to the Custom and Self-Build Register Process

### 1.1 What is the Self-Build Register?

The government has brought forward legislation to encourage the delivery of diverse homes. Under the Self-build and Custom Housebuilding Act 2015, Local Authorities are required to maintain a register of individuals or groups of individuals who are seeking plots to build their own home. This will inform the council of the level of demand for self-build and custom housing in the area of the local authority.

### 1.2 The Self-Build and Custom Housebuilding Regulations 2016 which came into force on 31<sup>st</sup>

October 2016, set out that for applicants to be placed on the register, the individual or each individual in a group/association has to be 18 years and over; a British Citizen; a national of an EEA state other than the United Kingdom; or a national of Switzerland, and seeking to acquire for a serviced plot of land in the area of the local authority to build a house to occupy as their main residence.

### 1.3 The Housing and Planning Act 2016 which also came into force on 31<sup>st</sup> October 2016, placed a duty on local authorities to grant sufficient planning permissions in respect of serviced plots of land to meet the demand for custom and self-build as evidenced by the number of entries on the register. Local authorities must have regard to this register when carrying out functions relating to planning, housing, the disposal of any land of the authority and regeneration.

### 1.4 The demand for custom and self-build is increasing in Warwick District as evidenced by the large volume of entrants on the register. This increases the need to grant more planning permissions to serviced plots in order to meet the statutory duty. The current route of entry on Warwick District Council's custom and self-build register is a straightforward process which requires applicants to submit a form expressing their interest, free of charge. This has attracted many applicants who have no connection to the district to join the register and increased demand.

### 1.5 A member of the register recently made formal complaint regarding the process and proactivity of the Council in dealing with the demand of the Self-build register. Although the complaint was not upheld, the Council committed to improving the service to those on the register, of which this forms a part.

### 1.6 Considering the current situation as described above, it is appropriate to introduce a mechanism that will keep the level of demand genuine and achievable for the council to meet the statutory duty and also improve the quality of service.

### 1.7 This report sets out the changes proposed to enter on Warwick District Council's Custom and Self-Build register.

## 2 Self-Build Charging Scheme

The Self-build and Custom Housebuilding (Time for Compliance and Fees) Regulations 2016 allows Local Authorities to charge a fee to individuals/ groups of individuals to be entered on the council's self-build register for a base period which is from 31<sup>st</sup> October to 30<sup>th</sup> October, or part of a base period. An annual fee to remain on the register can also be charged.

- 2.1 It is proposing to charge a fee for applicants to enter the register and an annual fee to remain on it from the start of the next base period, 31<sup>st</sup> October 2019. The fee will apply to an individual or the group of individuals who are looking to take a self-build project.

### **3 Registration Proposal**

Entry to the register will be via application which will be determined within 28 days of receiving the form.

- 3.1 From 31<sup>st</sup> October 2019, the register will be kept in two parts. Part 1 will include entrants who meet the basic eligibility criterion (as set by the government in The Self-Build and Custom Housebuilding Regulations 2016) and the local connection test (as set by the council). Local authorities are required to consider the number of registrations recorded in part 1 when providing sufficient planning permissions to serviced plots suitable for custom and self-build to meet the duty.
- 3.2 Part 2 will include entrants that meet the basic eligibility criteria but do not meet the local connection test. This part of the register will show general demand for custom and self-build plots which will help to guide policy making, but are not included in the number of plots we need to demonstrate that planning permissions could have been granted for.

### **4 Local Eligibility criteria**

The Self-Build and Custom Housebuilding Regulations 2016 sets out that local eligibility is established if the applicant has sufficient local connections with the area of the local authority based on residency, having a family member who lives in the local area and/or having an employment connection to the local area.

- 4.1 Currently there are significant number of entries on the register who have no local connection to Warwick District, so by setting a local connection test, it will allow the council to achieve its statutory requirements of granting sufficient number of permission to serviced plots to meet local needs.

### **5 Fee**

To be included on the register, there will be an entry charge of £50 for Part 1 and £25 for Part 2. People entered on Part 1 of the register are to pay a higher fee as there is duty for local authorities to meet the demand on this part of the register. The fee is outside of the scope of VAT.

- 5.1 If an application to join the register is unsuccessful then the fee will be refunded in full.
- 5.2 After 12 months, entrants in part 1 are required to pay a renewal fee of £20 and re-register otherwise they will be removed.

5.3 The table below shows the fees charged by different local authorities.

Local Authorities	Charge for entry in Part 1	Charge for entry in Part 2	Annual Fee to remain on part 1 of register	Annual Fee to remain on part 2 of register
Daventry District Council	£17	£7.50	£16.50	0
Stroud District Council	£75	£25	0	0
Hart District Council	£75 (£125 for an association)	£75 (£125 for an association)	£30	£30
Cotswold District Council	£75	0	0	0
Derbyshire Dales District Council	£100	£25	£50	0
Average Registration Fee	£68	£27	£19	£6
<b>Warwick District Council (Fees proposed)</b>	<b>£50</b>	<b>£25</b>	<b>£20</b>	<b>0</b>

Currently no other Warwickshire authorities have applied a charge to their register.

## 6 Consequences of placing a local connection test and a charge

6.1 There are several consequences to the introduction of a charge

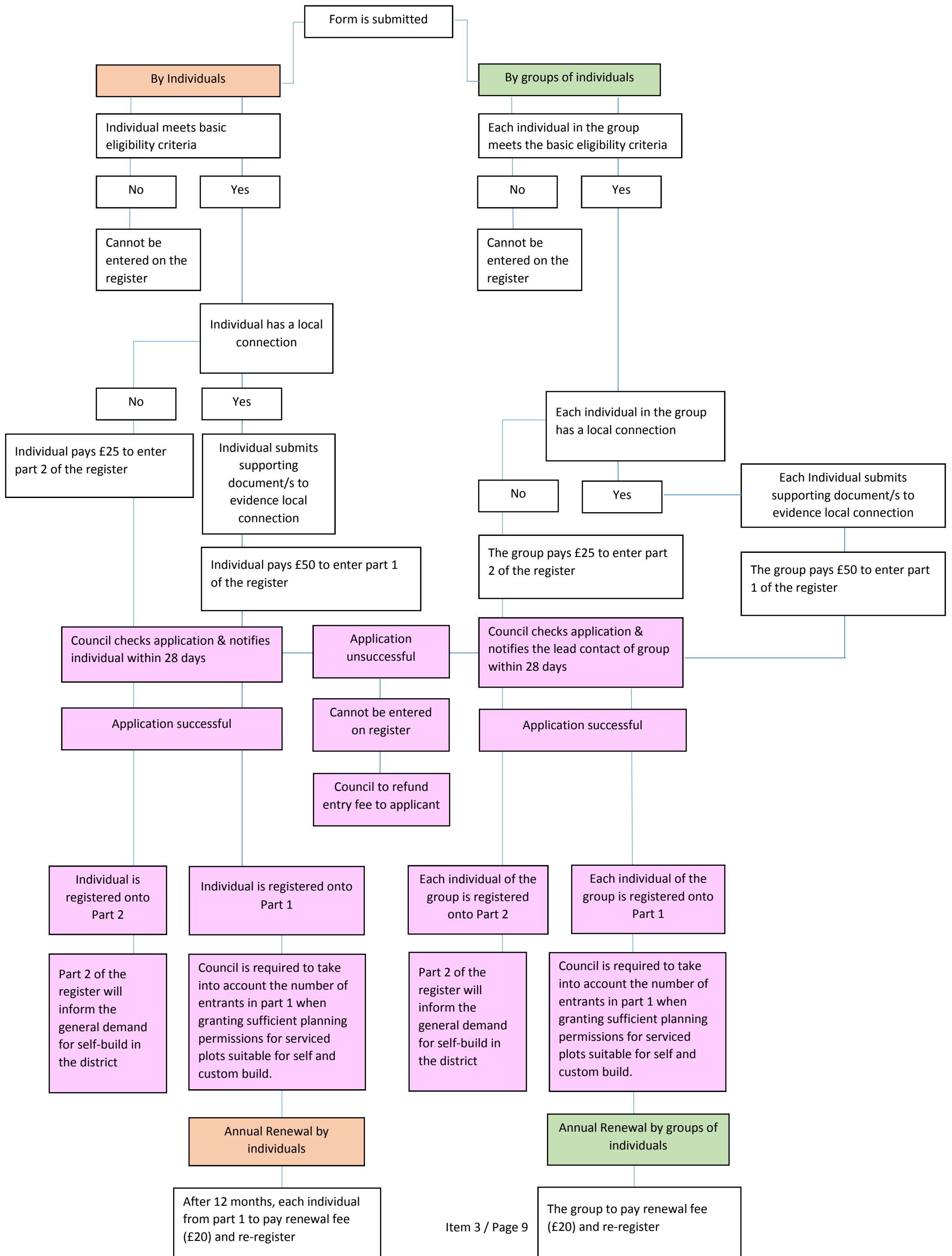
- a. It is likely that volume on register decreases
- b. Greater opportunity and mandate to engage with registrants
- c. Manage plot promotion as set out in the Custom & Self-Build Supplementary Planning Document. This would include regular newsletters that would detail plots available or applications granted with plots in the housing mix and other relevant information and resources for self-builders.

## 7 Summary of WDC Self-Build Register

7.1 The register is currently on its 4<sup>th</sup> base period which runs from October to October each year. As at 3<sup>rd</sup> July 2019, there are 370 entrants registered. There is high demand for four bedroom detached houses, and many of the entrants are interested in areas around Leamington, Warwick and Kenilworth.



# Registration Process



Warwick District Council

# CUSTOM & SELF-BUILD

PROGRESS REPORT 2018





CHAPTER 1

# Background

**The Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) requires each relevant authority to keep a register of individuals and associations of individuals who are seeking to acquire serviced plots of land in the authority's area for their own self-build and custom housebuilding.**

To understand the demand for custom and self-build plots, the Council has produced a 'Self-build Interest Form' that needs to be completed in order for people to be placed on the Custom and Self-Build Register. Currently there is no charge for this. The information that is collected is then presented in the sections below. The data is split into 'base periods' that run from 31 October to 30 October (with the exception of Base Period 1 which ran from 01 August 2015 – 30 October 2016). At the end of each Base Period, relevant authorities have 3 years in which to grant permission on an equivalent amount of suitable plots.

## CHAPTER 2

# New Demand

(Base Period 3 – 31 Oct '17 to 30 Oct '18)

**In base period 3 (31 Oct 2017 – 30 Oct 2018) there were a total of 95 entries on the register from individuals seeking plots for self-build projects.**

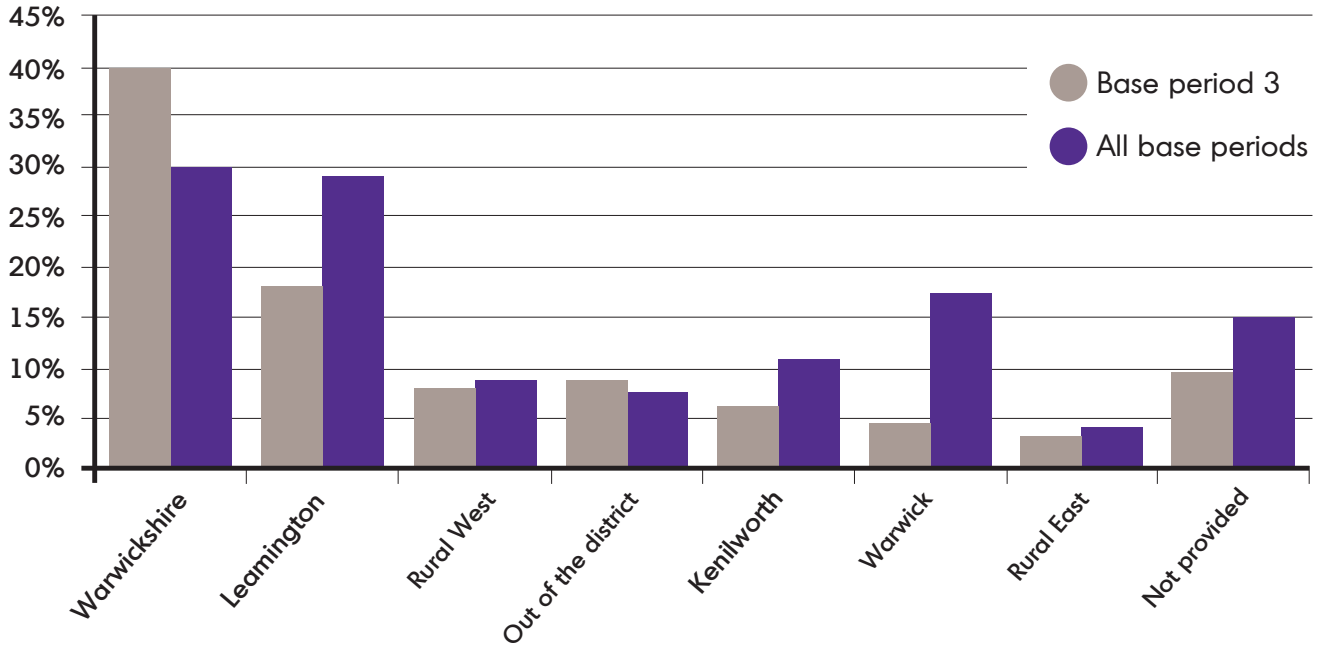
In total, 303 individual registrations have been made up to the end of the current base period.

## Preferred Locations

Respondents were given an option to specify their preferred areas of interest to self-build to which some expressed more than one location. In base period 3 (BP3), significant demand was shown for areas in Warwickshire (41%) from respondents who broadly expressed they would like to self-build anywhere in Warwickshire. The remainder of respondents specified particular areas within and on the outskirts of the district (please see table below).

Preferred Location	Base Period 3	All Base Periods
Warwickshire	41%	31%
Leamington	19%	30%
Rural West	8%	9%
Out of the district	8%	8%
Kenilworth	6%	11%
Warwick	4%	18%
Rural East	3%	4%
Not provided	9%	15%

## Preferred Location



Looking at total interest to date, Warwickshire remains the most popular choice overall with 31% of the total respondents (303) wanting broad areas to self-build. Combining this with areas that have not been specified (15%), a total of 46% of the overall respondents have indicated a wide-ranging area for a self-build opportunity. Following this, Leamington remains the second popular choice (30%) and then Warwick (18%). It is noted that there is a high increase in the interest to self-build in Warwick when looking at all periods compared to base period 3.

Base Period 3		
Rural East	Radford Semele	2
	Bubbenhall	1
Rural West	Rowington	3
	Barford	1
	Honiley	1
	Lapworth	1
	Budbrooke	1
	Beausale	1
	Out of the District	Napton on the Hill
	Henley in Arden	1
	Brinklow	1
	Northend	1
	Solihull	1
	Stratford upon Avon	1
	Alcester	1
	East of Southam	1

All Base Periods		
Rural East	Bishops Tachbrook	2
	Bubbenhall	1
	Offchurch	2
	Radford Semele	4
	Sherbourne	1
	Hunningham	1
	Rural West	Shrewley
	Budbrooke	1
	Barford	3
	Hampton Magna	3
	Lapworth	4
	Rowington	6
	Hatton	3
	Norton Lindsey	1
	Honiley	2
Out of the District	South West of Coventry	1
	Northend	2
	Fenny Compton	1
	Henley-in-Arden	3
	Napton	2
	Southam	4
	Coventry	1
	Brinklow	1
	Harbury	1
	Stratford upon Avon	7
	Banbury	1
	Solihull	1

The above tables show a breakdown of respondents preferred location in rural east, rural west and out of the district.

## Type of Development

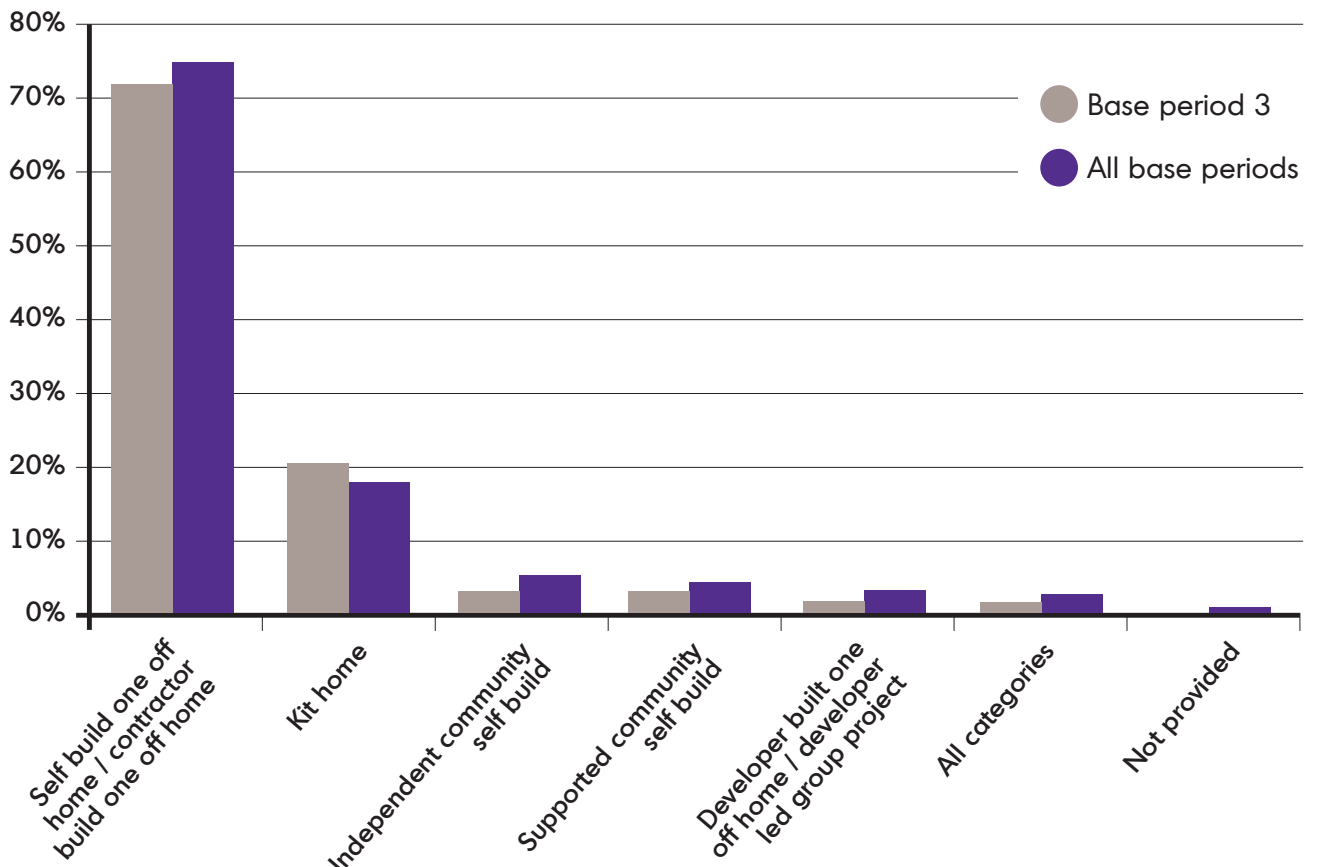
The self-build interest form asks respondents to specify the type of development they would like to undertake, to which some respondents expressed more than one development category. The tables below show this information.

In BP3, 72% of respondents have expressed an interest in an individual self or custom build. The least interest was given for projects which are developer led.

These preferences are reflected in the overall figures for all 3 base periods, with 75% interested in a self-build one off home, 2% for developer led projects.

Type of Development	Base Period 3	All Base Periods
Self build one off home / contractor build one off home	72%	75%
Kit home	20%	18%
Independent community self build	3%	5%
Supported community self build	3%	4%
Developer built one off home / developer led group project	1%	2%
All categories	1%	2%
Not provided	0%	1%

## Type of Development



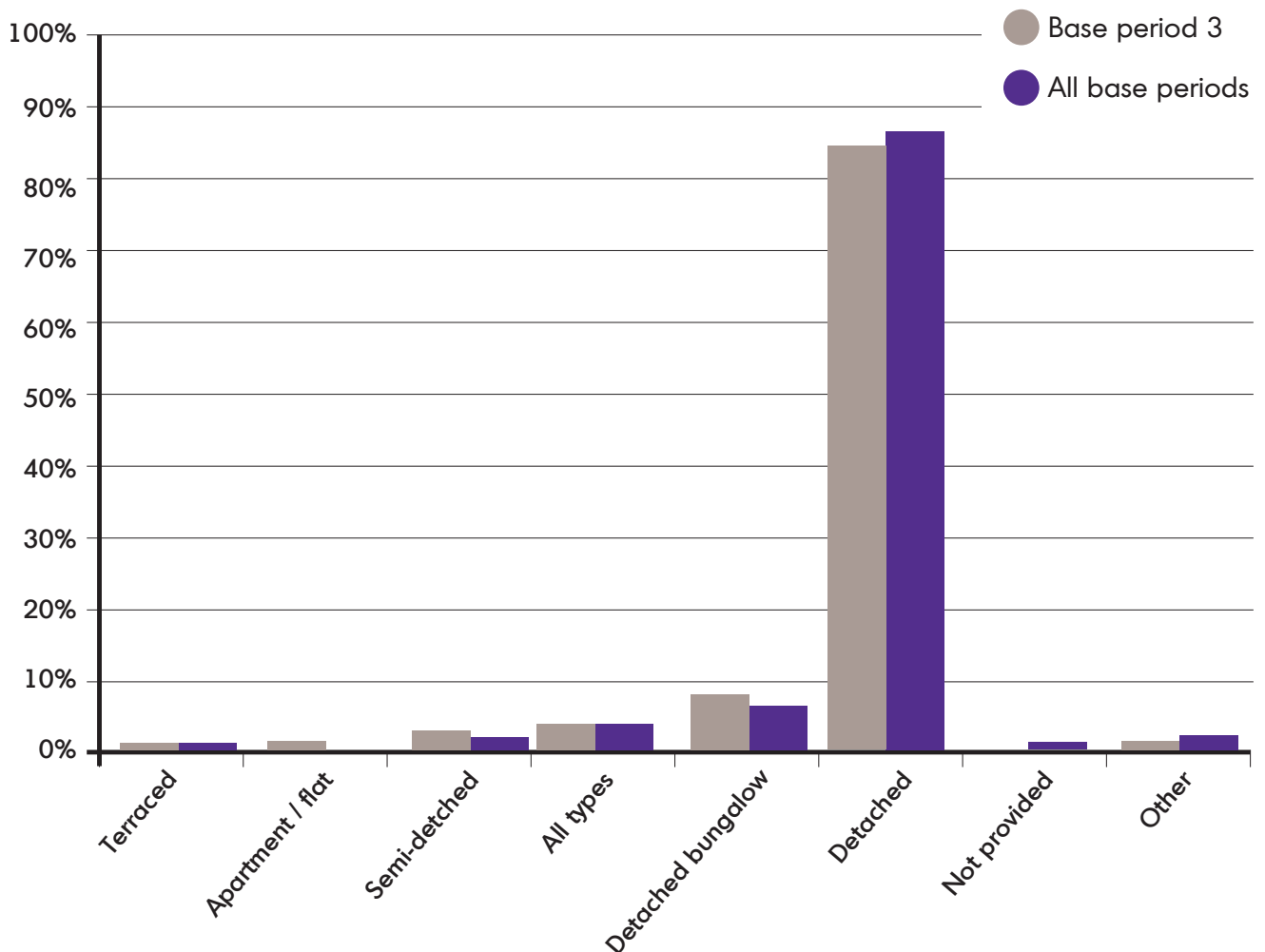
## House Typology

The most common preference for the type of house expressed by respondents in BP3 was for detached (84%) and four bedroom houses (39%).

This is largely in line with the overall responses combining all 3 base periods.

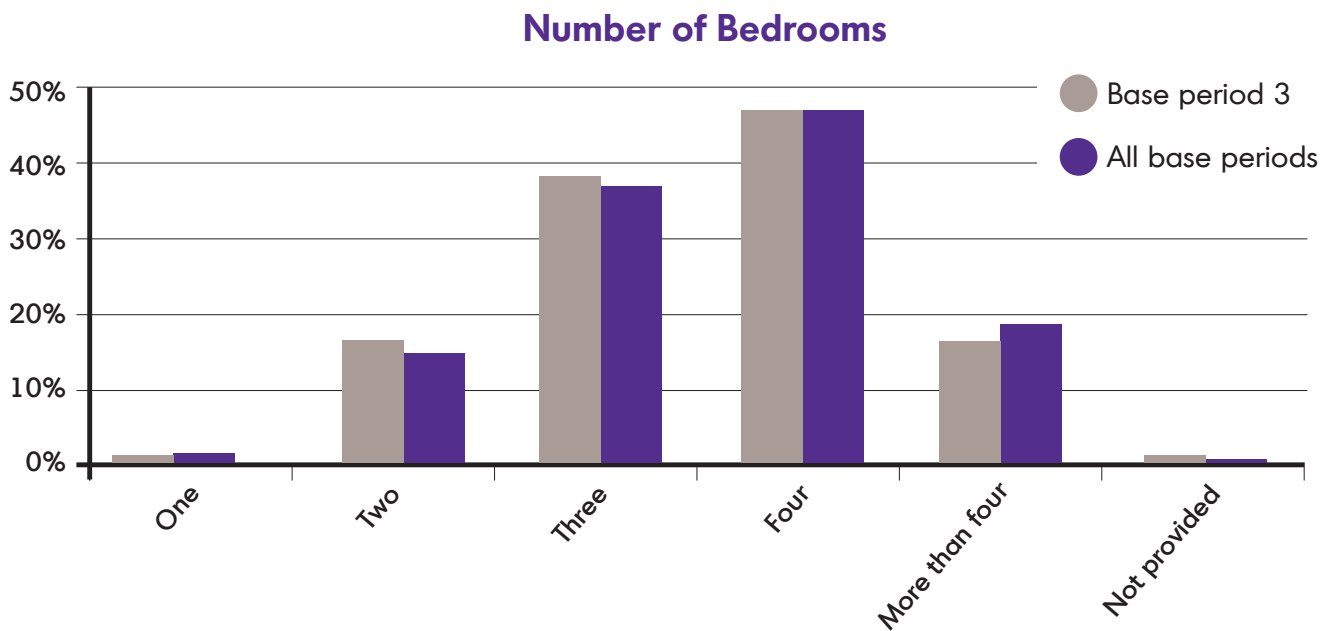
House Typology	Base Period 3	All Base Periods
Terraced	1%	1%
Apartment / Flat	1%	0%
Semi-detached	2%	1%
All types	3%	3%
Detached Bungalow	7%	6%
Detached	84%	86%
Not provided	0%	1%
Other	1%	2%

## House Typology





Number of Bedrooms	Base Period 3	All Base Periods
One	1%	2%
Two	14%	13%
Three	32%	31%
Four	39%	39%
More than four	14%	16%
Not Provided	1%	1%

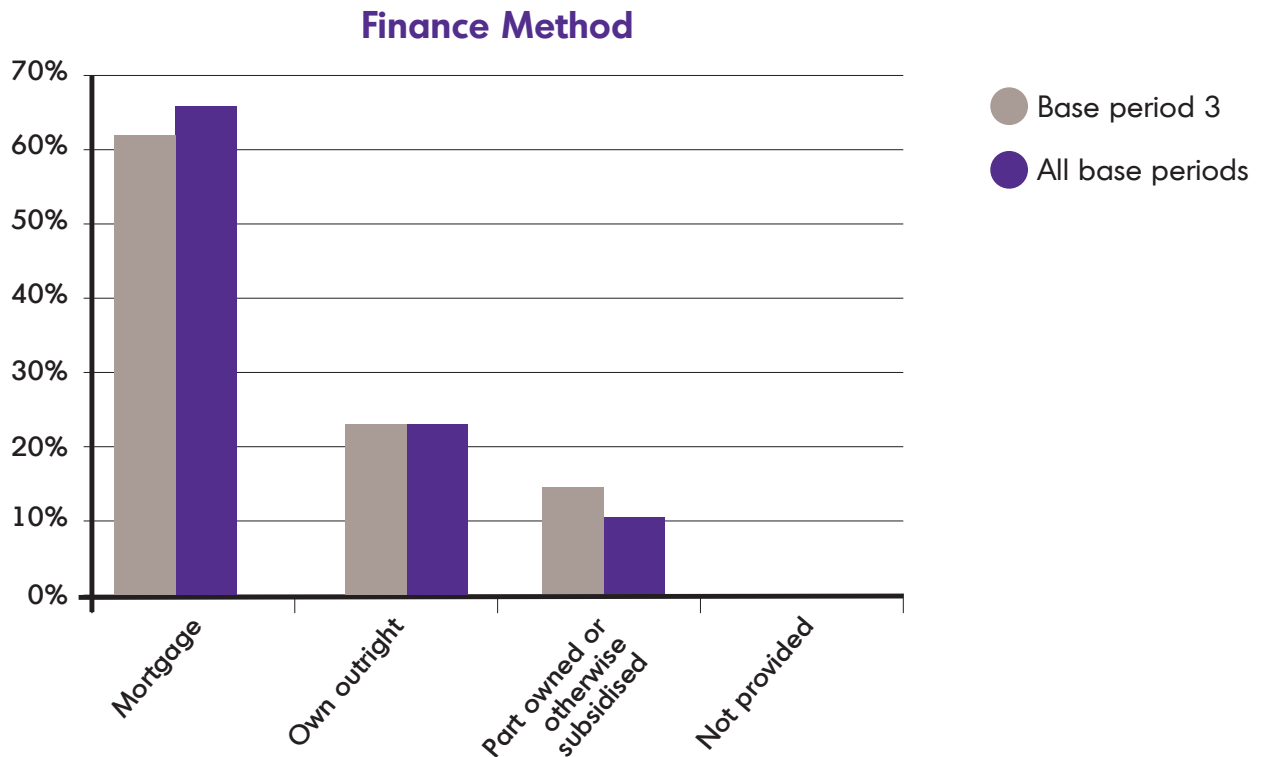


## Method of Financing Project

The majority of respondents in BP3 have expressed mortgage as their preferred financing method (62%), while own outright was the second popular choice (23%).

The preferred financing method for the current base period is similar to the overall response where owning a self-build home with a mortgage is preferred by most respondents (66%).

Method of Financing Project	Base Period 3	All Base Periods
Mortgage	62%	66%
Own outright	23%	23%
Part-owned or otherwise subsidised	15%	11%
Not provided	0%	0%

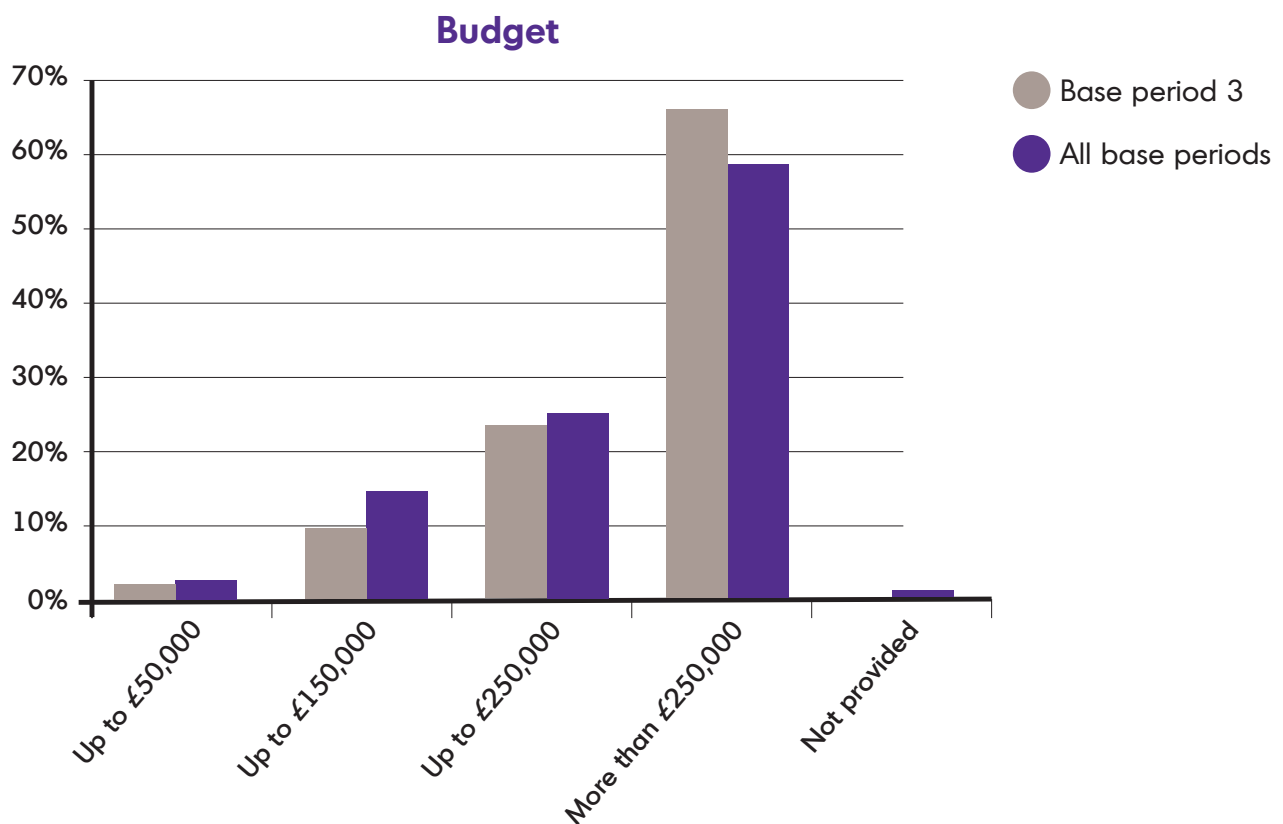


## Budget

The Self-Build interest form asks entrants to express their level of budget on a self-build development. The budget ranges from £50,000 to over £500,000, with the majority of people (65%) are willing to invest 'more than £250,000 as seen in the current base period.

A similar pattern is also seen when looking at the overall responses where 58% of 303 entrants have chosen more than £250,000 as their preferred self-build budget.

Budget	Base Period 3	All Base Periods
Up to £50,000	2%	3%
Up to £150,000	9%	15%
Up to £250,000	23%	25%
More than £250,000	65%	58%
Not Provided	0%	1%

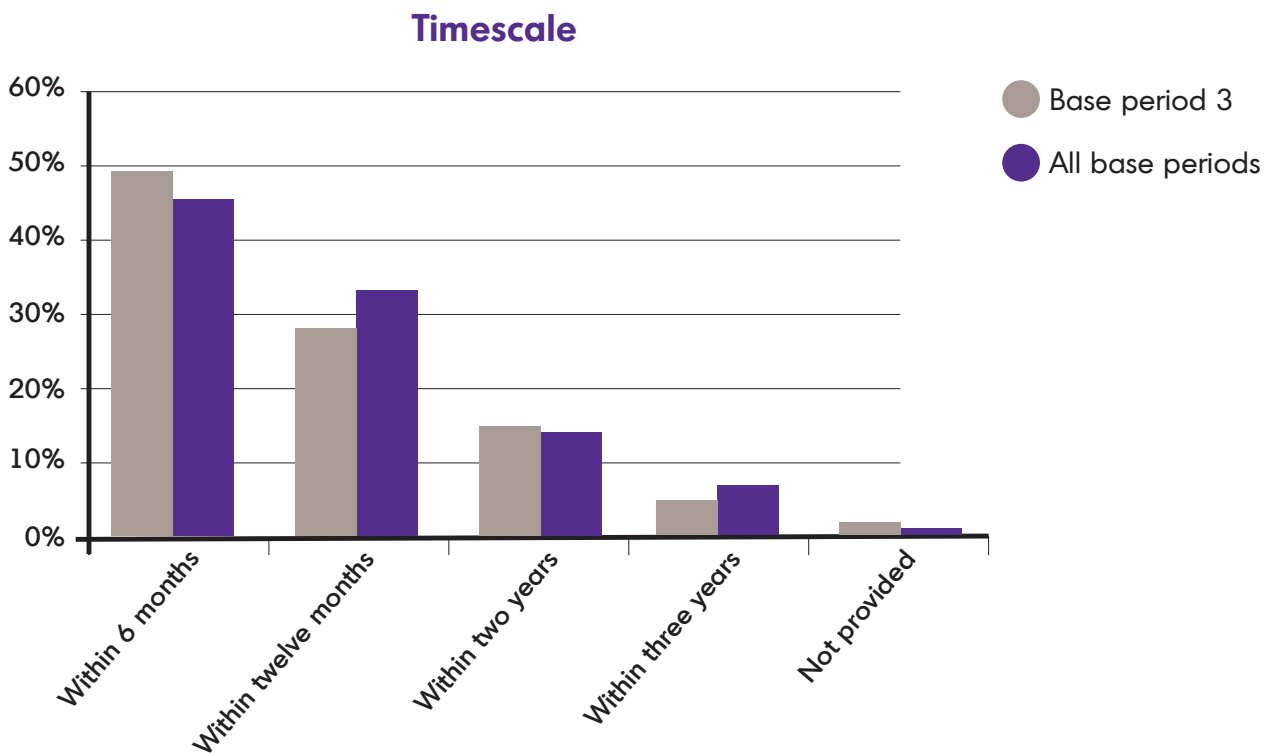


## Timescale

The Self-Build interest form asks entrants how quickly they would want to move forward with the development after site purchase (considering other necessary processes e.g, obtaining planning permission, site preparation etc.). The graph below shows that almost half of the overall entrants (49%) are enthusiastic to bring forward their self-build development within six months in BP3. Others have specified timescales of twelve months (28%), two years (15%), 3 years (5%).

A similar result is seen in the overall response.

Timescale	Base Period 3	All Base Periods
Within six months	49%	45%
Within twelve months	28%	33%
Within two years	15%	14%
Within three years	5%	7%
Not provided	2%	1%



## Reasons

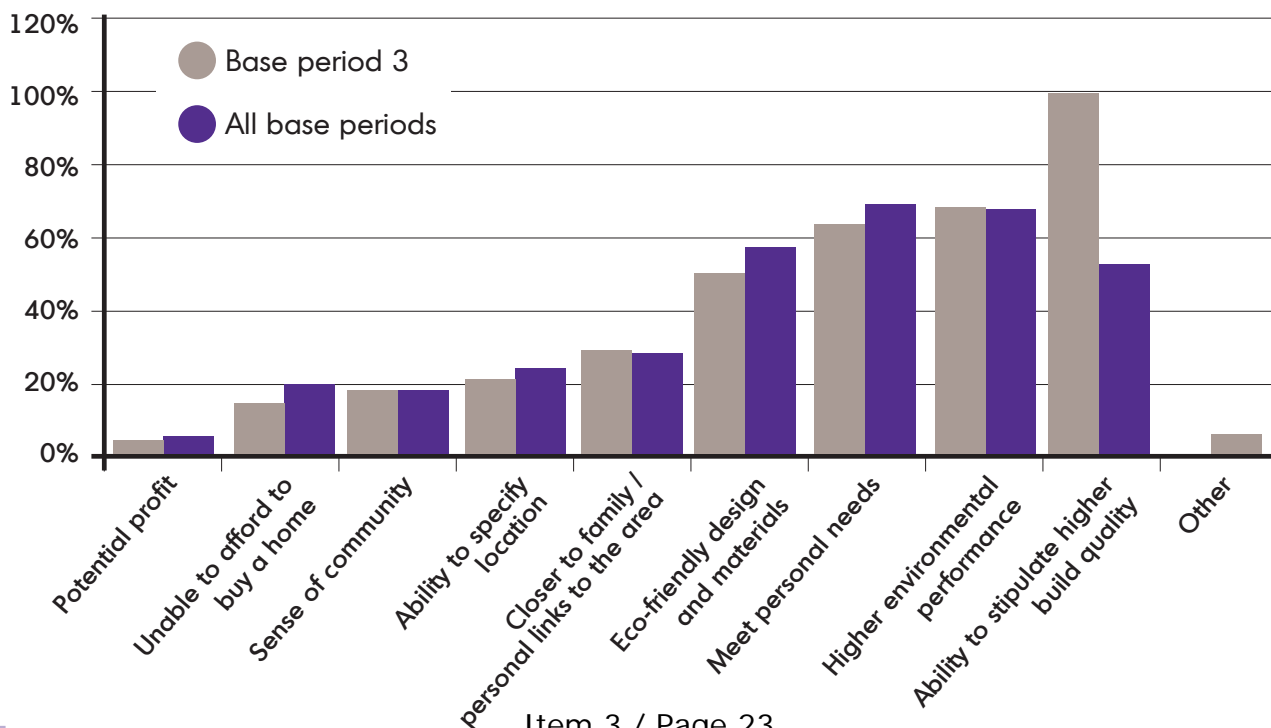
The graphs below represent the reasons respondents want to undertake a self-build project. It should be noted that the majority of respondents believe that a self-build project has several benefits, by specifying more than one reason.

In BP3, the most common reason for wanting to self-build was the ability to stipulate higher build quality and specification, selected by 99% of entrants in that base period.

However, when looking at the overall responses from all base periods, the majority of people (68%) expressed that a self-build project would allow them to create a bespoke home that will meet individual needs. A large number of people (67%) have expressed higher environmental performance which will help to lower running costs as their reason for wanting to undertake a self-build project.

Reason	Base Period 3	All Base Periods
Potential profit	4%	5%
Unable to afford to buy a home	15%	19%
Sense of community	18%	18%
Ability to specify location	21%	24%
Closer to family/ personal links to area	28%	28%
Eco-friendly design and materials	49%	57%
Individual/ bespoke home to meet personal needs	63%	68%
Higher environmental performance/ lower running costs	67%	67%
Ability to stipulate higher build quality and specification	99%	52%
Other	0%	6%

## Reason



CHAPTER 3

# Total demand over last 3 Base Periods

Base Period 1	Base Period 2	Base Period 3
97	111	95

CHAPTER 4

# Plot delivery

## 4.1 Duty to grant planning applications

Section 10 of the 2016 Housing and Planning Act places a duty on Local Authorities to give suitable development permissions for enough serviced plots of land for self-build and custom housebuilding in each base period. A permission is regarded as “suitable if it is a permission in respect of development that could include self-build and custom housing” as set out in section 10, paragraph 6C of the Housing and Planning Act 2016.

For the purposes of assessing the supply to meet this duty it is considered that any site granted planning permission during the base period that did not previously have permission could be developed in whole or in part as a custom or self-build plot, and would therefore be considered suitable under the legislation.

However, it is recognised that plots are more likely to come forward on applications that have been granted for 10 or less dwellings, as these will be more suitable for self or custom builders. Equally, developer-led self and custom build opportunities are more likely to come forward on larger sites where the variety of opportunity is welcomed.

Applications granted for sites with 10 or less dwellings in Base Period 3
--

48
----

## 4.2 Delivery in previous Base Periods

As this is the first Progress Report for Custom & Self-build, the equivalent delivery figures for the previous Base Periods are;

Applications granted for sites with 10 or less dwellings in Base Period 2
--

51
----

Applications granted for sites with 10 or less dwellings in Base Period 1
--

97
----



	Period demand	Plots identified in 1st year	Plots identified in 2nd year	Plots identified in 3rd year	Total plots identified in 3 years
Base Period 1	97	253	-	-	253
Base Period 2	111	-	145	-	398
Base Period 3	95	-	-	77	475

### Meeting demand in the first base period:

There were 97 planning applications granted permission on 253 homes on small sites of less than 10 dwellings in the first base period. This meets the demand for 97 plots from individuals in the register.

### Meeting demand in the second base period:

There were 51 planning applications granted permission on 145 homes in the second base period. This meets the demand for 111 plots from individuals in the register.

### Meeting demand in the third base period:

There were 48 planning applications granted permission on 77 homes in the third base period. The demand for 95 plots has not been met by -18 plots. This means an additional 18 no. dwellings suitable for self and custom build will need to be permissioned in the following base period to meet the demand for base period 3.

## 4.3 Use of CIL exemption

In December 2017, Warwick District Council adopted the Community Infrastructure Levy. As part of this tariff an exemption is provided to those declaring that the property is self-build. This form became part of the Validation List in May 2018. Whilst it should be noted that the figures presented in 4.2 above are to be used to measure performance against the legislative requirement, analysis of the use of the CIL exemption will be of interest in future Base Periods.

## CHAPTER 5

# Summary

The demand for custom and self-build plots in Warwick district continues to grow. The authority has met its duty to provide adequate suitable permissions that could be taken up by self and custom builders. A Custom and Self-Build Supplementary Planning Document (SPD) is due to go to public consultation during 2019. This document will help custom and self-builders, and developers too, understand what is required to bring forward custom and self-build plots.



