

A meeting of the Cabinet will be held in the Town Hall, Royal Leamington Spa on Thursday 8 July 2021, at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor A Day (Chairman)

Councillor L Bartlett

Councillor J Cooke

Councillor J Falp

Councillor M-A Grainger

Councillor R Hales

Councillor J Matecki

Councillor M Noone

Councillor A Rhead

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

Chair of the Finance & Audit Scrutiny Committee

Chair of the Overview & Scrutiny Committee

Green Group Observer

Liberal Democrat Group Observer

Labour Group Observer

Councillor J Nicholls

Councillor A Milton

Councillor I Davison

Councillor A Boad

Councillor M Mangat

**Emergency Procedure**

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

**Agenda**

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

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

3. **Minutes**

To confirm the minutes of the meeting held on 27 May 2021

**(Pages 1 to 9)**

## **Part 2**

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

4. **A46 Link Road – Next Steps**

To consider a report from Development Services **(Pages 1 to 21)**

5. **Draft Recharges Policy**

To consider a report from Housing Services **(Pages 1 to 13)**

6. **Climate Change Ambitions for South Warwickshire**

To consider a report from the Programme Director for Climate Change **(Pages 1 to 51)**

7. **Significant Business Risk Register**

To consider a report from Finance **(Pages 1 to 22)**

8. **Street Naming and Numbering Policy 2021**

To consider a report from IT Services **(Pages 1 to 20)**

9. **Development Brief for Riverside House**

To consider a report from Development Services **(Pages 1 to 7 and Appendix 1)**

10. **Net Zero Carbon Building Development Plan Document**

To consider a report from the Programme Director for Climate Change **(Pages 1 to 34)**

11. **Review and Revisions of Programme Advisory Boards**

To consider a report from Democratic Services **(Pages 1 to 6)**

12. **Future High Streets Fund Award for Royal Leamington Spa**

To consider a report from Development Services **(Pages 1 to 7)**

13. **Financial Support – Everyone Active Leisure Contract**

To consider a report from Cultural Services **(Pages 1 to 12)**

14. **Costs of Proposals of Joint Senior Management Team**

To consider a report from the Chief Executive **(Pages 1 to 4)**

15. **Amendment to Community Infrastructure Levy (CIL) Projects List for 2021/22**

To consider a report from the Chief Executive **(Pages 1 to 9)**

## 16. **Public and Press**

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

Item Numbers	Paragraph Numbers	Reason
17,18,19	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

## 17. **Confidential Appendix to Item 12**

To consider a confidential appendix from Development Services **(Page 1)**

## 18. **Confidential Appendix to Item 13**

To consider a confidential appendix from Cultural Services **(Page 1)**

## 19. **Minutes**

To confirm the confidential minutes of the meeting held on 27 May 2021  
**(Pages 1 to 2)**

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# Cabinet

Minutes of the meeting held on Thursday 27 May 2021 in the Town Hall, Royal Leamington Spa at 6.00 pm.

**Present:** Councillors Day (Leader), Bartlett, Cooke, Falp, Hales, Matecki.

**Apologies:** Councillors Rhead, Noone and Grainger.

**Also Present:** Councillors: Boad (Liberal Democrat Group Observer) and Davison (Green Group Observer).

Prior to the start of the meeting Councillor Day made a statement about the forthcoming Planning appeal for application No: W21/0590 Land South of Chesterton Gardens Leamington Spa.

## 1. **Declarations of Interest**

There were no declarations of interest.

## 2. **Minutes**

The minutes of the meeting held on 22 April 2021 were taken as read and signed by the Chairman as a correct record.

### **Part 2**

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

## 3. **Local Development Scheme (LDS) update**

The Cabinet considered a report from Development Services which requested approval for a refreshed Local Development Scheme (LDS) with the inclusion of the production of the South Warwickshire Local Plan. The LDS was updated annual and set out the work of the Planning Policy team over the next three years in terms of the production of planning documents.

The adoption and publication of the LDS was a statutory requirement of the Planning and Compulsory Purchase Act 2004 (PCPA). The PCPA laid out the coverage and duration of the document required which included a provision for an annual review of the Scheme to ensure that it remained relevant and up to date.

The Warwick District Local Plan (2011–2029) was adopted in September 2017, which resulted in a revision of the LDS. The Local Plan included the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) that were required to support the Local Plan. Information for applicants and decision makers were also included in the Warwick District Plan.

The programme of work was driven by commitments within the Local Plan. Additional work would be necessary in response to either local planning issues or changes in national legislation. These were factored into the



Scheme and a new version of the LDS was produced yearly to reflect progress made and any new areas of policy being worked on.