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

**[www.warwickdc.gov.uk](http://www.warwickdc.gov.uk)**





<b>Title</b>	Budget Review to 30 <sup>th</sup> June 2019
<b>For further information about this report please contact</b>	Andy Crump (01926 456810) Andrew Rollins (01926 456013)
<b>Wards of the District directly affected</b>	N/A
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No
<b>Date and meeting when issue was last considered and relevant minute number</b>	February 2019 Executive – Budget Setting
<b>Background Papers</b>	

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

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	05/8/19	Chris Elliott
Head of Service	17/7/19	Mike Snow
CMT		
Section 151 Officer	17/7/19	Mike Snow
Monitoring Officer	31/7/19	Andrew Jones
Finance	31/7/19	Finance Report
Portfolio Holder(s)	05/8/19	Councillor Hales
<b>Consultation &amp; Community Engagement</b>		
Not applicable		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## **1. SUMMARY**

- 1.1 Since the Budgets were set in February of this year, various changes have been identified and are now presented to Members for their consideration and to inform them of the latest financial position for both 2019/20 and in the medium term.

## **2. RECOMMENDATIONS**

- 2.1 That the Executive notes the latest variances for the General Fund budget, and the work being undertaken by officers to see how these can be accommodated within the overall budget, and the potential impact on the savings to be found by the Council, as depicted by the Medium Term Financial Strategy, and on the General Fund Balance, should it not be possible to contain these variances.
- 2.2 That the Executive notes the latest variances for the Housing Revenue Account, the projected outturn and, again, the work being undertaken by Budget Managers to see how these can be accommodated within the overall budget, and the potential impact on the contribution to the Housing Revenue Account Capital Investment Reserve should it not be possible to contain these variances.
- 2.3 That the Executive agrees to changes to the Capital Programme, including the slippage to 2020/21 and the saving for 2019/20, paragraph 3.5.
- 2.4 That Executive agrees that £184,000 of the 2018/19 surplus is allocated to the Community Projects Reserve, £62,000 to the Service Transformation Reserve and £75,500 to the Contingency Budget, paragraph 3.6.

## **3. REASONS FOR THE RECOMMENDATIONS**

- 3.1 This is the first Report, updating Members on the 2019/20 Budgets since they last approved the Original Budgets in February of this year.

### **3.1.1. Recommendation 2.1**

The Accountancy Team have worked with Budget Managers and the following Variations have been identified with Budget being amended accordingly. The following table shows those reported for quarter one.

<b>2019-20</b>	<b>Service</b>	<b>Variance £</b>	
<b>Major Variations</b>			
Electoral Registration – HAY regrades	Chief Exec	7,000 (A)	Rec
Committee Services – HAY regrades	Chief Exec	6,300 (A)	Rec
ICT Salaries – missed during estimate process	Chief Exec	10,000 (A)	Rec
ICT Honoraria	Chief Exec	4,100 (A)	Non-Rec
One-Off cost of Energy Performance Certificates for Commercial Properties	Chief Exec	40,200 (A)	Non-Rec
Inflation increase GF shared legal services legal fees budgets 2% increase from 2019/20	Chief Exec	8,300 (A)	Rec
Payments processing costs due increasing number of online payments	Chief Exec	5,500 (A)	Rec
Asset Management – external recruitment costs	Chief Exec	13,000 (A)	Non-Rec
Asset Management – Furniture costs to support team restructure	Chief Exec	5,000 (A)	Non-Rec
Annual Clean of VP Tennis Courts	Culture	4,800 (A)	Rec
Fee income at Spa Centre (net of credit card costs)	Culture	40,100 (F)	Rec
The Arts- casual budgets at various sites underprovided for.	Culture	40,000 (A)	Rec
Land Charges income	Development	39,000 (A)	Rec
Land Charges- WCC share of income	Development	11,000 (F)	Rec
Changes to Reception Salaries	Finance	4,600 (A)	Rec
Temporary Benefit Assistant -	Finance	6,000 (A)	Non-Rec
VEP & RTI Grant to pay for Benefit Assistant (above)	Finance	6,000 (F)	Non-Rec
Housing Benefit Subsidy & LCTS grant	Finance	33,500 (A)	Rec
Housing Benefit – New Burdens & Welfare Reform Changes Funding	Finance	63,100 (F)	Non-Rec
Server Migration Costs - Accountancy	Finance	14,500 (A)	Non-Rec
Shared Legal Services increase	Health & CP	11,200 (A)	Rec
Housing Advice – salary changes	Housing GF	7,200 (A)	Rec
<b>Total Major Variations</b>		<b>140,000 A</b>	
<b>Total Minor Variations</b>		<b>7,500 A</b>	
<b>Total Major &amp; Minor Variations</b>		<b>147,500 A</b>	
<b>Breakdown of total variations between Recurring and one-off</b>		<b>130,000 A</b>	<b>Rec</b>
		<b>17,500 A</b>	<b>One-off</b>

As it is early in the year, it is possible for the forecast outturn position to change substantially. Work is on-going by officers to access to what extent this net forecast overspend can be accommodated within the overall budget.

If it is not possible to accommodate these budget variances, it will be necessary for them to be funded from the General Fund Balance in the current year, and the Medium Term Financial Strategy in future years. Details of the Medium Term Financial Strategy was reported to members within the Fit For the Future report in July. This showed the forecast level of savings to be found are:-

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Deficit-Savings Required(+)/Surplus(-) future years	309	494	664	773	486
Change on previous year	309	185	170	69	-250

Any increase in budgets will increase the level of savings to be identified.

### 3.2 Recommendation 2.2

HRA Revenue – currently a forecast underspend of **£8,500**, made up of the variations below:-

2019-20	Service	Variance £	
<b>Major Variations</b>			
Printing Budget	Business Support	800 (A)	Rec
Shared Legal Services inflation	Housing General	4,000 (A)	Rec
Cleansing and grass cutting price increases	Open Spaces	21,700 (A)	Rec
Income budget to be increased 2019-20 to reflect revised forecast. Driven by increased promotion of service to non-WDC tenants.	Lifeline	35,000 (F)	Non-Rec
<b>Total</b>		<b>8,500 (F)</b>	

3.3 Contingency Budget – Appendix A gives details of the allocations out of this budget with a balance of £1,400 left for the rest of the year, after the top-up in this report and contingency requests on August's Executives Agenda.

3.4 Major Income – Appendix B shows a detailed breakdown over several years of the Council's Major Income Budgets. The first 3 months' actuals have been profiled to project the potential out-turn for 2019/20, based upon prior year. Where available, the Manager's projections are also included. It should be borne in mind, that only 3 months into the new financial year these projections may fluctuate with various other factors impacting upon income.

### 3.5 Recommendation 2.3

Capital –The following proposed changes to the Capital Budget have been identified:-

1. Norton Lindsey New Village Hall -Reduction in 2019/20 budget requirement of £88.8k (no slippage). Funds to be reallocated in 19/20.
2. St John's Flood Alleviation - Slip £100k to 2020/21 due to a delay in the commencement of the project as a significant increase in cost has been

identified by the Environment Agency and consequently a requirement to seek more third party contributions.

3. IT Equipment for Councillors - remove £16.5k as duplicated budget (already included in the ICT desktop infrastructure programme), releasing resources for other projects.

### 3.6 Recommendation 2.4

The Final Accounts report in July reported a surplus in 2018/19 of £321,500. As part of closure, this balance was allocated to the General Fund Balance pending the subsequent review of its utilisation. Following the approvals agreed by the July Executive and the slippage for some allocations from 2018/19, the Community Projects is forecast to be overdrawn by £184,000 and the Service Transformation Reserve by £62,000. In addition, the Contingency Budget is down to a balance of £50,900. It is recommended that £184,000 of the surplus is allocated to the Community Projects Reserve, £62,000 to the Service Transformation Reserve and £75,500 to the Contingency Budget.

- 3.7 After making these appropriations, the Community Projects Reserve and the Service Transformation Reserves will be reduced to zero balance. The balance on the Contingency Budget will be £126,400. Within other reports on this Executive meeting agenda are the following requests for Contingency Budget funding:-

Newbold Comyn -	£15,000
Masters House -	£25,000
Kenilworth School -	£10,000
LLP Update -	£75,000

These total £125,000. If these are all approved, the balance on the Contingency Budget will be reduced to £1,400.

- 3.8 Officers are reviewing allocations from the Contingency Budget and reserves that have not been fully utilised to confirm their requirement or if there is scope for funding to be released back to the reserves or the Contingency. In addition, Capital Budgets are being reviewed to ensure the budgets are fully utilised in the current year.

## 4. **POLICY FRAMEWORK**

### 4.1 **Financial Strategy**

This report is in accordance with the Council's Financial Strategy as last approved by the Executive in February.

### 4.2 **Fit for the Future**

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



<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The general fund and HRA budgets provide the necessary resources to achieve these outcomes	The general fund and HRA budgets provide the necessary resources to achieve these outcomes	The general fund and HRA budgets provide the necessary resources to achieve these outcomes
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The general fund and HRA budgets provide the necessary resources to achieve these outcomes	The general fund and HRA budgets provide the necessary resources to achieve these outcomes	The general fund and HRA budgets provide the necessary resources to achieve these outcomes

#### 4.3 **Community Engagement**

4.3.1 Not applicable

#### 4.4 **Changes to Existing Policies**

4.4.1 There are no changes proposed to existing policies.

## 4.5 **Impact Assessments**

4.5.1 Not applicable

## 5. **BUDGETARY FRAMEWORK**

- 5.1 Officers review current year budgets on a monthly basis at the same time as considering implications for the medium term. Members are updated on a quarterly basis.
- 5.2 The Budget Review Process provides a planning tool to ensure resources are directed to the Council's priorities. Alongside the Council's own activities, external factors influencing its finances are also taken into consideration, for example Central Government Financing, the Business Rates Retention scheme, changes in legislation and the economy.
- 5.3 The Council maintains its Reserves to deliver Capital and other projects, and to ensure that there are sufficient resources available to manage unforeseen demands and continue to deliver its services. Close monitoring of these Reserve balances and Capital Programme, together with plans to replenish them will preserve the financial stability of the organisation for future years.

## 6 **RISKS**

- 6.1 Should it not be possible to accommodate the forecast General Fund variances from the net agreed overall Budget, it will be necessary for this to be funded in 2019/20 from the General Fund Balance which has an agreed balance of £1.5m, with it being Council's policy for it to be retained at this level. Future years would need to be funded from the Medium Term Financial Strategy, so increasing the savings to be found.
- 6.2 The Council's Significant Business Risk Register contains several risks which are finance related. Shortage of finance will impact upon the Council's plans for the provision of services. Reduced income or increased expenditure will reduce the funding available.
- 6.3 The main sources of income which may be subject to reductions include:-
- Government grant (e.g. Revenue Support Grant, Benefits Administration Grant)
  - Business Rates Retention
  - Fees and charges from the provision of services
  - Rent income
  - Investment Income
- 6.4 Increased expenditure in service provision may be due to:-
- Inflation and price increases for supplies and services.
  - Increased demand for services increasing costs
  - Changes to taxation regime
  - Unplanned expenditure
  - Assumed savings in budgets not materialising
- 6.5 Triggers for increased costs or reduced income include:-

- Economic cycle – impacting upon inflation, interest rates, unemployment, demand for services, Government funding available
- Unplanned expenditure, e.g. Costs from uninsured events, Costs of planning appeals or other legal process
- Project costs – whereby there are unforeseen costs, or the project is not properly costed, or the risks related to them are not properly managed.
- Changes to assumptions underpinning the Medium Term Financial Strategy – these assumptions are closely monitored.

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

- The comprehensive Budget Review process. This entails all budget managers reviewing their budgets on at least a monthly basis, considering previous, current and future years, along with any possible issues that may impact upon their budgets. As part of this process, Budget Review reports are issued to the Executive and Senior Management Team.
- Financial Planning with the Medium Term Financial Strategy/financial projections, bringing together all issues that will impact on the Council's finances in the medium term.
- Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
- Project Management and associated controls.
- Trained staff and access to appropriate professional advice (e.g. WCC Legal, Local Government Futures for advice on local government funding).
- Risk Management process across the Council, including the on-going review and maintenance of risk registers.
- Scrutiny by Members of the Council's finances, including Budget and Treasury Management Reports, and the financial implications of all proposals brought to them for consideration.
- Within the 2019/20 Accounts, there is a Contingency Budget with an uncommitted balance of £50,900 (prior to this meeting) for any unplanned or unavoidable expenditure.
- Reserves – Whilst much of these Reserves have already been earmarked for specific projects, it is important that Reserves are held for any unforeseen demands.
- In addition to the reserves, the Council holds the General Fund Balance of £1.5m. This is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance at this level.

- The specific causes of reductions to income or increased expenditure should continue to be managed by the relevant Service Area as part of managing the risks within each Service Risk Register. Individual Service Area Risk Registers are brought to Finance & Audit Scrutiny Committee on a rolling programme every 2 years.

## **7 ALTERNATIVE OPTION CONSIDERED**

- 7.1 It would be possible to adjust budgets for the variances identified now. However, being early in the financial year, officers are considering how these variances can be accommodated ahead of taking this possible course of action.

**Warwick District Council Contingency Budget****2019/20**  
**£****Appendix A****General Contingency****237,000****Actioned**

Mens Cycle Event	-45,000	
Womens Cycle Tour	-30,000	
St Michael's Place - Emergency engineering works	-1,400	
Sickness cover - Culture	-3,200	-79,600

**Committed but not actioned**

Kenilworth Horse Fair - safety works and bollards	-10,000	
Heathcote Farm House Land Development - re 18/19 Capital	-25,000	
Creative Quarter -Match Funding	-10,000	
Newbold Comyn - Shortlist and revise options & options appraisal	-24,500	
Compulsory Land Purchase @ Warwick Road	-30,000	
New Contract Terms for Assessnet	-11,200	-110,700

**Monies to be returned to Contingency**

Horse Fair Prevention costs - £10k allocated only £5.8k needed		4,200
--	--	-------

Balance Prior to August's Executive

**50,900****Top-up from 2018/19 underspend - August's Executive****75,500****August Executive's Contingency requests**

Newbold Comyn	-15,000	
Masters House	-25,000	
Kenilworth School	-10,000	
LLP Update	-75,000	-125,000

**Balance available for the remainder of the year****1,400**

**APPENDIX B****Major income budgets v actual 2015-2019**

Jun-19	£	£	£	£	%
<b>Crematorium</b>					
	<b>Original budget</b>	<b>latest budget</b>	<b>Actual</b>	<b>variance</b>	<b>variance</b>
Crematorium fees 2015/16	-902,600	-752,800	-1,045,200	-292,400	38.8%
Crematorium fees 2016/17	-1,184,700	-1,205,200	-1,173,200	32,000	-2.7%
Crematorium fees 2017/18	-1,234,500	-1,251,000	-1,319,420	-68,420	5.5%
Crematorium fees 2018/19	-1,326,200	-1,348,200	-1,359,613	-11,413	0.8%
<b>2019/20</b>	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
Crematorium fees 2019/20	-1,385,200	-217,769	-1,348,200	-259,717	
percentage of prior year actual/actual YTD		16.0%		19.1%	
<b>Forecast indicative outturn based on prior year profile</b>		<b>-1,140,000</b>			
<b>Manager's Estimated out-turn</b>		<b>-1,385,200</b>			

There is no budget profile that can be applied successfully to the income forecast as there are many changing variables, not under the control of the budget manager. The process of estimating income here can be extremely challenging for all involved. However, by the end of Q3, the process becomes easier, with a more informed out-turn prediction.

**Cemeteries**

	Original budget	latest budget	Actual	variance	variance
Cemeteries 2015/16	-288800	<b>-323,400</b>	-379,176	-55,776	17.2%
Cemeteries 2016/17	-338900	<b>-343,500</b>	-370,115	-26,615	7.7%
Cemeteries 2017/18	-358600	<b>-370,100</b>	-332,286	37,814	-10.2%
Cemeteries 2018/19	-385700	<b>-428,000</b>	-338,134	89,866	-21.0%
<b>2019/20</b>	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
Cemeteries 2019/20	-445300	<b>-62,412</b>	-428,000	-50,798	
percentage of prior year actual/actual YTD		<b>18.46%</b>		15.0%	
<b>Forecast indicative outturn based on prior year profile</b>		<b>-415,442</b>			
<b>Manager's Estimated out-turn</b>		<b>-445,300</b>			

**Waste recycling credits**

	Original budget	latest budget	Actual	variance	variance
Recycling credit 2015/16	-420,000	-420,000	-473,800	-53,800	12.8%
Recycling credit 2016/17	-420,000	-440,000	-445,100	-5,100	1.2%
Recycling credit 2017/18	-450,400	-450,400	-450,819	-419	0.1%
Recycling credit 2018/19	-464,400	-460,700	-480,108	-19,408	4.2%
<b>2019/20</b>	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
Recycling credit 2019/20	-475,700	-2,867	-460,700	2,856	
percentage of prior year actual/actual YTD		<b>0.60%</b>			
<b>Forecast indicative outturn based on prior year profile</b>		<b>N/A due to delays in prior year income</b>			
<b>Manager's Estimated out-turn</b>		<b>-475,700</b>			

Due to the timescale imposed by WCC for assessing collection tonnages from various site sources.

There is a 3 month delay on the payment for recycling credit income. Quarter 2 income was paid in December, Quarter 3 will be expected in March 2020 and Quarter 4 will be expected in June 2020. Total income for 19/20 is anticipated to be in line with the current budget estimate of £476k.

	Original budget	latest budget	Actual	variance	variance
<b>Planning</b>					
fees & charges general 2015/16	-702,000	-870,000	-1,276,300	-406,300	46.7%
fees & charges general 2016/17	-702,000	-1,094,800	-1,084,600	10,200	-0.9%
fees & charges general 2017/18	-1,100,000	-1,400,000	-1,346,200	53,800	-3.8%
fees & charges general 2018/19	-1,300,000	-1,760,000	-1,557,826	202,174	-11.5%
<b>2019/20</b>	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
fees & charges general 2019/20	-1,700,000	-581,087	-1,760,000	-494,727	
percentage of prior year actual/actual YTD		37.3%			
<b>Forecast indicative outturn based on prior year profile</b>		<b>-1,829,800</b>			
<b>Manager's Estimated out-turn</b>		<b>1,700,000</b>	<b>Forecast outturn of £1,829,800 before any income carry over to 2020/2021</b>		

**APPENDIX B****Major income budgets v actual 2015-2019**

Jun-19	£	£	£	£	%
<b>Car parking</b>					
	<b>Original budget</b>	<b>latest budget</b>	<b>Actual</b>	<b>variance</b>	<b>variance</b>
car parking fees 2015/16	-2,606,100	-2,746,100	-2,997,200	-251,100	9.1%
car parking fees 2016/17	-2,776,100	-2,966,100	-3,154,508	-188,408	6.4%
car parking fees 2017/18	-2,973,000	-3,043,000	-3,055,074	-12,074	0.4%
car parking fees 2018/19	-3,113,000	-3,113,000	-3,182,855	-69,855	2.2%
	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
car parking fees 2019/20	-3,175,100	-764,082	-3,113,000	-800,620	
percentage of prior year actual/actual YTD		24.0%		25.2%	
<b>Forecast indicative outturn based on prior year profile</b>		<b>-3,037,600</b>			
<b>Manager's Estimated out-turn</b>		<b>-3,175,100</b>			

**APPENDIX B****Major income budgets v actual 2015-2019**


Jun-19	£	£	£	£	%
<b>Royal Spa Centre</b>					
<u>"Royal Spa Centre - all income (excluding Non-WDC Shows)"</u>					
	<b>Original budget</b>	<b>latest budget</b>	<b>Actual</b>	<b>variance</b>	<b>variance</b>
2015/16	581,500	581,500	633,600	52,100	8.96%
2016/17	582,800	760,900	826,400	65,500	8.61%
2017/18	634,100	773,100	774,968	1,868	0.24%
2018/19	761,400	775,000	815,803	40,803	5.26%
	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
2019/20	818,500	312,937	775,000	240,434	
Forecast indicative outturn based on prior years	1,043,123				
<b>Manager's Estimated out-turn</b>	<b>856,593</b>				

<u>"Payments to Artistes for WDC promotions"</u>					
	<b>Original budget</b>	<b>latest budget</b>	<b>Actual</b>	<b>variance</b>	<b>variance</b>
2015/16	344,800	344,800	384,900	40,100	11.63%
2016/17	344,800	466,800	466,500	-300	-0.06%
2017/18	344,800	436,800	405,801	-30,999	-7.10%
2018/19	436,800	406,000	415,241	9,241	2.28%
	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
2019/20	406,000	57,542	406,000	58,893	
Forecast indicative outturn based on prior years	639,560				
<b>Manager's Estimated out-turn</b>	<b>428,297</b>				

<u>"Net income"</u>					
	<b>Original budget</b>	<b>latest budget</b>	<b>Actual</b>	<b>variance</b>	<b>variance</b>
2015/16	236,700	236,700	248,700	12,000	5.07%
2016/17	238,000	294,100	359,900	65,800	22.37%
2017/18	289,300	336,300	369,167	32,867	9.77%
2018/19	324,600	369,000	400,562	31,562	8.55%
	latest budget	YTD 2019/20	budget 2018/19	YTD 2018/19	
2019/20	412,500	255,395	369,000	181,541	
Forecast indicative outturn based on prior years	<b>403,563</b>				
<b>Manager's Estimated out-turn</b>	<b>428,297</b>				

Pantomine sales have a huge impact on the annual out-turn. Any sort of meaningful prediction cannot therefore be made until after the Christmas season is completed.



 <b>Executive</b> <b>21<sup>st</sup> August 2019</b>		<b>Agenda Item No. 5</b>
<b>Title</b>	Newbold Comyn – Update and Approach to Engagement	
<b>For further information about this report please contact</b>	Andrew Jones <a href="mailto:andrew.jones@warwickdc.gov.uk">andrew.jones@warwickdc.gov.uk</a>  Guy Collier <a href="mailto:Guy.collier@warwickdc.gov.uk">Guy.collier@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Clarendon Crown Newbold	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	Appendices 4 and 5 marked private and confidential.	
<b>Date and meeting when issue was last considered and relevant minute number</b>	6 <sup>th</sup> March 2019 Minute No. 11	
<b>Background Papers</b>	None	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes (ref 1022)
<b>Equality Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	29/07/19	Chris Elliot
Head of Service	18/07/19	Dave Barber
CMT	29/07/19	Chris Elliot, Andrew Jones, Bill Hunt
Section 151 Officer	06/08/19	Mike Snow
Monitoring Officer	29/07/19	Andrew Jones
Finance	06/08/19	Mike Snow
Portfolio Holder(s)	05/08/19	Cllr Norris
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>	Yes	

## **1. Summary**

- 1.1 This reports provides Members with the proposed approach for the completion of the Newbold Comyn Study, with a focus on resident engagement in the master planning process.
- 1.2 The report also updates Members on the results of a commercial appraisal by Bruton Knowles of existing outbuildings adjacent to the Newbold Comyn Arms. The appraisal is commercially sensitive and as such is private and confidential. The report concludes that a mix of uses deliver the best commercial outcome for the Council.
- 1.3 The report also updates Members on the revised governance arrangements for the Study, following the 2019 local election.

## **2. Recommendations**

- 2.1 That Executive approves the proposed approach for the completion of the Newbold Comyn Study.
- 2.2 That subject to approval of Recommendation 2.1, Executive approves the proposed methodology for resident engagement in the preparation of a final masterplan demonstrating future uses.
- 2.3 That Executive notes the results of the commercial appraisal of existing outbuildings.
- 2.4 That Executive notes the revised governance for the Newbold Comyn Study.
- 2.5 That Executive approves additional funding of £15,000 from the 2019/20 Contingency Budget to allow for additional consultation, procurement of the ecological survey, ensure that funds are available for legal advice on the final activity mix (should it be required) and project contingency.

## **3. Reasons for Recommendations**

### Recommendation 2.1

- 3.1 In line with the recommendations of the Executive Report of 6<sup>th</sup> March 2019, SLC (<https://www.slc.uk.com/>) have been reappointed as consultants to support the Newbold Comyn Study.
- 3.2 SLC will be working with landscape architects Southern Green (<https://www.southerngreen.co.uk/>).
- 3.3 The purpose of the Study is to provide the Council with a masterplan identifying and locating viable/ deliverable uses, with supporting high level business case. This masterplan should take account of the wide

variety of users and high profile of the area, as demonstrated by the existing online survey.

- 3.4 SLC have prepared a timeline of activities to deliver the conclusion of the Study (appendix 1). The proposed timeline includes a number of key milestones delivered through seven stages, a number of which have been delivered since SLC were reappointed:

<b>Milestone</b>	<b>Timeframe</b>
Stage 1 Project Inception and Site Analysis (primarily desktop exercise)	May 2019
Stage 2 Needs Analysis (to begin post Executive Report): <ul style="list-style-type: none"> <li>• Consultation with key stakeholders</li> <li>• Launch of online survey</li> <li>• Public drop-in sessions</li> <li>• Consultation with potential operators</li> <li>• Briefing paper on consultation results</li> <li>• Workshop with Project Team (Officers) and Member Reference Group</li> </ul>	August 2019 Sept 2019 Sept/ Oct 2019 August 2019 October 2019 October 2019
Stage 3 Draft Masterplan Development: <ul style="list-style-type: none"> <li>• RIBA Stage 2 draft final masterplan drawing showing preferred locations of facilities.</li> </ul>	November 2019
Stage 4 Development Costs and Business Planning	November 2019
Stage 5 Management Models	November 2019
Stage 6 Feasibility Report	November/ December 2019
Stage 7 Final Consultation: <ul style="list-style-type: none"> <li>• Display of final draft masterplan and site analysis</li> <li>• Review and discuss required amendments to final draft masterplan arising from consultation, with Officers and Member Reference Group.</li> </ul>	January 2020 March 2020

- 3.5 In addition to the above, it is anticipated that an Executive Report will be presented to Members prior to the final consultation to advise Members on the proposed final facility mix.

- 3.6 The above timeline would deliver a final Executive Report in Spring 2020.

- 3.7 If the final masterplan is approved by Executive, the Council will be required to resource the delivery of the masterplan including obtaining relevant permissions, potentially procuring and managing delivery partners etc.

## Recommendation 2.2

- 3.7 The completed Newbold Comyn survey demonstrated how important the area is to local people. At its meeting of 6<sup>th</sup> March 2019 Executive supported the recommendation that a report would be brought to Executive in the summer of 2019 that would set out proposals for a mix of uses, costs and funding for those uses and which will form the basis for the next round of public consultation. This report sets out three masterplan options, based on the shortlist of activities presented to Executive 6<sup>th</sup> March 2019.
- 3.8 A high level assessment of options, on assumed most commercially favourable model (based on SLCs experience in this area) suggested that the right mix of uses in the right layout could generate a significant income for the Council. A summary of this appraisal can be found as private and confidential appendix 4 (restricted due to commercial sensitivity).
- 3.9 This has informed three masterplan options, which can be found in appendix 3. The options are:

### *Layout 1*

Includes a redesigned golf offer of a new par-3 golf course, driving range, adventure golf, footgolf and the reinstatement of the former pitch and putt area. It also includes a new adventurous play area, a new outdoor activities area (high ropes, low ropes, zip wires, climbing etc.), an extension to the nature reserve, a new 3G artificial turf pitch, visitor centre / café and additional parking.

### *Layout 2*

Excludes the par-3 golf course, driving range, footgolf and pitch and putt but includes a significantly larger extension to the nature reserve. It also includes the other facilities shown in Layout 1 but with changes to the location of some of these.

### *Layout 3*

Also excludes the par-3 golf course, driving range, footgolf and pitch and putt but includes an extended area for outdoor activities which occupies Observation Hill. This therefore reduces slightly the extended area of nature reserve shown in Layout 2. It also includes the other facilities shown in Layout 1 but with changes to the location of some of these.

- 3.10 The purpose of these masterplans is to provide a framework for feedback and help illustrate the spatial implications of suggested activities. The masterplans have been assessed by the Council's Planning Pre-Application process to ensure that they are in keeping with planning policy. They will also be subject to a high level ecological assessment to ensure that there are no immediate ecological restrictions.

- 3.11 Residents will be able to inform that masterplan through a combination of drop in sessions, online survey and interviews. These will be run through September and October 2019.
- 3.12 Drop in sessions will run over two days, at two different locations. These will be visual, and interactive. They will be split into three sections:
- What do you think?*  
This will seek feedback on the proposed facility mix.
- Where do you think?*  
This will enable participants to provide feedback on where they think facilities should be located.
- What else do you think?*  
This is an opportunity for participants to provide any other comments.
- 3.13 The online survey will also enable participants to feedback on the proposed facility mix and inform the masterplan. The survey will be hosted by SLC and is based on their experience of delivering similar surveys elsewhere in the country.
- 3.14 SLC have worked with Officers to identify a significant list of stakeholders. They will continue to work with Officers to ensure that previously underrepresented groups are engaged through the drop in sessions and interviews.
- 3.15 The masterplans address the agreed study area, though Officers are conscious of Member concerns that the final masterplan addresses opportunities/ relationship with the river and nearby reservoir. This will be explored through stakeholder interviews.
- 3.16 Members should also note that the Member Reference Group (MRG, Groups Leaders invited to nominate members) will play a key role in the evaluation of engagement outputs via two planned workshops (with Officers).
- 3.17 The detailed engagement approach can be found in appendix 2.

### Recommendation 2.3

- 3.18 The 6<sup>th</sup> March 2019 Executive approved a commercial appraisal of existing outbuildings at Newbold Comyn. The purpose of this appraisal is to provide a benchmark commercial value to assist with the evaluation of the final masterplan proposal.
- 3.19 Bruton Knowles were appointed to undertake this work in April 2019. The appraisal is attached as appendix 5 (draft), private and confidential.
- 3.20 The appraisal is based on a number of assumptions:

- The Council will retain the freehold interest of the outbuildings, thereafter, letting and managing occupied space.
- The long-term sustainable use of the outbuildings, for the benefit of the community is critical.
- The conversion of the outbuildings will be the responsibility of the Council, assuming a modest profit margin on Gross Development Value.

- 3.21 The appraisal provides commentary on a number of options:
- Do nothing
  - Standalone options:
    - Residential
    - Offices
    - Retail
  - Options which complement the current and possible future use(s) of the study area (retail/ leisure) while still returning a profit to the Council.
- 3.22 The appraisal concludes that both *do nothing* and *residential* are not acceptable options moving forwards and has dismissed them.
- 3.23 The appraisal suggests that standalone retail use is deliverable.
- 3.24 The appraisal suggests that the correct blend of uses could deliver a positive value for development.

#### Recommendation 2.4

- 3.25 When the study was first launched it fell within the Culture Portfolio, reflecting the previous use as a golf course. The former golf course area is currently maintained by a private contractor under the supervision of Cultural Services. being maintained by the Council's Neighbourhood Services. However, it is anticipated that Neighbourhood Services will have a significant role in the future management of at least part of the study area. It has therefore been agreed with the Council's Executive that the study is moved from the Culture Portfolio to Neighbourhood.
- 3.26 It has also been agreed that a Member Reference Group is convened. Group Leaders have been invited to nominate members and substitutes. This group will have a significant role in the evaluation of and response to consultation (see 3.15).

#### Recommendation 2.5

- 3.27 Executive approved a budget of £50,000 to procure specialist consultancy advice at its meeting of 7<sup>th</sup> March 2018. Of this, £14,979 was allocated to SLC for their initial high level appraisal. A further £10,000 was approved at its meeting of 6<sup>th</sup> March 2019 for the next phase of the Study, to meet the estimate costs of Phase 2, based on SLCs initial fee proposal and costs of appraisal of outbuildings.

- 3.28 Subsequent dialogue between Officers and SLC identified the need for an additional stage of consultation (Stage 7: Final Consultation), leading to an increase in costs of £6463.75. High level ecological surveys are also expected to be slightly higher in cost than originally anticipated.
- 3.29 Further internal discussion has also suggested that it would be prudent to allow up to an estimated £5000 for legal services to help ensure the deliverability of the final activity mix.
- 3.30 There is therefore a potential shortfall of £14,175.
- 3.31 It is recommended that the shortfall is funded from the 19/ 20 Contingency, plus a project contingency totalling £15,000.

## 4.0 Policy Framework

### 4.1 Fit for the Future (FFF)

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

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

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Newbold Comyn is currently free to access providing opportunities for improved health outcomes. The study will not impact on this	The Council is committed to maintaining Newbold Comyn and preserving public access ensuring the area is well looked	No impact.

commitment.	after. The study will not impact on this commitment.	
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
No impact.	Proposal recognises customer needs and will improve service provision in line with these.	Proposal ensures that the Council gets best value from the asset, and income maximised, set against customer needs and deficit in Budgetary Framework.

#### 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The impact of the recommendations within this report seek to protect the Council's financial position while protecting a valuable public asset in the long term.

4.3 In addition any proposals that emerge from the process will need to comply with Section 13, paragraphs 133 – 147: Protecting Green Belt Land of the National Planning Policy Framework.

4.2 Proposals will also need to support the aspirations of the Green Spaces Strategy for Warwick District 2012 – 2026, in particular recommendations B (Improve), C (Connect), D (Involve) E (Resource), F (Sustain) and G (Conserve).

#### 4.4 Changes to Existing Policies

4.5 The Council's updated Playing Pitch Strategy was approved by the Executive in July 2019. The football element of the updated Strategy and the FA Local Football Facilities Plan identifies a need to improve the



condition of the existing grass pitches, refurbishment of the pavilion/changing rooms, and to recommends the establishment of a full size 3G pitch and Multi Use Games Area at Newbold Comyn to address the issues of over play of grass pitches.

#### **4.6 Impact Assessments**

None

#### **5. Budgetary Framework**

5.1 The budgetary requirements for this work was agreed at by Executive at its meeting of 6<sup>th</sup> March 2019.

5.2 In order to meet study requirements an additional £15,000 is requested from the Contingency Budget 2019/20 and that the balance on the reserve is discussed in more detail within the Budget Review to 30<sup>th</sup> June 2019 Report on this Executive agenda.

5.2 It is important that any future use of Newbold Comyn is affordable. Consequently, any proposal needs to be considered alongside sources of funding for it, including the upfront capital costs and recurring costs/revenue. If this is not addressed at the outset, the Council risks setting undue expectations and potentially abortive works.

#### **6. Risks**

6.1 There is a reputational risk that the Council is perceived to be delaying a decision and continuing to use resources to procure external advice. However it is recognised that Newbold Comyn is a much valued asset for Royal Leamington Spa and the District. There are a significant number of interests to balance and the approach must take account of this.

6.2 There is a risk that if the golf course is perceived as being unused that it will become a target for antisocial behaviour. Officers will continue to monitor this.

#### **7. Alternative Options considered**

7.1 An alternative option would be to proceed without additional engagement. This would risk the Council adopting a masterplan for Newbold Comyn that has a negative impact on relationships with the area leading to a decrease in use.

7.2 An alternative option would be to reduce the engagement period. However this would entail a risk that residents feel excluded from a key Council decision.



## Newbold Comyn Masterplan and Feasibility Study

### Our Approach

Stage 1 – Project Inception and Site Analysis	Key Outputs	Benefits of this Approach
<b>Inception Meeting and Site Visit</b>		
<p>Inception meeting to agree the overall approach, the project plan, communication channels and the roles and responsibilities of the Council and SLC project teams.</p> <p>We will share our information requirements with you in advance of the meeting and use this as an opportunity to clarify any outstanding elements with you.</p> <p>Detailed site visit including buildings in scope (former golf clubhouse and football changing room block).</p>	<p>Confirmation of approach, project roles, expectations and timescales.</p> <p>Sharing of contact details.</p> <p>Early clarification of SLC’s information requirements.</p> <p>Project Plan with clear milestones.</p> <p>Site photos.</p>	<p>Clarity for both SLC and WBC on requirements, roles and responsibilities.</p> <p>Detailed site visit will be critical to inform the site analysis and development of facility options.</p>
<b>Review of strategic documentation</b>		
<p>We will undertake a review of key strategic documents e.g. Warwick Community Plan, Green Space Strategy, Health &amp; Wellbeing Strategy, Playing Pitch Strategy, Fit for the Future Business Improvement Plan, Play Strategy.</p>	<p>Report section outlining how the proposed developments contribute / respond to key WDC strategy.</p>	<p>This approach ensures the developments are strategically driven and maximises the chances for external funding e.g. Football Foundation.</p>
<b>Initial consultation with WDC planning and WCC highways on Phase 1 study including identified development options and spatial plans</b>		
<p>We will consult with WDC planners and County Council Highways to identify specific issues and constraints relating to transport, access and parking on the site. This will be via telephone discussions with identified officers.</p>	<p>Notes of consultation.</p>	<p>The proposed developments are projected to increase use of the site and the access and parking requirements will require early engagement with the planning authorities to identify issues/constraints</p>

Stage 1 – Project Inception and Site Analysis	Key Outputs	Benefits of this Approach
<b>High-level review of condition of buildings within scope / review of condition surveys if available</b>		
<p>The project brief includes options for developing / refurbishing the former golf shop and changing room block adjacent to the football pitches.</p> <p>We will therefore review the condition surveys developed by the Council’s property advisors, Bruton Knowles in order to understand their lifespan and potential investment requirements.</p>	<p>Assessment of current condition of buildings within scope.</p>	<p>Any recommendations for investment into buildings on site <u>must</u> be informed by an understanding of their current condition and lifespan.</p> <p>Without this, the true cost of any required investment will not be known.</p>
<b>Site Analysis including detailed appraisal of opportunities and constraints (SWOT). Includes consideration of ecological constraints and flood risk.</b>		
<p>We will develop a comprehensive site analysis including identification of Strengths, Opportunities, Weaknesses and Threats. It will be critical to assess any ecological constraints linked to the Leam Valley Nature Reserve and flood risk areas in the development of identified facilities. The site analysis will be supported by visuals/plans.</p> <p>This workstream will identify any additional survey work required by specialist ecologists / hydrologists.</p>	<p>Site analysis and SWOT including drawings. Will form section of final feasibility report.</p>	<p>The initial scoping work undertaken previously by SLC was on the basis of high-level site visits. Undertaking a more detailed analysis of the site to better understand the topography and landscape will be essential to assess the best locations and ‘physical’ feasibility of the identified options.</p>

Stage 2 – Needs Analysis	Key Output	Benefits of this Approach
<b>Review of WDC public engagement results</b>		
<p>We will undertake a review of WDC’s recent engagement process to better understand local perceptions and aspirations for the overall site.</p>	<p>Short report section summarising the results of engagement and how this has informed the subsequent development of the masterplan.</p>	<p>It will be important that the recent engagement exercise informs the development of the masterplan and local people feel they have been listened to.</p>

Stage 2 – Needs Analysis	Key Output	Benefits of this Approach
<b>Develop consultation plan setting out identified stakeholders, methods of engagement and comms</b>		
<p>We will develop a detailed consultation plan which identifies the different stakeholders, including the general public, and sets out the plans and methods for engagement with these different groups. This will include the approach to publicising the consultation in order to maximise engagement. We will meet with WDC's lead Member to discuss the draft consultation plan.</p>	<p>Agreed consultation plan with identified stakeholders, methods of engagement and marketing/publicising of engagement. Approach signed off by WDC lead Member.</p>	<p>Consultation can be resource intensive. A clear and agreed plan of engagement, supported by WDC's lead Member will therefore be critical to ensure it is as effective and efficient as possible.</p>
<b>Consultation with key strategic stakeholders including Sport England, WWT and selected NGBs e.g. FA, England Golf</b>		
<p>We will consult with Sport England, WWT and key National Governing Bodies of sport (FA, England Golf) to seek views/support on the proposed options and explore potential funding opportunities.</p>	<p>Consultation notes.</p>	<p>It is best practice when exploring the development of sports facilities to engage with the governing bodies. This will seek to secure support for the proposals and understand potential for external funding.</p>
<b>Online survey to engage with wider public. Includes development of survey, distribution and promotion and collating of results</b>		
<p>We will develop an online survey designed to gather feedback from residents on the identified options. This will be managed by SLC on our ZOHO survey platform and be promoted through the Council's communication channels and social media platforms, through the stakeholder network and through on-site signage.</p>	<p>Consultation report with key findings and results.</p>	<p>Online engagement is an efficient way of generating responses and can be collated easily.</p>

Stage 2 – Needs Analysis	Key Output	Benefits of this Approach
<b>Public drop-in sessions to discuss and feedback on identified development options</b>		
<p>In addition to the online engagement, we will host two separate public drop-in sessions at prominent, agreed venues. These will be promoted through the same channels as above and provide an opportunity for people to see the spatial plans up close and ask questions of our team. <u>Locations and format of sessions TBC through discussion with WDC.</u></p>	<p>Drop-in sessions and collated feedback.</p>	<p>It will be important to provide an opportunity for local people to engage face to face with the SLC team and ask questions to understand more about the rationale behind the identified options.</p>
<b>Consultation with potential operators to further inform market potential and business planning</b>		
<p>Building on the high level discussions undertaken during SLC’s initial scoping work, we will engage further with potential operators on the identified options.</p>	<p>Notes of consultation</p>	<p>Seeking further input from potential future operators will help business planning and inform options re Stage 5: Management Models.</p>
<b>Briefing paper on results of consultation</b>		
<p>We will provide a briefing paper which gathers the key findings from all of the engagement workstreams.</p>	<p>Concise briefing paper setting out key themes arising from the stakeholder and wider public engagement</p>	<p>The paper will form the culmination of this key stage of the project and inform the subsequent proposed workshop with WDC.</p>
<b>Workshop with WDC Project Team and Members to agree final facility mix to take forward to design and costing stages</b>		
<p>We propose to present the findings of Stages 1 and 2 at a workshop with WDC project team and elected Members to agree the final facility mix based on these findings.</p>	<p>Agreement on final facility mix to take forward to next stage</p>	<p>Sign off from WDC on the final facility mix is a key milestone and will be required before entering into the design stage.</p>
<b>Stage 3 – Masterplan Development</b>	<b>Key Output</b>	<b>Benefits of this Approach</b>

Stage 3 – Masterplan Development	Key Output	Benefits of this Approach
<b>Accommodation schedules and block plans for built infrastructure</b>		
<p>Based on the final agreed facility mix, we will develop accommodation schedules which detail the floor areas of proposed development/refurbishment of buildings in scope (former golf shop and changing room block adjacent to the football pitches.) These will then be developed into RIBA 2 block plans.</p>	<p>Accommodation schedules and block plans of layouts.</p>	<p>These will be essential to allow accurate pricing of developments and will illustrate proposed building layouts.</p>
<b>Projected programme of use to assess site capacity and inform parking requirements</b>		
<p>We will develop an indicative programme of use for the site which shows the likely no. of users at different times and on different days of a full week (one summer and one winter). This will be developed based upon expected patterns of use of the different facilities. A projected no. of users will be provided for each hour of the day and a ratio applied to establish an anticipated number of cars.</p>	<p>Pattern of use and assessment of parking requirements.</p>	<p>This approach provides a logical evidence base to inform the requirements for additional parking.</p>
<b>Explore and agree location(s) for additional parking, including sketch options</b>		
<p>Informed by earlier discussions with planners and Highways, we'll explore options for required additional parking</p>	<p>Sketch options</p>	<p>Additional parking will be critical to the future success of developments and this element of the masterplan requires special attention.</p>

Stage 3 – Masterplan Development	Key Output	Benefits of this Approach
<b>Masterplan sketch options</b>		
Initial sketch options to inform further discussion with planners.	Sketch options	It will be more efficient to develop high level sketches to discuss with planners before more detailed plans are drafted.
<b>Consultation with planners and highways on masterplan sketch options</b>		
Telephone consultation with planners and highways on sketch options.	Notes of consultation.	This approach enables planning feedback prior to development of detailed plans.
<b>RIBA Stage 2 draft Masterplan drawing showing preferred locations of facilities incl. additional parking.</b>		
We will develop a final draft masterplan of the overall site together with detailed area drawings of specific facility areas and precedent images to aid interpretation.	Draft masterplan and detailed area drawings	The draft masterplan will be a core output of our work and provide a visual representation of the site layout and adjacencies.

Stage 4 – Development Costs and Business Planning	Key Output	Benefits of this Approach
<b>Budget cost estimates for facility developments</b>		
<p>Our Leisure Cost and Risk consultant, John Button, partner at Castons, will apply a robust budget cost estimate for all developments, broken down by individual elements.</p> <p>Castons will also take account of existing condition surveys where available and include costed risk provisions where appropriate.</p>	Elemental cost breakdown of each shortlisted option including risk contingencies, assumptions and exclusions (see example)	<p>SLC’s approach to costing is the most robust in the sector.</p> <p>We do not want to risk our clients being exposed to an artificially low capital cost that the Council use to establish a business case which is then undermined when the real costs emerge.</p>

Stage 4 – Development Costs and Business Planning	Key Output	Benefits of this Approach
<b>High-level business plans showing operational income and expenditure of facilities</b>		
We will undertake high level business planning for the proposed new facilities including projected operational income and expenditure and a sensitivity analysis to allow for under/over performance.	High level 10-year Revenue Business Plans	This will enable the Council to understand the potential revenue position of each facility development and the relative strengths/weaknesses of each. This can be linked to the capital costing of each option to understand the financial return on investment.
<b>High-level exploration of funding options to support delivery</b>		
We will identify potential funding options through research and consultation with NGBs and Sport England.	Funding options	This will identify possible support funding to aid delivery of the scheme.
<b>Delivery programme with indicative timescales for development and any phasing requirements</b>		
We will develop a programme which details the likely expected timescales for delivery which takes account of detailed design, planning application, procurement of build contractor(s) and construction period including any required phasing of works.	Delivery programme	This workstream has two distinct benefits. Firstly it informs the projected inflation costs which are applied to the budget estimate to provide a more accurate. Secondly, it provides the Council with a realistic expected timescale to aid planning and to inform residents.