In November 2019, an amendment was made to the 2019 LDS to allow for the introduction of a significant new DPD related to climate change and the rearrangement of other areas of work. The 2020 LDS was subsequently adopted by Cabinet in March 2020. The proposed revised LDS made a number of changes to the work programme of the Planning Policy team. This was a result of several factors which included the impact of the **pandemic on the team's ability to progress certain work areas during 2020**, technical challenges with certain projects and new areas of work which had emerged since the LDS was last updated.

With regards to the Health Impact Supplementary Planning Document (SPD). It was proposed that the SPD should be removed because it was considered to be more expedient and appropriate to provide a guidance note for Development Management staff.

The South Warwickshire Local Plan (SWLP) and the National Planning Policy Framework (NPPF) required Local Plans to be reviewed every 5 years to ensure that they remained relevant and continued to deliver the growth laid out in the Plans. The Council had agreed that work on the Local Plan Review would be undertaken jointly with Stratford District Council. The Strategy at SDC was also in need of review and the authorities were now working collaboratively to produce a South Warwickshire Local Plan. The scoping of this plan had already commenced with most of the policy team involved. Some initial presentations were made to various stakeholder groups in January and February 2021 and an initial public consultation on a Scoping Report, and a **"Call for sites"** was underway.

The SWLP was not anticipated as an immediate priority last year and so did not appear within the currently adopted LDS. It had previously been anticipated that work on the Local Plan review would commence in late 2021 or 2022. The need to progress this work more urgently had come from a requirement on Stratford District Council to commence a review of its Core Strategy immediately. Work on the SWLP had therefore become a top priority for the team. This significant additional task had impacted the other current priorities including the DPDs on Climate Change and also Purpose-Built Student Accommodation (PBSA).

Work on the South Warwickshire Local Plan was in its early stages and given that the timescale for its delivery was subject to change, it would be noted that the LDS programme accompanying this report was an interim timetable pending additional information with regards to the Planned programme. This would be subject to the results of the Scoping consultation which commenced on 10 May and the anticipated response of the government to their consultation on the Planning White Paper, due later this year. It was likely that a revised timetable for the SWLP would need to be produced later in 2021. This would need to be agreed both by WDC and Stratford District Council as an update to this LDS.

Work continued on Climate Change & Sustainable Buildings DPD document, but it had proven harder to deliver than first envisaged. This was because of the need to identify a suitable standard to adopt and for technical expertise and advice which was being sought from consultants. The

challenge with this document had been to find an approach which satisfied **the Council's** goals that was technically deliverable, practical and affordable to implement on a daily basis by planning officers in determining planning applications. There was a need for technical expertise to carry this work forward, the Climate Emergency Action Fund was being utilised to support additional specialist technical advice to support the remaining stages of the DPD production. Funds from the Planning Reserve would also be needed to fund the Examination in Public. Whilst approval for some of this had already been approved, a further request for £30,000 to enable the work on the DPD to proceed.

The Purpose-Built Student Accommodation (PBSA) DPD had slipped due to priority being given to the climate change work and SWLP and because of the pandemic, the number of overseas students had been impossible to predict this year and next year. This had a major impact on **the Council's** understanding of the need for student accommodation and PBSA in particular. The challenges faced by the University in predicting student numbers made it very difficult for a reliable evidence base on what to prepare a PBSA DPD and on what its soundness would depend.

The team had been in active and positive dialogue with the University to explore how the University could support the Council in bringing this document forward as early as possible. The proposed LDS showed a slippage in the production of this document from the previous LDS; however, it was hoped that with support from the University it would be possible to expedite this piece of work.

Linked to work on PBSA is policy H6 (Houses in Multiple Occupation and Student Accommodation) in the current Local Plan. The scope of the PBSA DPD would include consideration of whether policy H6 needs to be reviewed and updated.

The Canalside DPD had been held up due to a Regulation 19 consultation needing to be carried out to progress to submission to the Secretary of State for a formal Examination in Public. The pandemic had greatly restricted access for the public to consultation material and the Council was had taken advice of the Planning Inspectorate on how to progress. This had now been resolved and the Statement of Community Involvement had been amended to take account of times when it was not in the public interest to have contact with hard copies of documents or submit paper representations. The Regulation 19 consultation had subsequently taken place.

The current resources within the Planning Policy team were described in the background information within the report. The pressure on the team, particularly with both Senior Planners working solely on the South Warwickshire Local Plan, had resulted in other work having to be moved further back in the programme over the last year.