Stage 5 – Management Models	Key Output	Benefits of this Approach
<b>Identify potential operating models</b>		



We will identify options for future operating models based on the agreed facility mix and supported by case studies of similar sites.	Management model options set out in a report section.	It will be beneficial to explore different management model options for consideration by WDC.
<b>High-level assessment of management models</b>		
We will assess the strengths and weaknesses of the identified management models and highlight the risks and opportunities of each	Clear assessment of management models and recommendations.	This workstream will complement the design work, costings and business planning by providing a recommended management solution to the Council.

<b>Stage 6 – Feasibility Report</b>	<b>Key Output</b>	<b>Benefits of this Approach</b>
<b>Draft feasibility report</b>		
SLC will produce a comprehensive but easy to read draft feasibility report which pulls together all of the above workstreams for WDC to review. It will include an executive summary.	Draft feasibility report for client review and feedback.	This allows WDC the opportunity to feedback to ensure they are satisfied with the report.
<b>Presentation to WDC Project Team and Elected Members</b>		
We will present the overall key findings of the study including the final draft masterplan, development costs and projected revenue position to senior officers and elected Members.	Presentation and facilitated discussion.	This will provide an opportunity for Members to ask questions and provide feedback.
<b>Final report and Masterplan following feedback from WDC</b>		
We will make any required amendments to the draft report following feedback from WDC	Final report	A final report that meets the requirements of the brief in full.

<b>Stage 7 – Final Consultation</b>	<b>Key Output</b>	<b>Benefits of this Approach</b>
-------------------------------------	-------------------	----------------------------------

Stage 7 – Final Consultation	Key Output	Benefits of this Approach
<b>Develop display boards of final draft Masterplan and Site Analysis</b>		
SLC will arrange for the final draft Masterplan and Site Analysis to be printed on to display boards to aid the public consultation.	Large scale display boards.	Effective display boards of the masterplan will enable people to see plans up close.
<b>Meeting with WDC to discuss and agree required amendments to final draft Masterplan</b>		
We will meet with WDC to discuss the results of the public consultation and agree any required changes to the masterplan arising from the consultation.	Agreed changes (if required)	A meeting to discuss and agree changes will help provide an audit trail of how WDC has responded to the consultation.
<b>Amendments to final draft masterplan and block plans</b>		
Following the above meeting, SLC will amend the draft masterplan and block plans as required. Includes amending feasibility report explaining changes.	Final masterplan.	This approach will help provide a clear audit trail.

**Toby Kingsbury, Director**

**The Sport, Leisure and Culture Consultancy**

**May 2019**



**Table 1: Detailed Resource Plan**

Warwick DC - Newbold Comyn Feasibility										SLC				Summary of Deliverables			
File	Version 4.0	Project Director	Research Consultant	Lead Masterplanner	Landscape Architect	Landscape Technician	Project Architect	Cost Consultant	SLC Sub Total	Total	Expenses	SLC Day Fees	Fees plus Expenses	Outputs	Week No. (Proposed)	Lead	Dates Completed W/E
QA	Duncan Wood-Allum																
Date	05/05/19																
Activity	TK	MP	RS	EG	CS	PW	JB										
<b>STAGE 1: Project Inception and Site Analysis</b>																	
1.1	Inception Meeting and Site Visit	1.50	0.00	1.50	0.00	0.00	0.00	0.00	3.00	3.00	£220	£2,175	£2,395	Meeting notes, agreed project plan, site photos	1	TK	19/04/19
1.2	Review of key strategic documentation	0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.50	0.50	£0	£300	£300	Clarity on how the project contributes to strategic objectives and outcomes	2	TK	26/04/19
1.3	Initial consultation with planning and highways on Phase 1 study including identified development options and spatial plans	0.13	0.00	0.25	0.25	0.00	0.00	0.00	0.63	0.63	£0	£379	£379	Consultation notes	2	RS	26/04/19
1.4	High-level review of WDC condition surveys	0.13	0.00	0.00	0.00	0.00	0.25	0.00	0.38	0.38	£0	£242	£242	Understanding of condition and lifespan of buildings	3	PW	03/05/19
1.5	Site Analysis including detailed appraisal of opportunities and constraints (SWOT). Includes consideration of ecological constraints and flood risk.	0.25	0.00	0.25	1.00	1.75	0.00	0.00	3.25	3.25	£0	£1,425	£1,425	Site Analysis (SWOT) including drawings	4	RS	10/05/19
<b>SubTotal</b>		<b>2.26</b>	<b>0.25</b>	<b>2.00</b>	<b>1.25</b>	<b>1.75</b>	<b>0.25</b>	<b>0.00</b>	<b>7.76</b>	<b>7.76</b>	<b>£220</b>	<b>£4,521</b>	<b>£4,741</b>				
<b>STAGE 2: Needs Analysis</b>																	
2.1	Review of WDC public engagement results	0.13	0.00	0.13	0.00	0.00	0.00	0.00	0.26	0.26	£0	£189	£189	Understanding of local perceptions and aspirations for NC to support future consultation	7	TK	31/05/19
2.2	Develop consultation plan setting out identified stakeholders, methods of engagement and comms (includes briefing meeting with PH)	1.25	1.50	0.00	0.00	0.00	0.00	0.00	2.75	2.75	£0	£1,600	£1,600	Consultation plan with stakeholder layers, methods of engagement and timescales and briefing meeting with PH)	8-9	MP	14/06/19
2.3	Consultation with key strategic stakeholders including Sport England and selected NGBs e.g. FA, England Golf, British Cycling.	0.50	0.50	0.00	0.00	0.00	0.00	0.00	1.00	1.00	£0	£600	£600	Notes of consultation	19	TK	23/08/19
2.4	Online survey to engage with wider public. Includes development of survey, distribution and promotion and collating of results	0.50	2.00	0.00	0.00	0.00	0.00	0.00	2.50	2.50	£0	£1,200	£1,200	Survey report to inform final facility mix and development of masterplan	19-26	MP	11/10/19
2.5	Public drop-in sessions to discuss and feedback on identified development options (no of sessions/locations TBC through discussion with WDC)	2.00	2.00	0.00	2.75	0.00	0.00	0.00	6.75	6.75	£680	£3,638	£4,318	Drop-in sessions and collated feedback	20-22	TK	13/09/19
2.6	Consultation with potential operators to further inform market potential and business planning	0.50	0.50	0.00	0.00	0.00	0.00	0.00	1.00	1.00	£0	£600	£600	Notes of consultation	19-20	TK	30/08/19
2.7	Briefing paper on results of consultation	0.50	1.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50	£0	£800	£800	Concise briefing paper setting out key themes arising from stakeholder and wider public engagement	26	TK	11/10/19
2.8	Workshop with WDC Project Team (and Members) to agree final facility mix to take forward to design and costing stages	1.00	0.00	0.00	1.00	0.00	0.00	0.00	2.00	2.00	£220	£1,250	£1,470	Agreement on final facility mix to take forward to next stage	28	TK	25/10/19
<b>SubTotal</b>		<b>6.38</b>	<b>7.50</b>	<b>0.13</b>	<b>3.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17.76</b>	<b>17.76</b>	<b>£900</b>	<b>£9,876</b>	<b>£10,776</b>				
<b>STAGE 3: Draft Masterplan Development</b>																	
3.1	Accommodation schedules and block plans for built infrastructure (assumes former golf clubhouse and changing block for pitches)	0.25	0.00	0.00	0.00	0.00	4.25	0.00	4.50	4.50	£75	£2,538	£2,613	Accommodation schedules and block plans showing layouts of built infrastructure	29-30	PW	08/11/19
3.2	Projected programme of use to assess site capacity and inform parking requirements	0.25	1.00	0.00	0.00	0.00	0.00	0.00	1.25	1.25	£0	£600	£600	Programme of use showing likely intensification of site use and to inform additional parking requirements	29	MP	01/11/19
3.3	Explore and agree location(s) for additional parking, including sketch options	0.13	0.00	0.13	0.25	0.50	0.25	0.00	1.26	1.26	£0	£614	£614	Preferred locations for additional parking	29-30	EG	08/11/19
3.4	Masterplan sketch options	0.25	0.00	0.25	1.00	0.25	0.00	0.00	1.75	1.75	£0	£900	£900	Outline sketch options for discussion with planners and highways	31	EG	15/11/19
3.5	Consultation with planners and highways on masterplan sketch options	0.25	0.00	0.13	0.13	0.00	0.00	0.00	0.51	0.51	£0	£343	£343	Notes of consultation	32	TK	22/11/19
3.6	RIBA Stage 2 draft Masterplan drawing showing preferred locations of facilities incl additional parking. Includes 1 overall Masterplan drawing and detailed areas with precedent images	0.50	0.00	0.75	2.75	6.75	0.00	0.00	10.75	10.75	£385	£4,488	£4,873	Draft Masterplan and detailed area drawings	33	EG	29/11/19
<b>SubTotal</b>		<b>1.63</b>	<b>1.00</b>	<b>1.26</b>	<b>4.13</b>	<b>7.50</b>	<b>4.50</b>	<b>0.00</b>	<b>20.02</b>	<b>20.02</b>	<b>£460</b>	<b>£9,482</b>	<b>£9,942</b>				

STAGE 4: Development Costs and Business Planning																		
4.1	Budget cost estimates for facility developments (elemental breakdown incl risks and exclusions.)	0.13	0.00	0.13	0.50	1.00	0.25	3.50	5.51	5.51	£0		£2,648	£2,648	Budget estimates on development costs	30-31	PW	15/11/19
4.2	High-level business plans showing operational income and expenditure of facilities	0.50	3.00	0.00	0.00	0.00	0.00	0.00	3.50	3.50	£0		£1,600	£1,600	Business plans to support assessment of overall viability	30-31	TK	15/11/19
4.3	High-level exploration of funding options to support delivery	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.50	0.50	£0		£200	£200	Funding opportunities	32	TK	22/11/19
4.4	Delivery programme with indicative timescales for development and any phasing requirements	0.25	0.00	0.13	0.25	0.00	0.25	0.00	0.88	0.88	£0		£535	£535	Delivery programme	32	PW	22/11/19
<b>SubTotal</b>		<b>0.88</b>	<b>3.50</b>	<b>0.26</b>	<b>0.75</b>	<b>1.00</b>	<b>0.50</b>	<b>3.50</b>	<b>10.39</b>	<b>10.39</b>	<b>£0</b>		<b>£4,982</b>	<b>£4,982</b>				
STAGE 5: Management Models																		
5.1	Identify potential operating models including case studies of other comparable facilities	0.50	1.50	0.00	0.00	0.00	0.00	0.00	2.00	2.00	£0		£1,000	£1,000	Operating models supported by case studies	29-30	TK	08/11/19
5.2	High-level assessment of management models including risks and opportunities	0.50	0.50	0.00	0.00	0.00	0.00	0.00	1.00	1.00	£0		£600	£600	Assessment of management model options	31	TK	15/11/19
<b>Subtotal</b>		<b>1.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>£0</b>		<b>£1,600</b>	<b>£1,600</b>				
STAGE 6: Feasibility Report																		
6.1	Draft feasibility report to include all of the above workstreams	1.00	3.00	0.13	0.75	0.75	0.25	0.00	5.88	5.88	£0		£2,822	£2,822	Draft feasibility report and Masterplan	33-34	TK	06/12/19
6.2	Presentation to WDC Project Team and Members	1.00	0.00	0.00	1.00	0.00	0.00	0.00	2.00	2.00	£220		£1,250	£1,470	Presentation and opportunity for questions and feedback	35	TK	13/12/19
6.3	Final report and final draft Masterplan following feedback from WDC	0.25	0.00	0.13	0.25	0.00	0.00	0.00	0.63	0.63	£0		£397	£397	Final report and Masterplan	36	TK	20/12/19
<b>SubTotal</b>		<b>2.25</b>	<b>3.00</b>	<b>0.26</b>	<b>2.00</b>	<b>0.75</b>	<b>0.25</b>	<b>0.00</b>	<b>8.51</b>	<b>8.51</b>	<b>£220</b>		<b>£4,469</b>	<b>£4,689</b>				
STAGE 7: Final Consultation																		
7.1	Develop display boards of final draft Masterplan and Site Analysis to aid final consultation	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.25	0.25	£200		£113	£313	Display boards for final consultation	38	TK	03/01/20
7.2	Meeting with WDC to discuss and agree required amendments to final draft Masterplan arising from consultation	1.00	0.00	1.00	0.00	0.00	0.00	0.00	2.00	2.00	£220		£1,450	£1,670	Agreed changes to masterplan	48	TK	13/03/20
7.3	Amendments to final draft masterplan and block plans. Includes amending feasibility report explaining changes and providing clear audit trail.	0.75	0.00	1.00	4.00	0.00	0.50	0.00	6.25	6.25	£0		£3,325	£3,325	Final masterplan	49	RS	20/03/20
<b>SubTotal</b>		<b>1.75</b>	<b>0.00</b>	<b>2.00</b>	<b>4.25</b>	<b>0.00</b>	<b>0.50</b>	<b>0.00</b>	<b>8.50</b>	<b>8.50</b>	<b>£420</b>		<b>£4,888</b>	<b>£5,308</b>				
STAGES 1-7: Project Management																		
8.1	Project management throughout the project to include calendar arrangement, production of project updates, client liaison and project team meetings	3.00	1.00	0.50	2.00	0.00	0.00	0.00	6.50	6.50	£0		£4,025	£4,025	Robust project management including formal monthly project updates and regular liaison with project team and client	1-49		20/03/20
<b>SubTotal</b>		<b>3.00</b>	<b>1.00</b>	<b>0.50</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.50</b>	<b>6.50</b>	<b>£0</b>		<b>£4,025</b>	<b>£4,025</b>				
<b>Total</b>		<b>17.40</b>	<b>18.25</b>	<b>6.41</b>	<b>13.88</b>	<b>11.00</b>	<b>5.50</b>	<b>3.50</b>	<b>82.44</b>	<b>82.44</b>	<b>£2,220</b>		<b>£43,941.75</b>	<b>£46,061.75</b>				



***Table 2: Project Plan***







## **NEWBOLD COMYN FEASIBILITY STUDY AND MASTERPLAN ENGAGEMENT PLAN**

### **Background**

The Sport, Leisure and Culture Consultancy (SLC) were commissioned by Warwick District Council (WDC) in August 2018 to undertake an initial study to identify viable and practical options for future use of Newbold Comyn, which includes land used formerly for a golf course. The 120 hectare site is well used for a variety of formal and informal sport and leisure activities and the Council wished to explore potential commercial opportunities to maximise the site's location and meet need across the wider area.

A key output of this initial study was to provide a shortlist of viable options which could practically be managed and delivered and were supported by evidence of market demand and a high-level assessment of potential commercial return. The land requirements of the shortlisted options were then mapped to provide clarity on the spatial planning of different options.

### **Previous Engagement**

SLC engaged with a limited selection of stakeholders during the initial study to inform potential options. These included WDC officers, Everyone Active (WDC's leisure operator partner), local and national golf operators, Warwickshire Wildlife Trust, Sport England, University of Coventry, Go Ape (outdoor activity operator) and the landlord of Newbold Comyn Arms.

No engagement was undertaken with the wider public during the initial study. At the time, WDC were undertaking a comprehensive public consultation exercise on local people's use of / relationship with Newbold Comyn, how they use the site currently and with whom. Over 3,000 responses were received, demonstrating the high level of engagement and interest in the site amongst local residents and have provided useful background context to inform the next phases of public engagement.

### **Future Engagement**

#### *Overview*

SLC has subsequently been appointed by the Council to undertake a feasibility study to identify a preferred mix of viable facilities and develop a masterplan for the site. Key to this work is to undertake public consultation which will be delivered in two distinct phases.

Phase 1 consultation will be held during September and October 2019 to receive feedback on the shortlist of facility options developed during the initial study.

The results of this Phase 1 consultation will be presented to officers and elected Members for review and discussion in early November. They will decide, through evaluation of the feedback received, which facilities shall be included within the feasibility study and draft masterplan for Newbold Comyn.

The feasibility study and draft masterplan will then be presented to the Council for consideration in January 2020. If approved by the Council, the draft masterplan would then be subject to Phase 2 of public consultation in early 2020. Feedback received through this second round of consultation would again be reviewed by officers and elected Members in March 2020. They will consider,

through evaluation of the feedback received, whether any changes should be made to the draft masterplan and a final masterplan will be developed accordingly.

**Summary Table of Consultation Programme**

Consultation exercise	Dates	Outputs
Phase 1 public consultation on facility options developed through initial study	Sept – Oct 2019	Feedback on facility options for consideration by WDC officers and Members.
Workshop with WDC officers and Members to review feedback	Early Nov 2019	Results of consultation reviewed by WDC officers and Members to agree which facilities are taken forward to feasibility and master planning stage in Nov-Dec 2019.
Phase 2 public consultation on draft masterplan	Jan – Feb 2020	Feedback on draft masterplan for consideration by WDC officers and Members.
Workshop with WDC officers and Members to review feedback	March 2020	Results of consultation reviewed by WDC officers and Members to agree any changes to draft masterplan.

The Phase 1 consultation will run for a period of 8 weeks during September and October 2019 and consist of 3 primary formats:

1. **Public consultation events** – SLC has resourced to facilitate 2 x 1-day public drop-in sessions designed to enable residents to provide feedback on the shortlist of facility options, identify any other potential options and to input into the potential layout of the site. Further details on the plan for these events is provided below.
2. **Online survey/questionnaire** – SLC has developed a user-friendly survey which will be hosted on an online platform and a link provided on the Council’s consultation webpage. The survey is designed to enable residents to provide feedback on the shortlist of facility options, identify any other potential options and to input into the potential layout of the site. A copy of the draft survey is provided in Appendix 1. The survey will be promoted through the Council’s communication channels, including social media platforms, the stakeholder network and on-site signage. It may also be promoted through flyers to neighbouring residents (not currently resourced for by SLC). It would also be supported by a Frequently Asked Questions document to aid residents’ understanding of the plan.
3. **Email/telephone consultation** – SLC will undertake email/telephone consultation with selected current users and interested parties as referred to in the Consultees list below. All consultees will be provided with the link to the online survey via email.

*Public Consultation Events*

SLC will facilitate two 1-day public consultation events during September and October designed to provide opportunities for local people to provide feedback on the shortlist of facility options, ask questions and make suggestions on additional or alternative potential facility options.

It is proposed that one event is hosted at Newbold Comyn Leisure Centre as this is easily accessible to existing users of the park and has generally high footfall. The second event is proposed to be hosted in a town centre location, possibly at the Town Hall.



The sessions will be visually engaging and interactive and provide opportunities to view plans of the existing site and images of proposed facilities. They will be split into 3 distinct sections:

- What do you think?** This section will ask for feedback on the identified facility options. There will be a method of scoring each of the proposed facilities through a RAG Rating approach where participants will be provided with a number of red, amber and green sticky dots to place on a chart listing the facility options together with supporting images to aid their understanding. A further engagement exercise will be provided to enable them to prioritise those options which are most important to them.
- Where do you think?** This section will enable people to identify where on site they'd like to see different facilities by placing markers on a large scale plan.
- What else do you think?** A suggestion board with post-it notes allowing people to make further suggestions, comments.



The feedback from these events will be collated by SLC and form part of the overall briefing paper on the Phase 1 public consultation. This will be reviewed by officers and elected Members in the workshop described above to agree which facilities should be taken forward to the feasibility and master planning stage.

### Consultees

This Consultation Plan identifies the different consultee groups, the proposed format of engagement and associated timescales. The consultee groups are categorised as follows:

- Sporting bodies – Sport England and National Governing Bodies of Sports
- Current users and interested parties – sports clubs and organisations (e.g. ParkRun) that use the site for programmed activities and interested parties located on site (e.g. Everyone Active and Newbold Comyn Arms)
- Wider public (users and non-users)
- Local schools
- Under-represented groups
- Operator market – further engagement with potential future operators to inform viability and consideration of future management model.

### 1. Sporting Bodies

Organisation	Format	Timescales	Notes
Sport England	Email and telephone discussion	Early Sept	This will seek to secure support for the proposals and understand potential for external funding.
Football Association	Email and telephone discussion	Early Sept	

Organisation	Format	Timescales	Notes
England Golf	Email and telephone discussion	Early Sept	
British Cycling	Email and telephone discussion	Early Sept	

## 2. Current Users and Interested Parties

Organisation	Format	Timescale	Notes
Leamington ParkRun	Email / telephone discussion and link to online survey and details of public drop-in sessions for circulation to participants	Early - mid Sept	600 participants each week, 5K around Newbold Comyn
Kids Run Free	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	Monthly event – children
Royal Leamington Spa Cycling Club (RLSCC)	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	50 children weekly – around Newbold Comyn
Nick Tawney (Chairman), Leamington Cycling and Athletics Club	Email / telephone and link to online survey for circulation through membership database	Early - mid Sept	Cross country events on the Comyn
Sustrans	Email / telephone discussion	Early – mid Sept	Cycling and walking charity - The Lisas Line (Warwick & Leamington Spa)
Toni Gaskins (Area Manager) and Gareth Wagg (Contract Manager), SLM / Everyone Active	Email / telephone and link to online survey for circulation through membership database	Early - mid Sept	Everyone Active operates Newbold Comyn Leisure Centre and will have a keen interest in any future development of NC.
Leamington Hibs Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early - mid Sept	5 teams, 75 players
Leamington Lemmings Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early - mid Sept	
Leamington Brakes Football Club	Email with link to online survey and	Early – mid Sept	22 teams, 330 children playing fortnightly and training weekly

Organisation	Format	Timescale	Notes
	details of public drop-in sessions for circulation to participants		
Khalsa Juniors Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	5 teams, 75 players
Warwick Juniors Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	
Lillington Juniors Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	
Westlea Wanderers Football Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	1 team, 15 players
Heathcote Athletic	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	1 team, 15 players
Leamington Spa Sailing Club	Email with link to online survey and details of public drop-in sessions for circulation to participants	Early – mid Sept	
Red House Farm Livery	Email / telephone discussion and link to online survey and details of public drop-in sessions for circulation to members	Early – mid Sept	Equestrian centre, adjoins Newbold Comyn
Campion Hills Allotments	Email with link to online survey and details of public drop-in sessions for circulation to plot holders	Early - mid Sept	
Simon Miller, Newbold Comyn Arms	Email / telephone discussion	Early - mid Sept	

Organisation	Format	Timescale	Notes
Warwickshire Wildlife Trust	Email / telephone discussion and link to online survey and details of public drop-in sessions for circulation to volunteers	Early – mid Sept	
Idverde (The Landscape Group)	Email / telephone discussion	Early – mid Sept	Manage the grounds maintenance contract
Warwickshire County Council Forestry Section	Email with link to online survey and details of public drop-in sessions	Early – mid Sept	Manage the trees
Warwick Natural History Society	Email with link to online survey and details of public drop-in sessions for circulation to members	Early – mid Sept	
Ward Councillors	Email / telephone discussion and link to online survey and details of public drop-in sessions for circulation to members	Early – mid Sept	
Leamington Town Council	Email with link to online survey and details of public drop-in sessions for circulation to members	Early – mid Sept	
Radford Semele Parish Council	Email with link to online survey and details of public drop-in sessions for circulation to members	Early – mid Sept	

### 3. Wider Public (users and non-users)

	Format	Timescale	Notes
Residents	User-friendly online survey designed to gather feedback from residents on the options identified through the initial study. (See Appendix 1)	From early Sept for 8 weeks	This will be managed by SLC on our Zoho survey platform and promoted through the Council's communication channels, including social media platforms, the stakeholder network and on-site signage. Can also be promoted through flyers to neighbouring residents (not currently resourced for.)  Survey can also be sent to all those who agreed to be part of

	Format	Timescale	Notes
			future consultation.
	2 x 1-day public drop-in sessions at prominent, agreed venues.	One in Sept one in Oct	These will be promoted through the same channels as above and provide an opportunity for people to see the spatial plans up close and ask questions.

#### 4. Local Schools

School	Format	Timescale	Notes
St Paul's CE Primary School	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.
Treetops Montessori Nursery	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.
St Anthony's Catholic Primary School	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.
North Leamington School	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.
Campion School	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.
Trinity Catholic School	Email with link to online survey and details of public drop-in sessions for circulation to parents	Mid Sept	Option to include mini workshops / assemblies with pupils but not currently resourced for.

#### 5. Under-represented Groups

In order to maximise the public engagement, SLC will seek to engage with representatives of under-represented groups or those that are less likely to engage with Newbold Comyn. Understanding the needs of these groups will be critical to ensure equal access to potential facilities and activities on the site in the future. SLC will seek guidance from the Council on specific target groups but typically these include Black, Asian and Minority Ethnic (BAME), disabled, older people, those on low income, children and young people.

Under-represented Group / Organisation	Format	Timescale	Notes
BAME <ul style="list-style-type: none"> <li>Equality and Inclusion Partnership</li> <li>???</li> </ul>	Telephone discussion with key representatives and email with link to online survey and details of public drop-in sessions for circulation through comms channels	Mid-late Sept	
Disabled <ul style="list-style-type: none"> <li>Heart of England MENCAP</li> <li>Activity Alliance</li> <li></li> </ul>	Telephone discussion with key representatives and email with link to online survey and details of public drop-in sessions for circulation through comms channels	Mid-late Sept	
Older people <ul style="list-style-type: none"> <li>Age Concern Leamington</li> <li>???</li> </ul>	Telephone discussion with key representatives and email with link to online survey and details of public drop-in sessions for circulation through comms channels	Mid-late Sept	
Low income <ul style="list-style-type: none"> <li></li> </ul>	Telephone discussion with key representatives and email with link to online survey and details of public drop-in sessions for circulation through comms channels	Mid-late Sept	
Children and young people <ul style="list-style-type: none"> <li>Lillington Youth Centre</li> </ul>	Telephone discussion with key representatives and email with link to online survey and details of public drop-in sessions for circulation through comms channels	Mid-late Sept	

## 6. Operator market

In order to inform the viability of identified options, SLC will undertake further consultation with the following operators/interested parties who were consulted during the initial phase of work.

Organisation	Format	Timescale	Notes
--------------	--------	-----------	-------

Organisation	Format	Timescale	Notes
Becky Powers, Business Development Manager, Mytime Active	Telephone discussion	Mid-late Sept	
Pat Winston, Head of Operations, Playgolf	Telephone discussion	Mid-late Sept	
Tom Brooke, Managing Director, Glendale Golf	Telephone discussion	Mid-late Sept	
Phil Sharp, Warwick Golf Centre	Telephone discussion	Mid-late Sept	
Bryan Frazer, General Manager, Leamington & County Golf Club	Telephone discussion	Mid-late Sept	
Andrew Hix, Former Golf Pro, Newbold Comyn Golf Course	Telephone discussion	Mid-late Sept	
Frances Buck, Business Development Manager, Go Ape	Telephone discussion	Mid-late Sept	
Newbold Comyn Leisure Centre	Telephone discussion	Mid-late Sept	

### Communications / Promotion

The online survey and public consultation events are proposed to be promoted through a series of channels and the Council will have a key role to play in this.

- Council social media channels – Twitter, Facebook, Instagram, LinkedIn
- Council residents’ newsletter
- Site based posters
- Flyers to neighbouring residents
- Emails to respondents of previous consultation who confirmed they would be willing to be contacted for future consultation
- Emails from SLM through their membership database
- Liaison with schools to help promote through their communications channels.

### Outputs

The primary output from the Phase 1 engagement exercise will be a briefing paper which collates the feedback received through the formats described above and highlights the key findings. These findings will be presented at a workshop with the WDC project team and elected Members, to explore how the feedback should be used to inform the final facility mix for the draft masterplan.

### The Sport, Leisure and Culture Consultancy

July 2019



## **Appendix 1: Online Survey - Newbold Comyn Draft Masterplan**

### Introduction

Thank you for agreeing to complete this survey.

The Sport, Leisure and Culture Consultancy (SLC) has been appointed by Warwick District Council to develop a feasibility study and draft masterplan for the potential future use of Newbold Comyn in Leamington Spa.

The Council wish to explore a range of potential options for Newbold Comyn which encourage stronger engagement with the park by all sections of the community and provide opportunities for local people to be physically active.

A list of potential new or enhanced facilities to support a more diverse range of activities has been identified by SLC and the Council. We'd like you to give us your opinion on these facilities by completing this survey.

The information that you provide in this questionnaire will be reported back to the Council and used to inform the development of a final draft masterplan for the site, which will then be reported to a future meeting of the council's Environment Committee. The questionnaire is completely anonymous. Please be assured that all your answers will be stored in accordance with our responsibilities under the Data Protection Act 1998 and General Data Protection Regulation 2018.

The deadline for completion of the questionnaire is Sunday 27th October 2019. If you have any questions regarding the survey, please do not hesitate to contact a member of the SLC team using the email [info@slc.uk.com](mailto:info@slc.uk.com) Thank you for your participation,

SLC and Warwick District Council.





## **Section 1: Current Use**

### **Question 1:**

**Do you currently visit Newbold Comyn park? (Please select one option only)**

Yes

No

(automatic transfer to either Q2 or Q7)

### **If yes - Question 2:**

**How often do you visit? (Please select one option only)**

Every day

Most days

Once or twice a week

Once every two weeks

Once a month

Two or three times a year

Once a year

### **If yes - Question 3:**

**Typically, what is the purpose of your visit? (Please select all which apply)**

Walking

Dog walking

Use play facilities

Informal running / jogging

For an event e.g. ParkRun

Structured fitness session e.g. boot camp

Cycling



Use Campion Hill Cycle Track

Informal use of playing pitches (playing with friends)

Formal use of playing pitches (playing as part of a team in booked matches)

Skateboarding / Scootering

Horse riding

Picnics / BBQs

Kite flying

Model aeroplane flying

Frisbee

Enjoy nature

Photography

Fruit picking

Meeting place

Other (Please specify)

**If yes - Question 4:**

**What is the main mode of transport you use to travel to Newbold Comyn? (Please select one option only)**

Car

Motorcycle

On foot

Bicycle

Train

Bus

Taxi

Other (Please specify)



**If yes - Question 5:**

**What do you like about Newbold Comyn park?** (Please select all which apply)

- Open space
- Trees and woods
- Skate park
- Play area
- Playing pitches
- Campion Hills cycle track
- Pedestrian / cycling / running route around the park
- Wildlife
- Peaceful nature
- Nature reserve
- The hills and views
- Other (Please specify)

**If yes - Question 6:**

**Is there anything you don't like about Newbold Comyn park?** (Please select all which apply)

- No public toilets
- No café
- Not enough events or activities
- Parking is difficult
- Public transport /access
- Control of pets / animals is a problem
- Play area too small
- Playing pitches
- Skate park
- Campion Hills cycle track



Shared use of pedestrian / cycling / running route around the park

Other users prevent me from doing what I want

Maintenance /cleanliness of site is a problem

Other (Please specify)

**If no - Question 7:**

**Please indicate why you do not visit Newbold Comyn. (Please select all which apply)**

Lack of relevant facilities

Lack of awareness

It doesn't interest me

Prefer to visit another park(s)

No time

Poor transport / accessibility

Other (Please specify)

**Section 2: Potential new/enhanced facilities and activities**

This section seeks feedback on a list of potential new or enhanced facilities that could be provided at Newbold Comyn.

There is also a Frequently Asked Questions document available for you to access at XXX. This document provides a description and example images of the facilities identified.

**Question 8:**

**Overall, to what extent do you support or oppose the idea of new facilities and activities at Newbold Comyn? (Please select one option only)**

Strongly support

Tend to support

Neither support nor oppose

Tend to oppose (Please say why)

Strongly oppose (Please say why)

**Question 9:**

To what extent do you support or oppose the following new or enhanced facilities? (Please select one option for each facility)

Facility	Strongly support	Tend to support	Neither Support nor oppose	Tend to oppose	Strongly oppose	Don't know/ Not sure
Par 3 golf course (9-hole course with shorter holes)						
Adventure Golf course (mini/crazy golf)						
Golf driving range (floodlit practice facility for golf)						
Reinstated pitch and putt						
Footgolf course						
High ropes / low ropes course						
Zip wires						
Outdoor climbing						
Dry tobogganing						
Archery						
Cycle trails						
Woodland craft						
Nature trails						
Artificial turf pitch						
Adventurous play area (more challenging play area for older children)						

Improved skate park						
Improved cycle routes						
Improved pedestrian routes						
Exercise 'trim trail'						
Community Garden (maintained by local community and used to grow food / provide social interaction and exercise)						
Sensory Garden						
Extension to Nature Reserve						
Café / visitor centre						

**Question 10:**

**Are there any other facilities or activities you think should be included?** (Please select one option only)

Yes (Please specify)

No

Don't know / Not sure

**Section 3: Physical Activity**

**Question 11:**

**How physically active are you currently?** (Please select one option only)

Physical activity is defined as any moderate intensity activity which raises your heart rate for a sustained period (10 minutes or more).

Less active (Less than 30 minutes a week)

Fairly active (Between 30-150 minutes a week)

Active (150 + minutes a week)

**Question 12:**



**Do you wish to be more physically active?** (Please select one option only)

Yes

No

Don't know / Don't mind

Question 13:

**If the facilities listed in Q.8 were provided at Newbold Comyn, do you think this would encourage you to be more physically active?** (Please select one option only)

Yes

No

Don't know / Not sure

### **Section 5: Overall Feedback**

Question 14:

**If the facilities listed in Q.8 were provided at Newbold Comyn, would you be more likely to visit the park?** (Please select one option only)

Yes

No

Don't know / Not sure

Question 15:

**Please provide any additional comments or feedback that you have here:** (Please type in your answer)



### Monitoring Questions

We are asking these questions just to see if we have responses from a variety of people from different backgrounds. Your details are confidential and will never be shared. Information provided will be treated in accordance with the Data Protection Act (1998) and the General Data Protection Regulation (2018).

#### Question 16:

Do you live: (Please tick one option only)

Locally (within 15 minutes walking distance)

Not local but in Warwick/Leamington Spa district

Outside of Warwick/Leamington Spa district but within 30 minutes drive

Other (Please specify):

#### Question 17:

What is your ethnic origin (Please tick one option only)

White - English/Welsh/Scottish/Northern  
Irish/British

White - Irish

White – Gypsy or Irish Traveller

White - European

Mixed/Multiple ethnic groups: White  
& Black Caribbean

Mixed/Multiple ethnic groups: White  
& Black African

Mixed/Multiple ethnic groups: White  
& Asian

Indian

Pakistani

Bangladeshi

Chinese

African

Caribbean

Arab

Other

Prefer not to say

#### Question 18:

Do you consider yourself to be living with a disability? (Please tick one option only)

Yes

No



Prefer not to say

**Question 19:**

If you answered 'yes', please select the definition(s) from the list below that best describes your disability / disabilities.

Hearing (such as deaf, partially deaf, or hard of hearing)

Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)

Learning Difficulties (such as dyslexia)

Vision (such as blind or fractional/partial sight Does not include people whose visual problems can be corrected by glasses / contact lenses)

Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)

Mental Illness (substantial and lasting more than a year, such as severe depression or psychoses)

Speech (such as impairments that can cause communication problems)

Severe disfigurement

Physical Co-ordination (such as manual dexterity, muscular control, cerebral palsy).

Prefer not to say

Other disability (Please specify):



**Question 20:**

Are you: (Please tick one option only)

Male

Female

Prefer not to say

**Question 21:**

Are you completing this questionnaire on someone else's behalf? Please tick one option only.

Yes - I am completing this questionnaire on someone else's behalf.

No – I am completing this questionnaire for myself.

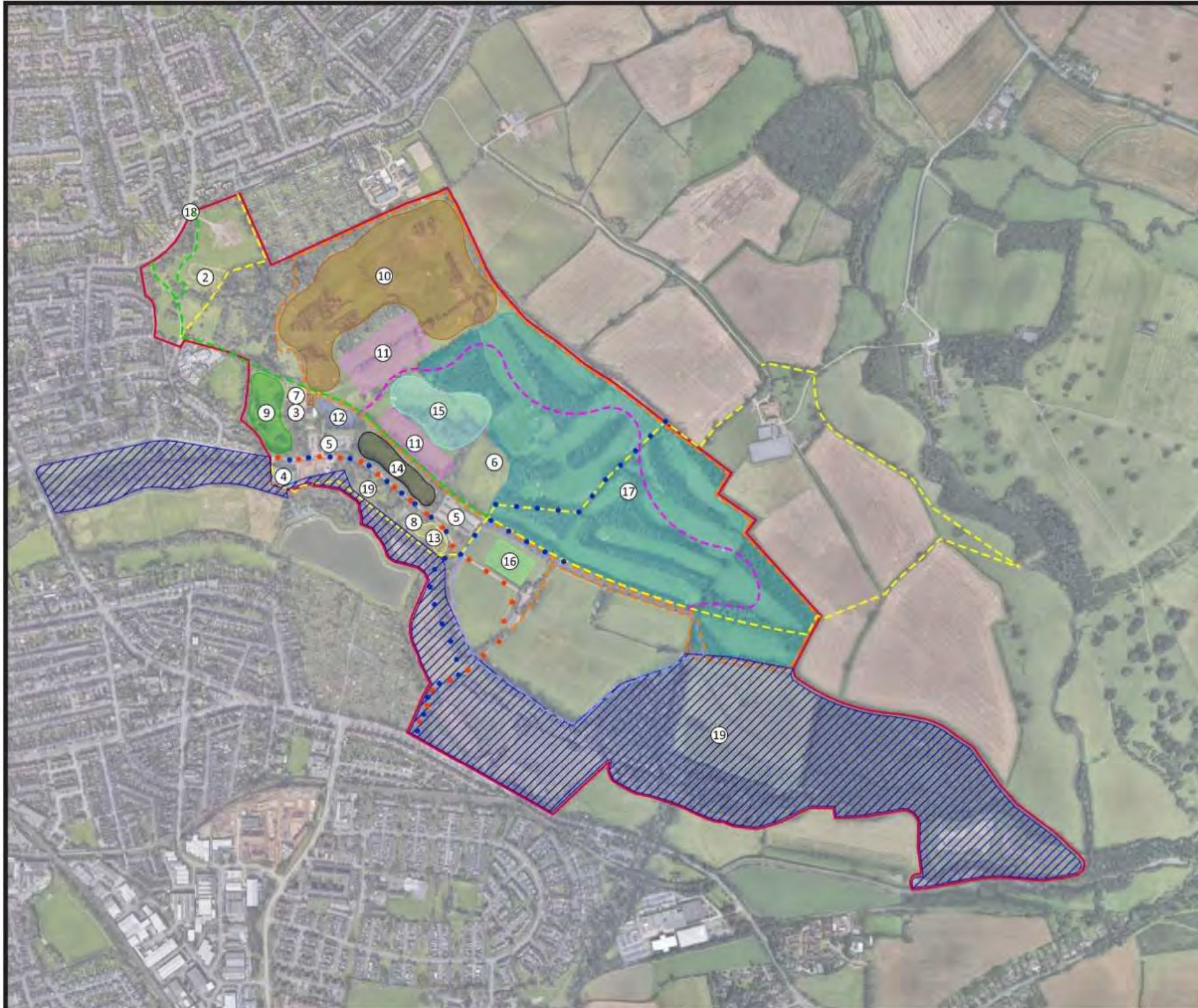
Other (Please specify)

End of survey

Thank you for taking part on our questionnaire. Please encourage your friends and family to take the survey too. Just remember the survey closes on Sunday 27 October 2019.