On the issues of resources to deliver the Local Development Scheme, when the decision was made to commence work on the SWLP, no additional staffing resources were identified for this. While this was perfectly reasonable the review of the Local Plan became the major work commitment for the team over the next couple of years regardless of whether the Council was working jointly with SDC. This impacted on the

**team's capacity to undertake other** projects. This was particularly relevant as there was an urgency to commence the work on the SWLP.

At the last review of the Warwick District Local Plan, the Planning Policy team was larger than it is presently. Other projects were put completely on hold because the entire team was engaged in the work for the Plan and no other documents were produced during that time. At present the smaller team was involved in producing a number of other documents including several DPDs, all of which followed the same procedure as the Local Plan with the same stages and consultations attached, resulting in an Examination in Public (EIP).

As work progressed on the SWLP, the team would face additional challenges in providing the service that Members and the public have come to expect. All officers would be involved to a greater or lesser extent, and initial work on the SWLP had suggested that this would consume team resources beyond any dedicated team that was due to be created to focus on the delivery of the Plan. This would have an impact on officer capacity to deliver other elements of the LDS next year. Officers would carefully manage team resources to deliver items in the LDS and where necessary prioritise and look at ways of securing additional resources.

In terms of alternative options, the Council could choose not to adopt this Local Development Scheme and suggest a different range of priorities and timetable for the delivery of the identified documents. However, the attached LDS had been developed to bring forward the right documents as swiftly and efficiently as possible. Therefore, this option had been discounted. The preparation and maintenance of an LDS was a requirement of the Planning and Compulsory Purchase Act 2004, therefore there was no alternative to publishing it and maintaining it.

Councillor Cooke informed the Cabinet that since the report was written two Neighbourhood Plan Referendums had taken place. Therefore, he proposed on Page 11, Paragraph 2.7 the first sentence should be amended to read; ***"The Royal Leamington Spa NDP and the Radford Semele NDP both went referendum in May, and both were approved."***

Together with the amendment Councillor Cooke moved the recommendations as laid out in the report.

**Resolved** that:

- (1) the Local Development Scheme, as set out at Appendix 1 to the report, be adopted for delivery of planning documents over the next 3 years; and
- (2) the Head of Development Services, be authorised, in conjunction with the Portfolio Holder, to draw down up to £30,000 from the Planning Reserve to cover the additional costs associated with preparing the Climate Change & Suitable Buildings DPD.

(The Portfolio Holder for this item was Councillor Cooke)

#### 4. **Use of Delegated Powers - Decarbonisation of Council**

The Cabinet considered a report from the Programme Director for Climate Change that notified them of an urgent decision taken by the Chief Executive under delegated authority CE(4) to accept a grant from the Public Sector Decarbonisation Fund.

The Chief Executive in consultation with the Group Leaders had used his delegated powers to approve the inclusion of the Public Sector Decarbonisation Fund (PSDF) programme in the General Fund Capital **Programme. Following the approval of the Council's bid to the PSDF in** March and the subsequent appointment of contractors, it was necessary to take this decision urgently to enable the planning for the works to commence promptly. This reflected **the funder's deadline of 30** September for completing the PSDF works.

**Paragraph 9.2 of the Council's Code of Financial Practice states** that; "Prior to a scheme being incorporated in the Capital Programme, a business case for the scheme must be presented to the Cabinet. The business case must include details of:

- **how the scheme will contribute towards the Council's priorities and** its Fit for the Future Programme, as set out in other policies and strategies, and service plans;
- a robust estimate of the capital cost of the scheme;
- the revenue implications;
- proposed funding for the scheme, both revenue and capital;
- VAT implications; and
- analysis of risks and mitigations.

In March 2021, the Council had received confirmation from Salix Finance that its application to the Public Sector Decarbonisation Fund (PSDF) had been successful. This involved a grant of £744,829.67 towards decarbonisation works for Jubilee House, the Glasshouse Restaurant and Temperate House; and the Newbold Comyn Sports Pavilion. The grant relied on match funding of £157,193.78 from the Council (to be funded from the Climate Action Fund), providing a total works programme worth £902,023.45.

The proposed works provided an important part **of the Council's response to** the Climate Emergency. In particular, they made a significant contribution to the plan of becoming a carbon neutral Council by 2025. The objective was to **reduce the Council's carbon emissions by 138 tonnes CO<sub>2</sub>e per annum** which represented **around 8% of the Council's carbon emissions**.

The estimate of the capital cost of the scheme had been worked up by the **Council's technical consultants, in accordance** with the requirements of the PSDF including detailed works and costings. The proposed schemes had been tested and verified by Salix Finance who administered the PSDF on behalf of the Government.

In the short term, the proposed works were expected to increase the cost of heating within the three buildings by a total of approximately £25,000

per annum, with the vast majority of this falling on Jubilee House. This was because the schemes involved replacing gas heating systems with electrical heat pumps. Although the total energy demand of the new schemes was lower, electricity prices were currently significantly higher than gas prices. This resulted in an increased revenue cost. While it was not possible to be certain about future energy costs, the Government energy strategy sought to phase out gas heating systems and replaced them with low carbon systems such as electric heat pumps. In this context it would be reasonable to expect the cost gap between electricity and gas to narrow in the next few years and potentially for gas prices to be higher than electricity. If that were to occur, the increased revenue costs would be for a limited period only. It was therefore proposed that the increased revenue costs for 2021/22 and 2022/23 were not passed on to the tenants of these buildings and were covered by the Climate Action Fund.

The vast majority of the capital costs would be covered by a grant from the Public Sector Decarbonisation Fund with the match funding coming from the Climate Action Fund. An increase in revenue costs for 2021/22 and 2022/23 at Jubilee House and the Glass House/Temperate House as a result of the switch from gas to electricity would be covered by the Climate Action Fund at a cost of approximately £12,500 for 2021/22 and £25,000 for 2022/23. It was hoped that the costs differential would be minimal and any ongoing cost increases would be covered by the service area and the tenants.

There was a risk that the differentials in energy prices between gas and electricity did not narrow as anticipated. The implication of this was that the proposed works would have ongoing revenue implications which would need to be covered through a combination of increased service budgets and where tenants were in place, passing the costs on to the tenants. The more immediate impacts would be mitigated.

The capital costs of the works had been derived from a thorough assessment by professionals and had been verified by Salix Finance. It was expected that it represented an accurate picture. The overall costs included a contingency of 8%.

At this time there were no alternatives that could be considered because the grant funding had been accepted for works defined within the grant application.

Councillor Day explained that he was aware of the opportunity this presented for further efficiency works in insulation of the premises involved thus reducing energy consumption overall where being investigated by Councillor Rhead as portfolio holder.

Councillor Day moved recommendations as laid out in the report

**Resolved** that the use of Chief Executives delegated authority CE(4) for the incorporation of the Public Sector Decarbonisation Fund Programme involving Jubilee House, the Glass House Restaurant and Temperate House; and the Newbold Comyn Sports Pavilion into the General Fund Capital Programme be noted.

(The Portfolio Holder for this item was Councillor Rhead)

## 5. **Use of Delegated Emergency Powers**

The Cabinet considered a report from the Chief Executive which asked them to note a decision taken under delegated power CE (4), after appropriate consultation with the five Group Leaders.

Within the Constitution the Chief Executive was authorised to deal with urgent items that occur between meetings, in consultation with the relevant Deputy Chief Executive, Head(s) of Service (if available) and Group Leaders (or in their absence Deputy Group Leaders) subject to the matter being reported to the Executive at its next meeting. This is delegation CE(4).

The Council had been in discussions with its former partner in the PSP Warwick Limited Liability Partnership (LLP), Public Sector PLC (PSP), since March 2019 and that following the decisions made by the Executive on 21 August 2019 this included discussions on the dissolution of the LLP in addition to the cessation of all work on the former HQ relocation project. These discussions proved to be both complex and contentious. Regular briefings were provided to both Executive and the Leadership Coordination Group, comprised of the Group Leaders during 2020 and 2021.

In November 2020 the Council and PSP agreed to enter into formal mediation, overseen by an independent mediator to attempt to resolve matters between them. The Group Leaders gave approval under delegated power CE(4) authorising potential full and final settlement terms for the **Council's negotiating team to use in the mediation session arranged for 1 December 2020.**

Despite a full day of (virtual) face to face negotiation, an agreement was not reached but a potential route forward was agreed by both parties, sufficient to allow the formal mediation process to be continued. Revised authority under CE(4) was sought and obtained by officers to allow the negotiations to continue.

**Detailed discussions, both through the party's respective** legal teams and through direct conversation between the principal officer leads at the Council and PSP continued since the start of the year, culminating in a final draft agreement being produced in late April. Approval for this document was provided by the Group Leaders, again through the exercise of CE(4), on 3 May 2021.

A last-minute change to the final draft agreement was required and again this was approved by the Group Leaders, through the exercise of delegated authority CE(4) on 10 May 2021.

This ensured that both parties were able to sign an agreement on 13 May 2021 in full and final settlement of any actions, claims, rights, demands or set offs between the parties, removing any threat of legal action by either party against the other, for the **LLP's accounts to be submitted to** Companies House and for the LLP to be formally dissolved.

The terms of the agreement were subject to legal privilege and commercial confidentiality to ensure that there was no prejudicial impact on the commercial activities of PSP.