If you have any questions, please contact SLC using the email – [info@slc.uk.com](mailto:info@slc.uk.com)

Layout 1: Redesigned Golf Offer



LEGEND

Site Boundary

EXISTING FEATURES/ FACILITIES TO BE RETAINED

Public Footpath

Informal Route

Parkrun Route

Recreational Route

Cycle Route

Leam Valley Nature Reserve

- 2. Champion Hill BMX Track
- 3. Newbold Comyn Arms and Hospitality Venue
- 4. Newbold Comyn Leisure Centre
- 5. Car Park
- 6. Observation Hill

EXISTING FACILITIES TO BE ENHANCED

- 7. Conversion of Outbuildings - use TBC
- 8. Existing Skate park

PROPOSED FACILITIES

Potential location of flat cycle route/ trim trail

Potential location of mixed ability cycle route/ nature trail

Existing Mini Pitch and Putt area to be refurbished - 12,500m<sup>2</sup>

Existing Golf Course reduced to Par 3 Course/ Foot Golf. Existing club house to be reused to service golf offer - 115,000m<sup>2</sup>

Potential locations for Driving Range - 30,000m<sup>2</sup>

Potential location for 18 hole Adventure Golf - 3,000m<sup>2</sup>

Potential location for Adventurous Play suitable for all ages - 3,000m<sup>2</sup>

Potential location for low density parking - 170 spaces - 10,800m<sup>2</sup>

Potential location for High Ropes/ Low Ropes/ Zip Wires/ Climbing and Archery - 24,500m<sup>2</sup>

Potential location for floodlit Artificial Turf Pitch - 100 x 64m plus 6m run off - 31,000m<sup>2</sup>

Potential extension of Local Nature Reserve - 318,000m<sup>2</sup>

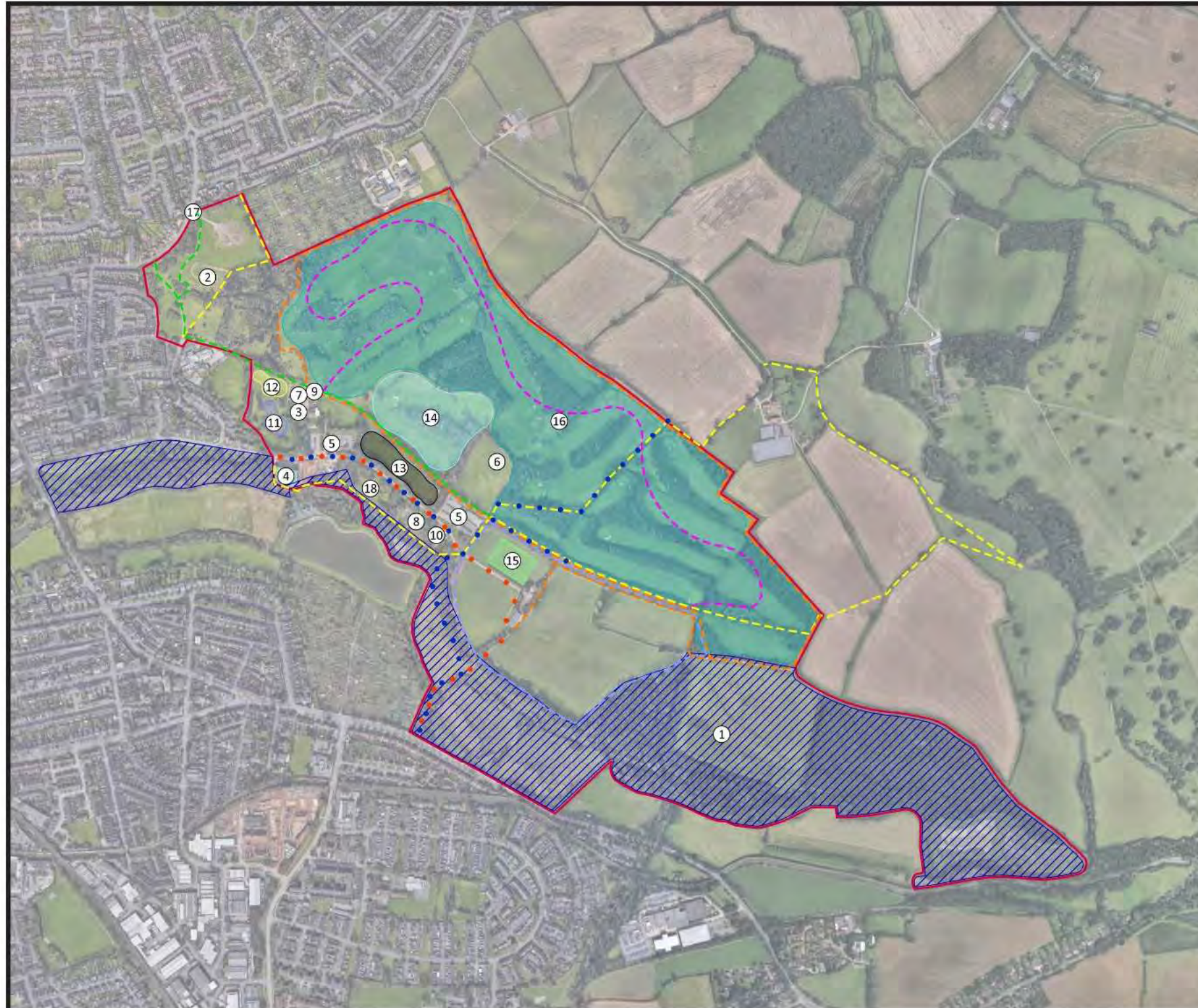
- 18. Potential location for secure boundary treatment
- 19. Potential location for Sensory Garden

Project : **Newbold Comyn, Royal Leamington Spa**  
 Drawing Title: Layout 1  
 Redesigned Golf Offer

October 2018



Layout 2: Extended Nature Reserve











**LEGEND**

-  Site Boundary
-  Public Footpath
-  Informal Route
-  Parkrun Route
-  Recreational Route
-  Cycle Route
-  Leam Valley Nature Reserve

- EXISTING FEATURES/ FACILITIES TO BE RETAINED**
- 2. Campion Hill BMX Track
  - 3. Newbold Comyn Arms and Hospitality Venue
  - 4. Newbold Comyn Leisure Centre
  - 5. Car Park
  - 6. Observation Hill

- EXISTING FACILITIES TO BE ENHANCED**
- 7. Conversion of outbuildings - use TBC
  - 8. Existing Skate park
  - 9. Existing clubhouse repurposed to Visitor Centre/ Cafe
  - 10. Toddler and Junior Play Areas

**PROPOSED FACILITIES**

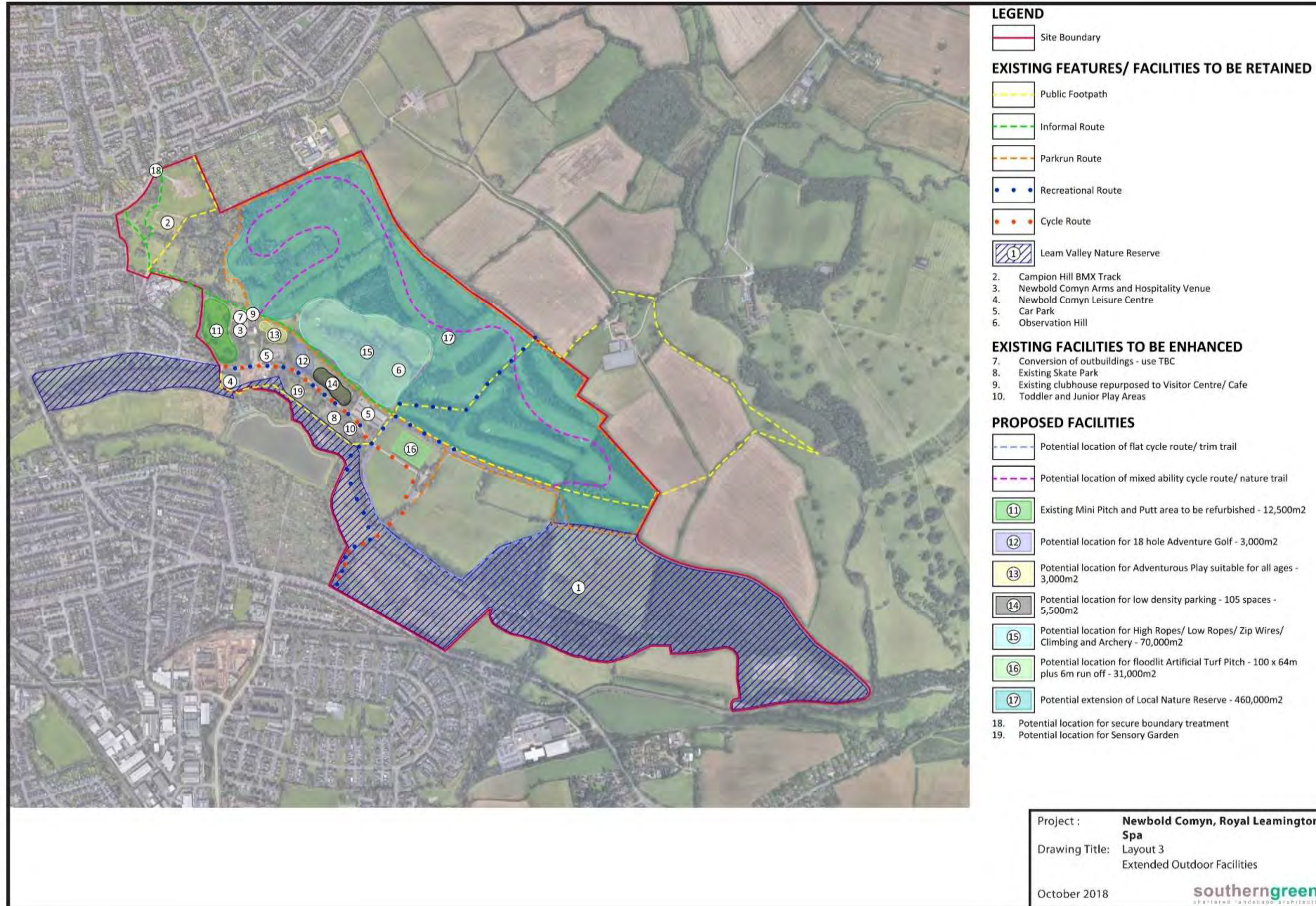
-  Potential location of flat cycle route/ trim trail
-  Potential location of mixed ability cycle route/ nature trail
-  Potential location for 18 hole Adventure Golf - 3,000m<sup>2</sup>
-  Potential location for Adventurous Play suitable for all ages - 3,000m<sup>2</sup>
-  Potential location for low density parking - 170 spaces - 10,800m<sup>2</sup>
-  Potential location for High Ropes/ Low Ropes/ Zip Wires/ Climbing and Archery - 40,500m<sup>2</sup>
-  Potential location for floodlit Artificial Turf Pitch - 100 x 64m plus 6m run off - 31,000m<sup>2</sup>
-  Potential extension of Local Nature Reserve - 473,000m<sup>2</sup>
- 17. Potential location for secure boundary treatment
- 18. Potential location for Sensory Garden

Project : **Newbold Comyn, Royal Leamington Spa**  
 Drawing Title: **Layout 2**  
 Extended Nature Reserve

October 2018



Layout 3: Extended Outdoor Activities





 <b>Executive Report</b> <b>21<sup>st</sup> August 2019</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	Master's House, Saltisford, Birmingham Road, Warwick (Leper Hospital site) – Section 54(1) Urgent Works Notice	
<b>For further information about this report please contact</b>	Andrew Jones, Deputy Chief Executive <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Saltisford	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive 18th, April 2012 Executive 12 <sup>th</sup> February 2014 minute 153. Executive 5 <sup>th</sup> April 2018 minute 152	
<b>Background Papers</b>	See above	

<b>Contrary to the policy framework:</b>		No
<b>Contrary to the budgetary framework:</b>		No
<b>Key Decision?</b>		No
<b>Included within the Forward Plan? (If yes include reference number)</b>		Yes 1062
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>		No
N/A		
<b>Officer/ Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Deputy Chief Executive	17 <sup>th</sup> July 2019	Andrew Jones
Head of Service	18 <sup>th</sup> July 2019	Dave Barber
CMT	29 <sup>th</sup> July 2019	Chris Elliott Bill Hunt Andrew Jones
Section 151 Officer	29 <sup>th</sup> July 2019	Mike Snow
Monitoring Officer	17 <sup>th</sup> July 2019	Andrew Jones (author)
Portfolio Holder(s)	29 <sup>th</sup> July 2019	Councillor Cooke
<b>Consultation &amp; Community Engagement</b>		
N/A		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below).</b>		

## 1. SUMMARY

- 1.1 This report recommends that Executive releases up to £25,000 from the Contingency Budget to ensure that funding is available to cover the cost of an Urgent Works Notice ("the Notice") to be served pursuant Section 54(1) of the Planning (Listed Buildings and Conservations Areas) Act 1990 in relation to the St Michael's Chapel and Master's House ("the Site"). This funding will only be utilised if the power to issue the Urgent Works Notice is authorised by the Planning Committee and in the event that the owner of the site fails to carry out the urgent works set out in the Notice of the urgent repairs (subject to the agreement of Planning Committee) should the owner of the land not undertake the repairs.

## 2. RECOMMENDATIONS

- 2.1 Executive notes the historical context of the site known locally as the Leper Hospital and officially as St Michael's Chapel and Master's House, and its recent history.
- 2.2 Subject to the Planning Committee authorising the issue of the Notice, the Executive agrees to release £25,000 from the Contingency Budget to cover the cost of the Council carrying out the works to be set out in the Section 54(1) Urgent Works Notice, served under the Planning (Listed Building and Conservation Areas) Act 1990, in relation to the Master's House should the owner of the building not undertake the said works.

## 3. REASONS FOR RECOMMENDATIONS

### 3.1 Recommendation 2.1

- 3.1.1 The Leper Hospital site contains the remains of St Michael's Church (106 & 108 Saltisford (Listed building entry 1035366)) and a 15th Century two-story timber framed building known as a Master's House (4, 5 and 6 St Michael's Court, Saltisford, Warwick (Listed building entry 1364850)), which is the subject of this report. The buildings are Grade II\* listed and are situated on a Scheduled Monument (List entry 1011035). The site is also a Designated Heritage Asset (no. 17004). It is one of only three known examples of leper hospitals in the county. An archaeological evaluation was undertaken in 2004 which among other things revealed stone wall foundations, a pebble yard surface, postholes and pits in the area between the chapel and the Master's House. Members can view the archaeological evaluation via this link [here](#). It is not possible for a Notice to be issued in relation to an ancient monument and confirmation from the contractor will be sought that none of the urgent works will impact on that part of the Site which is a scheduled ancient monument.
- 3.1.2 In February 2007 planning permission in respect of application W04/2128 was granted for conversion of the former chapel and Master's House to offices along with construction of an office building to the rear of the site and associated car parking to all buildings. Scheduled Monument Consent was granted in 2009. Despite these planning consents and the owner having undertaken remedial repair works to the Chapel the site remains undeveloped, with the Master's House exposed to the elements. The buildings therefore remain on the Heritage at Risk Register with the Master's House condition described as being "very bad"; the most serious of categories.



- 3.1.3 As recently as 2001 the land formed part of a larger parcel of land owned by Warwick District Council (WDC). The Council had produced a development brief which resulted in regeneration of the area with all the land redeveloped except for the Leper Hospital. This land was purchased by a private company and the ownership remains with the company as at today's date.
- 3.1.4 This Council has sought a solution for the site over many years. The site contains designated heritage assets of the highest significance yet its current state can reasonably be described as an embarrassment to the town and it has caused great concern to local Councillors and residents.
- 3.1.5 In 2012, this Council's Executive approved a Warwick Heritage Improvement Programme of projects and feasibility studies to see redundant buildings in Warwick brought back in to use. This programme has been successful with the *old Gasworks* and *Printworks* being redeveloped for affordable housing. The outstanding project is the Leper Hospital site.
- 3.1.6 At its meeting of 5<sup>th</sup> April 2018, Executive agreed to release up to £530,000 from affordable housing commuted sums received by this Council in respect of housing developments in Warwick to help deliver a supported housing scheme. Unfortunately, this scheme did not progress, however, officers are hopeful that a new scheme will be presented for Members consideration at the Executive meeting in October. This scheme will be produced by Waterloo Housing Association, West Midlands Historic Buildings Trust (WMHBT), Historic England, Architectural Heritage Fund and this Council. Nevertheless, whilst this work continues, the Master's House remains in a dire situation.

### 3.2 Recommendation 2.2

- 3.2.1 On 13<sup>th</sup> August 2019 Planning Committee is considering authorising the Head of Development Services to serve an Urgent Works Notice on the owner of the land requiring the urgent repair of the Master's House. The repair works are urgently necessary for the proper preservation of this listed heritage asset. The Notice requires the owner to take action within seven days of receipt of the Notice, after which the Council may undertake the work in default and serve notice on the Owner to pay the Council's costs.
- 3.2.2 If the landowner enters into a suitable contract for the works to be completed and if works are seriously underway within the next month, then the Council may not need to undertake the works and the funds will not be required.
- 3.2.3 The process for recovery of the Council's costs incurred in carrying out the work will be as set out in Section 55 of the Planning (Listed Buildings and Conservation Areas) Act 1990. This involves the Council serving a notice on the landowner that requires him to reimburse the Council for the cost of the works. The Owner may then appeal this notice to the Secretary of State on any of the following grounds;
- (a) that some or all of the works were unnecessary for the preservation of the building; or
  - (b) in the case of works for affording temporary support or shelter, that the temporary arrangements have continued for an unreasonable length of time; or
  - (c) that the amount specified in the notice is unreasonable; or
  - (d) that the recovery of that amount would cause him hardship

- 3.2.4 Grounds (a), (c) and (d) are likely to present the most risk to the Council. The risk of a successful challenge on Grounds (a) are mitigated by the fact that the works specified in the repair schedule (see below) are the minimum necessary to safeguard the structure, in accordance with the professional views of the Council's Officers, and an expert consultant engineer. The risk of challenge under (c) is mitigated by the fact the Council followed due process and entered into a competitive tender exercise to ensure best value. Ground (d) is a risk that is beyond the control of the Council and could potentially result in it not recouping the expenditure.
- 3.2.5 The Council would be able to apply for a charge to be placed on the Site if the debt remained unpaid; this would follow after the notice is served, and after any appeal is determined in the Council's favour. Whilst this charge is of little value given the state of the building, should the scheme referenced earlier come forward, it may have some value then.
- 3.2.6 A structural survey and assessment of the building has been compiled by specialist surveyors following an inspection on 9th May 2019. This concluded that the building is in poor condition and in urgent need of works to stabilise and protect it from the elements to avoid further deterioration and loss of an important heritage asset within the district. The report identifies lateral movement of the building in Bay 1 and the lack of a stable structure at foundation level because of the condition of timbers at low level and the condition of the stone/brick plinth.
- 3.2.7 Several previous attempts have been made by the owner to stabilise the building however these did not follow a particular strategy and were predominantly reactive measures. The building had until recently been cocooned in a tarpaulin which has been blown off by the wind.
- 3.2.8 The survey recommends that internal scaffolding be erected that supports the roof structure, relieving the load at lower levels and stabilising the building laterally. It is not necessary to dismantle existing scaffolding as this could disturb the various props supporting the structure. It is also recommended that a protective tarpaulin or other suitable protection be reinstated as soon as possible in order to limit any further damage to the historic fabric from the elements.
- 3.2.9 Eight specialist contractors were contacted to see if they were interested in the work but unfortunately only two quotations were received. The chosen contractor quoted a cost of £16,649.62 plus VAT. However, this quote has been received without the benefit of a site investigation and it is therefore recognised that should the contractor be required on site, the price may need to be revisited. Consequently, significant contingency is being requested from the Contingency Budget.

#### **4. POLICY FRAMEWORK**

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

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

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

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Not applicable	A Designated Heritage Asset protected	Not applicable
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
Not applicable.	Not applicable.	Not applicable.

## 4.2 Supporting Strategies

- 4.2.1 One of the core planning principles outlined in the National Planning Policy Framework (NPPF) is to: “Conserve heritage assets in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of this and future generations;”
- 4.2.2 Paragraph 126 (Section 12) of the NPPF also states that, in recognising that heritage assets are irreplaceable resources, local planning authorities (lpa’s) should set out a positive conservation strategy to ensure the continued maintenance and enjoyment of heritage assets, and those at risk from decay, neglect and other threats. The guidance goes on to say that the lpa should

consider “the desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation”.

- 4.2.3 There is obviously a careful balance to be made when planning applications are considered for such sites and buildings. On the one hand, it is always desirable to return a listed building to its original use; for a building on the ‘at risk’ register, it is important to be able to get the building repaired, renovated and back into a viable use to ensure it survives and continues to contribute to the historic environment and to our understanding and appreciation of it. Careful consideration will need to be given to any ‘enabling’ works through the planning application stages. Para 128 of the NPPF states “that in determining applications, lpa’s should require an applicant to describe the significance of any heritage assets affected, including contribution made by their setting” – and to address this point applications for planning permission / listed building consent / scheduled monument consent will be supported by a Heritage Statement: [https://www.warwickdc.gov.uk/info/20377/conservation/1125/heritage\\_statements](https://www.warwickdc.gov.uk/info/20377/conservation/1125/heritage_statements)
- 4.2.4 In considering a suitable and viable use, many options have been looked at over the years. The result so far has meant that nothing has yet been achieved on the site and the buildings continue to deteriorate. These buildings are Grade II\*. This classification means that they are particularly important buildings of more than special interest; Only 5.8% of listed buildings nationally are Grade II\*.
- 4.2.5 The Warwick District Local Plan 2011-2029 states at paragraph 5.162, that “where listed buildings are considered to be at risk the Council will seek to pursue their restoration and where appropriate bring them back into viable use”.
- 4.2.6 Policy HE1 seeks to protect the historic environment by ensuring that any development leads to less than substantial harm to the significance of the designated heritage asset, weighing harm against public benefit.
- 4.2.7 In addition, there is a continued statutory duty upon the authority through the Planning (Listed Buildings and Conservation Areas) Act, 1990 to have special regard to the desirability of preserving any listed building and its setting.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 £25,000 is requested from the Contingency Budget and the balance on the Budget is discussed in more detail within the Budget Review to 30<sup>th</sup> June 2019 Report on this Executive agenda.

## 6. **RISKS**

- 6.1 The risk to WDC is that the owner does not undertake the works and it has to use its own funding. Whilst this funding is recoverable from the landowner, if the landowner contests the notice, there may be legal costs incurred and potentially, as described above, the Council may not recover the cost of the Works set out in the Notice and associated professional costs.

## 7. **ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 The only alternative is to do nothing as the land owner will not proactively undertake the repairs. Given the condition of the Master's House this was option was rejected

## 8. **BACKGROUND**

### 8.1 Heritage Significance

- 8.1.1 The leper house was a segregated settlement set up for those suffering from leprosy and other related diseases. The first definite foundations for medieval hospitals were by Anglo-Norman bishops and queens in the 11th century. Leper houses form a distinct type among medieval hospitals being settlements that provided a sufferer with permanent isolation from society. Their function was segregation rather than medical care. The first foundations were in the 11th century although most houses were founded in the 12th and 13th centuries. Between the 14th to 16th centuries only 17 houses were founded, perhaps reflecting the gradual disappearance of leprosy. Probably about half of the medieval hospitals were suppressed by 1539 as part of the Dissolution of the monasteries. The smaller institutions survived until 1547, when Edward VI dissolved all chantries. St Michael's is one of three known examples of leper hospitals in the county. The site has a long history of use documented from the 12th century onwards and includes 15th century standing buildings associated with the hospital. As such, it offers an important survival of a multi-phase medieval site unaffected by modern development. The existence of this extra-mural hospital also provides a significant insight into the relationship between urban communities and special institutions as well as attitudes towards disease in the medieval period.
- 8.1.2 This monument includes the below ground remains of a leper hospital, chapel, and cemetery, located outside the medieval settlement of Warwick. The present focus of the hospital complex is formed by the upstanding chapel, a single cell stone building of 15th century date, and a late 15th or early 16th century timber-framed building, known as the Master's House, situated to the north of the chapel. Although partially rebuilt, the buildings are contemporary with the later medieval development of the site. The standing buildings are considered to overlie the remains of earlier medieval hospital buildings which extend across the whole of the site. These include an earlier chapel, the infirmary and the cemetery which coexisted on the site. Hospital records show that the church of St. Michael was founded by Roger, Earl of Warwick in 1135. The first actual reference to the leper hospital is in 1275, but by 1540 it was said to be 'much in ruin'. By 1545 it was leased to a layman, Richard Fisher, who distributed alms to the poor and gave lodging to four poor men. The last priest recorded as warden took office in 1557. The chapel and Master's house were converted to cottages in the 17th-18th centuries.
- 8.1.3 Today the site is in private ownership. The chapel and the Master's House are both listed Grade II\* and are excluded from the scheduling, although the ground beneath both of them, which is believed to contain evidence of structures relating to the earlier development of the hospital, is included.

8.1.4 Current state of building



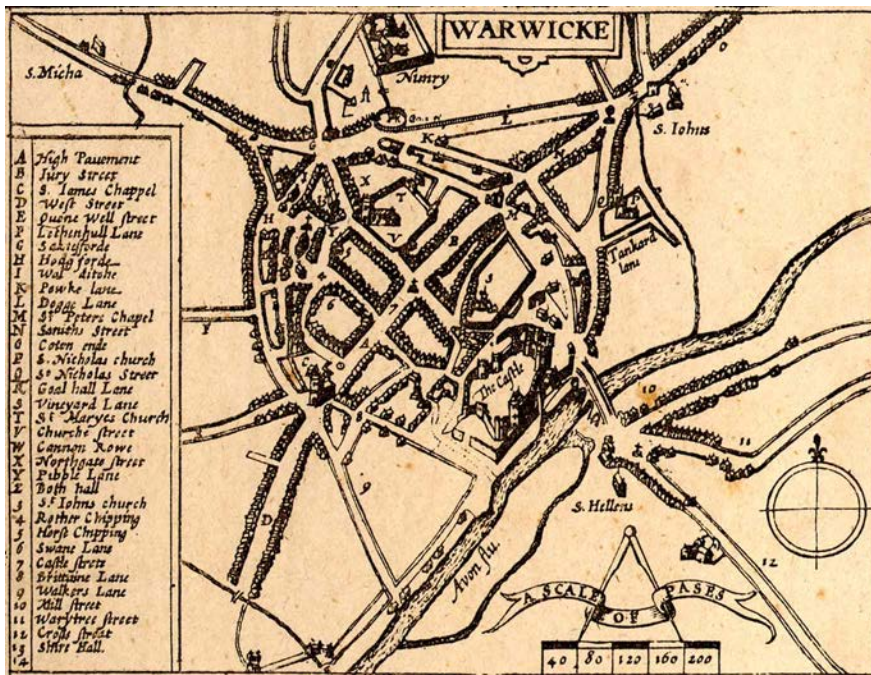









8.1.4 Speed's map of 1610 including St Michael's Chapel & Master's House



8.1.5 Site images





 <b>WARWICK DISTRICT COUNCIL</b>	<b>Executive – 21<sup>st</sup> August 2019</b>	<b>Agenda Item No. 7</b>
<b>Title</b>	Warwick District Leisure Development Programme – Kenilworth Facilities	
<b>For further information about this report please contact</b>	Paddy Herlihy <a href="mailto:Padraig.herlihy@warwickdc.gov.uk">Padraig.herlihy@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All wards of the District but likely to specifically affect: Kenilworth Abbey and Arden Kenilworth Park Hill Kenilworth St Johns	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive 9 <sup>th</sup> January 2019 Leisure Development Programme – Kenilworth Facilities Minute Number 115	
<b>Background Papers</b>	See Appendices	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes Ref No: 1013
<b>Equality Impact Assessment Undertaken</b>	No
Equality Impact Assessments will be undertaken at the appropriate stage as the project and design develops.	

<b>Officer/Councillor Approval</b>		
<b>Officer/Councillor</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	29 <sup>th</sup> July 2019	Chris Elliott/Andrew Jones
Head of Service	29 <sup>th</sup> July 2019	Rose Winship
CMT	29 <sup>th</sup> July 2019	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	29 <sup>th</sup> July 2019	Mike Snow
Monitoring Officer	29 <sup>th</sup> July 2019	Andrew Jones
Portfolio Holder	31st July 2019	Councillor Mrs Grainger
<b>Consultation &amp; Community Engagement</b>		
The first stakeholder and public consultation for Phase Two of the Warwick District Leisure Development Programme took place in October 2018. The report to Executive in January reported back on the results of that consultation. The second consultation		

will be undertaken when the project is ready to submit a Planning Application, which will be in October and November 2019.	
<b>Final Decision?</b>	No
<b>Suggested next steps (if not final decision please set out below)</b>	
The report proposes that the next steps are to continue with RIBA Stage 3 design for Castle Farm Recreation Centre and to commence RIBA Stage 3 design for Abbey Fields Swimming Pool, both on the basis of the RIBA Stage 2 designs agreed by the Project Board. A pre-planning application public consultation will be undertaken in October and November 2019. A further report will be brought to Executive and Council at the end of RIBA Stage 4, which will be in the summer of 2020.	

## 1. Summary

- 1.1 The current focus of the Warwick District Leisure Development Programme is the two leisure facilities that the Council owns in Kenilworth, being Castle Farm Recreation Centre and Abbey Fields Swimming Pool.
- 1.2 In January 2019 the Executive gave permission to officers to instruct the Design Team (provided and led by Mace Group) to begin the RIBA Stage 2 design process for these two sites, based on the options recommended following the stakeholder and public consultation held in October and November of 2018.
- 1.3 The RIBA Stage 2 design process has been completed and signed off by the Project Board for both sites. The RIBA Stage 3 design process has now begun for Castle Farm Recreation Centre. The design process for Abbey Fields Swimming Pool was paused following the local elections, in order to consult with each of the political groups. That process is now complete and this report recommends proceeding with the RIBA Stage 3 design process for Abbey Fields Swimming Pool and continuing with that in respect of Castle Farm Recreation Centre. At the end of RIBA Stage 3 the Design Team will provide a RIBA Stage 3 Report to the Project Board for approval. Once that approval is given the Design Team will proceed with RIBA Stage 4 and a further report will be provided to Executive and Council at the end of RIBA Stage 4, in summer 2020.

## 2. Recommendations

- 2.1 That Executive notes the discussions held with the political Groups and the feedback received from Group Leaders with regard to the Warwick District Leisure Development Programme projects in Kenilworth as shown in Appendix A to this report and also notes the additional work completed by officers in response to the comments received.
- 2.2 That Executive asks officers to instruct the Design Team to begin the RIBA Stage 3 design of Abbey Fields Swimming Pool on the basis of the RIBA Stage 2 design approved by the Project Board and the facility mix detailed in the January 2019 Executive Report and to continue the design process to the end of RIBA Stage 4, when they are to report back to Executive and Council in Summer 2020.
- 2.3 That Executive asks officers to instruct the Design Team to continue with the RIBA Stage 3 design of Castle Farm Recreation Centre on the basis of the RIBA Stage 2 design approved by the Project Board and the facility mix detailed in

the January 2019 Executive Report and to continue the design process to the end of RIBA Stage 4, when they are to report back to Executive and Council in Summer 2020.

- 2.4 That Executive notes the work already undertaken by the Design Team on improving the sustainability of the design of the Castle Farm Recreation Centre and the Abbey Fields Swimming Pool and instructs the Design Team to develop this work further in preparing the RIBA Stage 3 report on these projects, as shown in Appendix B to this report.
- 2.5 That Executive notes that, following a comprehensive feasibility study of an option to relocate the Kenilworth Scout and Guide Headquarters on a site that forms part of the Rouncil Lane sixth-form land (which the Council is hoping to purchase), this has proved cost-prohibitive and, recognising that there are no alternative sites in the locality, Executive agrees that officers instruct the Design Team to continue with design work up to RIBA Stage 3 for an extension to the Castle Farm Recreation Centre in order to accommodate the Headquarters of the Kenilworth Scouts and Guides and to continue the design process to the end of RIBA Stage 4, when they are to report back to Executive and Council in Summer 2020.
- 2.6 That Executive agrees to spend up to £445,000 from the Right To Buy Capital Receipts in order to progress the design options identified in Recommendations 2.2 to 2.5 to this report to the end of RIBA Stage 4.
- 2.7 That Executive notes the Overview on open water swimming provided as Appendix C to this report and asks officers to prepare a more specific feasibility study into the introduction of an opportunity for open-water swimming in the District, such study to be brought to a subsequent meeting of the Executive.
- 2.8 That Executive notes the proposed timetable, recognises that this timetable and the other recommendations of this report are on the basis that work to both buildings is carried out at the same time and also notes when further decisions will be required in order to progress the programme.

### **3. Reasons for the Recommendations**

#### Recommendation 2.1

- 3.1.1 Since the District Council elections officers have carried out individual briefings on the leisure development proposals in Kenilworth for each of the political Groups. This was due to the large number of new Councillors in all Groups and was aimed at ensuring that all Councillors were informed about the proposals. The Group Leader of each of the Groups was asked to provide feedback from their colleagues on the facilities being proposed.
- 3.1.2 The administration (Conservative and Whitnash Residents Association) discussed the proposals with their respective Groups and were very supportive of the schemes. The administration made it clear however, that officers should ensure that there is clarity around how the schemes would be funded; that the public is able to properly engage with the proposals through informative visual impressions; and that officers should make it clear that these proposals were for the benefit of the whole District.
- 3.1.2 Given that this matter (particularly Abbey Fields Swimming Pool) had been a contentious one, it was to be expected that more detailed representations

would be received from the Green, Labour and Liberal Democrat Groups. Whilst their respective feedback has been summarised in the table below, for the sake of transparency and openness, the full responses can be seen at Appendix A.

<b>Question</b>	<b>Green</b>	<b>Labour</b>	<b>Liberal Democrats</b>
Which elements are most appropriate?	Improve tired building Sun terrace Café Bi-fold doors to family pool	Impressive plans	Need of development AF designs take account of sensitive site CF rebuild is correct
About which elements do you have concerns?	Public relations problem Need Stakeholder consultation and scientific survey Access and disruption during works Disabled access	Bi-fold doors could be a source of contention Survey was confusing Usage figures suspect Parking at Castle Farm	CF lack of engagement Traffic and parking Consultation with other users Wardens plan should not be separate AF Lack of outdoor pool Supply + demand calcs Café disconnected from play area
Other important matters	Sustainability Transport infrastructure Carbon neutral energy use	Support full-sized lido	Consultation Best environmental standards Inclusivity Transport infrastructure
Other considerations to investigate	Semi-wild swimming provision BAUM pool cleaning Sympathetic design Ecologically sound design	Costs and sustainability of lido would have to be considered	Joint café with Wardens Shelter next to petanque Tourism potential Impact on mental health Heritage value

3.1.3 Following discussions with the Groups, officers were asked by the Green group to consider the possibility and practicality of including an option at the Abbey Fields Swimming Pool that would allow customers to 'swim through' from a new indoor pool to an outdoor section of the same pool. Designs were produced by project architects Darnton B3 for illustrative purposes. However, the Design Team, officers and Everyone Active, as operators of the building, strongly advised against this proposal for operational reasons. Some of the issues involved would be as follows –

- Very significant impact on the cost of construction
- Outdoor pool cannot be drained in winter, so it would have to be full, heated and treated all year at very high cost and energy use
- Outdoor pool would have to be hotter than is usually the case as it is linked to indoor pool
- Point of 'swim through' will allow a flow of outside air into the pool hall all year round, adding to energy use and costs
- Lifeguard would need to be present outside at all public times at an additional cost of c £35,000 a year
- Potential for additional cost for separate filtration system
- Very expensive to have "swim through" and movable floor – the technical compromise is significant

- Use of the “swim through” would not be possible during swimming lessons and other organised sessions in the family pool

3.1.4 A further piece of work was also undertaken following a request during this period. The Design Team investigated the carbon footprint produced by a 25 metre long outdoor pool and the current proposal of a 15 metre long indoor pool with sun terrace. The carbon footprint of the outdoor pool was calculated with water heated to the same temperature as the indoor pool, for comparison purposes, and also at the lower temperature that is more usual for outdoor pools. The results are as follows –

<b>15m x 10m indoor pool heated to 27 °C</b>	<b>25m x 10m outdoor pool heated to 27 °C</b>	<b>25m x 10m outdoor pool Heated to 22 °C</b>
1,231,380 kWh of additional gas per annum	2,565,380 kWh of additional gas per annum	1,968,806 kWh of additional gas per annum
228,000 kg carbon produced per annum	475,000 kg carbon produced per annum	358,325 kg carbon produced per annum
£39,500 additional utility consumption per annum	£82,500 additional utility consumption per annum	£63,200 additional utility consumption per annum

3.1.5 The dialogue with Members will continue as the proposals develop. A cross-party Members’ Working Group has been established consisting of Councillors Grainger, Cooke, Heath, Dearing (A) and Milton who will help guide the projects as they move forward.

#### Recommendation 2.2

3.2.1 The RIBA Stage 2 designs for Abbey Fields Swimming Pool have not changed significantly since the report to Executive in January this year. Officers remain confident that the proposals offer a facility that will cater for all sectors of the community. It will provide the much needed additional water space for the District to accommodate the population growth to 2029; swimming for those with disabilities; access for all age groups; swimming lessons and school provision and an ambitious and modern take on indoor/outdoor family space that will allow the new pool to be opened up to the outdoors in the summer months through a wall of bi-fold doors.

3.2.2 It is therefore considered that the RIBA 3 design process for the Abbey Fields Swimming Pool should commence now.

3.2.3 Furthermore, it is proposed that the Design Team is instructed to report back to the Project Board at the end of RIBA Stage 3 (Developed Design). Once the Project Board has signed off the RIBA Stage 3 Report for the Abbey Fields Swimming Pool the Design Team should move straight into RIBA Stage 4 (Technical Design). At the completion of RIBA Stage 4 we will have a fully prepared design and an agreed cost with a preferred contractor. It is at this point, therefore, that a further report will need to be considered by Executive and Council in order to decide whether or not to proceed with the construction.

#### Recommendation 2.3

3.3.1 The RIBA Stage 2 designs for Castle Farm Recreation Centre have not changed significantly since the report to Executive in January 2019. There was broad support from all consultees for the proposals made. Most of the concerns expressed relate to vehicular access to the site along residential roads, and



parking of vehicles on the site. A decision to continue with RIBA Stage 3 design work at Castle Farm will enable the existing programme to be progressed.

- 3.3.2 As with paragraph 3.2.3 above, it is proposed that the Design Team is instructed to report back to the Project Board at the end of RIBA Stage 3 (Developed Design). Once the Project Board has signed off the RIBA Stage 3 Report for the Castle Farm Recreation Centre the Design Team should move straight into RIBA Stage 4 (Technical Design). At the completion of RIBA Stage 4 we will have a fully prepared design and an agreed cost with a preferred contractor. It is at this point, therefore, that a further report will need to be considered by Executive and Council in order to decide whether or not to proceed with the construction.
- 3.3.2 The RIBA Stage 2 designs for Castle Farm Recreation Centre included a new, stand-alone building to accommodate the Headquarters of the Kenilworth Scouts and Guides. It is now proposed that the Scouts and Guides are accommodated in an extension to the Castle Farm Recreation Centre. This is discussed further in paragraphs 3.5.1 to 3.5.6 below.
- 3.3.3 One particularly important aspect of the design of the Castle Farm Recreation Centre site is the access to the site for vehicles. Access for non-vehicular traffic will also be important, and this is being investigated carefully, but vehicle movements will remain a significant aspect of this site. This will be particularly true given the proposal to locate the Kenilworth Wardens Cricket Club Limited (hereafter referred to as KW) on the adjacent site.
- 3.3.4 The Local Plan allocates land at Castle Farm to use for outdoor sports (Policy DS23). This is one of two sites allocated for such use in the Local Plan. The relocation of the KW to Castle Farm is an important aspect in delivering allocated housing and the comprehensive development of land east of Kenilworth.
- 3.3.5 Discussions have been held with KW, the combined design teams for the two sites, the combined ecology teams for the two sites, Development Management and others concerning access to the two sites. A number of access options have been rejected for planning or cost reasons. Two access options remain and these are being considered further.
- 3.3.6 Option One is to produce a single in/out access off Fishponds Road (the current access point) with a new vehicular road from the leisure centre to the KW Clubhouse, across the current playing fields. Option Two is to have one in/out access for KW off John O' Gaunt Road and a separate in/out access for the Leisure Centre off Fishponds Road (the current access point).
- 3.3.7 These remaining two options are being appraised by the combined design teams and colleagues, with a view to providing one preferred option in time for the pre-planning public consultation period in October and November 2019.

#### Recommendation 2.4

- 3.4.1 The Council has declared a 'climate emergency'. It is therefore very important that the sustainability of the proposals contained within this report are re-examined in the light of the pressing need to reduce carbon generation from these facilities. Mace have worked with the Design Team and officers of the Council to produce a report on sustainability which is shown as Appendix B to

this report. This report acknowledges that there are a number of ways to assess the sustainability of a building's design, and makes it clear that this report is primarily focussed on reducing the carbon generated by the buildings, as opposed to other measures of sustainability available in the industry. These other measures were not selected as they are not so completely focussed on reducing the carbon generation.

- 3.4.2 The report at Appendix B takes the current RIBA Stage 2 design as a benchmark. This already contains a number of measures aimed at sustainability, as required by Building Regulations. It then recommends a number of additional items of plant and equipment that could be added to the design of the two facilities to improve their carbon performance. It also recommends a number of changes to the construction details which can also significantly improve the sustainability of the finished building. It proposes to bring plant and equipment together with construction detail during the RIBA Stage 3 process, by undertaking a thermal model of the building. It is this process that will show how the various elements will work together in the finished building. It is not possible to undertake integrated thermal modelling until later in the RIBA Stage 3 design process.
- 3.4.3 The third section of the report indicates a number of ways in which the construction process itself can be made more sustainable. It undertakes to insist on a number of these initiatives as part of the tendering of a contract for the construction of the buildings. The next report to Executive will contain the details of the initiatives that the Design Team propose to include within the tendering process, for the approval of the Executive.

#### Recommendation 2.5

- 3.5.1 Kenilworth District Scouts and Guides and a number of their constituent Groups currently have their headquarters on the first floor of the Castle Farm Recreation Centre. They contributed capital funds to the extension of the current facility in 1995 and they have a lease for their occupation of the building which includes the right to renew. The Council is committed to relocating the Scouts and Guides in a manner that ensures no detriment from their current accommodation. We cannot commence demolition of the Castle Farm Recreation Centre until the Scouts and Guides have moved out. We may have to consider the use of temporary accommodation for the Scouts and Guides for a period of time, and officers are investigating possibilities in this regard, but it would be inappropriate for this to be for an unacceptably long period.
- 3.5.2 At RIBA Stage 0 the Design Team showed a new, stand-alone building on the Castle Farm site for the Scouts and Guides. In subsequent discussions with Development Management this was considered inappropriate development in the Green Belt. Two other options were then considered for a new Headquarters for the Scouts and Guides.
- 3.5.3 The first option considered was to locate them in an extension to the proposed Recreation Centre. This would avoid the construction of another stand-alone building in the Green Belt. However, it would increase the building footprint of the Recreation Centre and so it would still need to make the case in planning terms for 'Very Special Circumstances' in the same manner as that required for the Recreation Centre itself. There are other examples nationally where the

case for 'Very Special Circumstances' has been made successfully for facilities for Scouts and Guides, but the local case will still need to be made. Some additional land on site would have to be made available for the dedicated use of the Scouts and Guides, as at present, for outdoor activities that require the exclusion of the public.

- 3.5.4 The second option considered was to relocate the Kenilworth Scout and Guide HQ to a new, purpose-built facility on the Rouncil Lane site that is currently occupied by Kenilworth 6<sup>th</sup> Form College. The Council is intending to purchase this site when the school moves to the South Crest Farm site, in order to develop it as an exemplar housing development. This option would have provided advantages and disadvantages over the first option. However, most significantly, this option would have involved a substantial loss of value to the Council from the housing that could have been located on this portion of the site. When combined with the loss of developer profit, the total opportunity cost to the Council would be approximately £2 million. This option is therefore considered poor value and so has been rejected.
- 3.5.5 The Design Team will therefore continue to progress the option to locate the Headquarters for the Scouts and Guides as an extension to the Castle Farm Recreation Centre. As in paragraph 3.2.3 above, it is proposed that the Design Team is instructed to report back to the Project Board at the end of RIBA Stage 3 (Developed Design). Once the Project Board has signed off the RIBA Stage 3 Report for the Headquarters for the Kenilworth Scouts and Guides the Design Team should move straight into RIBA Stage 4 (Technical Design). At the completion of RIBA Stage 4 we will have a fully prepared design and an agreed cost with a preferred contractor. It is at this point, therefore, that a further report will need to be considered by Executive and Council in order to decide whether or not to proceed with the construction.
- 3.5.6 It is important to note that the proposed Scout and Guide Headquarters to be located as an extension to the Castle Farm Recreation Centre is not a substitute for a Community Centre for the new population that will move to new houses on land east of Kenilworth. This is for two compelling reasons. Firstly, locating the new Scout and Guide Headquarters on land east of Kenilworth would not be appropriate. Castle Farm is to the west of the Warwick Road. There are already other Scout and Guide Groups to the east of Kenilworth, and the Groups currently at Castle Farm wish to remain to the west of the Warwick Road. Secondly, wherever it is located, the Scout and Guide Headquarters could not operate as a more general community centre as it will not have many available slots in its programme. The current Scouts and Guides Headquarters is occupied on every evening of the working week for most of the evening, which is when many community groups wish to meet in a community centre. Therefore, despite a new Scout and Guide Headquarters being planned for Castle Farm, a new Community Centre will still be required to serve the new residents of land east of Kenilworth.

### Recommendation 2.6

- 3.6.1 The design and survey work involved in this part of the Warwick District Leisure Development Programme is currently funded to the end of RIBA Stage 3, which is programmed to be reached in November 2019. The Programme is shown as Appendix F to this report. At the completion of this stage the Design Team will provide a RIBA Stage 3 Report to the Project Board. Once the Project Board has signed off this report then work can begin on the RIBA Stage 4 design. At the

same time, a procurement process will be undertaken to identify a preferred contractor for the construction work. The preferred contractor will then work alongside the Design Team to ensure the buildability and value for money of the design.

- 3.6.2 At the end of RIBA Stage 4 the Design Team will therefore have a full Technical Design for the building and the Council will have agreed a proposed price for the works with the preferred contractor. At this point a further report will be made to Executive and Council showing the final design and the proposed price, so that they are able to take a decision as to whether or not to proceed with the construction of the facilities.
- 3.6.3 It is proposed to spend up to £445,000 on the completion of this work to the end of RIBA Stage 4. This will be funded from the Right To Buy Capital Receipts held by the Council.

#### Recommendation 2.7

- 3.7.1 There is a small but growing lobby of people who promote the physical and mental health benefits of swimming outdoors. The use of lidos for such swimming is one way of offering such activities, but causes concern from the point of view of sustainability. A more sustainable model for the provision of swimming outdoors is offered by open water swimming.
- 3.7.2 It was proposed by both the Conservative and Green groups in their discussions and feedback that the Council should investigate the possibility of open water swimming in the District. Officers have prepared an initial Overview into such provision and how other facilities operate in the UK. This Overview is presented in Appendix C. It is proposed that Executive should ask officers to prepare a more detailed feasibility study into the introduction of an opportunity for open-water swimming in the District and that such a study should be brought to a subsequent meeting of the Executive. It is possible that funding for such an initiative may be available from a number of sources.

#### Recommendation 2.8

- 3.8.1 The programme for this work anticipates a conclusion to the RIBA Stage 3 design work later this summer and a pre-planning public consultation on both facilities in October and November of this year. The public consultation would not be on the facility mix to be included, as this is already decided by this report, but it would cover the design detail of the building, the wider site and access and parking arrangements. Officers are in discussion with representatives of KW to ensure that KW are in a position to carry out a RIBA Stage 2 public consultation in partnership with the Council's pre-planning public consultation. It will be beneficial to be able to present the two neighbouring schemes to the public at the same time.
- 3.8.2 Carrying out the Council's consultation in October and November will enable the Design Team to incorporate any changes generated by the public consultation and then to submit a Planning Application in January 2020. A preferred building contractor would be procured from September 2019 to April 2020 and they would work with the Design Team during the completion of RIBA Stage 4. At the end of RIBA Stage 4, in the summer of 2020, a further report would be brought to Executive to propose that Executive recommends to Council the release of funding for the works. This programme would lead to the closure of

the existing facilities in September 2020. The new facilities would be open to the public by September 2021.