In terms of alternative options because the report related to the noting of a retrospective decision made under delegated powers there were no alternative options available. The options that resulted in the Group Leaders giving their authority to the final agreement were fully explored during briefings held in 2020 and 2021.

Councillor Davidson thanked Bill Hunt on the work that has been on this project. Councillor Day moved the recommendation as set out and Councillor Falp seconded.

**Resolved** that the appropriate use of delegated powers as provided by CE (4) in the Scheme of Delegation along with the drawdown from the Contingency Budget the sum referred to within the Private and Confidential Appendix 1 to the report, be noted.

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

6. **Public and Press**

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

Minutes Numbers	Paragraph Numbers	Reason
7,8, 9	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

7. **Private and Confidential Appendix to Item 5 – Use of Delegated Emergency Powers**

The Cabinet noted the confidential appendix in relation to Agenda Item 5-Minute Number 5 - Use of Delegated Powers.

8. **Minutes**

The confidential minutes of the meeting held on 13 April 2021 were taken

as read and signed by the Chairman as a correct record.

9. **Minutes**

The confidential minutes of the meeting held on 22 April 2021 were taken as read and signed by the Chairman as a correct record.

(The meeting ended at 6.16pm)

CHAIRMAN  
8 July 2021



Cabinet  
8<sup>th</sup> July 2021

**Title: A46 Link Road – Next Steps**

**Lead Officer: Andrew Cornfoot**

**Portfolio Holder: Councillor John Cooke**

**Public report**

**Wards of the District directly affected:** Kenilworth Abbey and Arden;  
Kenilworth Park Hill; Cubbington and Leek Wootton

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: 1,224

Equality Impact Assessment Undertaken: Yes, by Warwickshire County Council for the A46 Link Road Phase 2 public consultation

Consultation & Community Engagement: Yes, public consultation; Development PAB

Final Decision: No

Accessibility checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	14/06/2021	Chris Hunt, Andrew Jones
Head of Service	14/06/2021	Philip Clarke
CMT	14/06/2021	Chris Elliott, Andrew Jones, Dave Barber
Section 151 Officer	14/06/2021	Mike Snow
Monitoring Officer	14/06/2021	Andrew Jones
Finance	14/06/2021	Mike Snow
Portfolio Holder(s)	17/06/2021	John Cooke

## 1. Summary

- 1.1. This report seeks to update members on progress on the A46 Link Road project that is being led by Warwickshire County Council. It also seeks **approval for this Council's continued involvement in supporting the** progression of the project and responds to the Notice of Motion at Full Council relating to this proposed development.

## 2. Recommendation

- 2.1. That Cabinet notes the update on the A46 Link Road project as set out in this report.
- 2.2. **That Cabinet agrees to Warwick District Council's continued** involvement in the process for the development of the Link Road scheme, noting the potential benefits and importance of infrastructure delivery in the area; and delegates to the Head of Development in consultation with the Place and Economy Portfolio Holder to write to Warwickshire County Council to this effect, subject to the points identified in paragraph 3.46.

## 3. Reasons for the Recommendation

- 3.1 The proposed Strategic A46 Link Road is a project that has been under consideration for several years and has been led by Warwickshire County Council (WCC) and also driven by Coventry City Council (CCC). The Link Road, if delivered in totality, comprises three elements:
- Phase 1: A46 Stoneleigh Junction improvements
  - Phase 2: Transport corridor from new Stoneleigh Junction, to A429 (Kenilworth Road) near to the proposed HS2 line and then on to Westwood Heath Road whilst also providing a new access into Warwick University
  - Phase 3: Link Road continues westbound into Solihull Metropolitan Borough and could link with the A452 or A45 to provide access to the proposed UK Central HS2 Interchange.
- 3.2 The purpose of the Strategic Link Road is to support planned housing and employment growth within Warwick District, Coventry City and the wider A45/A46 transport corridor. In their 12<sup>th</sup> September 2019 Cabinet Report, Warwickshire County Council identified the following objectives for the project:
- To facilitate and support the housing and employment proposals contained within the Local Plans for Warwick District and Coventry City
  - To support the growth aspirations of the University of Warwick (UoW) Stoneleigh Park and other key existing and proposed employment sites within the immediate area and wider A46 corridor in the context of the adopted Local Plans
  - To ensure the Coventry and Warwickshire area is well connected to the economic opportunities which will arise as a result of growth and development in the region including HS2 and associated growth at UK Central
  - To provide additional resilience to the Strategic Road Network (specifically the M6, M42, A46 and A45) through the delivery of a new high quality link

- To help reduce congestion in the A45 corridor which will allow further housing growth to come forward in North West, West and South West Coventry and parts of Warwick District
- To unlock land to help realise the opportunity for a number of strategic sustainable transport infrastructure improvements in the area, including a new railway station to serve the University of Warwick, improved access to Tile Hill station, bus priority and a network of pedestrian and cycle routes.

### **Current Position: A46 Link Road Phase 1 – Stoneleigh Junction**

- 3.3 Phase 1 Stoneleigh Junction improvement scheme is a £38m investment funded by WCC, the Department for Transport (DfT), the West Midlands Combined Authority (WMCA) along with developer contributions from the University of Warwick and employment development at Whitley South (part of the Coventry & Warwickshire Gateway Scheme). The approved design includes a new bridge across the A46, realigned slip roads and a new signalised gyratory system. The scheme aims to reduce the regular delays and queuing traffic, improve road safety for all users and ensure the junction has the capacity to meet future growth.
- 3.4 Major construction work commenced on site in March 2021, following a contract award to Colas-Siac Limited. The works will mostly be carried out away from the existing road network and therefore it is not expected that the works will be particularly disruptive to existing road users. The project is currently expected to be complete by Summer 2022.
- 3.5 The Stoneleigh Junction improvements are essential to the delivery of our most significant housing allocation in the current Warwick District Local Plan 2011-2029, land at Kings Hill.
- 3.6 A layout plan and a computer-generated image (CGI) showing the approved design for Stoneleigh Junction can be found in Appendix 1.

### **A46 Link Road Phase 2 – Transport corridor between Stoneleigh Junction and Westwood Heath Road**

- 3.7 Phase 2 of the Link Road is dependent upon the delivery of Phase 1. With Phase 1 now under construction, considerable attention is now being given to progressing the design and feasibility work for Phase 2 and exploring funding opportunities.
- 3.8 The route of the proposed link road is to the north of the proposed HS2 line and is through countryside largely used for agriculture. The land is within the West Midlands Green Belt. The full route of Phase 2 would see a transport corridor connecting Stoneleigh Junction and Westwood Heath Road with a junction with A429 Kenilworth Road. A spur would provide a new gateway into University of Warwick. The indicative route can be seen in Appendix 2.
- 3.9 Warwick District Council officers have worked alongside counterparts at WCC and CCC in this regard and the Council has had Corporate Management Team (CMT) representation on the Project Board for the scheme.

- 3.10 Coventry City Council and Warwickshire County Council were awarded £1.25m of funding as part of the DfT Large Local Major Scheme process to develop the business case for Phase 2 of the A46 Link Road and it is anticipated that this phase could cost in the region of £70-£100m. In addition to the involvement of the three local authorities in the area, the project has also seen engagement with Coventry and Warwickshire Local Enterprise Partnership (CWLEP), the DfT, Highways England and the West Midlands Combined Authority (WMCA).
- 3.11 The objectives for the project as set out in Paragraph 3.2 remain applicable today. Coventry and Warwickshire has the fastest growing economy in the West Midlands and infrastructure is needed in key corridors such as the A45 and A46 to provide conditions for businesses to continue to invest in the area. The A46 Strategic Link Road aims to ensure an efficient transport network with sufficient capacity and resilience to maintain and support future growth.
- 3.12 The A46 Strategic Link Road aims to improve accessibility to the University of Warwick, one of the major employers in the area, and surrounding business parks and other employment areas and is critical should any further housing be planned in sustainable locations in this part of Warwick District. It also aims to improve local connectivity whilst tackling local traffic issues, such as the rat-running of through-traffic on unsuitable local roads.
- 3.13 Crucially, the proposal is not simply for a new road. The link road proposal includes provision for walking and cycling but importantly it is part of a wider programme to encourage multi-modal travel opportunities, including expanding the existing cycle network; a new railway station and interchange with the potential to link road and rail; and, very light rail (VLR). The wider programme also has the opportunity to provide congestion relief to Stoneleigh village and Kenilworth. The project name obscures this wider reality.

### Phase 2: Public Consultation

- 3.14 An Issues and Options public consultation was undertaken for Phase 2 of the Link Road between 30<sup>th</sup> November 2020 and 14<sup>th</sup> February 2021. This identified issues and set out main options along with some of the key benefits and issues relevant to each. Responses to the consultation were invited from a range of partners, stakeholders and people who live and work in, or visit and travel through, Warwickshire and Coventry.
- 3.15 The public consultation lasted 10 weeks and amongst other methods of communication, involved a leaflet drop to approximately 11,000 households in the area and live broadcasts with question and answer opportunities. The survey received 522 responses and a further 98 representations were received.
- 3.16 A consultation analysis report has been produced on behalf of WCC. In light of the consultation feedback, officers at WCC and partner organisations involved in the project are now considering next steps. This includes how the

scheme should progress and developing its scope and direction, which will be used to inform the business case submission to the DfT (expected to be submitted in September 2021) and the development of funding applications. When clear decisions have been taken, further updates on the project will be made publicly available through WCC.