3.8.3 Beginning the RIBA Stage 3 design process for Abbey Fields Swimming Pool now has the further benefit of bringing the project programme for both facilities into the same timetable. A number of different options for the phasing of the two facilities have been considered in recent months. There are a number of reasons why officers are recommending proceeding with both centres at the same time. These include -

- New facilities available to the public as soon as possible
- Minimising the period of disruption to facilities in the area
- Obtaining any revenue uplift in the payment received from Everyone Active as soon as possible
- Removal of the inflation delay costs for Abbey Fields of around £10,600 a month
- Removal of prolongation fees of £16,500 a month
- Delay costs therefore total around £27,100 a month
- This is down on previous estimates due to a reduction in construction inflation predictions

#### 4. Policy Framework

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

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

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

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Impressive cultural and sports activities	Area has well looked after public spaces	Dynamic and diverse local economy

Cohesive and active communities  Increased physical activity for all the community  Better quality public facilities	Safe and vibrant public facilities where the community feel comfortable at all times	Increased employment and income levels
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The proposal will further enhance the experience of the Warwick District Leisure Development Programme team in managing large scale capital schemes	Focusing on our customers' needs The management of this project will assist us to continue to improve our management of large scale capital schemes	Better return/use of our assets – the new facilities will improve the Council's revenue position and assist us in delivering best value for money

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here:

### 4.2.1 Local Plan

The Warwick District Local Plan 2011-2029 was adopted in September 2017 allocating land south of Coventry and in Kenilworth for development. Around 2,000 dwellings are allocated within Kenilworth and around 4,400 south of Coventry, with a significant proportion of the latter to come forward beyond the current plan period. The Local Plan is a key document in defining the future of Kenilworth, as well as the rest of the District. It has been necessary to get the Local Plan in place before deciding on the future of leisure provision in Kenilworth, as the changes introduced by the Local Plan will affect demand for sports and leisure facilities.

### 4.2.2 Development Brief for land east of Kenilworth

Warwick District Council has also led on the preparation of a Development Brief for land east of Kenilworth covering the strategic housing, employment and education sites. The Development Brief has now been agreed by the Council.

#### 4.2.3 Neighbourhood Plan

Kenilworth Town Council has led on the preparation of a Neighbourhood Plan covering the whole town. The Plan has now been through its referendum process and has been made. It was approved by local residents with a 94 per cent 'yes' vote from a 29 per cent turn out. The Neighbourhood Plan will now form one of the material considerations for planning decisions in the Kenilworth area.

#### 4.2.4 Indoor Sports Facilities Strategy and Playing Pitch Strategy

These strategies were initially established in 2015, having carried out comprehensive audits of local provision and needs. The Council formally adopted the Strategies which now form part of the base for development of the District's sporting provision. They have been key evidence documents for the Local Plan, in securing s106 contributions from developers to date and in establishing robust relationships with Sport England and national governing bodies of sport. It is essential that these documents remain up to date and so these documents have recently been refreshed and re-adopted.

### 4.3 Changes to Existing Policies

None

### 4.4 Impact Assessments

Impact assessments will be a vital part of the design process for any facilities constructed through the Warwick District Leisure Development Programme. Initial considerations of accessibility and other impacts are part of the ongoing process of good design. Specific assessments will be made at several times during the design process. It has already been agreed that enhanced changing facilities for customers with profound needs will be included in the new designs. The 'Changing Places' style initiative will be used as an inspiration to ensure that those with profound needs will be able to use the new facilities.

## 5. Budgetary Framework

- 5.1 Officers are doing additional work on the funding model for these schemes at present. Until this work is completed the information provided in the report to the January meeting of the Executive is still generally the most accurate picture. This report stated that the current predictions for the cost of the options selected are as follows. They are expressed as a range because it is not possible to accurately predict precise costs at this stage in the design process –

Location	Item	Cost range	
		Minimum	Maximum
Castle Farm	Recreation Centre	£10m	£12m
Castle Farm	Scouts and Guides HQ	£2m	£3m
Abbey Fields	Swimming Pool	£7m	£9m
Total for these projects		£19m	£24m

- 5.2 The possible sources of funding for the above are currently estimated as –

Source	Site	Amount	
		Minimum	Maximum

Community Infrastructure Levy	Castle Farm	c £4,200,000	
Section 106	Abbey Fields	c £2,480,221	c £2,790,958
Total		£6,680,221	£6,990,958
		<b>Maximum Shortfall</b>	<b>Minimum Shortfall</b>
Estimated Shortfall (if costs are £19m)		£12,319,779	£12,009,042
Estimated Shortfall (if costs are £24m)		£17,319,779	£17,009,042

- 5.3 As with the expenditure figures, it is not possible to be more precise at this time with regard to the funds available for this project. There are a number of caveats and unknowns that could affect the availability of funding. These include –
- 5.3.1 The figure shown for Community Infrastructure Levy (CIL) is the current figure contained in the Council’s ‘123 List’ for CIL. However, this list is refined on an annual basis, and so this figure could go up or down in subsequent years. Officers are proposing that the CIL contribution to this project should increase, but this will be set against competing priorities before being decided. It is also possible that the Town Council could decide to use an element of its anticipated CIL receipts to help fund these projects. The Portfolio Holder has agreed that, subject to the consideration of this recommendations in this report, she will open dialogue with the Town Council to discuss this matter.
- 5.3.2 The amount that will be contributed to this project from Section 106 (s106) funds is not clear at the present time. The amount provided by s106 funds from any given scheme cannot be calculated accurately until planning permission is sought. Whilst some money has already been received from developers towards this project, many other developments are not yet at this stage. In addition, the timing of the s106 receipts cannot be forecast with any accuracy.
- 5.4 The precise details of the cost of the construction and the funds available will be made available in a final report in Summer 2020 which will identify an agreed price with the preferred contractor(s), an agreed design and construction detail for each centre and the identified sources of funding for the works and contingency before any request for the final go-ahead to sign a contract or contracts with the building contractor(s) is made.
- 5.5 In order to fund the anticipated shortfall for these projects, the Council will have to borrow money, and that will have a revenue implication for the Council. If it was assumed, for illustrative purposes, that the Council has to borrow £13 million or £14 million to fund the shortfall, then the cost of borrowing that sum is shown in the table below –

Item	Period	£13m shortfall – amount per year	£14m shortfall – amount per year
<b>£13m shortfall</b>			
Buildings	40 years	£447,000	£481,000
Plant and Equipment	25 years	£156,000	£167,000
Total	Each year	£603,000	£648,000
<b>AND CIL, s106</b>		AND	AND



<b>and E A shortfall</b>			
Assuming 4 year loan	4 years interest only	£97,250	£97,250
OR	OR	OR	OR
Assuming 5 year loan	5 years interest only	£40,200	£40,200

- 5.6 The table above also shows the cost of borrowing in the short term to pay for the possible time-lag between expending money on the project and receiving the Community Infrastructure Levy, section 106 and monies from Everyone Active (see below). These additional costs are only payable for the relatively short times shown.
- 5.7 The Council is discussing the financial situation with Everyone Active. It might be possible to receive an uplift in the Concession Fee provided by the company. Ongoing discussions are taking place with the company on the amount by which they would be willing to increase the Concession Fee. The company has also been asked what other changes to the current contract would increase the Fee payable. This might include extending the contract by the optional 5 years available. Any increase in the Concession Fee could be used to reduce the borrowing costs shown above, and would be received for each year of the contract.
- 5.8 In addition to work to firm up this budget, officers commissioned a consultant to assess the likelihood of receiving external grant funding for these schemes. The initial feedback does not envisage any large grants being available for these schemes. The report states that it is unlikely that the Council will receive funding from the Strategic Facilities Fund operated by Sport England, as we have already received £1 million to each of Newbold Comyn and St Nicholas Park Leisure Centres. Sport England have subsequently confirmed that they will not be funding these projects from the Strategic Facilities Fund. The Review suggests that Sport England's Community Asset Fund, which offers a maximum grant of £150,000, is a good target, as is the HS2 Community and Environmental Fund which provides a maximum of £75,000. A range of smaller grants are proposed, but no large sums are involved. Further work will be undertaken to seek smaller funding for particular elements of the scheme. Officers will pursue all appropriate funds, but this will not provide a large percentage of the funds required. Officers will also investigate health funding for these schemes. The Scouts and Guides may be able to apply for some funds that will not be available to the Council. Discussions will continue with the Scouts and Guides to see what funding they can bring to the project.
- 5.9 If the Council were to use borrowing to fund the balance of the scheme, the additional costs in servicing the debt charges in paragraph 5.6 will increase the savings or increased income to be identified by the Council to enable a future balanced budget, based on current future funding assumptions. As previously reported, local authority future funding is very much dependent upon:-
- The Fair Funding Review
  - The Reset of the Business Rates Retention Scheme
  - The proposed new 75% Business Rate Retention Scheme.

It is now understood that details of these changes will be delayed for a year until December 2021. Therefore, Members should recognise that committing additional revenue expenditure (to fund borrowing for the scheme) ahead of knowing the above funding details brings with it financial risks. Officers will

therefore need to ensure that should Members agree to proceed, the forthcoming Business Plan adequately addresses how this increased revenue expenditure will be met.

5.10 The Council does hold £6.6m (as at 31 March 2019) of Capital Receipts from Right to Buy which it can use towards any capital scheme. These are projected to increase by £800k per annum. These receipts could be used towards the capital funding shortfall. However, the use of these receipts should be reviewed against other potential capital schemes. This may mean that other schemes cannot progress or have to be contained within more restricted budgets.

5.11 If one assumes that either all the current Capital Receipts from Right To Buy are allocated to this project, or that none of them are, then the best and worst case scenarios for the cost of funding are as follows –

Item		Best case scenario	Worst case scenario
<b>Costs</b>			
Castle Farm	Recreation Centre	£10.00m	£12.00m
Castle Farm	Scouts and Guides HQ	£2.00m	£3.00m
Abbey Fields	Swimming Pool	£7.00m	£9.00m
<b>Total costs</b>		<b>£19.00m</b>	<b>£24.00m</b>
<b>Income</b>			
Community Infrastructure Levy	Castle Farm	£4.20m	£4.20m
Section 106 funding	Abbey Fields	£2.79m	£2.48m
Right To Buy receipts	Both sites	£6.60m	£0.00m
<b>Total income</b>		<b>£13.59m</b>	<b>£6.68m</b>
Shortfall of income over costs		£5.41m	£17.32m
<b>Annual cost of borrowing</b>			
Buildings	40 years	186,000	595,000
Plant and Equipment	25 years	65,000	207,000
Total	Each year	251,000	802,000
AND CIL, s106 and E A shortfall			
Assuming 4 year loan	4 years interest only	£97,250	£97,250
		OR	OR
Assuming 5 year loan	5 years interest only	£40,200	£40,200

5.12 The Council has many competing demands upon its resources. Through the period of austerity, it has managed its budgets in a prudent fashion ensuring that quality services continue to be delivered and investment made available for a myriad of community projects. Over the next 4 years it is envisaged that big projects such as the Community Stadium, Kenilworth School and the relocation of the athletics track will come forward requiring funding. Therefore, the recommendations in this report need to be cognisant of future demands.

5.13 This report recommends instructing the Design Team to continue with the design work involved in this part of the Warwick District Leisure Development Programme to the end of RIBA Stage 4, subject to the sign off of the RIBA Stage 3 Report by the Project Board. It is considered necessary to make available £445,000 in order to fund this work.

5.14 It is proposed to make these funds available from the “any purpose” element of the Right to Buy Capital Receipts referred to in paragraph 5.10. Of the total capital receipts from Right to Buy, a proportion of it has to be re-invested in new affordable housing, a proportion goes to Central Government, with the balance for the Council to re-invest in any capital schemes. The balance on these receipts is estimated to increase by £800,000 per annum as further Council houses are sold under the Right To Buy. Of this balance, approximately £0.5m has been committed. The expenditure will be in the current financial year (2019/2020) and the next financial year (2020/2021).

## **6. Risks**

6.1 A Project Risk Register has been established for the early stages of the project. The current iteration of this Register is shown as Appendix E to this report. The Risk Register will be kept up to date throughout the project, and its content monitored regularly in order to manage risk within the project. Risks at this stage of the project include:

- Insufficient funds are available to continue with these proposals
- Work does not proceed and so these facilities are not the equal of Newbold Comyn Leisure Centre and St Nicholas Park Leisure Centre
- Ongoing maintenance issues of existing buildings
- Loss of income from not improving buildings
- Heritage, car parking and other constraints limit development choices

6.2 A full Risk Workshop will be undertaken with professional services advisers and the Design Team at the beginning of the RIBA stage 4 design process, before technical design has commenced. The Risk Register will be completely updated after this Risk Workshop.

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

7.1 It would be possible to not undertake any improvements to the facilities at Castle Farm and Abbey Fields. If this decision was to be made then these two buildings would not have the same sort of aspirational, successful and modern facilities as the Council has provided at Newbold Comyn and St Nicholas Park. These two facilities would not be contributing to encouraging the District’s residents to adopt an increasingly healthy lifestyle in the same way as the two refurbished facilities. Income from the contract with Everyone Active would not be increased because attendance and income would not be enhanced. The opportunity would be lost to bring the buildings up to modern design standards and to make them more environmentally friendly and cheaper to run. The buildings would not be prepared for use for another 30 years.

7.2 It would have been possible to decide to re-locate the Headquarters for the Kenilworth Scouts and Guides to the Rouncil Lane site. However, this would have incurred an opportunity cost in terms of lost income from housing and lost developer profit of approximately £2 million and this made this proposal unreasonably expensive.

7.3 Two options for creating vehicular accesses to the KW site and the Castle Farm Recreation Centre site have been rejected as part of the design process. These are –

- Access from Brays Car Park – most expensive option; impacts the Green Belt too much; crosses public right of way; relies on purchasing land from others at possible ransom values

- Access from Castle Road – difficult access onto highway; impacts the Green Belt; crosses public right of way; relies on purchasing land from others at possible ransom values

## **APPENDICES:**

- A: Feedback from Groups
- B: Sustainability Report
- C: Open Water Swimming Pools – An Overview Paper
- D: Drawings and illustrations of RIBA Stage 2 designs
- E: Project Risk Register
- F: Project Programme

## **Appendix A – Feedback from Groups**

Full comments from the Green, Labour and Liberal Democrat Groups on the Warwick District Council Leisure Development Programme briefing on Castle Farm Recreation Centre and Abbey Fields Swimming Pool.

### **The Green Group**

The answers to your questions are mainly to do with the Pool proposals. We are broadly happy with the completed Warwick District developments, but take into account Andrew Day's comments for future developments given in May.

Green Party concerns lie in these areas:

- 1) consultation and transparency
- 2) sustainability and futureproofing in the light of the Climate Emergency Motion
- 3) integrated non-Carbon Transport in the town: optimal access to both sites by bike and foot given the happily compact nature of Kenilworth and the appalling congestion on Brookside Road adjacent to Castle Farm.
- 4) when the design comes along we want to see Abbey Fields Pool sitting as unobtrusively as possible in its surroundings.

#### 1. Which elements of the Proposals at Castle Farm and Abbey Fields are the most appropriate:

- Full refurbishment/rebuild of a very tired and dated building of unsympathetic design/materials within Abbey Fields.
- At present, we do not have any issue with the Castle Farm proposals but are uninformed and do need a briefing on this at Kenilworth Town Council, see below.
- The viewing area looking over Abbey Fields Lake/National Trust style cafe.
- The opening glass system which gives an impression of swimming outside.

Thank you for providing the drawings and costs of the "In/Out Option as requested further to our meeting of 18/6/19, and we take on board the uneconomic operational costs of this for the reasons given to us on 10.7.19.

#### 2. About which elements do you have concerns:

- a) Consultation:** We fully appreciate Culture and Leisure's assurance that a correct and usual consultation was completed (Oct/Nov '18) according to the Guidelines.
- Nonetheless, this is a Public Relations problem because it is a far more sensitive development than others in the District and this may not have been fully understood at the time. Only a small fraction of residents' views were asked for and the response rate was low.
  - We strongly hold the view that consultations at grassroots level must occur much earlier, with a broader ask of residents on their views using simple diagrams/plans, e.g sampling users as they enter the pool with 3-4

questions, the voluntary providers of swimming lessons, etc, in addition to the bigger players to avoid later dissent.

- As a way forward and to resolve this issue, it may not be too late to devise a cost-effective, more democratic information sharing exercise. For example:
  - a) Consultation could be considered by a small but broader group of Stakeholders to dilute the influence of one particular group (a couple from RKL, school users, volunteer swimming instructors, Cycleways, Sustrans, swimming clubs and others tbd). Perhaps at Jubilee House and facilitated by, though not attended by, Councillors.
  - b) A MORI style poll in an effort to be properly representative (to the best of our recollection, Andy Jones suggested this on 18.6.19 at our briefing)
  - c) WDC public information "stall" at a busy place with simple plans and pictorials

Could we as Councillors offer to facilitate a meeting?

- b)** Access and disruption issues to Abbey Fields when building commences.
- c)** Disabled access given the difficulties of the present arrangements at St Nicholas Warwick.

3. What other matters relating to these proposals are particularly important to your Group

- Sustainability and Futureproofing in the light of the Climate Emergency Motion July '19
- Transport Infrastructure: Children should be able to access both sites more independently. Must be linked to healthy travel options and be part of an integrated non-carbon travel plan. The missing Sustrans 52 cycle link should be completed. Car Parking: should not be extended on the Abbey Fields Site. Good links to the Castle Farm Development – in fact it is only a couple of hundred metres away. Good low carbon transport links from the new railway station to make a proper active family day out
- Carbon Neutral Energy Usage: Executive recommendation is "carefully considered" only and needs to be updated and extended to consider eco-standard environmental building standards and energy performance.

4. What other information would you like to receive?

- We have a Town Council of which only 4/19 are previous incumbents, and who have not seen anything of the plans of either Castle Farm or Abbey Fields, so we would appreciate a briefing.

- The plans and pictorial views in order to share between ourselves to discuss in depth prior to the above.

5. What other considerations do you think officers should investigate in relation to these proposals

- Alternative semi-wild swimming provision in Warwick District (cf. Chagford Pool, Devon, Beckenham Place – (council run) see Guardian 13.7.19)
- BAUM system of pool cleaning
- Elements of Design – sympathetic to the surroundings, especially the roof materials which are visible from everywhere given the topography of the site.
- Ecologically sound design and construction (discreet, modern PVs eg tiles, air pumps, a “green” roof)
- A National Trust style café/restaurant.

### **The Labour Group**

Whilst I can see how impressive the plans for Abbey Fields are, I cannot help have some doubts about how the “open doors” aspect at the smaller pool will really work when it is an area also open to the main pool.

There will be many times when to maintain heat, protect from windy conditions etc. will be used as reasons not to open doors. It will become a point of complaint either way. There will be those wanting doors open and not. EA will also have control over this so decision may be made for financial reasons. Lots of possibilities for conflict of interest.

I am supportive of a full-sized lido that becomes a major attraction for Kenilworth. Historically it was an outdoor pool and would be a unique and positive draw to the park. Having lived in Germany where direct swim into lidos are very common and an attraction all year round I can definitely recommend it as a wonderful leisure activity even in the snow! A health & wellbeing experience I still remember fondly. Costs of running a 25 x 10 m pool and methods of heating that hit our new ‘climate emergency’ policies as they emerge will need to be considered.

The survey to ascertain the wish to retain the outdoor pool was a little confusing. The current pool would not be as attractive a prospect to visit so it is currently a little difficult to compare. Current usage figures would be difficult to rely on, my daughter has travelled to Kenilworth on the train with friends specifically to visit the outdoor pool and been refused entry. This was a good weather day a couple of months ago. My faith that EA will produce valid attendance figures is somewhat challenged.

For Castle Farm, again your plans are exciting and positive, brimming with major improvements. My concerns lies with access through residential streets that has always been busy when I attend football games and more often than not difficult to park. This area will become even busier for residents. I live in Leamington so did have to travel by car to away games as many people will in the district. These days are now over for me but the nature of football leagues has not

changed I am sure. With increased attendance to the improved facilities on the site this will be a continued contentious point.

I would like to thank you for the very professional and detailed briefings and information.

## **The Liberal Democrat Group**

### **Which elements of the proposals at Castle Farm and Abbey Fields are the most appropriate?**

We are pleased that the Leisure facilities within Kenilworth are recognised as being in need of development. Both sites are now quite old and are showing considerable wear and tear and are in need of redevelopment.

Whilst we have concerns about the proposals for the Abbey Fields site in particular we are pleased that the proposals have taken into account the sensitive nature of the surrounding site and its position within Kenilworth.

We are also supportive of the need to conduct the Castle Farm project as a 'Rebuild' rather than 'Redevelopment'.

### **About which elements do you have concerns?**

#### **Castle Farm Development**

The immediate concern with Castle Farm has been the lack of engagement with the community, in particular the immediate neighbours. From our conversations many are in general supportive of the development but have concerns and questions which as yet they do not feel are being answered.

One of the primary concerns is traffic. Castle Farm sits within a residential area which is already used as a cut-through for traffic trying to bypass the main Warwick Road. Fishponds Road itself is also comparatively narrow for a residential road with a sharp turn prior to the current site entrance. Residents already concerned about traffic are understandably worried about the potential for increased traffic both during and after the development phase.

In addition to the main leisure centre we are also concerned that other key site users e.g. of the Petanque Facility, Skate Park and the Scouts & Guides are properly consulted with and considered throughout the process. These are all heavily used and will be impacted by any development.

Where car parking is adjacent to or near to property boundaries proper consideration needs to be given to air quality, traffic (people and vehicles) and lighting.

The move of the Kenilworth Wardens Cricket Club should also be considered as part of the development rather than being handled separately. There are particular concerns about the following areas:



- Potential increase in traffic
- Impact on flooding given the development on green space
- Lack of community engagement
- Continued access to the site for walkers, dog owners, joggers and horses etc.
- Fencing off large parts of the site would be contrary to the Kenilworth Neighbourhood Plan and the requirement to retain access to pitches for general recreation and use by Kenilworth Town Juniors play here regularly

## **Abbey Fields**

Our primary concern with Abbey Fields is the lack of an outdoor pool in any form in the final design contrary to the wishes of many residents within Kenilworth. Within the consultation of October 2018 the retention of outdoor swimming was the most popular of the options presented and the option for a new 25m Lido gathered considerable support despite not being presented as one of the formal options.

We also continue to have concerns about the way that supply and demand has been calculated by the SLC Latent Demand Assessment. It is undoubtedly complex but there is at least one clear and significant anomaly. The model estimates the population in the catchment of Abbey Fields as being almost 100,000 rising to in excess of that figure by 2029. However this extension of the catchment area is not sufficiently recognised in the way that supply is calculated. If the same catchment area were used to calculate supply it would bring into play a number of additional pools including Warwick University and Hatton Country World. We also note that Thorns School has not been included in the calculation. Whilst this may be accepted methodology it does not appear to create a logical result.

With regards to the specific design of the building as presented, we are concerned about the current plan to move the café to the southern side of the building. This disconnects it from the current outdoor play facilities and means parents/carers won't be able to access it easily as at present whilst their children are using the outdoor play facilities.

Whichever option is pursued it is also vital that the final aesthetic design is sympathetic and in keeping with the surroundings.

**What other matters relating to these proposals are particularly important to your Group?**

Both potential developments should ensure that they recognise the following in their further development.

- Continued consultation and communication with the public is essential and in some cases has been insufficient to date.
- Any new building should achieve the best environmental standards including the reduction of carbon in its construction and performance in use to contribute towards the District target of achieving carbon neutrality. Any design needs to ensure the ongoing sustainability of the design in use
- The developments need to ensure that they are accessible and attractive to the whole community. This includes building a proposition which is attractive to groups who currently feel disengaged in particular our teenagers.
- Proper consideration needs to be given to the transport infrastructure that supports the development. This includes improving air quality and congestion by reducing the need to drive to either site. This should include integration into the current public transport system (e.g. better signage from the station) and full accessibility for pedestrians and cyclists.

### **What other information would you like to receive?**

- We would like to develop a greater understanding of the supply and demand models. This has been offered by Council Officers and an appropriate time will be arranged.
- Further detail about the sustainability options that have been considered in the plan including the construction phase, materials, utilities and performance in use.
- For Castle Farm specifically an outline plan for how construction traffic will be managed during the build phase.
- An outline of the aesthetic options for each site in particular for the exteriors.

### **What other considerations do you think officers should investigate in relation to these proposals?**

#### **Castle Farm**

A large amount of space has been allocated at Castle Farm for Café Space. We are unsure of the likely usage of any café facilities and would ask Council Officers whether a joint offering with the Wardens Clubhouse might be a better option to consider.

We would also like to consider the possibility of providing a shelter with power source adjacent to the Petanque pitches for the use of players.

#### **Abbey Fields Swimming Pool**

The arguments about the Swimming Pool have been well rehearsed particularly the consultation exercise and the conclusions about 'need' which have been reached by Council Officers. We do not in general wish to replay these but we believe that as a matter of policy the Council should revisit its objectives in the Leisure Development Project to recognise the unique asset that the Abbey Fields Pool in Kenilworth represents for the District. These should recognise:

**Tourism & Commercial Potential** - Tourism is a vital part of the economy of our region. In Kenilworth we have a significant number of tourists who visit the castle each year, however for many that is the only place they do visit within the town. It is vital that we enhance our Tourism proposition to retain visitors within the town and district for longer. We also see the potential for additional commercial exploitation of the facility. Whilst the natural pattern of usage will be influenced by the weather we see many examples of other outdoor pools which are creating interesting and profitable programmes that extend the usage of the pool outside the core summer months. We are frustrated that current discussion of both these possibilities is quickly dismissed and shut down without proper exploration and consideration.

**Impact on Mental Health** - As part of its consultation the District Council has engaged a number of Sports bodies for advice. Whilst these bodies are increasingly considering mental health as a benefit of sport it is not their primary aim. We feel that the District would benefit from seeking expert views who could provide further information on both the potential positive impacts on mental health of outdoor swimming as well as the potential of social prescribing as an emerging opportunity. This should include local GP practices.

**The Heritage Value to the District** - Thanks to the Abbey Fields Pool outdoor swimming has been an option for people within Warwick District for over 100 years. Sadly, as recognised by the Lido Guide the Midlands is now one of the areas least populated with Lidos despite the fact that we are the region of the country furthest from the sea. It is also recognised outside our district as a significant draw during the summer months and for many people has become something inextricably linked to Kenilworth and Warwick District.



**Appendix B –  
Kenilworth Leisure Centre Redevelopment  
RIBA Stage 2 Sustainability Review (Carbon and  
Energy Reduction)**

## Contents

Executive Summary

1. Introduction
2. Sustainability Overview and Planning Policy
3. Sustainable Assessment Methods
4. Net Zero and Carbon Reduction Overview
5. MEP Technologies Castle Farm
6. MEP Technologies Abbey Fields
7. Building Materials Review
8. Construction Methodologies
9. Added Carbon Reduction
10. Summary & Next Steps

### Document Control

Classification ~~Confidential~~ / Restricted / ~~Unclassified~~

Ref Rev 02 (Client Issue)

Date 02 August 2019

Prepared by Ashley Holland – Mace

Reviewed by Josh Barber, Rebecca Chantry – Mace

---

## Executive Summary

Mace have been working on behalf of Warwick District Council (WDC) since June 2018, developing the scope and designs for the proposed redevelopments of Abbey Fields Swimming Pool and Castle Farm Recreation Centre.

Mace were appointed as the lead consultant, providing full multi-disciplinary services including the following core design disciplines;

- Architect – DarntonB3
- Civil & Structural Engineer – Couch
- Mechanical & Electrical Engineer – DDA

At tender the project did not have any specific sustainability requirements or accreditations that needed to be achieved. However, the importance of sustainability was reviewed at the commencement of the project and a further review has been undertaken in this report, noting the advantages and disadvantages of each of the accreditation systems available.

At the commencement of RIBA Stage 2, WDC noted an intention to investigate how the proposed designs could be adjusted to be as sustainable as possible. This involved a specific focus on carbon reduction, which aligns with the Council's wider environmental objectives. As part of the RIBA2 design strategies, each designer has included common best practices and this report looks to build upon this, to review what could be achieved as the RIBA Stage 3 detailed design is progressed.

The two proposed schemes both see an increase in the building's Gross Internal Floor Area (GIFA) and increased facilities. Consequently, at the end of RIBA Stage 2 the proposed schemes show an increase in their proposed energy usage and carbon footprint. However, having undertaken a review of the sustainability options for the M&E systems, as well as the building fabric, the design team have shown that it is possible to reduce both energy consumption and carbon generation at both facilities and thus lower the environmental impact that the current 'base' Stage 2 design will have.

Following this report, the project team have proposed developing a further sustainability strategy by engaging an expert to review the designs and produce a further report as part of the planning application submission. In addition to this, as part of the RIBA Stage 3 design, the team will develop a 3D building model which enables tests to be run on the energy efficiency of the building to gain greater certainty around the current carbon and energy usage proposals that have been included within this report.

This report seeks to assess and review the predicted energy consumptions of the two leisure centres marked for redevelopment by Warwick District Council (WDC) in Kenilworth, Warwickshire. Under the current appointment, Mace have been tasked by the Council to prepare a report that seeks to provide an overview of potential energy reductions and the implementation of additional renewable energy sources for the proposed leisure schemes. This exercise supports the Council's ambition to become a net-zero carbon organisation by 2025.

The report will identify additional technologies and systems recommended for further client review and/or instruction in the next stage of design. The report is not a sustainability statement but is a review of technologies that could be incorporated into the scheme to assist the Council in achieving its ambition to become a carbon neutral organisation. The report also provides an overview of sustainable assessment methods and processes such as BREEAM, Passivhaus & Standard Assessment Criteria (SAP). Nevertheless, the report is primarily focused on the reduction of the energy consumption and carbon generation of the existing buildings within the current 'base' Stage 2 design, with recommendations provided as to how the base design can be improved as it moves through the next design stages.

---

## 2 Sustainability Overview & Planning Policy

Sustainability is a broad term describing a desire to carry out activities without depleting resources or having harmful impacts. This is defined by the Brundtland Commission as *'meeting the needs of the present without compromising the ability of future generations to meet their own needs'*.

Sustainability in building developments is a vast and complex subject and is typically considered by designers from the very earliest stages of design development. This is because the built environment accounts for:

- 45% of total UK carbon emissions (27% from domestic buildings and 18% from non-domestic)
- 72% of domestic emissions from space heating and provision of hot water
- 32% of landfill waste comes from the construction and demolition of buildings
- 13% of products delivered to construction sites are sent directly to landfill without being used

Whilst it is a complex process, predicting the likely environmental performance of a development during the design phase is becoming more important as regulations have increased. Aside from building regulations and government targets for low carbon construction, the National Planning Policy Framework favours granting planning permission for sustainable developments, which can include low-carbon developments and those with resilience to climate change. These sustainability objectives and how they are achieved will be reflected in the planning application, through the design and access statements for the two leisure centres. However, as sustainability is being reviewed at the earliest opportunity, the Council are able to gain a greater understanding of the potential environmental impacts of the projects and implement mitigating strategies.

As noted briefly in the Introduction, the Council are committed to lowering their carbon emissions and becoming a 'net-zero organisation'. The issue of climate change and carbon emissions had already been incorporated as part of the District Council's 2017 Local Plan. This has been emphasised even further by the Council's recent declaration of a 'climate emergency'.

The Local Plan itself notes that all future developments are required to be designed to be resilient to, and adapt to, future impacts of climate change through the inclusion of the following adaptation measures:

- a) Using layout, building orientation, construction techniques and materials and natural ventilation methods to mitigate against rising temperatures.
- b) Optimising the use of multi-functional green infrastructure (including water features, green roof and planting) for urban cooling, local flood risk management and to provide access to outdoor space for shading.
- c) Incorporating water efficiency measures, encouraging the use of grey water and rain water recycling.
- d) Minimising vulnerability to flood risk by locating development in areas of low flood risk and including mitigation measures including SuDS.



---

As part of any planning application for the centres the team will need to set out how the requirements of the policies regarding climate change have been complied with and include any justification for why the above measures have not been incorporated.

It is important to note that at the current stage of design the team will, as best practice, seek to review and include sustainable measures such as SuDS. The additional information that is included within the following sections of this report will seek to increase the commitment of the project to a reduction in carbon outlay and therefore assist the Council in furthering its work in combating climate change.

Within the Council's Planning Policy is included the following statement:

- All non-residential development over 100 sqm is required to achieve as a minimum BREEAM standard 'Very Good' (or any future national equivalent), unless it can be demonstrated that it is financially unviable or a suitable alternative sustainability strategy is proposed and agreed with the Council.

At present the team are not progressing a BREEAM-led process of assessment as the focus remains centred around renewable energy and low carbon generation to meet the Council's targets. The BREEAM process, if it were to be implemented at this stage, would be at an additional cost on top of the current budget when that budget is already constrained.

At present, progressing with BREEAM is therefore likely to be unviable. However, this will need to be a decision made by the Council. It is unlikely that incorporating BREEAM and a focus on carbon reduction concurrently will be viable within the current budgets. To incorporate both, budgets would need a significant increase to allow for both the proposals reviewed in the following sections and the implementation of a complex assessment process.

At this stage it is again important to note that the team are working to produce a scheme that is capable of meeting the required building regulations and further planning requirements regarding sustainable design.

### 3 Sustainable Assessment Methods

As noted in the previous sections, the majority of this report is centred on lowering the likely carbon generation from the 'base' Stage 2 design, to assist the Council in achieving its climate change objectives.

There are a number of sustainable assessment tools and standards available to help assess overall environmental performance, these include:

- BREEAM
- Passivhaus
- SAP - the Government's Standard Assessment Procedure for energy rating of dwellings.
- LEED - Leadership in Energy and Environmental Design, an international green building certification system
- The Code for Sustainable Homes

The following table provides definitions for each of the above:

Assessment Type	Definition
BREEAM Building Research Establishment Environmental Assessment Method	BREEAM is an assessment using scientifically-based sustainability metrics and indices that covers a range of environmental issues. Its categories evaluate energy and water use, health and wellbeing, pollution, transport, materials, waste ecology and management process. Buildings are certified on a scale of 'Pass', 'Good', 'Very Good', 'Excellent' and 'Outstanding'. It is carried out by independent assessors.
Passivhaus	Passive house (Passivhaus in German) is a rigorous, voluntary standard for energy efficiency, which reduces a building's ecological footprint. It results in ultra-low energy buildings that require little energy for space heating or cooling. The standard is not confined to residential properties: several office buildings, schools and supermarkets have also been constructed to the standard. Passivhaus design is not an attachment or supplement to architectural design, but a process that integrates with architectural design. Although it is principally applied to new buildings, it has also been used for refurbishments.
LEED Leadership in Energy Environmental Design	LEED is the most widely used green building rating system in the world. Available for virtually all building, community and home project types, LEED provides a framework to create healthy, highly efficient and cost-saving green buildings.

Assessment Type	Definition
SAP Standard Assessment Procedure	SAP is the Government's Standard Assessment Procedure for Energy Rating of Dwellings. SAP 2005 is adopted by Government as part of the UK national methodology for calculation of the energy performance of buildings. It is used to demonstrate compliance for dwellings with Part L of the Building Regulations (England and Wales) and to provide energy ratings for dwellings.
CSH Code for Sustainable Homes	The Code for Sustainable Homes is a method for assessing and certifying the sustainable design and construction of new homes. It was launched in 2006 to help reduce UK carbon emissions and create more sustainable homes. In 2008, the code became temporarily mandatory with the introduction of Home Information Packs.

The assessment techniques that have been presented above are beginning to allow whole-life costing to form a fundamental part of the design process, as it can be evidenced that higher initial costs can sometimes result in lower long-term impacts and greater long-term benefits.

Whilst the current approach adopted by the team to lower carbon generation follows many of the same principles as an assessment process, we are focused on meeting the Council's specific objectives, rather than following a general and pre-determined sustainable assessment methodology which the above options provide.

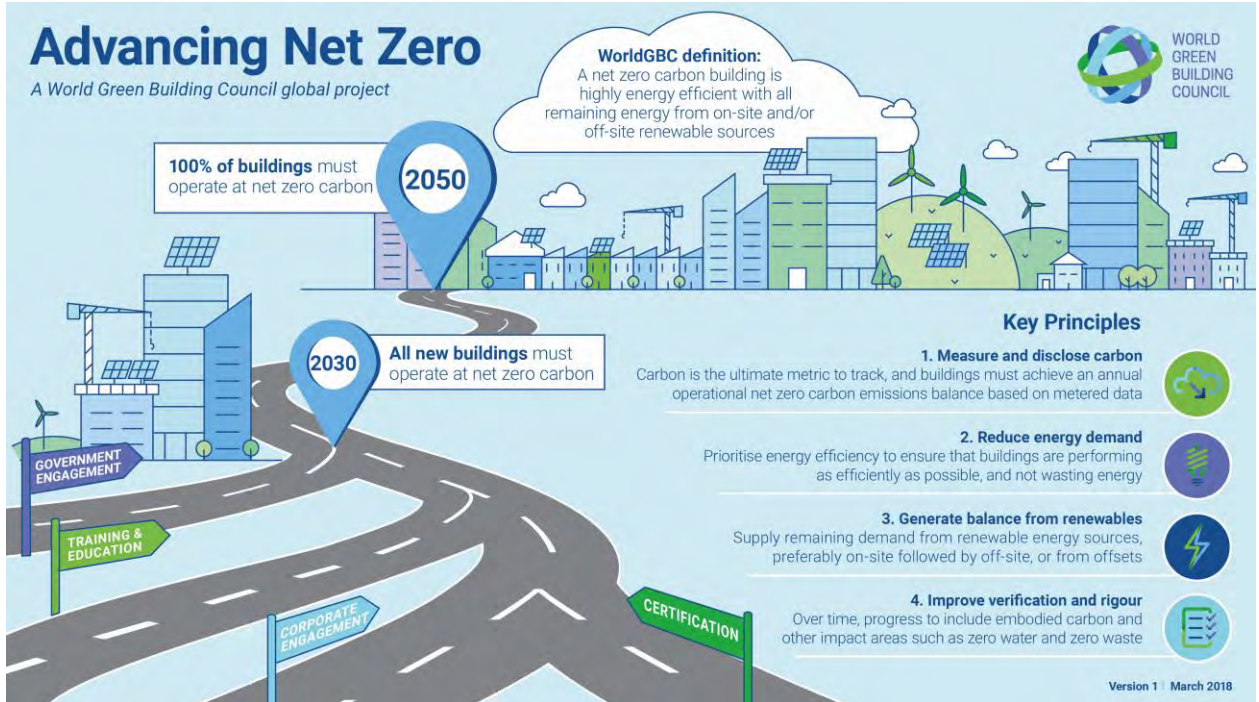
A table has been included on the following page noting the advantages & disadvantages of each technique. This is primarily an overview to provide background on assessment techniques for measuring sustainability. To implement any of these techniques would be likely to create an additional requirement for specialist input. In order to meet the Council's commitment to becoming a carbon-free organization by 2025, any technique used would have to be implemented alongside the ambition to minimise the carbon footprint of the buildings.

Assessment Tool	Advantages	Disadvantages	Comments
BREEAM	<ul style="list-style-type: none"> <li>• Buildings are rated and certified on a scale from Pass to Outstanding.</li> <li>• Meets current planning requirements.</li> <li>• Set measurements of sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming exercise.</li> <li>• Requirement for specialist consultants.</li> <li>• Lack of flexibility.</li> <li>• Achievement of 'very good' is difficult.</li> <li>• Increased cost.</li> <li>• Still requires focus on carbon reduction in addition.</li> </ul>	<ul style="list-style-type: none"> <li>• Currently a planning requirement and non-compliance will need to be agreed.</li> </ul>
Passivhaus	<ul style="list-style-type: none"> <li>• A method focused on saving energy rather than reducing generation.</li> <li>• Assists with affordability (no requirement for radiators etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Not Zero Carbon.</li> <li>• Targeted at homes.</li> <li>• Operation of buildings requires a greater understanding from operator on technology.</li> <li>• Lack of flexibility.</li> <li>• Doesn't use on-site renewables.</li> </ul>	<ul style="list-style-type: none"> <li>• Not a widely implemented process in buildings beyond homes.</li> </ul>
SAP	<ul style="list-style-type: none"> <li>• Supported by the Building Research Establishment (BRE).</li> <li>• Well used Government Standard.</li> <li>• Inclusive of principles being reviewed currently.</li> </ul>	<ul style="list-style-type: none"> <li>• Not carbon focused.</li> <li>• A process for assessment rather than implementation.</li> <li>• Would require specialist sustainability input.</li> <li>• Additional cost along side current exercise (if implemented).</li> </ul>	<ul style="list-style-type: none"> <li>• Could be incorporated as a tool of assessment against the reduction in carbon emissions and overall project sustainability.</li> </ul>
CSH	<ul style="list-style-type: none"> <li>• Government standard.</li> <li>• Known to local authorities.</li> <li>• High 'eco' credentials and assists with the reduction in carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>• Not widely used outside of housing developments.</li> <li>• Similar to SAP but more focussed towards housing.</li> <li>• Additional cost alongside current exercise (if implemented).</li> </ul>	<ul style="list-style-type: none"> <li>• Not widely used in construction projects beyond housing developments.</li> </ul>

Assessment Tool	Advantages	Disadvantages	Comments
LEED	<ul style="list-style-type: none"> <li>• Buildings are rated and certified on a points system similar to BREEAM</li> <li>• A suitable alternative</li> <li>• Focused on new builds</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming exercise</li> <li>• Requirement for specialist consultants</li> <li>• Achievement of 'top rating' is difficult</li> <li>• Increased cost</li> <li>• Still requires focus on carbon reduction in addition</li> <li>• Focused on commercial-building projects</li> </ul>	<ul style="list-style-type: none"> <li>• Could be an alternate to BREEAM although the process is very similar in terms of assessment. Would still come attached with viability concerns.</li> </ul>

The Council has committed itself to being a net zero organisation by 2025. This means, amongst other things, that construction projects being progressed by the local authority will also need to limit and reduce their current carbon omissions. Before a project takes steps to achieving this, it is important to understand the meaning of 'Net Zero'.

#### 4.1 What is Net Zero?



The World Green Building Council definition of a net zero carbon building is a building that is highly energy efficient and fully powered from on-site and/or off-site renewable energy sources. Whilst on-site renewables have been reviewed as part of this report, unfortunately at this stage we cannot comment on off-site renewable sources as these can not be influenced by the team. Additionally, it is also highly likely that the carbon expenditure attributed to the current designs of Castle Farm and Abbey Fields leisure centres will be higher than the existing buildings. This is partly due to significant building growth, alongside increased and more intensive usage, for example, the ratio of higher consumption areas (such as studios) to lower consumption areas (such as circulation space) will be higher than in the existing leisure centres.

Subsequently, what we are seeking to implement through the body of this report, and through further exploration, is additional mechanical and electrical technologies alongside adjustments to building materials and construction methodologies that would provide more efficient buildings and reduce their carbon generation. Whilst Net Zero is the Council's overall target, its achievability on the leisure centre schemes will need further review and will ultimately depend on the level of technology that can be implemented. It is unlikely that the schemes will be able to have only on-site generation. A typical sports centre's energy costs are second only to labour costs, accounting for as much as 30% of total running costs - a higher figure than in most other sectors. However, through the implementation of energy-generating technologies and building material changes reviewed in the following sections, the Council will be able to significantly reduce its likely carbon generation.

---

## 5 Castle Farm Sustainability Opportunities

### 5.1 Introduction to M&E Solutions

This section assesses and reviews the predicted energy consumption of the leisure centres alongside recommendations for energy reductions and the implementation of additional renewable energy sources and technologies. Further sub-sections will review building materials and construction methodologies.

The section also identifies additional technologies and systems recommended for client review. This is with a view towards instructing the team to develop the chosen ideas for inclusion in the next design stage of the project. The summary table at the end of the report breaks down budget costs, energy savings and carbon reductions for recommended systems.

### 5.2 Energy Consumption

For comparison calculations and illustrative purposes, annual carbon consumption values for the leisure centres have been converted to the equivalent for a long haul flight per person. For information, the notional UK to Australia flight distance is 15,200 km (varies by airport) and a standard long haul flight to Australia can carry 417 people (based on a Boeing 747). As a further benchmarking exercise the final saving figures have also been converted to the equivalent of boiling a given number of kettles.

### 5.3 Existing Building Energy Consumption

Castle Farm Recreation Centre – Existing	kWh Consumption per annum	Carbon Generation per annum	Equivalent Long-Haul Flight	Annual Cost
Gas:	126,986 kWh	23,095kg	2,875 km	£4,508
Electricity:	65,690 kWh	35,275kg	4,260 km	£9,479.07
	<b>Totals:</b>	<b>58,370kg</b>	<b>7,045 km</b>	<b>£13,987.070</b>

### 5.4 Energy Costs

For the purposes of this report, electricity and gas costs are assumed to be £0.1443 and £0.0355 respectively. These figures are taken directly from the current utility supply contracts. These figures have been used to calculate utility costs and cost savings from additional technologies.

### 5.5 Predicted Building Energy Consumption

Using benchmark data published by the Chartered Institute of Building Services Engineers (CIBSE); “Technical Memorandum 46”, the predicted energy consumption has been calculated as follows for the ‘base’ RIBA Stage 2 design:

Castle Farm Recreation Centre - Predicted	kWh Consumption per annum	Carbon Generation per annum	Equivalent Long-Haul Flight	Annual Cost
Gas:	780,000 kWh	141,960 kg	17,100 km	£27,960
Electricity:	224,000 kWh	120,288 kg	14,500 km	£32,323.20
	<b>Totals:</b>	<b>262,248 kg</b>	<b>31,600 km</b>	<b>£60,013.20</b>

The above figures, as previously stated, are based upon benchmark data which does not necessarily reflect the actual annual usage of the building. These values are to be considered worst case predictions and they will be developed into firmer values as the design progresses through RIBA Stage 3.

The predicted energy consumption is higher than the existing usage because the proposed building is larger, and the usage is more intense i.e. the ratio of higher consumption areas such as studios to lower consumption areas such as circulation space is higher than in the existing leisure centre at Castle Farm.

## 5.6 Integrated Systems

Several systems are already included in the scheme as 'Good Practice' to meet the requirements of Building Regulations. These include the following:

- LED lighting throughout.
- Lighting controls throughout.
- Power Factor Correction.
- Energy Metering.
- Air Source Heat Pumps (ASHP) – heating and cooling.
- Heat Recovery Ventilation.
- High Efficiency Motors, Inverter Drives etc.
- Intelligent Building Management System Controls.

## 5.7 Additional Technologies

A number of additional systems are proposed to be considered for possible inclusion in the scheme as 'Best Practice' in order to improve on the carbon performance of the building. These include the following:

- Air Source Heat Pumps (ASHP) – hot water generation.
- Ground Source Heat Pumps (GSHP) – hot water generation.
- Water Source Heat Pumps (WSHP) – hot water generation.
- Combined Heat & Power (CHP) – electricity and hot water generation.
- Solar PV – electricity generation.
- Solar Thermal – hot water generation.
- Biomass Boiler – hot water generation.
- Voltage Optimisation – electricity consumption reduction.
- Wind Turbines – electricity generation.
- Grey Water Harvesting – water consumption reduction.



All of the systems listed have been reviewed extensively with recommendations made as to whether they should be included within the scheme. In order to improve the energy consumption of the 'base' RIBA Stage 2 design, it is recommended that the following additional systems are developed into the scheme. The estimated savings for each of these options is also shown in order to evidence their impact:

Castle Farm Recreation Centre	Gas Consumption	Electricity Consumption
'Base' RIBA 2 Predicted Energy Consumption:	780,000 kWh	224,000 kWh
'Base' RIBA 2 Predicted Carbon Consumption:	262,248 kg (Equivalent to 31,630 km long-haul flight / 3,439,867 kettles boiled)	
<b>Water Source Heat Pumps</b> to provide the building with hot water and heating. This would utilise the local pond. This could be developed further to provide heating and cooling for the building by rejecting internal heat loads in the summer.	-640,000 Kwh	+120,000 kWh
<b>Voltage Optimisation</b> unit to reduce the electricity consumption of the building.		-35,000 kWh
<b>Photovoltaic Panels</b> to generate electricity. It is recommended the roof design and building fabric be developed to consider creating the largest surface area possible to mount/integrate PV panels in order to reduce the grid-supplied electricity consumption.		-33,000 kWh
<b>Improved Energy Consumption following implementation of the above systems in comparison with existing design:</b>	<b>140,000 kWh</b>	<b>276,000 kWh</b>
<b>Carbon production savings compared to the existing design by implementing above systems:</b>	<b>88,556 kg / annum</b> <b>(Equivalent to 10,700 km long-haul flight / 1,163,660 kettles boiled)</b>	

## 5.8 Summary Comments:

- Whilst the electricity consumption has increased, this is based upon the required increase of energy to drive pumps etc. for the water source heating system. This value has been derived from 'rules of thumb' in the absence of a detailed design and should be considered worst case. The increase, however, leads to a decrease in gas consumption.
- The electricity generated from the PV panels could be increased if the available roof area or installation area was increased.
- The energy saved by the voltage optimisation unit is a percentage of the consumed energy and this value would therefore be adjusted in line with any changes to the consumption and production of electricity in the building.
- It is also recommended that water harvesting is implemented to reduce the consumption of potable water on site for uses such as toilet flushing etc.

## 5.9 Cost

The below table summarises the capital costs of implementing the proposed systems and our recommendations:

System	Budget Capital Cost	Energy Impact	Payback	Carbon Reduction	Recommendation
Water Source Heat Pumps	£225,000	600,000 kWh of hot water generation. 75% of the hot water / heating demand.	10 year payback	111,000 kg Carbon per annum. Equivalent to 7.4 million boiling kettles.	Recommended for further consideration.
Voltage Optimisation	£18,000	35,000 kWh energy saving. Up to 15% reduction in electricity consumption.	3 year payback.	18,000 kg Carbon per annum. Equivalent to 1.25 million boiling kettles	Recommended for inclusion in this project.
Photovoltaic Panels	£25,000	33,000 kWh electricity generation. 15% reduction in grid-supplied electricity consumption.	4.5 year payback	18,000 kg Carbon per annum. Equivalent to 1.25 million boiling kettles	Recommended for inclusion in this project subject to planning conditions and suitable building design.

## 6 Abbey Fields Sustainable Energy Opportunities

### 6.1 Energy Consumption

For comparison calculations, carbon consumption values have been converted to the equivalent a long haul flights per person and boiling kettles equivalent.

### 6.2 Existing Building Energy Consumption

Based upon actual utility bills, the existing leisure centre utility consumption is as per the following table :

Abbey Fields Swimming Pool - Existing	kWh Consumption per annum	Carbon Generation per annum	Equivalent Long-Haul Flight	Annual Cost
Gas:	710,319 kWh	129,278 kg	15,600 km	£22,801.24
Electricity:	294,735 kWh	158,273 kg	19,100 km	£38,374.50
	<b>Totals:</b>	<b>287,551 kg</b>	<b>7,100 km</b>	<b>£61,175.74</b>

### 6.3 Energy Costs

For the purposes of this report, electricity and gas costs are assumed to be £0.1302 and £0.0321 respectively. These figures are taken directly from the current utility supply contracts.

These figures have been used to calculate utility costs and cost savings from additional technologies.

### 6.4 Predicted Building Energy Consumption

Using benchmark data published by the Chartered Institute of Building Services Engineers (CIBSE); "Technical Memorandum 46", the predicted energy consumption has been calculated as follows for the 'base' RIBA Stage 2 design:

Abbey Fields Swimming Pool - Predicted	kWh Consumption per annum	Carbon Generation per annum	Equivalent Long-Haul Flight	Annual Cost
Gas:	2,400,000 kWh	436,800 kg	52,700 km	£27,960.00
Electricity:	540,000 kWh	289,980 kg	35,000 km	£70,308.00
	<b>Totals:</b>	<b>726,780 kg</b>	<b>87,600 km</b>	<b>£147,348.00</b>

---

The previous figures are based upon benchmark data which does not necessarily reflect the actual usage of the building. These values are to be considered worst case predictions and they will be developed into firmer values as the design progresses through RIBA Stage 3.

The predicted energy consumption is higher than the existing usage because the proposed building is larger, and the usage is more intense. For example, the ratio of higher consumption areas such as studios to lower consumption areas such as circulation space is higher than in the existing leisure centre.

## **6.5 Integrated Systems**

Several systems are already included in the scheme as 'Good Practice' in order to meet the requirements of Building Regulations. These include the following:

- LED lighting throughout.
- Lighting controls throughout.
- Power Factor Correction.
- Energy Metering.
- Air Source Heat Pumps (ASHP) – heating and cooling.
- Heat Recovery Ventilation.
- High Efficiency Motors, Inverter Drives etc.
- Intelligent Building Management System Controls.

## **6.6 Additional Technologies**

A number of additional systems are proposed to be considered for possible inclusion in the scheme as 'Best Practice' in order to improve on the carbon performance of the building. These include the following:

- Air Source Heat Pumps (ASHP) – hot water generation.
- Ground Source Heat Pumps (GSHP) – hot water generation.
- Water Source Heat Pumps (WSHP) – hot water generation.
- Combined Heat & Power (CHP) – electricity and hot water generation.
- Solar PV – electricity generation.
- Solar Thermal – hot water generation.
- Biomass Boiler – hot water generation.
- Voltage Optimisation – electricity consumption reduction.
- Wind Turbines – electricity generation.
- Grey Water Harvesting – water consumption reduction.

All the systems have been reviewed extensively with recommendations made as to whether these should be included. In order to improve the energy consumption of the 'base' RIBA Stage 2 design, it is recommended that the following additional options are designed into the scheme. Estimated savings have also been evidenced to show how this will benefit the scheme:

	Gas Consumption	Electricity Consumption
'Base' RIBA 2 Predicted Energy Consumption:	2,400,000 kWh	5,400,000 kWh
'Base' RIBA 2 Predicted Carbon Consumption:	726,780 kg (Equivalent to 87,600 km long-haul flight / 9,526,790 kettles Boiled)	
<b>Combined Heat &amp; Power</b> to provide the building with hot water and heating. The initial calculations in this report have been based upon a 50kW heat / 100kW electricity output unit but it is recommended that doubling the size of unit is considered. This would be considered against the final building design and reflect the actual hot water demand for the final pool design. Multiple CHP units are recommended for maximum efficiency.	- 67,000 kWh (adjusted to reflect additional gas to drive CHP unit)	- 53,000 kWh
<b>Water Source Heat Pumps</b> to provide the building with hot water and heating. This would utilise the local pond. This could be developed further to provide heating and cooling for the building by rejecting internal heat loads in the summer.	-640,000 kWh	+ 120,000 kWh
	Note: not included in the totals due to contributing less than ASHP below and is only recommended to incorporate one or the other of these options.	
<b>Air Source Heat Pumps</b> to provide the building with hot water and heating. This has been selected solely for its carbon reduction capabilities and the client should be aware of the excessive payback from a financial consideration. This system, coupled with a CHP would offer a higher efficiency and therefore reduced payback period.	- 860,000 kWh	+ 170,000 kWh to operate the air source heat pumps and water pumps etc -35,000 kWh
<b>Voltage Optimisation</b> unit to reduce the electricity consumption of the building.		-50,000 kWh
<b>Photovoltaic Panels</b> to generate electricity. It is recommended the roof design and building fabric be developed to consider creating the largest surface area possible to mount/integrate PV panels in order to reduce the grid-supplied electricity consumption.		-33,000 kWh

<b>Improved Energy Consumption:</b>	<b>1473,000 kWh</b>	<b>258,000 kWh</b>
<b>Carbon production savings in comparison to the current design by implementing above systems:</b>	<b>407,432 kg / annum (Equivalent to 49,100 km long-haul flight / 5,339,787 kettles boiled)</b>	

### 6.7 Summary Comments:

- The electricity generated from the PV panels could be increased if the available roof area or installation area was increased.
- The energy saved by the voltage optimisation unit is a percentage of the consumed energy and this value would therefore be adjusted in line with any changes to the consumption and production of electricity in the building.

### 6.8 Cost

The below table summarises the capital cost and recommendations for further consideration.

System	Budget Capital Cost	Energy Impact	Payback	Carbon Reduction	Recommendation
Combined Heat & Power	£95,000	53,000 kWh electricity generation (+ 39,000kWh of gas to drive engine). 11% reduction in grid-supplied electricity	4.5 year payback	74,000 kg Carbon per annum (including offset of additional gas). Equivalent of 5 million boiling kettles.	Recommended for inclusion in the project due to the high hot water demand and duration, allowing the plant to run efficiently.
Voltage Optimisation	£27,000	50,000 kWh energy saving. Up to 15% reduction in electricity consumption.	4.1 year payback.	93,000 kg Carbon per annum. Equivalent of 6 million boiling kettles	Recommended for inclusion in this project.
Photovoltaic Panels	£25,000	33,000 kWh electricity generation. 15% reduction in grid-supplied electricity consumption.	4.5 year payback	18,000 kg Carbon per annum. Equivalent of 1.25 million boiling kettles	Recommended for inclusion in this project subject to planning conditions and suitable building design.

System	Budget Capital Cost	Energy Impact	Payback	Carbon Reduction	Recommendation
Air Source Heat Pumps – hot water generation	£425,000	860,000 kWh of hot water generation (170,000 kWh additional electrical consumption). 36% of the hot water / heating demand.	34 year payback	105,000 kg Carbon per annum. Equivalent of 7 million boiling kettles.	Recommended for further investigation, however implications on the design should be fully considered including; long pay back period, large area for thermal store, large external plant area for condensers and associated weight implications on structure.

## 6.9 Outdoor Pool/Indoor Pool Utility Consumption Comparison

As a separate calculation, the authors of this report were asked to provide a comparison between the utility consumption and carbon production of a 25m outdoor swimming pool and a 15m indoor pool as included in the designs. The results are shown below. The consumption figures for the outdoor pool are shown at the same temperature as the indoor pool for direct comparison, and then also shown at a more likely temperature for an outdoor pool (22°C). As the outdoor pool has not been included in the current design, these figures are not carried through to the recommended calculations for the new schemes.

15m x 10m indoor pool heated to 27 °C	25m x 10m outdoor pool heated to 27 °C	25m x 10m outdoor pool heated to 22 °C
1,231,380 kWh of additional gas per annum	2,565,380 kWh of additional gas per annum	1,968,806 kWh of additional gas per annum
228,000 kg carbon produced per annum	475,000 kg carbon produced per annum	358,325 kg carbon produced per annum
£39,500 additional utility consumption per annum	£82,500 additional utility consumption per annum	£63,200 additional utility consumption per annum
Equivalent to travelling 27,500 km by long haul flight or 2,990,716 kettles boiled.	Equivalent to travelling 57,285 km by long haul flight or 6,229,933 kettles boiled.	Equivalent to travelling 43,215 km by long haul flight/ or 4,699,774 kettles boiled.

**7.1 Introduction**

With the increasing drive to improve sustainability and reduce costs, the selection of building materials and products is becoming ever more crucial. By carefully selecting products and taking into account their intended application, use, effect on building performance and expected service life, the environmental footprint of buildings and their construction can be minimised.

**7.2 Tools to assist selection**

While there are a variety of commercial tools that can be used to assist product selection, BRE Global's Green Guide to Specification is the most well-known. The Green Guide is based on an independent and industry agreed methodology relevant to construction and used within the context of the overall building assessment tools – the BRE Environmental Assessment Method (BREEAM) and the Code for Sustainable Homes. The tools use a technique known as Life Cycle Assessment (LCA) to determine the combined environmental impact of a range of construction materials and products in the context of a building's construction over the whole life of the building. This is in contrast to many consumer products, which do not take proper account of the service life of the product.

**7.3 Life cycle costing**

The concept of LCA underpins The Green Guide to Specification through its use of the Environmental Profiles Methodology. To use LCA in The Green Guide, it has been necessary to develop information on the service lives of the materials and components represented in the guide's elemental specifications. This is because every time a material or component is replaced, LCA must measure the environmental impact of the new material or replacement component (as well as the disposal of the old one). If, for example, we take the manufacture and use of a brick wall, the LCA considers the environmental impact associated with:

- The extraction and transportation of clay to the brickworks.
- The manufacture and transport of ancillary materials.
- The extraction and distribution of natural gas for the brick kiln.
- The mining and transport of fuel for the generation of electricity for use in the factory.
- The production and transportation of raw materials for the packaging.
- The manufacture of the bricks at the brickworks.
- The transportation of the bricks to the building site.
- The extraction of sand and the production of cement for the mortar.
- The building of the wall.
- The maintenance of the wall such as painting and repointing.
- The demolition of the wall.
- The fate of the materials in the waste system.

As evidenced in the above list, there is a significant amount of information required to rate even relatively simple construction and it is therefore clear why the standardised methodology of the Green Guide is important to enable an informed decision to be made on construction types.



---

## 7.4 Material selection at Castle Farm and Abbey Fields.

On the two Kenilworth leisure projects it is our intention to select materials and constructions with overall Green Guide ratings of A wherever it is possible to do so. This is the highest rating which is given to materials and to constructions which have the lowest overall environmental impact.

Our initial analysis has shown that we expect be able to use only A rated constructions for all of the building elements, floors, walls, roofs, doors etc. The one exception might be the curtain walling, where only timber curtain walling systems achieve the A rating and these may not be suitable in these buildings.

## 7.5 Building Fabric- Reduction of energy use.

The building fabric can affect the energy use of the building in several distinct ways:

- Insulation levels - How much heat is lost or gained through each of the elements of the construction, walls, floors, roofs, windows and doors.
- Ventilation and airtightness - How much energy is lost though air leaking through the building fabric.
- Orientation - The orientation of a building can affect daylighting, overheating, the need for shading etc.
- Plan form - An efficient plan form can reduce energy use by reducing the relative proportions of the inside to outside interface elements.
- Thermal mass - Choosing the correct thermal mass to control how quickly or slowly the building heats up or cools down.

## 7.6 Insulation levels

The current building regulations sets minimum insulation levels (U values) for the main elements of the buildings fabric as follows:

- Roof 0.25 W/(m<sup>2</sup>K)
- Walls 0.35 W/(m<sup>2</sup>K)
- Floor 0.25 W/(m<sup>2</sup>K)
- Windows, curtain walling and doors 2.2 W/(m<sup>2</sup>K)

Increasing the levels of insulation beyond these minimum levels reduces the U values and the amount of heat loss or gain through the fabric. However, the law of diminishing returns applies here and therefore, for each subsequent increase in insulation, the relative amount of energy saved reduces.

To help to inform a decision on the assessment of cost against energy saving, we have prepared some typical constructional sections for each of the building fabric elements based on the Building Regulation requirements, and some achievable increased insulation options. The various options and associated increased costs are shown overleaf. The resultant energy saving and pay back periods will be included when these can be calculated, during RIBA Stage 3.

Construction Materials	U value W/m <sup>2</sup> k	Additional Cost (Budget estimate)	Energy saving	Payback period
Masonry Wall type A	0.22	£255,150	To be developed during RIBA Stage 3 (requires thermal modelling)	To be developed during RIBA Stage 3 (requires thermal modelling)
Masonry Wall Type B	0.18	£259,200		
Masonry Wall Type C	0.15	£267,300		
Timber clad Wall Type A	0.24	£193,952		
Timber clad Wall Type B	0.18	£196,042		
Timber clad Wall Type C	0.15	£219,032		
Metal Clad Wall Type A	0.24	£100,215		
Metal Clad Wall Type B	0.18	£117,900		
Metal Clad Wall Type C	0.15	£135,585		
Roof type A	0.25	£345,060		
Roof type B	0.18	£383,400		
Roof type C	0.16	£485,640		
Floor type A	0.20	£70,965		
Floor type B	0.19	£82,025		
Floor Type C	0.15	£137,324		

In addition to the above table, we have also produced some build-up sketches to support the above table which can be provided on request. These drawings note the betterment on minimum Building Regulation requirements.

## 7.7 Air tightness

In well-insulated buildings, ventilation accounts for a major part of the building's heat loss. It is therefore important to eliminate uncontrolled air movement and minimise leaks through the fabric.

The Building Regulations set a maximum air permeability which is allowable in new buildings of this type of 10m<sup>3</sup>/h.m<sup>2</sup> at 50Pa. This means that no more than 10m<sup>3</sup> of air is allowed to leak out of every square metre of building fabric in an hour (for a pressure difference of 50Pa).

When this standard first came out contractors found it hard to achieve. However, as the contractors have become more experienced they can now easily achieve this figure. Generally speaking, the contractors do not add a cost premium to schemes with an air permeability of 5m<sup>3</sup>/h.m<sup>2</sup> at 50Pa which is twice as air tight as the Building Regulation requires.

It is possible to reduce the air permeability further, to say 3m<sup>3</sup>/h.m<sup>2</sup> at 50Pa, but this does require considerably more care in construction and does attract a cost premium. This will need to be further explored.

---

Unfortunately, at this stage it is not possible to understand the Energy Saving as further design works and modelling will need to be undertaken. We will revisit air tightness at the next stage and update the team accordingly.

## **7.8 Orientation**

On both sites the building orientation is largely dictated by the existing site constraints.

At Abbey Fields much of the existing building is retained and the new extensions are required to sit within the footprint of the existing development. This largely defines the building plan form. Within this plan, however, we are able to choose the location of the various elements to make best use of solar gains whilst reducing overheating and glare issues. For example, the café area is located to the south of the building where it can enjoy some solar gain and can spill out onto sunny outdoor seating areas. The more temperature-sensitive multi-purpose room is, by contrast, located to the north east of the building, where it is protected from solar gain to help reduce cooling load.

At Castle Farm the fitness suite and studios are orientated to the east. This helps to give them a presence from the car park and site arrival point but it also helps to minimise unwanted solar gains and reduce cooling loads. Shading is also provided in the form of vertical louvres to control the solar gains through other glazing. The café has glazing to the south to benefit from the desirable gains to this space and also to allow it to open out onto a sunny outdoor sitting area.

As the scheme develops, the size and shading of the glazing will be investigated and optimised using the building's thermal model.

## **7.9 Plan form**

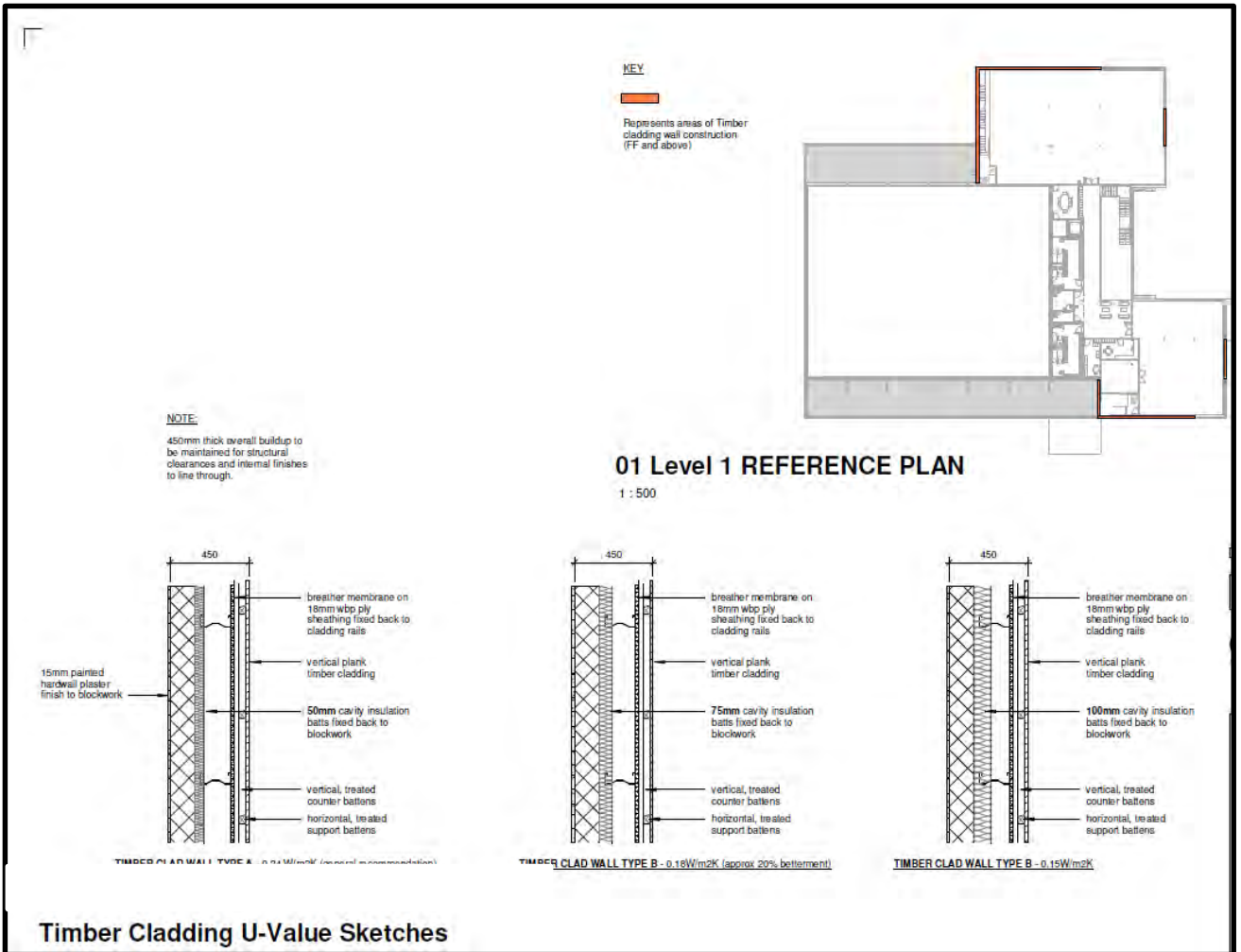
The plan forms for both buildings have been kept very efficient and compact. This has a two-fold benefit. Firstly, it keeps the facilities as small as possible to reduce the required heating/cooling and lighting loads. Secondly, it helps to reduce the ratio of building envelope to building volume which reduces the relative heat loss or gain through the fabric.

## **7.10 Thermal Mass**

Buildings of low thermal mass are very quick to respond to changes in thermal input. This is therefore particularly well suited to buildings which are very intermittently occupied and that need to be heated or cooled for short periods. Buildings of high thermal mass are better suited to facilities which are generally occupied and need to maintain stable conditions. These buildings are slow to react to thermal input which means they balance out the temperature, absorbing some heat during times of high thermal input and discharging it slowly during times of low thermal input.

Leisure centres are occupied for long periods each day and for virtually all days in the year. They are therefore best suited to being buildings of medium to high thermal mass. This is the strategy that we have adopted for both Castle Farm and Abbey Fields. In both cases the internal and external walls are of heavy masonry and the floors are of high mass.

Further exploration of building materials will need to be reviewed at the next stage, once they can be modelled and thoroughly assessed. However, we have indicated through the provision of outline sketches such as the indicative example below that increased U-Values from increased insulation levels will undoubtedly help the project to further reduce its carbon generation and energy consumption.



(Example Timber Cladding U Value Sketches in support of previous tables)

---

## 8 Construction Methodologies

Whilst at this stage of the design process the focus for the reduction in energy usage and carbon generation is centered around efficiencies, on-site generation and enhanced building materials, there are also sustainable construction methodologies that can be implemented and or incorporated into the design and physical construction of the projects. The following section discusses areas that could be taken forward for further review.

### 8.1 Reduce Waste

Waste will be anything that goes into a skip and ends up in landfill. For example:

- Unused materials and off-cuts.
- Damaged materials and products.
- Demolition waste.

Therefore, reducing waste can greatly assist a project in reducing its carbon outlay during construction. Some examples of how the project can reduce waste have been included below:

- Industry measures show that 13% of waste is new, unused material. Therefore we can take steps with the contractor to reduce their waste by finding a supplier who accepts returns or exchanges.
- A huge 60% of skipped material is packaging. As a project team we can work with suppliers to take back and reuse packaging.
- Exchange material – what might appear of no value, may be of value to others. There are many exchange schemes available and again working with the right suppliers will help exchange to be possible.
- Poor site conditions increase accidents and can damage materials, leading to waste.
- Contractors should be requested to crush and reuse aggregates where feasible.

Ultimately, limiting waste and reusing materials such as crush reduces the need to buy materials and transport to and from the site. This will help to lower carbon emissions attributed to material production and transport for these projects.

### 8.2 Dry Lining Waste

As a team we can try to design rooms with the same dimensions as standard sizes of plasterboard. This will reduce cut-offs and wastage of materials, which again mitigates the need to transport away from site. Plasterboard is widely used in construction but is also responsible for some of the largest amounts of waste products generated. It is therefore also important to dispose of plasterboard properly. The following points are also relevant concerning the impact associated with plasterboard waste:

- Plasterboard has to be separated from other materials in a landfill site, and disposal of this waste costs more than disposing of other types of waste.
- Landfill tax and disposal charges increase every year (the more waste produced the more we have to pay in tax).
- Keep the amount of plasterboard waste to a minimum and recycle where possible.
- More trips to and from site equals more carbon generation.

---

### 8.3 Reducing Transportation

As noted in the previous points, transporting goods to and from site is one of the largest contributors to a construction project's carbon generation. Therefore a focus on reducing trip generation is important. Examples of how to reduce transportation to and from site are as follows:

- Source building materials locally
- Ask suppliers how building materials were transported

Ultimately, fewer trips mean less emissions – in reducing the number and length of journeys by local procurement and planned delivery schedules the carbon generation attributed to the project will significantly decrease.

There are also added benefits to a reduction of trip generation, these are as follows:

- Using building materials that are locally available reduces haulage costs.
- Purchasing from local suppliers can improve the economy of the local community.
- Reducing impacts from transportation is possible by improving delivery scheduling.
- Minimising trips to and from site saves money and benefits the environment.

### 8.4 Limit the use of concrete and mortar

Limiting the use of these materials will have a large benefit to the local environment and wider community. They can be extremely disruptive and risk pollution to the immediate vicinity of any project where they are used. The following bullet points note some ways in which the project can limit their impact :

- Minimise onsite concrete dust, air and water pollution by using alternative products or environmentally approved mixtures.
- Take measures to ensure the health and safety of workers on the site (welfare and dust reduction, use of relevant PPE) and the local community.
- Mix off-site or in environmentally-controlled areas on-site.
- To prevent over-ordering of materials, plan the quantities in advance. This will help to limit potential overuse and discarded materials.
- Take care to store these materials correctly to reduce waste and damage.

Avoiding this type of pollution will help protect the environment and reduce the risk of prosecution.

---

## 8.5 Use the best materials

The key to using the best materials is focusing on the process of Smart Specification. This will ensure that the contractor is using the correct materials for the job to avoid poor workmanship, which can lead to additional and or revised work and further knock-on implications to costs and budgets.

Areas of note to achieve this are as follows:

- Avoid rework as it costs money and wastes time and materials.
- Use local, natural and sustainable materials and sustainable construction techniques.
- Look out for the Forest Stewardship Council's trademark on timber and wood products indicating that wood comes from a sustainably-managed forest.
- Use renewable or recycled materials to benefit the environment.
- Choose alternatives to UPVC window frames such as ethylene-based plastics or modern timber.
- Avoid materials that have damaging effects on the environment.
- Minimise the use of chemical treatments.

The above can all be picked up in specific building materials specifications and through the selection of specific products and or manufacturers.

## 8.6 Actively reduce a contractor's carbon footprint

As a team we can actively seek to appoint a contractor that is aware of their carbon footprint and one that is committed to reducing this. In order to ensure this commitment we can ask the contractor through the tender information to undertake the following:

- Actively consider using environmentally friendly alternatives.
- Use low energy forms of construction and consider carbon dioxide (CO<sub>2</sub>) arising from site activities.
- Reduce journeys to and from the site by planning work and delivery schedules in order to reduce CO<sub>2</sub> arising from transport.
- Get advice at the design stage on how the buildings can have a positive environmental impact by using the techniques already designed and recommending others.

Some of the above have been recommended within this report as being incorporated into the developing design.

Further to this, contractors can also be asked to implement the following:

- Use hybrid diesel generators onsite.
- Procuring energy efficient cabins for the site. Even with the higher capital cost these cabins can produce life-time savings by reducing energy bills by 40% whilst providing a far more comfortable working environment.

- 
- Using construction plant efficiently, which includes: educating site staff on the fuel efficient use of equipment; collecting and analysing energy data from on-site equipment and enabling all mobile plant to turn off automatically when not being used.
  - More fuel efficient driving for freight, waste transport and business travel, and more fuel efficient fleet vehicles.
  - Use energy efficient lighting.
  - Preferential use of gas over diesel.



## 9 Added Carbon Reduction

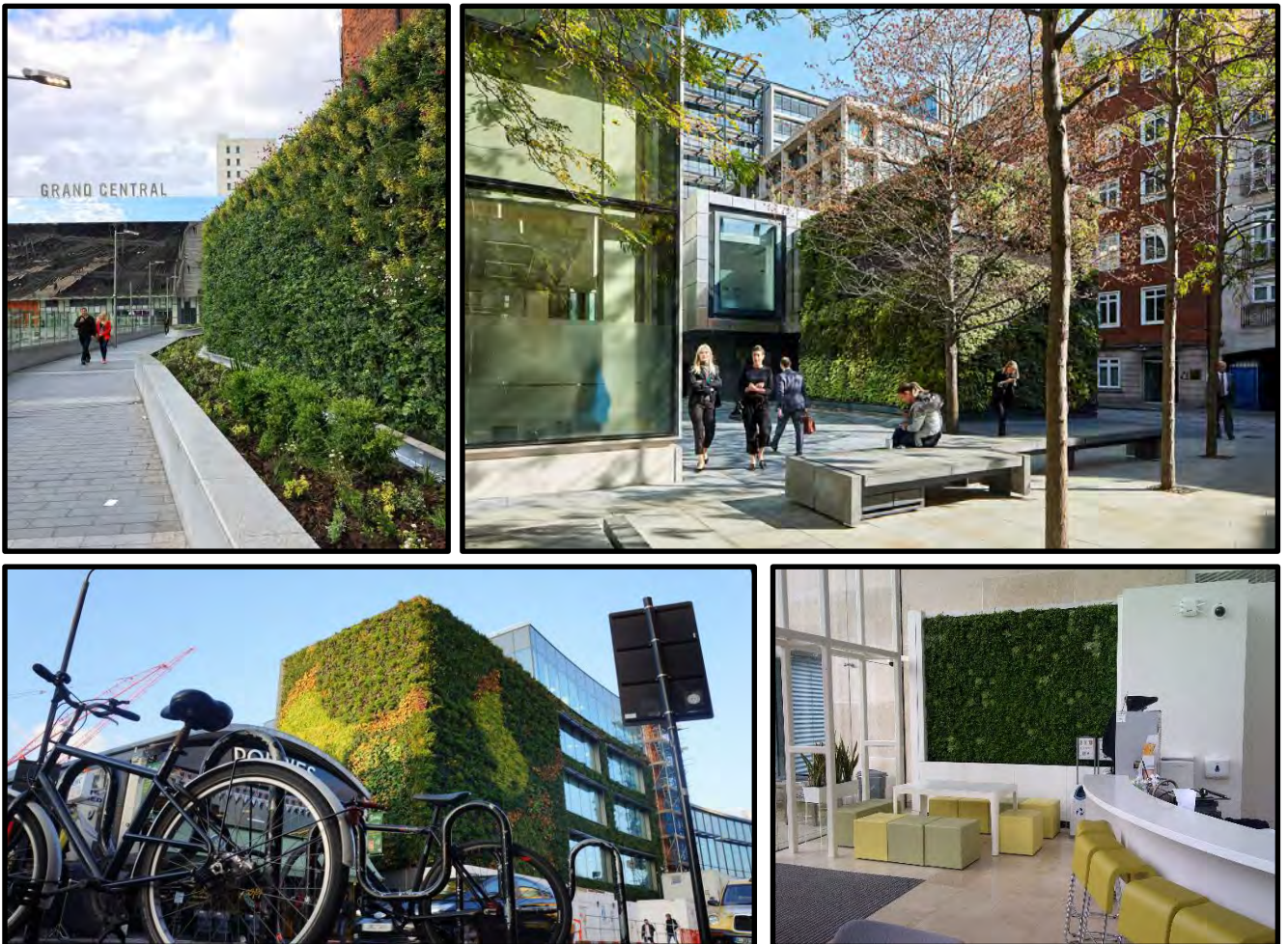
In addition to using the wide range of technologies and building materials discussed in the previous sections, further reviews could be undertaken with regards to the possible inclusion of living or green walls.

As outlined in the Leadership in Energy and Environmental Design (LEED) credentials, a green wall or living wall could provide additional energy and carbon reduction as they can act as a protective barrier, which shields a building from solar radiation and heat penetration. This in turn can reduce the demand on cooling systems and in winter Green over Grey living walls provide an additional layer of insulation, keeping the cold out and warmth in. These features then act to reduce the carbon footprint of a building.

In addition to generating carbon reduction, living walls also provide added health benefits as well as being viewed as mini eco systems, helping to support organisms such as butterflies, bees, ladybirds and small birds, many of which are in decline.

It is therefore recommended that, in addition to the technologies already reviewed within this report, further consideration is given to living walls as an added sustainable benefit.

Examples of this type of technology have been included below:



## 10 Summary & Next Steps

This report has sought to assess and review the predicted energy consumptions of the two leisure centres being redeveloped by Warwick District Council (WDC). The report has then further sought to provide a brief overview of potential energy reductions and additional energy sources for the new schemes. This in turn can help to support the Council's agreed climate aspirations and a desire to become a net-zero carbon organisation by 2025. Given the level of design information available and the current stage of the design process we achieved this in three simple steps, as summarized below:

### Step 1: Review of Mechanical and Electrical Plant and Additional Technologies

In the first step of targeted carbon reduction we have reviewed and made recommendations of additional technologies that could be implemented into the scheme to reduce what will be an initial carbon increase in comparison to the existing buildings, due to larger buildings and increased use. Recommendations have been made for both centres that would then further reduce the carbon generation and energy consumption of the current 'base' Stage 2 design. The optimum positions have been briefly reviewed below:

#### Castle Farm:

In order to improve upon the energy consumption of the 'base' RIBA Stage 2 design, it is recommended that the following additional options are developed into the scheme:

- Water Source Heat Pumps
- Voltage Optimisation
- Photovoltaic Panels

The incorporation of these technologies would improve energy consumption as per the table below:

	Gas Consumption	Electricity Consumption
Improved Energy Consumption in comparison to the existing design:	140,000kWh	276,000kWh
Carbon production savings relative to the existing design by implementing above systems:	88,556 kg / annum (Equivalent to 10,700 km long-haul flight / 1,163,660 kettles boiled)	

To implement the above the current budget cost would be circa **£268,000**, however this would significantly reduce energy consumption and carbon production.

## **Abbey Fields:**

In order to improve upon the energy consumption of the 'base' RIBA Stage 2 design, it is recommended that the following additional options are developed into the scheme:

- Combined Heat and Power
- Air Source Heat Pumps
- Voltage Optimisation
- Photovoltaic Panels

The incorporation of these technologies would improve energy consumption as below:

	<b>Gas Consumption</b>	<b>Electricity Consumption</b>
Improved Energy Consumption in comparison to the existing design:	1,473,000kWh	258,000kWh
Carbon production savings relative to the existing design by implementing above systems:	407,432 kg / annum (Equivalent to 49,100 km long-haul flight / 5,339,787 kettles boiled)	

To implement the above the current budget cost would be around **£549,500** but this would again achieve betterment on current energy consumption and a significant carbon production saving.

## **Step 2: Building Materials**

In addition to the possible mechanical and electrical plant installations, further improvement to the building's energy consumption has been reviewed in this section by exploring upgrades to key building fabrics to further assist in targeting carbon reduction.

The building materials section has also sought to clarify potential material constructions and other elements such as Thermal Mass, Building Orientation and Air Tightness. However, key to finding additional benefit in the building's construction will be increased insulation levels.

As noted in section 7, the current Building Regulations set minimum insulation levels (U values) for the main elements of the buildings fabric as shown overleaf:

- Roof 0.25 W/(m2k)
- Walls 0.35 W/(m2k)
- Floor 0.25 W/(m2k)
- Windows curtain walling and doors 2.2 W/(m2k)

It has been noted within the body of the report that increasing the levels of insulation beyond these minimum levels reduces the U-values and the amount of heat loss or gain through the fabric. However, the law of diminishing returns applies here and therefore for each subsequent increase in insulation, the relative amount of energy saved reduces.

To help to inform a decision on the best balance point of cost against energy saving we have prepared some typical constructional sections for each of the building fabric elements based on the Building Regulation requirements. We have therefore calculated some achievable increased insulation options, some of these have again are summarised below. The various options and associated increased cost are shown below.

At this stage, however, it is not possible to provide energy savings as this will need thermal modelling which cannot be undertaken until mid point RIBA Stage 3. It should also be noted that the U value examples used below are from Castle Farm, as detailing on this building is significantly ahead of Abbey Fields. We have been able to develop fairly accurate alternative constructions for Castle Farm because of the work we had already carried out on the envelope, moving into Stage 3.

Wall construction	U value W/m <sup>2</sup> k	Additional Cost £	Energy saving	Payback period
Masonry Wall type A	0.22	£255,150	TBC Stage 3	TBC Stage 3
Masonry Wall Type B	0.18	£259,200	TBC Stage 3	TBC Stage 3
Masonry Wall Type C	0.15	£267,300	TBC Stage 3	TBC Stage 3
Timber clad Wall Type A	0.24	£193,952	TBC Stage 3	TBC Stage 3
Timber clad Wall Type B	0.18	£196,042	TBC Stage 3	TBC Stage 3
Timber clad Wall Type C	0.15	£219,032	TBC Stage 3	TBC Stage 3

### Step 3 – Construction Methodologies

Whilst at this stage the focus of the reduction of energy usage and carbon generation is centered on systems, on-site generation and enhanced building materials, there are also sustainable construction methodologies that can be implemented and incorporated into the design and physical construction of the projects. The opportunities presented are difficult to quantify in terms of generated carbon reduction at this stage. However, they would go some way to assisting the Council in their goal of Net Zero. It is recommended that these are reviewed further with potential contractors at the next stage, with carbon reduction questions included as part of the contractual tender process.

---

## **Next Steps**

Further to the information explored within the body of this report, Mace propose the following next steps to continue to develop schemes that can provide a betterment on the current 'base' RIBA Stage 2 design. These are as follows:

- Review the contents of this report and provide feedback.
- Council & Design Team to decide whether further sustainability works are required, including the possible appointment of a specialist consultant and or the implementation of an agreed measurement process.
- Task the team to include the recommended MEP equipment noted in step 1, which has already been shown to better the base energy and carbon positions.
- Conduct further reviews into building materials and U-value changes and instruct the architect to include improved U-values at Castle Farm (further consideration required at Abbey Fields prior to implementation).
- At the appropriate stage, seek to include sustainability and carbon reduction questions within the body of the tender documents for contractor input and support.
- Review further opportunities for creating more sustainable buildings such as living walls.

In addition to this, Mace and the wider team would welcome input from the Council on any alternate methodologies that could be reviewed as part of the current and possible future sustainability exercises.



**Appendix C**  
**Open water swimming pools**  
**An Overview Paper**

**1. Context**

The Cultural Services team has been asked to provide an overview paper about open water swimming pools to explore whether this type of facility is worthy of further consideration for potential future provision within Warwick District.

This paper aims to provide some high level information to enable to officers and councillors to learn more about open water swimming pools and how they are used and managed. Councillors may subsequently opt to request officers to undertake further work on developing a business case and feasibility study about such a facility.

**2. What are open water swimming pools?**

Open water swimming takes place in lakes, rivers, reservoirs and the sea. Facilities can either be formed from natural bodies of water or man-made structures (i.e. reservoirs or purpose built pools/lakes). Open water swimming venues can be combined with other sports and leisure facilities, such as running and cycle tracks and/or leisure facilities such as man-made beaches.

**3. How are open water swimming pools used?**

Aside from swimming, open water swimming pools can be used for a wide variety of water based sports and activities including: stand up paddle boarding (SUP), kayaking, windsurfing, rowing, sailing, corporate team building activities (raft building), and fishing etc.

Man-made beach areas can also be used to host further leisure/social activities, e.g. BBQ's etc.

Popular facilities typically include a range of ancillary facilities, such as parking, changing, refreshment kiosks and equipment hire.

**4. How is the water space managed?**

Well managed facilities control the use of the water space for customers through the provision of supervised, programmed swim sessions. The sessions include the provision of lifeguards/spotters and sometimes rescue boats. Swimmers are required to provide written confirmation that they have read and understood the centre's safety notice. Further requirements may also include the wearing of wet suits, coloured swimming caps, safety wrist bands, tow floats and swimming with a buddy.

Swimming loops are marked using buoys and swimmers should swim in the same direction. The water itself is regularly tested and some centres promote water safety accreditation.

## 5. Regional example facilities

The following are examples of popular open water swimming venues that illustrate the type of facility available in the region.

All of these facilities offer marked, swimming “loops” – ranging from 350m to 1500m, with most offering more than one loop.

As can be seen, typical facilities include:

- Range of water based activities; kayaking, stand up paddle boarding to fishing etc.
- Land-based activities; e.g. archery, bush craft, yoga, camping,
- Infrastructure including; lifeguard, café, shop, showers and car parking.

Lake 32, Water Land, Cirencester	<a href="https://www.ukwatersports.co.uk/triathlon-and-open-water-swimming/">https://www.ukwatersports.co.uk/triathlon-and-open-water-swimming/</a>
Lenches Lakes – Evesham	<a href="https://lencheslakes.co.uk/">https://lencheslakes.co.uk/</a>
Ragley Hall, Alcester (Swimming organised by Evesham Vale Triathletes)	<a href="http://www.greatswimlocal.org/swims/midlands/ragley-hall/ragley-hall-swim">http://www.greatswimlocal.org/swims/midlands/ragley-hall/ragley-hall-swim</a>
Cliff Lakes – Tamworth	<a href="https://www.clifflakes.com/open-water-swimming">https://www.clifflakes.com/open-water-swimming</a>
Top Barn – Malvern (Water used by triathlon club)	<a href="https://wildswim.com/top-barn-activity-centre">https://wildswim.com/top-barn-activity-centre</a>

## 6. Construction considerations

Some initial work has been undertaken to understand construction methods. However, more detailed work would naturally be required to provide a more detailed appraisal of construction options.