- 3.17 The consultation results offer mixed views on the link road proposal. Whilst the provision of the road did not receive overwhelming support (around half of respondents either disagreed or strongly disagreed with each option), of the options tabled, Option 3 which was the full extent of Phase 2 of the link road received the highest levels of agreement/support. However, common concerns focussed on the proposed road potentially increasing or exacerbating congestion/traffic volume and environmental concerns (including pollution/air quality, noise, destruction of green belt land, wildlife, flooding). Questions were also raised over future travel patterns in a post-Covid-19 world.
- 3.18 Support was given to sustainable travel and active travel. In particular, where support was not given for any of the road options, the most common response was that there should be continued development of walking or cycling active travel options as an alternative.
- 3.19 Following conclusion of the public consultation, WCC has indicated that the following next steps are proposed with regards to the delivery of Phase 2
- Prepare an outline feasibility design and business case submission to the DfT
  - Development of funding applications
  - More site survey work.
- It is anticipated that both WCC and CCC will take reports to their respective Cabinets in September this year to consider next steps for this project.

### Wider Context – South of Coventry area & South Warwickshire Local Plan

- 3.20 Before considering the Notice of Motion approved at 24<sup>th</sup> February 2021 Executive, it is helpful to place the A46 Link Road scheme in a wider context, including the emerging SWLP and known and potential development proposed in the area south of Coventry.
- 3.21 Cabinet will be aware that work has commenced on the South Warwickshire Local Plan, a collaborative process with Stratford-on-Avon District Council to set out the long-term spatial vision for South Warwickshire. By the time of **this Cabinet meeting, the first public consultation 'Scoping and Call for Sites Consultation' will have concluded. The SWLP will set out the growth needs of South Warwickshire and will identify a spatial strategy and key sites required to meet these needs.**
- 3.22 Whilst it would be premature to suggest where may or may not be suitable sites for strategic allocations to meet our needs including housing and employment requirements, it is prudent to begin to consider areas where these needs could partly be met and therefore not prejudiced by decisions made out of context such as on the A46 Link Road project. The Scoping Consultation will be important in any decision around the Plan period,

however, if the length of the Plan is longer perhaps to 2050 as officers have suggested in order to better plan for growth and associated infrastructure, then it is likely that a number of sites in various locations around South Warwickshire will be required to meet our needs that will be identified through the SWLP.

- 3.23 In the area South of Coventry there are two large sites that have been removed from the green belt in Land at Kings Hill (Local Plan allocation H43) and safeguarded land off Westwood Heath Road (Local Plan policy DS21). Planning Committee has made a resolution to grant outline planning consent for 2,500 dwellings at Kings Hill. This is more than the 1,800 allocated in the current Plan, although that acknowledges that the site has a capacity of up to 4,000 with the balance to come forward beyond the Plan period. The site is comfortably the largest single allocation in the current Local Plan.
- 3.24 The safeguarded land has an estimated site capacity of 700-900 dwellings. Whilst not currently allocated for development, it has been removed from the green belt. The main reason the site was not allocated was that the Inspector considering the Local Plan concurred with highways officers that additional highway capacity was required although did not consider the A46 Link Road project to be suitably progressed to justify its inclusion as an allocated housing site.
- 3.25 Highways officers at WCC have also been clear that without the A46 link road or similar infrastructure, it will be very difficult to support additional housing growth in the area south of Coventry beyond the initial 2,500 dwellings at Kings Hill. Whilst other sites may not be considered appropriate for future growth as that will depend on the chosen spatial strategy for the SWLP, it is important that through the SWLP process, growth options in sustainable locations on the edge of the existing built up area on sites not located within the green belt are explored, particularly as such sites would have to be discounted before any potential release of green belt land through the Plan process, which would be required to demonstrate exceptional circumstances. For this reason and given that the safeguarded land was not previously allocated because the A46 Link Road proposal was not deemed to be suitably progressed, it would be prudent for this Council to continue to work with partner organisations on this scheme.
- 3.26 In addition to the housing sites referred to above, WCC has also stated that further notable growth at the University of Warwick is unlikely to be supported by the Local Highway Authority without the A46 Link Road or similar infrastructure. University of Warwick are currently working on emerging masterplan proposals and the continued success and growth of the University is in part dependent upon being able to continue to grow and improve their offer on campus. This therefore is another reason for this Council to support the progression of the Link Road project.
- 3.27 On 20<sup>th</sup> September 2019, University of Warwick declared a Climate **Emergency**, and followed **Warwick District's declaration** on 26<sup>th</sup> June 2019 and **Warwickshire County Council's declaration** on 25<sup>th</sup> July 2019. This **demonstrates the University's commitment to tackling climate change**. Whilst the University understand the need for the A46 Link Road, it has also