In terms of the design of new facilities, consideration needs to be given to:



- Depth of natural water table
- Required water depth. Whilst a shallow depth will mean that the water will be warmer, it also increases the risk of undesirable algae, which can lead to closure/cancellation of sessions. Shallow pools also more difficult to control weeds. It is understood that ideally the water should be at least 3 meters deep for swimming and 4 meters deep for sailing. However, some existing popular facilities do operate with more shallow water, i.e. 1.5 m - 2 m.
- Orientation of pool and prevailing winds: wind will impact "chop" on the water and can lead to closure of events if the wind levels are too high.
- Proximity to fields with crops or livestock: Crop spraying/animal waste can enter the water course, contaminating the swimming pool.
- Inclusion of an inlet and outlet to keep water flowing and avoid build-up of unwanted algae.
- Soil type will influence requirement for liners, retaining walls
- Future maintenance requirements, including treatment of water, maintenance of planting, dredging of bottom of pool to maintain depth and control plant growth.

Should Councillors request further work on this topic, it is suggested that contact is made with University of Worcester who have just opened a new open water swimming facility.

## **7. Potential venues for open water swimming within Warwick District**

### **Existing, natural bodies of water**

Web searches and conversations with outdoor swimmers suggest there are limited places in Warwick District for people to swim safely in existing, natural bodies of open water.

The Outdoor Swimming Society lists River Avon, Guys Cliffe and River Avon near St Nicholas Park as outdoor swimming venues but clearly the River Avon is not a venue suitable for further development by the Council, for a variety of safety reasons. These sites come with limitations due to difficulties in managing the water environment and the lack of opportunity to provide suitable ancillary facilities (parking, changing facilities etc.).

### **Existing, man-made bodies of water, suitable for adaptation**

We are advised that existing lakes/reservoirs can offer a simpler/more cost effective solution to the provision of an open water swimming venue. One potential existing facility which could be suitable for further investigation is privately owned. An initial discussion with the owners would be required as a starting point to explore the potential of this site, should Councillors wish to progress this work.

## **New build potential sites**

Initial work has identified two potential suitable locations for a man-made, purpose-built pool. Further work may identify further sites. The two sites identified to date are the new country park in Tachbrook and Newbold Comyn. It is assumed that both sites offer the benefit of being able to allow for ancillary facilities including changing, parking, café etc.

Officers will appraise the suitability of these sites further if Councillors have an appetite to progress this idea.

### **8. What is the demand?**

It is widely acknowledged that open water swimming and other related activities are enjoying significant growth in participation, however it has proved difficult to find hard data to evidence this.

Sport England's Active Lives Survey 2018 states that "outdoor swimming is growing in popularity" and Sport England have published that 4.1 million people participated in open water swimming in 2018.

British Triathlon (which includes outdoor swimming as one of its disciplines) reports that in 2018 there are 150k committed active triathletes and they have seen a significant increase in membership to British Triathlon with 31k people joining in 2018.

### **9. How long is the outdoor swimming season?**

As the water is unheated, use of the water obviously reduces over the winter period! Individual facilities/operators operate differing rules (minimum water temperatures, clothing requirements etc) which dictate the swimming season at each centre. However, research for this paper indicates that outdoor swimming facilities are typically used by outdoor swimmers/triathletes from April (at the latest) through to September/end of October.

### **10. Opportunities and Risks**

#### **Opportunities**

- There is an opportunity to develop an exciting, in demand, new facility with the potential to be used by a wide range of customers for a spectrum of activities, over and above swimming. Further opportunities exist to develop relationships with local triathlon groups.
- The nearest popular open water swimming facility is approximately 20 miles from Leamington. Whilst open water swimmers / triathletes are prepared to travel to get to a venue, it is highly likely that a facility closer by would be of interest. Such a facility would create an opportunity for income generation, either directly to the Council or indirectly, through a contract. Depending on popularity, an open water swimming venue could become a tourist destination.
- The benefits of outdoor activities, including swimming, are well documented. The development of an outdoor facility will help to

deliver our corporate aims in terms of the Council's vision of making the District "a great place, to live work and visit, and ..... build healthier communities", and is well aligned with Sustainable Communities Strategies (Health and Wellbeing strand)

- A managed open water swimming facility creates an opportunity for children / adults to learn about open water safety in a controlled environment. A beach facility could provide a relaxed, gentle introduction to an open water environment.
- An operation of an open water swimming pool/lake does not have the heavy carbon footprint of a heated outdoor pool.

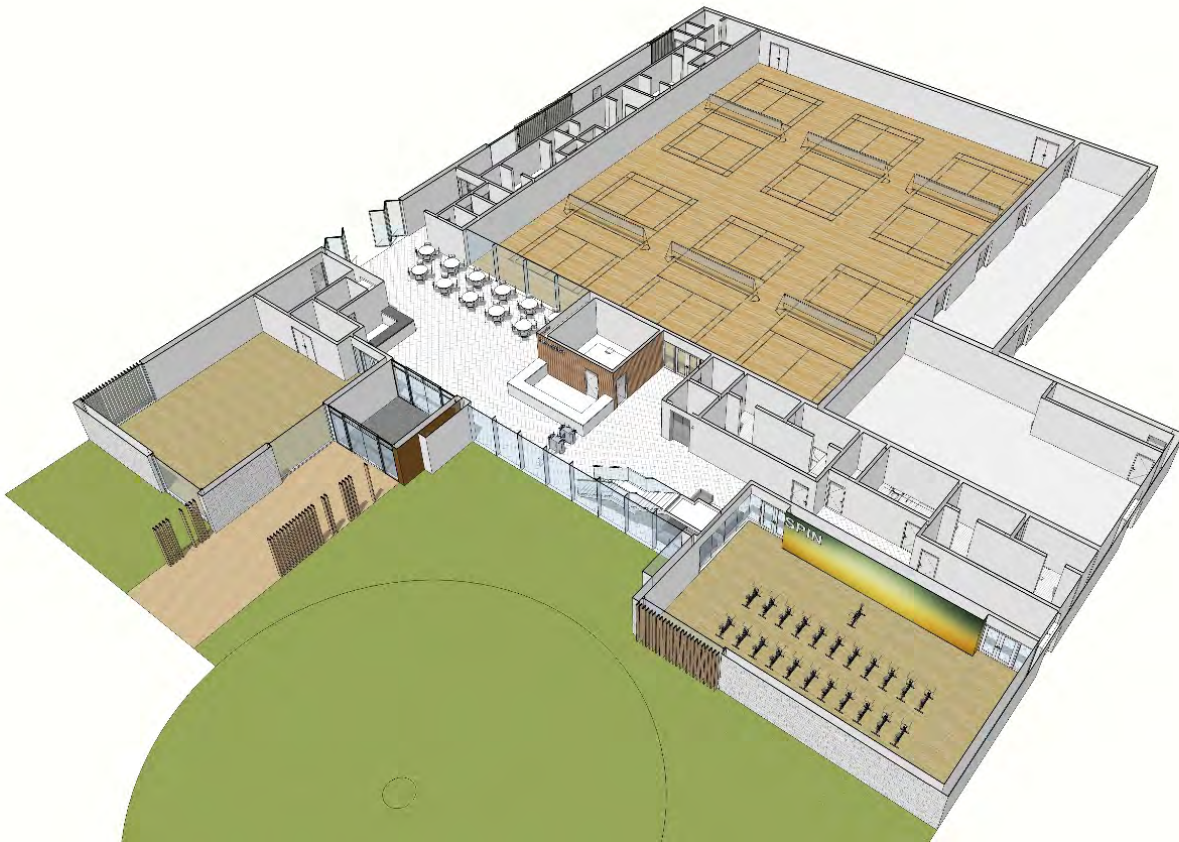
## **Risks**

There are undoubtedly risks associated with open water swimming. However, it is worth noting that these risks are also present to varying degrees when visiting any waterside location, i.e. a trip to the seaside, canal or riverside walk etc. Clearly risk management is extremely important and well run facilities adopt various approaches to manage and reduce these risks.

- Managed, supervised swim sessions are key. This means that swimmers are only allowed in the water during defined times.
- Other features of managed sessions include:
  - Pre-swim safety instructions and information.
  - Safety clothing and equipment – tow floats, coloured swim caps, wet suits
  - Lifeguards, spotters, swimming buddies, rescue boats
  - Time limits for swimming
  - Use of technology – safety wristbands
- Aside from the risk of accidents or drowning, the water can develop algae and harmful bacteria, which can lead to the closure of facilities. Many facilities publicise that they have adopted accreditation schemes, or are working with National Governing Bodies or the Royal Life Saving Society to manage risks inherent with water-based venues. For example, SH2OUT is a body offering Water Quality Testing, Swim Course Planning, Risk Assessment Guidance.
- The location of any new facility requires careful consideration. There could be a concern that an open water pool could become a gathering point for anti-social behaviour. Whilst these risks are not to be ignored, it is noted that other natural and/or existing water side locations also carry this risk. Use of signage, design and CCTV can help mitigate the risk as appropriate.
- Over demand: care should be given to the capacity / operational resources for new facilities. A recent new facility in the South East was forced to shut on its opening day as it was over-run with too many customers.

**Appendix D – Drawings and illustrations of RIBA Stage 2 designs -  
Abbey Fields Swimming Pool and Castle Farm Recreation Centre**

Castle Farm Recreation Centre – proposed ground floor



Castle Farm Recreation Centre – proposed first floor



Castle Farm Recreation Centre – proposed front elevation



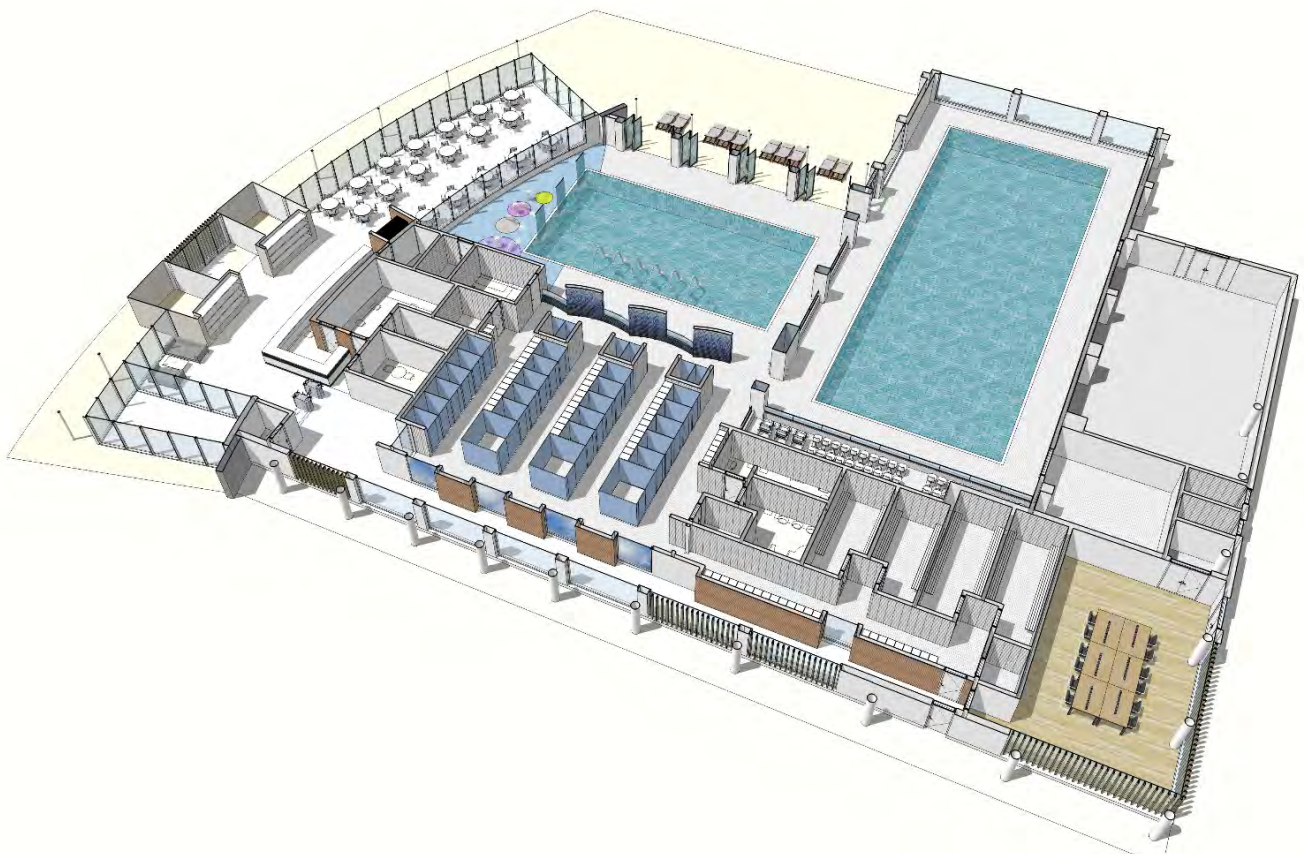
Castle Farm – first floor gym



Castle Farm – reception and lobby



Abbey Fields Swimming Pool – proposed ground floor



Abbey Fields – proposed front elevation



Abbey Fields Swimming Pool – proposed indoor pool with sun terrace



Abbey Fields – café

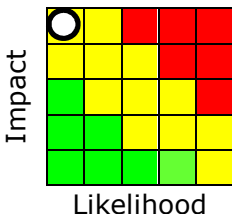
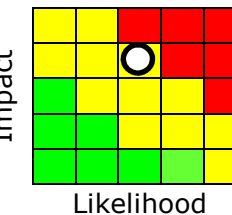
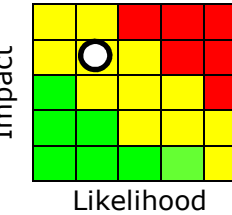


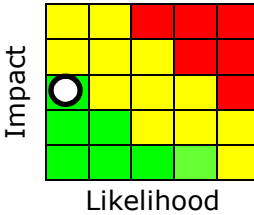


## Appendix E – Kenilworth Leisure Centres Project Risk Register

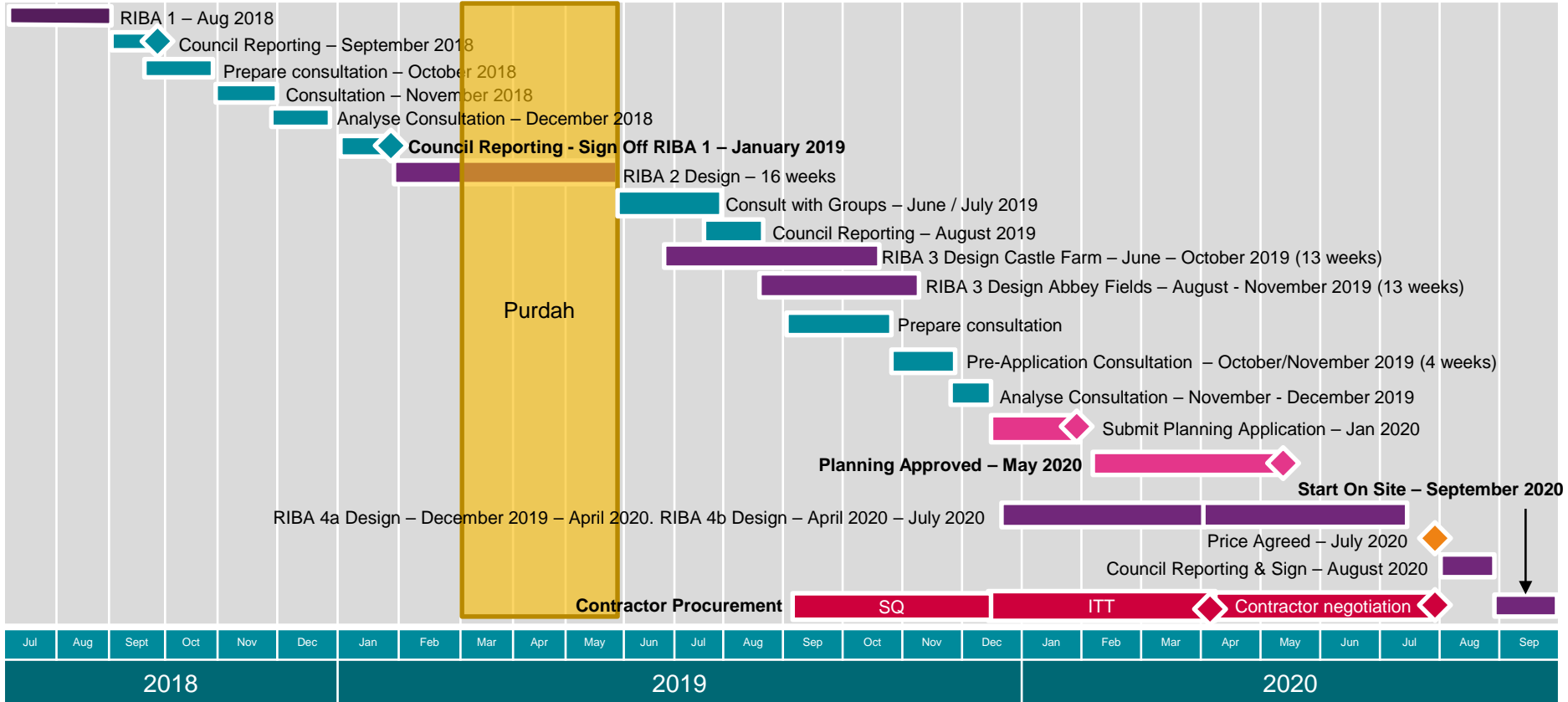
<b>Kenilworth Leisure Centres Risk Register Governance</b>	
<b>Accountable</b>	Deputy Chief Executive (AJ)
<b>Responsible</b>	Rose Winship, Paddy Herlihy, Debbie Cole
<b>To Be Consulted</b>	Members' Working Group, Project Board
<b>Informed</b>	Executive
<b>Review Date</b>	9 <sup>th</sup> January 2019

**NOTE:** This Risk Register currently addresses high level risks on a project-wide basis. As the project progresses more detailed Risk Registers will be maintained for the work


Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
1. The Executive do not accept the options chosen for further work, or decide not to proceed at all	<ul style="list-style-type: none"> <li>i. Options are considered too expensive to be delivered</li> <li>ii. Options are considered ineffective in making the facilities operationally fit for purpose for the next 30 to 40 years</li> <li>iii. Options are considered politically unacceptable</li> <li>iv. Executive prefer a different option or options to those presented</li> </ul>	<ul style="list-style-type: none"> <li>i. Project does not proceed</li> <li>ii. Alternative options have to be developed</li> <li>iii. Designs have to be amended to address concerns</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular and detailed liaison with Executive and Members' Working Group</li> <li>ii. Regular review of the operational considerations for the designs with Design Team and Everyone Active</li> <li>iii. Explain the content of the options and the reasons for the selections made to Executive and Members' Working Group</li> </ul>	<ul style="list-style-type: none"> <li>i. Report to Executive in August and October</li> <li>ii. Regular meetings with Members' Working Group</li> <li>iii. Regular meetings with Everyone Active</li> <li>iv. Keep designs under regular review throughout</li> <li>v. Keep costs under regular review throughout</li> </ul>	Paddy Herlihy Debbie Cole	
2. It proves difficult to establish the amount of funds available for the project due to uncertainties over various sources of supply	<ul style="list-style-type: none"> <li>i. Funds available from s106 sources are hard to establish with any certainty</li> <li>ii. Funds available from CIL are hard to confirm due to competing pressures on these funds</li> <li>iii. Funds available from increased revenue from Everyone Active are hard to establish as negotiations have not been completed</li> <li>iv. Funds from New Homes Bonus and reserves are hard to establish due to other pressures and Government decisions</li> </ul>	<ul style="list-style-type: none"> <li>i. A lack of certainty over availability of funds delays subsequent decisions on designs to develop</li> <li>ii. An over-estimate of available funds means that designs that are prepared need to be reduced at a later stage</li> <li>iii. An under-estimate of available funds means that designs that are prepared lack ambition and scale</li> <li>iv. Uncertainty over funds means that design work lacks focus at this stage</li> </ul>	<ul style="list-style-type: none"> <li>i. Generate greater clarity around s106 funds available</li> <li>ii. Generate greater clarity around CIL funds available</li> <li>iii. Establish funds available from negotiations with Everyone Active</li> <li>iv. Establish funds available from New Homes Bonus and other Council reserves</li> </ul>	<ul style="list-style-type: none"> <li>i. Work with Development colleagues on s106 funding availability</li> <li>ii. Work with Development colleagues on CIL funding availability</li> <li>iii. Conclude negotiations with Everyone Active</li> <li>iv. Work with Finance colleagues on New Homes Bonus and other reserves</li> </ul>	Rose Winship Paddy Herlihy Debbie Cole	
3. Designs produced fail to achieve planning permission	<ul style="list-style-type: none"> <li>i. Traffic generated by new facilities at Castle Farm proves too much for local feeder roads</li> <li>ii. New extension for Scouts and Guides is too much development in the Green Belt</li> <li>iii. Problems with parking limits the options for development at Abbey Fields</li> <li>iv. Abbey Field's designation as a Scheduled Ancient Monument means that some or all developments are refused</li> </ul>	<ul style="list-style-type: none"> <li>i. Planning permission is refused at Castle Farm without major road improvements</li> <li>ii. Planning permission is subsequently refused for the Wardens Sports Club on the site</li> <li>iii. Planning permission is refused for a new extension for the Scouts and Guides at Castle Farm</li> <li>iv. Planning permission is refused for some or all of the developments at Abbey Fields</li> </ul>	<ul style="list-style-type: none"> <li>i. Work closely with Development colleagues throughout the design process</li> <li>ii. Commission detailed traffic analyses at both sites</li> <li>iii. Work closely with Wardens to co-ordinate the approach to seeking Planning Permission</li> <li>iv. Work closely with Historic England and the Inspector of Ancient Monuments on designs at Abbey Fields</li> <li>v. Undertake another public consultation exercise before applying for Planning Permission</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular meeting with Development colleagues</li> <li>ii. Development colleagues engaged with Project Board</li> <li>iii. Regular meetings and liaison with Historic England and the Inspector of Ancient Monuments</li> <li>iv. Undertake public consultation event in autumn 2019</li> </ul>	Rose Winship Paddy Herlihy Debbie Cole	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
<p>4. Problems are experienced with the management of the work area</p>	<ul style="list-style-type: none"> <li>i. The Project Timetable is not delivered</li> <li>ii. Project governance is not appropriate in scale or accuracy</li> <li>iii. Insufficient staff resource is available to deliver the work area</li> <li>iv. Costs of construction are not contained within the design process</li> <li>v. Costs of professional fees are not contained within the project management process</li> </ul>	<ul style="list-style-type: none"> <li>i. Delivery of the facilities and other outcomes is delayed</li> <li>ii. Project governance fails and creates reputational damage for the Council</li> <li>iii. Work is delayed or inaccurate due to insufficient staff resource</li> <li>iv. Budgets are not achieved, causing financial issues for the Council</li> </ul>	<ul style="list-style-type: none"> <li>i. Monitor and review the Project Timetable regularly</li> <li>ii. Regular reporting to Members will ensure effective project governance</li> <li>iii. Ensure sufficient staff resource is available</li> <li>iv. Monitor financial performance regularly and adjust decisions in order to achieve financial targets</li> <li>v. Appoint new Project Officer</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular reviews and reports on timetable</li> <li>ii. Regular project reports to Members' Working Group</li> <li>iii. Consider the level of project management resource required to deliver the project alongside the range of other projects being managed by the team</li> <li>iv. Regular meetings with finance to review financial performance</li> <li>v. Recruit Project Officer</li> </ul>	<p>Paddy Herlihy Debbie Cole</p>	 <p>The Residual Risk Rating matrix is a 5x5 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid cells are colored as follows: (1,1) Green, (1,2) Green, (1,3) Green, (1,4) Green, (1,5) Green; (2,1) Green, (2,2) Yellow, (2,3) Yellow, (2,4) Yellow, (2,5) Yellow; (3,1) Green, (3,2) Yellow, (3,3) Yellow, (3,4) Yellow, (3,5) Yellow; (4,1) Green, (4,2) Yellow, (4,3) Red, (4,4) Red, (4,5) Red; (5,1) Green, (5,2) Yellow, (5,3) Red, (5,4) Red, (5,5) Red. A white circle with a black outline is positioned in the cell at the intersection of Impact 2 and Likelihood 2.</p>

# Appendix F – Warwick District Leisure Development Programme – Programme for Castle Farm Recreation Centre and Abbey Fields Swimming Pool





 <b>EXECUTIVE</b> <b>21<sup>st</sup> August 2019</b>		<b>Agenda Item No. 8</b>
<b>Title</b>	Relocation of Kenilworth School	
<b>For further information about this report please contact</b>	Andrew Jones (01926) 456830 <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Kenilworth wards (including Arden)	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	31 <sup>st</sup> May 2018 31 <sup>st</sup> October 2018 28 <sup>th</sup> November 2018 6 <sup>th</sup> March 2019 6 <sup>th</sup> June 2019	
<b>Background Papers</b>	See above	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes Ref 1,034
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
Not applicable.	

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	29 <sup>th</sup> July 2019	Chris Elliott
CMT	29 <sup>th</sup> July 2019	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	29 <sup>th</sup> July 2019	Mike Snow
Monitoring Officer	17 <sup>th</sup> July 2019	Author
Head of Service	19 <sup>th</sup> July 2019	Dave Barber, Lisa Barker
Portfolio Holder(s)	29 <sup>th</sup> July 2019	Councillor Cooke
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>	Yes	

## **1 SUMMARY**

- 1.1 The report seeks Executive approval to enter into commercial arrangements with Kenilworth School thereby facilitating their relocation.

## **2 RECOMMENDATIONS**

- 2.1 That Executive notes the confidential cashflow model at Appendix 1 to this report, detailing the scheme to relocate Kenilworth School (hereafter referred to as the School) from its current split sites to a single site at South Crest Farm.
- 2.2 That Executive notes that the School is prepared to enter into a contract with Warwick District Council (the Council) for the sale of its main school site at Leyes Lane and that officers have commissioned valuations and surveys to determine whether the School's valuation can be met.
- 2.3 That should the Education and Skills Funding Agency (ESFA) not make a loan facility available to the School and subject to the School agreeing to enter into a contract with this Council for the sale of Leyes Lane, Executive agrees to make a further Council loan facility agreement of up to £5m available to provide the certainty the School needs for its relocation and that the facility is made available on commercial terms to be determined by the Head of Finance in consultation with the Leader of the Council following receipt of commercial and legal advice.

## **3 REASONS FOR THE RECOMMENDATIONS**

### **3.1 Recommendation 2.1**

- 3.1.1 Members have previously received a total of five reports on the subject of Kenilworth School's relocation and consequently a complete history of the scheme is available in the background papers. However, mindful of the fact that a new Council with many new members had been elected in May 2019, the latest report of 6<sup>th</sup> June 2019 provided a summary of the latest position. That report specifically covered the Housing Infrastructure Fund (HIF) grant of c£9.6m that Homes England had made available to the School. Officers can now advise that contracts have been entered into between Homes England and the Council (the primary agreement), and the Council and the School (the back-to-back agreement) enabling that funding to be drawn down.
- 3.1.2 In confidential Appendix 1 to this report, Members will find the cashflow model that has been developed by Arup (built environment consultants supporting the School) detailing the financial deliverability of the School. This model is provided purely for information as it provides context for recommendations 2.2 and 2.3.
- 3.1.3 The negotiations for the purchase of the new school site at South Crest Farm are still continuing and there is therefore a likelihood that the cashflow model will need to be updated. Officers will examine the revised model when considering the issues inherent in recommendation 2.3.

### **3.2 Recommendation 2.2**

- 3.2.1 In the report of 31<sup>st</sup> May 2018, Executive gave its agreement to officers entering into negotiations for the purchase of the land allocated in the Local Plan for housing at Rouncil Lane (currently the School's Sixth Form site) and

possibly Leyes Lane (currently the School's main site). Members will be aware that the Council has agreed to purchase the Rouncil Lane site, Council having made the necessary funding available and that contracts will be exchanged when the School has exchanged contracts for its new site at South Crest Farm.

3.2.2 Officers have also progressed discussions with the School in respect of the Leyes Lane site and the School has concluded that if the Council can meet the site's market valuation (current estimate is contained within the confidential cashflow) then it will not "take the land to market" and will deal exclusively with the Council. This approach gives the School certainty about the covenant of the buyer and increased certainty around its cashflow model, and the Council a further opportunity to deliver Council housing as part of a mixed tenure development.

3.2.3 To determine whether the Council can meet the market valuation of the Leyes Lane site, its appointed consultants will be tasked with undertaking a masterplanning exercise which can be paid for from within current budgets. This masterplan will then be used by the Council's valuers, Bruton Knowles to arrive at a market valuation of the site. Should the valuation meet the School's requirements, a further report will be submitted to Executive with a recommendation that Council be asked to make the necessary funding available, subject to officers confirming that the enterprise is affordable.

### 3.3 Recommendation 2.3

3.3.1 To assist the School with its objectives, Executive has previously agreed to make two loans available. The first loan for £1m has been fully utilised and has enabled the School to submit a planning application which is currently expected to be submitted to the September Planning Committee meeting. Members should note that this loan can be fully recovered from the HIF agreement. A further loan of £2m has not yet been utilised, and indeed the terms of that loan have not yet been discussed due to other priorities with the scheme, but Members will note from the cashflow that the School will need to use it.

3.3.2 The cashflow also shows that a further loan of £5m is expected to be required in June 2020 as the profile of Section 106 payments is uncertain and the School needs to mitigate this uncertainty. It is currently envisaged that the loan facility will be made available by the ESFA, however, there is no certainty of this and it may be that the School has to go to "the market" to secure the funding.

3.3.3 Members will be aware of the significance of the School's relocation in the context of the delivery of the Local Plan. The scheme also gives the Council a once-in-a-generation opportunity with the potential to purchase two prime greenfield/brownfield sites and undertake a programme of Council house building. Therefore, if the Council can help to de-risk the relocation project by using its various powers these should be considered carefully.

3.3.4 Members are therefore asked to agree to make a further loan of up to £5m available to the School, however, this should only be made if the School gives a binding commitment to contract with the Council for the land at Leyes Lane should it meet the School's site valuation. Officers would need to ensure that the loan was on commercial terms to ensure that State Aid rules are complied with, and that the Council has an acceptable level of security: Officers would need to be satisfied that development was progressing as envisaged in the Local Plan and viability arguments were not being advanced by developers. If officers were comfortable on these points, the School will have a source of



income available to repay the loan through the Section 106 payments that will come forward from the various Kenilworth sites.

## 4 POLICY FRAMEWORK

### 4.1 Fit for the Future (FFF)

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

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Opportunity for Council to provide social housing. Facilitates the relocation of Kenilworth School.	Opportunity to develop public spaces in line with Council's various strategies.	Relocation of an "outstanding" school. Employment opportunities through construction phase.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Opportunity for staff development in place-shaping.	Opportunity to provide high quality homes and services.	Effective use of Council's resources.

## **5 BUDGETARY FRAMEWORK**

- 5.1 The Council has many competing demands upon its resources. Through the period of austerity, it has managed its budgets in a prudent fashion ensuring that quality services continue to be delivered and investment made available for a myriad of community projects.
- 5.2 Over the next four years it is envisaged that big projects such as the Community Stadium, Kenilworth Leisure Development and the relocation of the athletics track will come forward requiring funding. Therefore, the recommendation in this report needs to be cognisant of future demands. These other demands also include Housing Revenue Accounts schemes, of which Rouncil Lane is one of a number.
- 5.3 The acquisition of the Leyes Lane site will be subject to the additional work referred to in paragraph 3.2.3 which will help to determine viability. This project will need to be considered alongside other potential projects.
- 5.4 At its meeting of 30<sup>th</sup> August 2018, Executive approved the allocation of an annual budget of up to £60,000 for consultancy services to provide support for the Council's housing programme. This was funded from the Capital Investment Reserve. It is officers' view that there remains enough in the budget to cover the masterplanning work.
- 5.5 The proposed loan to the school may require external advice to assess suitable commercial terms, including the interest rate. Such advice has been sought previously in respect of other loans. The estimated cost of this advice would be up to £10,000 which could be funded from the Contingency Budget. The balance on the Budget is discussed in more detail within the Budget Review to 30th June 2019 Report on this Executive agenda. If the loan progresses, the cost of this advice would be recovered within the interest repayments from the school. The loan itself would be funded by PWLB borrowing, or potentially the use of internal balances, the precise funding being determined by the Head of Finance as part of the Capital Programme funding.


## **6 RISKS**

- 6.1 Members will note from the cashflow that if the Council purchases both the Rouncil Lane and Leyes Lane sites this will significantly de-risk the scheme as all the funding will be assured except for the S106 contributions. There is no reason to believe that at some point these contributions will not be paid as the greenfield/brownfield sites are unlikely to have significant abnormal costs that could give rise to viability arguments; however, it is recognised that non-receipt of these contributions is a risk to the scheme. There is also the risk to the scheme that although the contributions are paid, there is a long delay before the School receives them because for example, the housing market stalls.
- 6.2 Mitigation of these risks for the School is taking out a loan to ensure the cashflow model is met. This does mean though that the loaner takes on the risk that the contributions are either not paid at all or are slow in coming through. This would mean that in order to meet the loan repayment schedule, the School would have to find the funding from its day-to-day budget which may have an impact on the delivery of education. It is considered that the risk can be mitigated via the drafting of a loan facility that ensures the Council is not left "out-of-pocket" even though payments may not be received in line with the

agreed schedule. Members will almost certainly agree that the likelihood of the School becoming insolvent is very small indeed.

## **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 The alternative option is for Members not to be asked to consider making a loan. For the reasons laid out above this option was rejected.

 <b>EXECUTIVE</b> <b>21 AUGUST 2019</b>		<b>Agenda Item No. 9a</b>
<b>Title</b>	Risk Management Annual Report 2018/19	
<b>For further information about this report please contact</b>	Richard Barr Audit & Risk Manager Tel: 01926 456815 email: <a href="mailto:richard.barr@warwickdc.gov.uk">richard.barr@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Not applicable	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive – 25 July 2018 Minute number 40	
<b>Background Papers</b>	WDC risk management policy & guidelines. Minutes of Risk Management Group meetings.	
<b>Contrary to the policy framework:</b>	No	
<b>Contrary to the budgetary framework:</b>	No	
<b>Key Decision?</b>	No	
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes – ref no. 1,058	
<b>Equality Impact Assessment Undertaken</b>	N/A: no direct service implications	

<b>Officer/Councillor Approval</b>		
With regard to report approval all reports <i>must</i> be approved as follows		
<b>Title</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	24 July 2019	Chris Elliott
Head of Service	24 July 2019	Mike Snow
CMT	24 July 2019	CMT
Section 151 Officer	24 July 2019	Mike Snow
Monitoring Officer	24 July 2019	Andrew Jones
Finance	24 July 2019	As S151 Officer
Portfolio Holder(s)	25 July 2019	Councillors Day and Hales
<b>Consultation &amp; Community Engagement</b>		
None other than consultation with members and officers listed above.		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below) N/A</b>		

## 1 **Summary**

- 1.1 This report updates the Risk Management Strategy and advises on the progress being made in implementing and developing risk management throughout the organisation.

## 2 **Recommendations**

- 2.1 That Executive reaffirms the Council's Risk Management Strategy, including confirming the responsibilities of Members to oversee the risk management framework (Appendix A).
- 2.2 That Executive confirms it is satisfied with the progress being made in establishing risk management in the Council, noting the activities undertaken during the year that provide evidence of a risk management culture (Appendix B).

## 3 **Reasons for Recommendations**

- 3.1 As part of their responsibility for overseeing the organisation's risk management arrangements, Members are responsible for the Council's Risk Management Strategy (Recommendation 2.1) and for developing risk management within the Council (Recommendation 2.2).

## 4 **Policy Framework**

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

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

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

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities.	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB.	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels.

<b>Impacts of Proposal</b>		
Although there are no direct policy implications, risk management is an essential part of corporate governance and will be a major factor in shaping the Policy Framework and Council policies.		
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours.	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services.	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money.
<b>Impacts of Proposal</b>		
Although there are no direct policy implications, risk management is an essential part of corporate governance and will be a major factor in shaping the Policy Framework and Council policies.		

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies but description of these is not relevant for the purposes of this report.

#### 4.3 **Changes to Existing Policies**

This section is not applicable.

#### 4.4 **Impact Assessments**

This section is not applicable.

### 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 risk management framework helps to ensure that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.

### 6 **Risks**

6.1 The entire report is, in effect, about risks as its purpose is to affirm the Council's arrangements for managing its risks.

## 7 **Alternative Options(s) Considered**

7.1 The report is not based on 'project appraisal' so this section is not applicable.

## 8 **Background**

8.1 The overriding objective for risk management is to embed it within the organisation so that it is a seamless, but fundamental, part of the organisation's processes and not viewed as a separate bureaucratic activity with little value. However, as with all objectives of this nature, there is no specific picture of what a fully risk-embedded organisation looks like and the goal of embedding risk management is an ongoing journey rather than one with a definite ending.

8.2 To help achieve the objective of embedding risk management throughout the organisation, the Council has a Risk Management Strategy. This is set out as Appendix A to this report.

8.3 Evidence of the application of risk management and of a risk management culture is set out as Appendix B.

## Warwick District Council Risk Management Strategy

### **Purpose of strategy**

The purpose of the strategy is to embed risk management in the Authority by establishing a risk management framework that provides:

- n an efficient control environment
- n the overt allocation of accountability for risk management throughout the organisation
- n a well-established risk assessment process
- n performance monitoring of risk management activity
- n communications process to support risk management

### **Definition and scope of risk management**

The Council has adopted the Audit Commission's definition of risk and risk management as contained in its Management Paper, 'Worth the risk: improving risk management in local government'. Although the Audit Commission has been recently abolished its definition of risk is still relevant and relied upon by many organisations.

*Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.*

*The overall process of managing risk can be divided into:*

- § *Risk analysis, or assessment, which includes the identification, estimation and evaluation of the risks; and*
- § *Risk management that encompasses the planning, monitoring and controlling activities based on the information derived from risk analysis.*

### **Aims and objectives**

The risk management policy of Warwick District Council is to adopt best practices in the identification, evaluation, and cost-effective control of risks to ensure that they are eliminated or reduced to an acceptable level.

It is acknowledged that some risks will always exist and will never be eliminated. All employees must understand the nature of risk and accept responsibility for risks



associated with their area of authority. The necessary support, assistance and commitment of senior management will be provided.

The risk management objectives of the Council are to:

- § integrate risk management into the culture of the Council
- § manage risk in accordance with best practice
- § consider legal compliance as a minimum standard
- § anticipate and respond to changing social, environmental and legislative requirements
- § prevent injury and damage and reduce the cost of risk
- § raise awareness of the need for risk management.

These objectives will be achieved by:

- § establishing a risk management organisational structure to act in an advisory and guiding capacity which is accessible to all employees
- § including risk management as an agenda item at meetings as appropriate
- § continuing to demonstrate the application of risk management principles
- § providing risk management awareness training
- § maintaining documented procedures for the control of risk and the provision of suitable information, training and supervision
- § maintaining an appropriate incident reporting and recording system, with investigation procedures to establish cause and prevent recurrence
- § preparing contingency plans in areas where there is a potential for an occurrence having a catastrophic effect on the Council and its service delivery capability
- § maintaining effective communication
- § monitoring arrangements on an ongoing basis.

### **Definition of the Council's risk appetite**

An organisation's risk appetite is the amount of risk that it is prepared to take in order to achieve its objectives. Defining the organisation's risk appetite provides the strategic framework for effective decision-making. Risk appetites for local authorities will be lower due to the regulatory nature of most services and because of their stewardship obligations for public resources. However, local authorities may be forced to take risks beyond their choosing to comply with central government directives or to satisfy public expectations of improved services.

Warwick District Council's risk appetite is determined by individual circumstances. In general terms, the Council's approach to providing services is to be innovative and to seek continuous improvement within a framework of robust corporate governance. This framework includes risk management that identifies and assesses risks appertaining to actions being considered or proposed. Decisions on whether to proceed with such actions should only be taken after the careful assessment of the identified risks and an analysis of the risks compared to the benefits.

However, in all circumstances and at all times:

§ The Council would wish to manage its financial affairs such that no action will be taken that would jeopardise its ability to continue to provide services within its available resource; and

§ The Council would wish to secure the legal integrity of its actions.

### **Roles and responsibilities**

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. Although the Audit Commission no longer exists, the guidance that it produced is still relevant and thereby applied by the Council. An extract of the guidance is set out below:

"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."

Summarised below are the risk management roles and responsibilities for the various groups and individuals within the Council.

### Executive

To oversee the effective management of risk throughout the Council; to hold the senior management team accountable for the effective management of risk by officers of the Council.

### Finance and Audit Scrutiny Committee

To scrutinise and review the management of risk on behalf of Executive.

### Elected Members

To promote the importance of risk management in all that the Council does; to champion the cause of risk management.

### Chief Executive

To be the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work.

### Senior Management Team

To ensure that the Council manages risk effectively through the development of a comprehensive risk management strategy; to monitor delivery by receiving reports from the Council's Risk Management Group and from the Audit & Risk Manager.

### Risk champion<sup>1</sup>

To champion the cause of risk management within the Council, particularly at the strategic level; to take personal responsibility for ensuring that the risk management objectives as set out in the policy are achieved.

### Risk manager<sup>2</sup>

To support the Council and its departments and services in the effective development, implementation and review of the risk management strategy.

### Risk management group

To determine, implement and review the Council's risk management policy and its risk management strategy. The risk management group is responsible for developing specific programmes and procedures for establishing and maintaining risk management activities. This group will ensure the dispersal of vital information and, where appropriate, provide guidance, interpretation and understanding of the systems involved.

*The terms of reference of this group are set out as Annexe 1.*

---

<sup>1</sup> This officer is the Deputy Chief Executive (AJ)

<sup>2</sup> This officer is the Audit and Risk Manager.

### Departmental management teams

To ensure that risk is managed effectively in each service area within the agreed risk management strategy; to report to the Risk Management Group on how hazards and risks have been managed within their service area.

### Service managers

To manage risk effectively in their particular service areas; to report on how hazards and risks have been managed to their Departmental Management Team or directly to the Risk Management Group.

### Asset Steering Group

To ensure that WDC's property assets are provided, maintained and utilised to meet the current and future needs of the Council and its service users.

### Assets Compliance and Delivery Group

Responsible to the Asset Steering Group for ensuring the compliance of corporate assets including HRA stock and also for delivering work streams and objectives from the Asset Steering Group.

### Health and Safety Advisor

To advise on all matters pertaining to health and safety in relation to the Council as an employer and provider of services.

### Insurance & Risk officer

To advise on practices which will minimise the likelihood of adverse events occurring and arrange insurance cover where necessary and appropriate.

### Employees

To manage risk effectively in their jobs and report hazards and risks to their service managers.

*The responsibilities of the various groups and individuals are summarised in the table that is included as Annexe 2.*

## **Methodology for identifying and assessing risk**

### **Risk Identification and Categorisation**

Risks can be categorised under strategic and operational.

**Strategic risks** are those risks identified as potentially damaging to the achievement of the Council's objectives. These can be sub-classified into:

- Political
- Social
- Legislative
- Competitive
- Economic
- Technological
- Environmental
- Customer/citizen

**Operational risks** are those risks that should be managed by departmental officers who will be responsible for operating and maintaining the services. These can be sub-classified into:

- Professional
- Legal
- Contractual
- Environmental
- Financial
- Physical
- Information

### **Risk Assessment**

For risk registers, the following definitions are applied for the measurement of risk in respect of probability and consequences:

#### **Probability of Occurrence**

<b>Estimation</b>	<b>Description</b>	<b>Indicators</b>
5: High (Probable)	Likely to occur each year (e.g. considered as more than 50% chance of occurrence in any year).	<ul style="list-style-type: none"><li>• Potential of it occurring several times within the specified period (for example - ten years).</li><li>• Has occurred recently.</li></ul>
4: Medium to High	Apply judgement	Apply judgement
3: Medium (Possible)	Likely to occur during a 10 year period (considered as between 5% and 25% chance of occurrence in any year).	<ul style="list-style-type: none"><li>• Could occur more than once within the period (for example - ten years).</li><li>• Could be difficult to control due to some external influences.</li><li>• There's a history of occurrence.</li></ul>
2: Low to Medium	Apply judgement	Apply judgement
1: Low (Remote)	Not likely to occur in a 10 year period (considered as less than 2% chance of occurrence in any year).	<ul style="list-style-type: none"><li>• Has not occurred.</li><li>• Unlikely to occur.</li></ul>

## Consequences

Estimation	Description
5: High	<ul style="list-style-type: none"><li>• Financial impact on the organisation is likely to exceed £500K</li><li>• Significant impact on the organisation's strategy or operational activities</li><li>• Significant stakeholder concern</li></ul>
4: Medium to High	Apply judgement
3: Medium	<ul style="list-style-type: none"><li>• Financial impact on the organisation likely to be between £100K and £250K</li><li>• Moderate impact on the organisation's strategy or operational activities</li><li>• Moderate stakeholder concern</li></ul>
2: Low to Medium	Apply judgement
1: Low	<ul style="list-style-type: none"><li>• Financial impact on the organisation likely to be less than £10K</li><li>• Low impact on the organisation's strategy or operational activities</li><li>• Low stakeholder concern</li></ul>

## **Annexe 1 to Strategy: Risk Management Group - Terms of Reference**

The terms of the reference of the risk management group comprises:

### ***Overall aim***

- § To ensure that effective Risk Management is in place across the Council.

### ***Membership***

- § The Group will comprise representatives from key services across the Council.

### ***Specific Objectives and Responsibilities***

- § Promote best practice in the management of risks.
- § Assist in the identification and evaluation of risks that could threaten achievement of the Council's objectives.
- § Help develop, implement and review the corporate risk management strategy and policy.
- § Help managers maintain and develop their risk registers by periodically reviewing them and making recommendations on their improvement.
- § Review events and disseminate information regarding lessons learnt in an attempt to help services improve on the management of risk.
- § Compile and implement an annual work plan that helps to embed risk management in the organisation.
- § Help create a risk-aware culture by, for example, instilling in staff the need to manage risks in their jobs.
- § Identify cross-cutting and strategic risks for the attention of senior management.
- § Make recommendations to management on practices and procedures that it is intended will improve the management of risks within Warwick District Council.
- § Oversee the development and implementation of a consistent approach to risk management across the Council's services.

## **Annexe 2 to Strategy: Summary of Responsibilities**

	Develop the corporate risk management strategy	Agree the corporate risk management strategy	Provide advice and support on strategy development and implementation	Implement the strategy	Share experience of risk and risk management issues	Review the effectiveness of the strategy
Elected members / Executive		§				§
Chief Executive		§		§		§
Senior management team	§	§		§		§
Risk champion	§		§	§	§	§
Audit & Risk Manager	§		§	§	§	§
Risk management group	§		§	§	§	§
Departmental management teams				§	§	§
Service managers				§	§	§
Asset Compliance Group				§	§	
Health & Safety Adviser			§	§	§	
Insurance & Risk Officer			§	§	§	
Employees				§	§	



## **Risk Management Activities Undertaken During the Year**

### ***Corporate Activities***

#### **Programme of Service Risk Register Reviews**

The Finance & Audit Scrutiny Committee has continued its programme of service risk register reviews. This has proved to be a very effective process and has helped to raise the profile of risk management throughout the organisation as well as the value derived from it. The programme of reviews is now incorporated within overall service area reviews that includes contract risk registers, performance information and budgetary/financial information.

#### **Risk Management Group**

The Council has a Risk Management Group comprising representatives from services whose main purpose is to champion risk management throughout the organisation.

#### **Risk Management Training**

Risk management training is provided as and when required, for example after Council elections.

#### **Committee Reports Risk Template**

Committee reports are now required to detail the risk management implications in respect of the issues contained in the report. This requirement raises the profile of risk management and helps to ensure the proper consideration of risks when embarking on new projects or developing strategies and policies.

#### **Project Risk Registers**

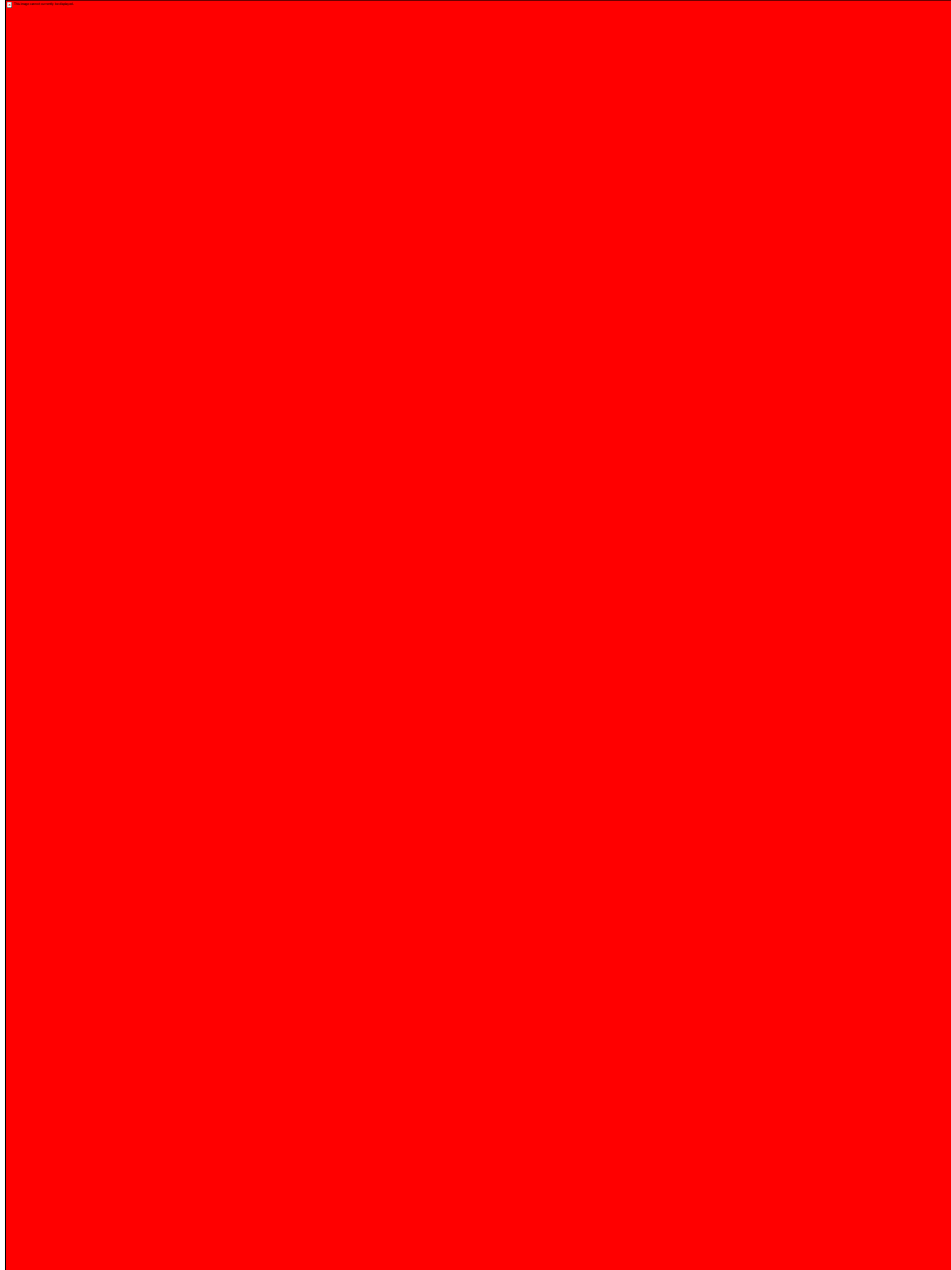
Project risk registers are now routinely in place for specific projects such as the Local Plan and Europa Way. In the case of the Local Plan, until its implementation, this was reviewed by SMT regularly.

#### **Identification of Emerging Risks**

SMT now review 'potentially emerging risks' and these are included in the quarterly Significant Business Risk Register report to Executive. Clearly, emerging risks or triggers, if they are significant, corporate or strategic, had always been included on the SBRR, but potentially emerging risks had not been highlighted in any way, either on the SBRR or in the covering report. These are risks related to events that may or may not happen such as ideas or proposals. It was felt that emerging risks should be mentioned in the covering report in order that they are brought to Members' attention. Future reports will describe any developments in respect of these prospective events.

## **Performance Management Information: Risk Management Indicators**

Risk management information is used as a key indicator of organisational performance. The number of red, amber and green risks recorded on the service risk registers (in total) and on the Significant Business Risk Register is monitored by SMT quarterly. The information, together with other Governance data, is presented to SMT in the following way:



### ***Service-led Activities***

#### **Section 106 Process Improvements**

Section 106 agreements are the legal mechanism by which the infrastructure or other planning-related requirements that are necessary to bring forward a development proposal in an acceptable way are currently delivered. Examples include financial contributions towards educational and healthcare provision arising from proposals for new residential development.

In view of the scale of new development coming forward within the district and the need to ensure that the necessary infrastructure is delivered at the right time the risks associated with Section 106 contributions have grown in recent years with the need to ensure delays in Section 106 payments does not put the delivery of timely infrastructure at risk. This means we need to ensure contributions are paid fully and promptly. This appears as the highest rated risk within the Development Services risk register.

To that end, Development Services have undertaken an end to end review of the Section 106 processes including work that is carried out before applications are approved, through the process of monitoring development to ensure we are always aware of when trigger points are reached, to invoicing and receipt of payments. This work has ensured there are clear responsibilities for each step in the process and that staff and managers are fully aware of what they should do and at what stage. Work continues in embedding these new arrangements, but already we have seen significant improvements in the speed that payments are made and as new Section 106 agreements feed through the system we expect to see further improvements in the monitoring and reporting of this work, so that the progress is transparent.

### **Fire Safety in Council Housing**

Prior to the Grenfell Fire Housing Services already had in place a programme of Fire Risk Assessment on its housing blocks of flats and regular testing of fire equipment.

Following the fire there were many enquiries from residents, councillors and the media looking for reassurance as to the safety of our high rise blocks.

Immediately Housing Services wrote to all residents of its high-rise flats to inform them of the measures the Council has in place to ensure their security. A briefing for Members was undertaken and a statement issued to the press.

The Council has not been complacent, however, and hence has increased the focus on fire safety as follows:

- Further checks have been undertaken on the cladding the Council had installed to ensure that these met regulations and that what is in place was fitted as expected.
- A full fire check is now completed each day in all high rise blocks.
- With the Fire Service all the blocks have been inspected to ensure that fire doors, other equipment, signage and compartmentalisation are in place.
- All 400 flats in high rise blocks have been visited to check internal arrangements and deal with any fire hazards as well as to reinforce fire safety messages.
- Signage in housing blocks concerning what to do in the event of a fire in has been updated and improved.
- Works in all blocks has been undertaken to update smoke alarms, update communal area alarms etc.
- Comprehensive works has been agreed to upgrade front doors, communal doors and screens in addition to improvements to the communal areas to improve the look and feel of the high rise blocks. This £2.5m programme has started at Radcliffe gardens and will be rolled out across the other blocks over the coming year.

Officers meet regularly with the Deputy Chief Executive to ensure that whilst works are progressed, safety is paramount and risks are mitigated.

## **Homelessness Service**

### External Security

Following a period of initial operation of the service concerns were raised about managing risk at the hostel with regard to reputational risk to Warwick District Council with accommodating Service Users presenting with complex needs and behaviour and associated risks to themselves, staff and the wider local community. The impact would have been increase in complaints, representation to Council members and poor provision of safe working environment for staff.

CCTV equipment was available at William Walls grove House but lacked close monitoring resulting in incidents taking place and missed opportunities for early intervention to prevent escalation.

The options that were considered to mitigate these risks were:

1. Continue with existing arrangements which was proving to be inadequate and anticipated identified risks would continue to grow.
2. Utilise existing support staff resources to monitor the CCTV and, access & exit to the hostel. However, lack of security expertise, specialist training and resources within the existing team prohibited this option being taken up.
3. Procure specialist security / concierge staff to monitor onsite CCTV and access to the hostel.

Option 3 was determined to be the most appropriate response to mitigate this identified risk, this decision was further supported by similar types of best practice in similar hostel services across the West Midlands. Also, potential to fund security / concierge service through housing benefit eligibility.

Security services currently monitor CCTV and access / exit to the building 24/7 and the immediate around the hostel. This has resulted in:

- Reduced incidents of trespassing on site.
- Earlier intervention to reduce the impact of antisocial behaviour within the hostel and the local vicinity.
- Sensitive monitoring of vulnerable Service Users.
- Partnership working with the Community Police.
- Supporting the enforcement of hostel rules and, terms and conditions of occupancy at the hostel.
- Reassurance around staff safety and safe working environment.
- Prevention of the use and exchange of illicit substances and alcohol.

### Risk Assessment for New Service Users

William Walls grove House accommodates Service Users who often present with complex needs and high risks, alongside vulnerabilities around safeguarding including mental health, learning disability and trauma. This presents risks around regulatory and health & safety risks to the individual, other Service Users and staff.

Regulatory and, health & safety requirements stipulate the application of a robust and appropriate risk assessment process. Due to the expedited process for hostel

opening (tied to funding constraints and timetable), a tried and tested risk assessment process for Service Users was acquired from another service provider.

We were able to work with a similar service provider who shared their existing Service User risk assessment process. This:

- Enabled us to introduce a tried and tested system to manage Service Users presenting with complex needs.
- Resulted in an assessment process that includes a risk assessment matrix to allow for measurement of levels of risk and identifying mitigating actions.
- Supports staff to identify and report incidents requiring safeguarding reporting.
- Enables Service Users to identify their own presenting risks and tactics for management.

As part of the ongoing quality review process, risk assessment policy and procedures are reviewed for continued efficiencies.

## **Housing Strategy & Development**

### Buy Backs – mitigating financial risks

With a move over the last 18 months to increase the social housing portfolio by optimising opportunities to 'buy back' ex-council properties, Housing Services has implemented a rigorous buy-back procedure. A failure to meet the expected standard for any of the following criteria would stop the purchase:

- Is there reasonable demand for the property?
- Does the property and/or location cause concern from a housing management perspective?
- Are there any concerns over the state of repair of the property or any known inherent defects in similar properties in the locality?
- Is the price within 5% tolerance of valuation of the property?
- Is appropriate funding available for the purchase?
- Have unacceptable land issues (rights of way, easements, wayleave, restrictive covenants etc.) been identified through the conveyancing process.

## **Sustaining Tenancy**


### Universal credit

The impact of Universal Credit has been felt since Warwick District has moved over the Universal Credit full service in October 2018, this has been a substantial risk to our rent collection and arrears, which may be caused by the delay claimants have in receiving payment but mostly due to the housing costs are paid direct to the claimant, rather than the landlord. To mitigate this risk of failure a Universal Credit Action plan was developed, this resulted in employing a specific member of staff to help support tenant through the process, we have also developed a closely working relationship with the Local Job Centre and the DWP Partnership Manager. We have developed a process to work with and support our tenants as soon as we are aware that a claim for UC has been made, this has included working with the DWP to bring in a Landlord Portal with the DWP for ease of managing information. A training programme for all members of Housing Services was developed and delivered and further specialist training regarding managing the risk was received by our income and tenancy officers.

## **Procurement**

The Procurement Team within Finance have initiated the following practices and procedures to improve risk management within the procurement process:

- New Contract Register – The introduction of a new centralised Contract Register has reduced the risk of publishing inaccurate information as the new register prevents accidental deletions/amendments and enforces completion of mandatory fields.
- CreditSafe – The use of this credit assessment facility reduces the financial risk for contracts as suppliers are monitored more effectively.
- Interactive questionnaire – The use of a user-friendly interactive questionnaire within the procurement process reduces the risk of non-compliant procurement exercises.

 <b>Executive – 21<sup>st</sup> August 2019</b>		<b>Agenda Item No. 9b</b>
<b>Title</b>	Rural/Urban Capital Improvement Scheme (RUCIS) Application	
<b>For further information about this report please contact</b>	Jon Dawson Finance Administration Manager 01926 456204 email: jon.dawson@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	Kenilworth Abbey and Arden	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	N/A	
<b>Background Papers</b>	RUCIS Scheme details. RUCIS Application file no. 246; correspondence with applicants.	

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

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	5.8.19	Chris Elliott
Head of Service	5.8.19	Mike Snow
CMT	5.8.19	Chris Elliot, Bill Hunt and Andy Jones
Section 151 Officer	5.8.19	Mike Snow
Monitoring Officer	5.8.19	Andy Jones
Finance	5.8.19	Mike Snow
Portfolio Holder(s)	5.8.19	Cllr Hales
<b>Consultation &amp; Community Engagement</b>		
Community Partnership Team, Manoj Sonecha (Active Communities Officer), Stuart Winslow (Sports and Leisure Contract Manager), David Guilding (Arts Manager) and Chloe Johnson (Arts Collections and Engagement Manager); Copy of report forwarded 12 <sup>th</sup> July 2019.		
<b>Final Decision?</b>	Yes/No	
<b>Suggested next steps (if not final decision please set out below)</b>		

## **1. Summary**

- 1.1 This report provides details of a Rural/Urban Capital Improvement Scheme grant application by Lawsonford Village Hall to replace the toilets, install a new kitchen, sand and seal the floor and install a sound/projector system.

## **2. Recommendation**

- 2.1 It is recommended that the Executive approves a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Lawsonford Village Hall of 49% of the total project costs to replace the toilets, install a new kitchen, sand and seal the floor and install a sound/projector system, as detailed within paragraphs 1.1, 3.2 and 8, up to a maximum of £30,000 including vat subject to receipt of the following:

- Written confirmation from the Garfield Weston Foundation (or an alternative grant provider) to approve a capital grant of £10,000

As supported by appendix 1.

## **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 grants recommended are in accordance with the Council's agreed scheme and will provide funding to help the projects progress.
- 3.2 The project contributes to the Council's Fit for the Future Strategy; without the village hall there would be fewer opportunities for the community to enjoy and participate in fitness, arts, cultural and social activities which could potentially result in an increase in anti-social behaviour, an increase in obesity and disengage and weaken the community. If the project work isn't carried out in the near future the hall may eventually become unusable which would then decrease opportunity for the community to enjoy and participate in fitness, arts, cultural and social activities. The project will also provide disabled toilet and baby changing facilities which will increase the access to the hall and the activities held there.

## **4. Policy Framework**

- 4.1 Fit for the Future (FFF):

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

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



<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
All RUCIS applications are designed to encourage and support local communities and local not-for-profit organisations in developing cohesive and active communities.  The details behind this are set out in appendix 1.	Through the delivery of RUCIS grants the aim is to deliver cohesive and active communities which in turn help to support and maintain lower levels of crime and ASB.  The details behind this are set out in appendix 1.	N/A
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
N/A	N/A	N/A

- 4.2 Supporting Strategies; each strand of the FFF Strategy has several supporting strategies and but none are directly relevant in this case.
- 4.3 Changes to Existing Policies; there are no changes to existing policies.
- 4.4 Impact Assessments; there are no new or significant policy changes proposed in respect of Equalities.

## 5. Budgetary Framework

- 5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2019/20 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).
- 5.2 There is £75,000 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the rural cost centre budget in 2019/20. If the application from Lawsonford Village Hall of 49% of the total project costs up to a maximum of £30,000 (including vat) is agreed, £45,000 will remain in the rural cost centre budget.
- 5.3 There is £71,920 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the urban cost centre budget in 2019/20.
- 5.4 There is £1,658 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from project underspends which have occurred within this financial year.

As per appendix 2.

## **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**

Lawsonford Village Hall has submitted a RUCIS application to replace the toilets, install a new kitchen, sand and seal the floor and install a sound/projector system.

The application is for 49% of the total project costs up to a maximum of £30,000 including vat.

Lawsonford Village Hall have previously spent approx. £15,000 from their cash reserves on drainage works in the first phase of the hall refurbishment programme, they have committed a further £1,904 from their cash reserves towards this next phase; these funds have been evidenced through their annual accounts and the provision of recent bank statements.

Lawsonford Village Hall is not vat registered; they will not be reclaiming vat in connection to this project therefore the award will be including vat.

Rowington Parish Council have agreed to contribute £3,000 towards the refurbishment project.

Lawsonford Village Hall have already successfully applied to several other grant providers for a contribution to the project; National Lottery Awards for All

(£10,000), Jane Ryland Trust (£2,800), William A Cadbury Trust (£500), Edward Cadbury Trust (£2,000) and Lawsonford Womens Club (£1,500).

Lowsonford Village Hall have also applied to the Garfield Weston Foundation for a £10,000 contribution and are now waiting for a decision.

Lowsonford Village Hall has previously had the following RUCIS grant awards:

- December 2004 - 50% grant awarded which equated to £4,250 to refurbish the hall (no further details with this being over 14 years ago)
- February 2006 – 50% grant awarded which equated to £598 for 2 doors
- June 2006 - 50% grant awarded which equated to £1,333 to improve ventilation and for stage lighting
- March 2009 - 50% grant awarded which equated to £842 for replacement windows

The application therefore meets the scheme criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before re-applying for a new grant

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Lawsonford Village Hall of 49% of the total cost of the project including vat subject to a maximum of £30,000.

## RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 21st AUGUST 2019 EXECUTIVE :

<b>Applicant :</b>	<b>Lowsonford Village Hall</b>									
<b>Description of scheme:</b>	In late 2017 the previous Trustees held a public meeting; the hall was losing money and there was no one interested to keep it running, one of the options proposed was to close the hall and to try to build houses on the land, however, following a village meeting and survey in early 2018, a new team of Trustees were appointed to revitalise and modernise the hall. Work completed so far includes a new flat roof, main roof repairs, electrical survey and works, new guttering, tree surgery, new front doors and new site drainage; this was funded by the hall reserves, fundraising and support from Rowington Parish Council and the Jane Ryland Trust. The next phase of the refurbishment programme, which this application is towards, is to replace the toilets, install a new kitchen, sand and seal the floor and install a sound/projector system. The hall will then be fully modernised and refurbished for many years to come and will also be fit for purpose for hire with disabled and wheelchair friendly toilets and a new commercial kitchen, compliant with all EHO guidelines.									
<b>Evidence of need:</b>	<p>The need is visually obvious:</p> <ul style="list-style-type: none"> <li>• No disabled toilet facilities</li> <li>• No baby changing facilities</li> <li>• Kitchen is dated and isn't compliant with EHO guidelines</li> <li>• No sound/projector system so unable to host film nights</li> </ul> <p>A village survey was also completed in early 2018; there were 77 surveys distributed with 28 replies giving a 36% return rate, highlights include:</p> <ul style="list-style-type: none"> <li>• People like the position of the hall and having a community spirit but there is a recognition that it needs work in various places, for example; damp, kitchen facilities</li> <li>• Unsurprisingly modernisation was a key theme in "change" with many people wanting to see upgrading and refurbishment across many areas</li> </ul>									
<b>3 years accounts received?</b>	2016 - 2018 accounts have been received along with recent bank statements for all accounts held (April 2019); this evidences sufficient cash reserves to meet the contribution stated on the application form.									
<b>Financial Performance; minus figure = deficit</b>	<table border="0"> <thead> <tr> <th><b>Year ended</b></th> <th><b>Year ended</b></th> <th><b>Year ended</b></th> </tr> <tr> <th>31/12/18</th> <th>31/12/17</th> <th>31/12/16</th> </tr> </thead> <tbody> <tr> <td>£660</td> <td>-£448</td> <td>£2,357</td> </tr> </tbody> </table>	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>	31/12/18	31/12/17	31/12/16	£660	-£448	£2,357
<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>								
31/12/18	31/12/17	31/12/16								
£660	-£448	£2,357								
<b>Available Funds ( cash and reserves )</b>	<table border="0"> <thead> <tr> <th><b>Year ended</b></th> <th><b>Year ended</b></th> <th><b>Year ended</b></th> </tr> <tr> <th>31/12/18</th> <th>31/12/17</th> <th>31/12/16</th> </tr> </thead> <tbody> <tr> <td>£4,432</td> <td>£19,075</td> <td>£19,823</td> </tr> </tbody> </table>	<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>	31/12/18	31/12/17	31/12/16	£4,432	£19,075	£19,823
<b>Year ended</b>	<b>Year ended</b>	<b>Year ended</b>								
31/12/18	31/12/17	31/12/16								
£4,432	£19,075	£19,823								
<b>Details of membership, fees etc:</b>	There is no membership scheme, hire charges are as follows; 1-3 hours £12 per hr, 4-8 hours £11 per hr, 8+hours £10 per hr, £200 per day, Skittles hire £65.									
<b>Details of usage:</b>	The hall is used every week by 4 regular clubs; an Artists Group, a Women's Club, Pilates and Zumba classes, the attendance for these groups totals approx. 50 people a week. The hall is also used by individuals from the community for birthday parties, family celebrations, weddings, club meetings and social events; there are usually around 75 events booked each year which attracts over 1,000 people. The village organises a community hog roast each year (in 2018 this attracted over 125 people) and other community events, for example; a village dog walk, Christmas Fair, a Christmas party and two coffee mornings during the year (over 400 people attended these events). The hall co-hosts the village show with the local pub, the Fleur de Lys; this is held bi-annually in the village and attracts over 400 people.									
<b>Details of Organisations equalities policies:</b>	The hall doesn't have a formal policy, however, as part of the Trustee Deeds, the hall is open and used by all sections of the community without prejudice.									
<b>3 quotes provided:</b>	Yes; 16 quotes in total									
<b>Which of the Council's Corporate Priorities are met?</b>	<b>Evidence</b>									
<b>Reduce anti-social behaviour</b>	<p>The hall provides facilities for people to meet, participate in activities and be entertained, for example:</p> <ul style="list-style-type: none"> <li>• An Artists Group</li> <li>• A Women's Club</li> <li>• Pilates and Zumba classes</li> </ul> <p>The project will provide better, modern, fit-for-purpose facilities which will help to increase the number of regular events and group activities, for example; potential for a youth club, film night, hobby classes, more private hire. This all helps to reduce anti-social behavior.</p>									
<b>Reducing obesity, particularly in children</b>	The hall currently hosts weekly Pilates and Zumba classes. The project will provide better, modern, fit-for-purpose facilities which will create the potential for other classes/fitness activities to be offered. This all helps to reduce obesity.									

**Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities**

The hall hosts arts and cultural events, for example; a weekly Artists Group. The hall also hosts local society meetings and other cultural events, including the Village Show in August co-hosted with the Fleur de Lys pub. The project will provide better, modern, fit-for-purpose facilities which will help to increase the number of regular events and group activities, for example; potential for a youth club, film night, hobby classes, more private hire. The project will also provide disabled access to toilet facilities and baby changing facilities which will also increase opportunity for members of the community to access the activities provided by the hall and potentially increase private hire bookings. All this will increase opportunities for the community to enjoy and participate in fitness, arts, cultural and social activities. If the modernisation work isn't carried out the hall may eventually become unusable which would then decrease opportunity for the community to enjoy and participate in fitness, arts, cultural and social activities.

**Engaging and strengthening communities**

Lowsonford Village only has the village hall, St Luke's Church (which is only used once a month) and the local pub, the Fleur de Lys. The hall is run by a board of trustees who are all volunteers from across the community. The hall therefore plays a vital part in strengthening the community spirit in the village. If the modernisation project isn't carried out the hall will eventually become unusable and without the hall there would be much less opportunity for the community to meet and participate in activities and be entertained which would weaken and disengage the community.

**Targetting disadvantage in rural / urban areas:**

As part of the Trustee Deeds, the hall is open and used by all sections of the community and is affordable to hire. There is no local public transport; the nearest train station is Lapworth which is 2.4 miles away and the other village halls in the area (Lapworth, Rowington Shrewley) are all approx. 2.4 miles away. Without Lowsonford Village Hall, local residents would have to use taxi's or their own transport to attend events and/or activities.

**Total cost of scheme (including VAT where appropriate)**

£61,704 Including VAT

**Funded by:**

**Status**

**Organisations Own Funds**

£1,904 Approved

**Rowington Parish Council**

£3,000 Approved

**Other Providers Already Agreed**

£16,800 National Lottery Awards for All (£10,000), Jane Ryland Trust (£2,800), William A Cadbury Trust (£500), Edward Cadbury Trust (£2,000), and Lowsonford Womens Club (£1,500)

**Garfield Weston Foundation**

£10,000 Application made, waiting for a decision

**Total RUCIS**


**£30,000**

**equates to**

**48.6%**

**RURAL/URBAN CAPITAL IMPROVEMENT SCHEME - 21st AUGUST 2019 EXECUTIVE****APPENDIX 2****Summary of Financial Impact of Approving Scheme**

<b>Scheme Description</b>	<b>RURAL</b>	<b>URBAN</b>	<b>UNDERSPENDS</b>	<b>TOTAL</b>
<u>Original 2019/20 Budget</u>	£75,000	£75,000	£0	£150,000
<u>3rd April 2019 Executive</u> Kenilworth Wardens Cricket Club		-£3,080		-£3,080
<u>Underspends within 2019/20 Financial Year</u> Canal and River Trust (RUCIS 218)			£1,500	£1,500
Avenue Bowls (RUCIS 242)			£158	£158
<b>Remaining Budget Sub-Total</b>	<b>£75,000</b>	<b>£71,920</b>	<b>£1,658</b>	<b>£148,578</b>
<u>21st August 2019 Executive</u> Lowsonford Village Hall (proposed)	-£30,000			-£30,000
<b>Total Remaining 2019/20 Budget</b>	<b>£45,000</b>	<b>£71,920</b>	<b>£1,658</b>	<b>£118,578</b>

 <b>Finance &amp; Audit/ EXECUTIVE</b> <b>20<sup>th</sup> / 21<sup>st</sup> August 2019</b>		<b>Agenda Item No. 9c</b>
<b>Title</b>	Update on Action Plan following Review of Closure of Accounts	
<b>For further information about this report please contact</b>	Andrew Jones (01926) 456830 <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	9 <sup>th</sup> /10 <sup>th</sup> July 2019, F&A and Executive respectively	
<b>Background Papers</b>	Report as above	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
Not applicable.	

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	29 <sup>th</sup> July 2019	Chris Elliott
CMT	29 <sup>th</sup> July 2019	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	29 <sup>th</sup> July 2019	Mike Snow
Monitoring Officer	17 <sup>th</sup> July 2019	Andrew Jones
Head of Service	29 <sup>th</sup> July 2019	Mike Snow
Portfolio Holder(s)	5 <sup>th</sup> August 2019	Councillor Hales
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>	Yes, but some proposed actions will require further reports.	

## 1 SUMMARY

- 1.1 This is a monthly report which will set out the progress on the agreed action plan that was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

## 2 RECOMMENDATIONS

- 2.1 That the Committee notes and provides any comments on the content of the action plan at Appendix 1.
- 2.2 That the Committee notes that the Council's audited accounts for 2018/19 were signed-off by the statutory deadline of 31<sup>st</sup> July 2019.

## 3 REASONS FOR THE RECOMMENDATION

- 3.1 The Appendix sets out the monthly progress report on the action plan agreed following the Review of the Closure of the 2017/18 Accounts. Progress is to be noted and for the Executive and the Finance and Audit Scrutiny Committee to make any comments.
- 3.2 Members will by now be aware that the Council's auditor has signed-off audited accounts by the statutory deadline of 31<sup>st</sup> July 2019. This is a significant turn-around given the issues revealed by the failure to comply with the sign-off requirements last year. Much praise must go to the Finance team for responding so positively to that setback. A detailed report will be submitted to the November Executive meeting describing the steps that will be taken to ensure that compliance is achieved again next year and for each subsequent year.

## 4 POLICY FRAMEWORK

- 4.1 Fit for the Future (FFF)

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

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment



	ASB	and income levels
Not applicable	Not applicable	Not applicable
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
The proposed action plan will help the Accountancy team and individual members of staff.	The proposed action plan implemented in full will enable a better financial service to be provided to the Council and the community it serves.	Not directly applicable though an improved service should enable the Council to deliver better outcomes on its finances.

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The People Strategy is the most relevant here but what is being proposed is directly in line with that Strategy.

#### 4.3 **Changes to Existing Policies**

The action plan agrees a minor change to existing policies in relation to agency staff.

#### 4.4 **Impact Assessments**

Not applicable.

### **5 BUDGETARY FRAMEWORK**

5.1 There are no budgetary implications as a consequence of this report.

### **6 RISKS**

6.1 The risk that arises relates to not implementing what is proposed; the risk being a repetition of events of this year and the subsequent harm to the Council's reputation.

### **7 ALTERNATIVE OPTIONS CONSIDERED**

7.1 Various actions were considered in the development of the action plan but what is proposed is considered to be an appropriate response to the issues which have been identified.

## **8 BACKGROUND**

8.1 The Background is set out in the report to the Executive of 31<sup>st</sup> October 2018.

## Appendix 1: Action Plan Progress Report

This table sets out progress against the agreed actions. This is to be reviewed weekly by CMT with the Head of Finance and reported monthly to the Finance and Audit and Executive Committees until the 2018/19 set of accounts has been closed and at that time it should be reviewed as to whether this frequency remains necessary.

Strikethrough = Completed in cycle.

Highlighted = Change to text since last update.

<b>Action</b>	<b>By When</b>	<b>Who</b>	<b>Progress</b>	<b>Priority and RAG</b>
3. To report weekly in writing on progress on the project plan to CMT and monthly to Finance and Audit and to Executive	Weekly to CMT Monthly to F&A and Executive	Head of Finance	Update issued weekly to CMT and monthly to F&A/ Executive.	High/ Green
4. To review the requirement of point 3 following the successful closure of 2018/19 accounts	31 <sup>st</sup> August 2019	Finance and Audit/Executive Committees	Learning points from 2018/19 closure to be documented during and post 2018/19 closure.	High/ Green
7. To ask Project Manager to institute a whole team approach for closure of accounts for 2018/19.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Workload shared within team, with many taking on "notes for the accounts" for the first time. Sharing workload definitely helping to enhance and develop team spirit.	High/ Green
11. To progress the feasibility stage of a new Finance IT system to report to Executive stage including project management support and training	1 <sup>st</sup> December 2019	Head of Finance	Project Manager appointed following interview on 14/6/19.	Medium/ Green

<b>Action</b>	<b>By When</b>	<b>Who</b>	<b>Progress</b>	<b>Priority and RAG</b>
12. To review the Accountancy team in terms of structure, skills, capabilities and capacity.	30 <sup>th</sup> September 2019	Strategic Finance Manager	Structure to be considered following closure of accounts.	High/ <b>Green</b>
15. To implement new performance management arrangements.	<del>From 1<sup>st</sup> April 2019</del> 1 <sup>st</sup> November 2019 (revised milestone as although new system in place, new staff resource still to be recruited).	Chief Executive with support from the rest of the Senior Management Team	Advert for new staff resource has been issued. Arrangements in place for the collection of data. Interviews took place 1 <sup>st</sup> August 2019 and an applicant has been offered the post.	Medium/ <b>Amber</b>
16. To review the Council's organisational arrangements for strategic finance and report to Executive and Employment Committee.	31 <sup>st</sup> August 2019	Chief Executive with support from the rest of the Senior Management Team	The first stage of work on a Senior Management Review has been undertaken and reported to the Senior Management Team. <b>Second stage of work to be discussed with Executive.</b>	Medium/ <b>Green</b>
18. To implement appropriate testing mechanism of organisational culture.	<del>From 1<sup>st</sup> April 2019</del> 1 <sup>st</sup> November 2019 (revised milestone due to competing work demands)	Chief Executive with support from the rest of the Senior Management Team	Following the Investors In People Silver achievement in Sept 2018 officers working on development of a 'Pulse Survey' to be scoped and developed December 2019 (following the Health and Wellbeing survey results in September).	Medium/ <b>Green</b>

19. To undertake a lessons learned review after the closure of the 2018/19 accounts and report to Finance and Audit and Executive Committees and thereafter annually.	30 <sup>th</sup> September 2019	Head of Finance/Strategic Finance Manager	To be reported to Members in Autumn.	High/ Green
21. To ensure for monitoring purposes the costs are highlighted in Management Information as non Commensura agency costs.	<del>31<sup>st</sup> December 2018</del> 1 <sup>st</sup> August 2019 (revised milestone links to point 20)	HR Manager	Qtr. 1 2019 has been reported as part of ongoing Management Information schedule.	Medium/ Green
22. Provide guidelines for managers regarding the process for recruiting via Commensura and the parameters of our contract arrangements plus benefits versus the costs incurred with direct agency recruitment.	<del>31<sup>st</sup> December 2018</del> <del>1<sup>st</sup> April 2019</del> 1st May 2019 (revised milestone links to point 20)	HR Manager	Updated guidelines agreed at Workforce Steering Group March 2019 and presented to Managers Forum April 2019.	Medium/ Green

<p>23. Ensure managers understand the implications of recruiting outside of Commensura and where their responsibilities lie and HR's.</p>	<p><del>21<sup>st</sup> December 2018</del>  <del>1<sup>st</sup> April 2019</del>  1<sup>st</sup> May 2019  (revised milestone links to point 20 above)</p>	<p>HR Manager</p>	<p>Updated guidelines agreed at Workforce Steering Group March 2019 and presented to Managers Forum April 2019.</p>	<p>Medium/ Green</p>
<p>24 (AFR). The evidence base to demonstrate that assets are investment properties should be improved, with clear links to the asset management strategy of authority.</p>	<p><del>1<sup>st</sup> September 2019</del>  3<sup>rd</sup> October 2019  (revised milestone linked to Forward Plan timetable)</p>	<p>DCE (BH)</p>	<p>Asset Management Strategy scheduled to come to Executive in October 2019. Forward Plan updated. Initial discussions with internal stakeholders commenced in April via Asset Strategy Group. Timetable and actions monitored by CMT on a monthly basis as part of major project reporting.</p>	<p>High/ Green</p>

<p>27 (AFR). The report of the Chief Executive includes a detailed action plan to ensure that the issues that have occurred this year are not repeated. It is key that this action plan is implemented and considered in light of the recommendations we have made as part of this AFR to ensure that all issues are addressed as part of the production of the financial statements in future years.</p>	<p>Ongoing</p>	<p>Head of Finance and others</p>	<p>Accounts signed-off within statutory timescale.</p>	<p>High/ Green</p>
---	----------------	-----------------------------------	--	--------------------

Completed Actions in previous cycles

1. To present the completed 2017/18 accounts to Finance and Audit and Executive Committees at the November round of meetings	November 27 <sup>th</sup> – F&A November 28 <sup>th</sup> – Executive	Head of Finance	Completed	
2. To prepare a detailed project plan for the closure of 2018/19 accounts for approval by the Finance and Audit and Executive Committees at the December round of meetings, building upon the action plan developed by staff	January 2019 – F&A January 2019 – Executive	Head of Finance	Completed	
5. To recruit for the Strategic Finance Manager (SFM) post	From 31 <sup>st</sup> October 2018	Head of Finance with assistance from HR	Completed	
6. To reach agreement to maintain in post the current CIPFA Agency member of staff as project lead for closure of accounts until at least new SFM in post or the end of the closure of the 2018/19 accounts	31 <sup>st</sup> October 2018	Head of Finance with assistance from HR	Completed	



8. To appoint an Interim SFM until a permanent recruit is in place to lead the team and to institute normal management practices re team meetings 1-2-1s, appraisals, etc.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Completed	
9. To retain the services of the 2 former members of staff at least on a part time basis until the closure of the 2018/19 accounts.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Completed	
10. To review the policies, working practices and procedures of the Accountancy team and document them.	From 31 <sup>st</sup> October 2018 to end of March 2019	Strategic Finance Manager	Completed.	
13. To provide a package of support to enable the delivery of improved performance management.	From 31 <sup>st</sup> October 2018	Deputy Chief Executive (AJ)/HR Manager	In place and ongoing.	
14. To review and report on proposals for the Council's performance management system.	31 <sup>st</sup> January 2019	Chief Executive with support from the rest of the Senior Management Team	A report elsewhere on the February Executive agenda sets out the proposal to establish a Business Plan for the Council and if agreed it will then be subject to a more detailed report in March 2019.	

<p>17. To devise appropriate testing mechanism of organisational culture and to seek approval from the Executive.</p>	<p>31<sup>st</sup> January 2019</p>	<p>Chief Executive with support from the rest of the Senior Management Team</p>	<p>It is proposed that in conjunction with the response to the 2018 IiP assessment that a staff PULSE survey be undertaken on a quarterly basis. The outcomes will be reported regularly.</p>	
<p>20. To agree that if recruitment fails via Commensura after 2/3 attempts managers can approach other agencies but must agree rates and terms/conditions (and that they are equivalent to Commensura). Manager must inform HR of agreement. Ensure when managers have recruited outside of Commensura, HR receives a copy of the agreement and costs.</p>	<p>31<sup>st</sup> December 2018  1<sup>st</sup> April 2019  1<sup>st</sup> May 2019 (revised milestone as engagement process needs to be comprehensive)</p>	<p>HR Manager</p>	<p>Working with Comensura to update candidate/supplier profile. Updated guidelines presented to Workforce Steering Group March 2019 and to be presented to Managers Forum April 2019.</p>	
<p>25 (AFR). The Council needs to ensure that it formally documents the process for valuations, and that the valuer is provided with detailed instructions for the annual valuation exercise. There should be clear working papers demonstrating that the</p>	<p>1<sup>st</sup> January 2019  1<sup>st</sup> March 2019 (milestone is agreement of instructions)</p>	<p>Principal Accountant <sup>TM</sup></p>	<p>Valuers commenced on work, but much cannot be completed until early April. Valuation request letter formally shared with auditors.</p>	

<p>Council has provided the valuer with all of the appropriate information and that it has considered whether the information provided back from the valuer is complete and reasonable. The Council may also wish to review the timing of these valuations, because at present valuations are undertaken at varying points in the year, making the process more complicated than we see at other similar Councils</p>				
<p>26 (AFR). The arrangements for an impairment review should be considered and documented. These arrangements should be implemented as part of the 2018/19 closedown process.</p>	<p>1<sup>st</sup> January 2019</p>	<p>Principal Accountant <sup>TM</sup></p>	<p>The approach to the impairment review will be reviewed ahead of seeking information from the valuer (above). This will involve the full team and the Council's Estates Manager, and is in accordance with the Code of Practice. Valuation meeting scheduled for 16/1/19 with all stakeholders. Approach discussed and agreed with valuers.</p>	

<p>28 (AFR). The Head of Finance should ensure that an appropriate training programme is in place for all officers that produce working papers to support the financial statements. The training should include the features of a good working paper and a reminder that a good working paper should enable another suitably qualified professional with no prior knowledge of the authority the means upon which to re-perform the work.</p>	<p>1<sup>st</sup> January 2019  1<sup>st</sup> April (milestone is for all training to have been completed)</p>	<p>Final Accounts Project Manager</p>	<p>Working Paper requirements and examples shared with the team and subject to discussion. Feedback from auditors on working papers to date has been positive.</p>	
<p>29 (AFR) A working paper should be provided at year end which demonstrates how the Council has considered the work of the actuary and its reasonableness.</p>	<p>1<sup>st</sup> May 2019</p>	<p>Principal Accountant (Revenues)</p>	<p>Paper prepared to show variances and explanations and discussed with other authorities.</p>	
<p>30 (AFR) Greater considerations should be given to whether more areas of the accounts would benefit from an increased reliance on estimation</p>	<p>1<sup>st</sup> January 2019</p>	<p>Final Accounts Project Manager</p>	<p>The accruals process will be reviewed early in 2019, ensuring all parties are clear about their responsibilities, timings, and relevant de minimis levels. Initial discussions held with auditors,</p>	

<p>techniques to aid faster close.</p>			<p>notably over accruals. Work to be undertaken by KJ/VB to determine appropriate thresholds. Accruals policy discussed with Accountants and Auditors, with proposed de minimis levels agreed. Incorporated into Closedown plan for Budget Managers (circulated 11/2/19), with supporting forms.</p>	
<p>31 (AFR) There are a number of areas highlighted throughout the AFR where we have agreed with officers that disclosure omissions will be corrected in future years. The Head of Finance should ensure that the identified areas are actioned in future years.</p>	<p>1<sup>st</sup> February 2019  31<sup>st</sup> March 2019 (milestone is for approach to be agreed by the end of the financial year)</p>	<p>Final Accounts Project Manager</p>	<p>The disclosure omissions addressed within draft accounts.</p>	

<p>32 (AFR) Controls around journals should be improved, particularly in relation to those prepared by contract staff.</p>	<p>1<sup>st</sup> January 2019</p>	<p>Head of Finance &amp; Principal Accountants</p>	<p>New controls on journals in place from 1<sup>st</sup> January 2019. Have been discussed with whole team. Initial review of implementation has raised some issues which will be addressed. New process in place and being formally reviewed by SFM and PA(Revenue). Benefits of new approach being recognised.</p>	
<p>33 (AR) In future years officers should keep a full list of any proposed changes to the draft financial statements presented for audit. This list should be reviewed by the Head of Finance, in discussion with the auditors prior to any changes being made to the ledger and final set of financial statements.</p>	<p>1<sup>st</sup> June 2019</p>	<p>Final Accounts Project Manager</p>	<p>Process set up to log any proposed changes to accounts, this having been shared with relevant team.</p>	