implemented measures to promote sustainable travel and active travel including a bike hire scheme and are trialling a number of other measures including a Demand Responsive Transport (DRT) (bus on demand) service, E-scooters and Enterprise Car Club vehicles. The University has also pedestrianised some areas on campus to give priority to those walking and cycling and are talking to partner organisations about extending the West Midlands Bike Hire Scheme into the University and bringing VLR to the University. It has also recently announced plans for a significant eco-park.

- 3.28 As well as potential housing and University growth referred to in the preceding paragraphs, there are several other known major developments and infrastructure projects that are either likely to come forward in the nearby area or are proposed. These include the HS2 route travelling through the area south-east to north-west, the development of Whitley South and Gateway South developments around Coventry Airport, significant housing growth and a new employment site in Kenilworth, the possibility of major investment in the form of a Gigafactory at Coventry Airport itself, changes to Stoneleigh Park necessitated by the route of HS2 and a possible football stadium for Coventry City near University of Warwick. It is likely that the SWLP call for sites will also generate sites being promoted for development. It is sensible to bear in mind these likely and possible developments when considering the A46 link road scheme as improved highway capacity and improved sustainable travel routes in the area will be necessary should some of these developments materialise.

Notice of Motion – 24<sup>th</sup> February Full Council

- 3.29 A Notice of Motion was proposed by Councillor Kennedy and seconded by Councillor Nicholls at 24<sup>th</sup> February Full Council. It was Resolved that the Motion as set out below be approved. This Motion reads as follows:

**"That this Council notes that:**

1. Warwickshire County Council (WCC) has recently closed a consultation on possible routes for the A46 link road from the A46 Stoneleigh junction to Westwood Heath Road. WCC is also currently consulting on its revised Local Travel Plan.

2. WCC has published 'Healthy Travel Choices in Warwickshire' in which they state "...our goal [is] to achieve a sustainable, healthy and green travel network; where walking and cycling are the primary modes of travel, with private car use of much lower importance."

3. The Department of Transport published 'Gear Change: a bold new vision for cycling and walking' in July 2020 which aims to 'encourage and empower' local authorities to promote active travel plans.

4. The CWLEP has invested in the development of the Coventry Very Light Rail system creating new sustainable means of transport and local green jobs.

5. In June 2019, Warwick District Council declared a Climate Emergency with one of its aims that "total carbon emissions within Warwick District are as close to zero as possible by 2030". Motor vehicles with internal combustion engines are responsible for 40% of all emissions across the District.

6. The impact of the Covid-19 pandemic in 2020 has seen a shift in work patterns towards more home-working and less commuting, with a 73% drop in motor traffic during the height of the lockdown.

That this Council resolves to requests a report from officers setting out the relative merits of writing to WCC and Coventry City Council as the proposers of the A46 Strategic Link Road calling on them to suspend further development of the scheme until a full re-evaluation of the planning assumptions is made, including but not limited to:

(a) A reassessment of traffic flow forecasts based on new ways of working and commuting following the pandemic, and a sustainability analysis as mandated for all major new projects by the WDC Climate Emergency.

(b) A detailed analysis of the potential for enhancing active travel in the area taking into account Department of Transport policy and the emerging Warwickshire Local Travel Plan including the development of plans for a comprehensive cycle network and encouragement of the increasingly popular use of e-bikes for commuting.

(c) Consideration of fast-tracking the development of the railway station for the University and the early roll-out of the Coventry VLR scheme.

(d) Coordination with the development of the new South Warwickshire (Warwick and Stratford Districts) Local Plan and with the University of **Warwick's new master plan, noting that the University has also declared a climate emergency".**

- 3.30 The opening six points in the Notice of Motion are noted. Therefore, the following section of this report will seek to respond to the points a to d raised in the Notice of Motion.

#### Response to Notice of Motion (NoM)

- 3.31 The NoM is centred around the desire to encourage sustainable and active modes of travel and minimise environmental impacts that may arise from the development of the link road. This is of particular importance in the context of the Climate Emergency declared by this Council in June 2019.
- 3.32 Cabinet may recall a report taken to 18<sup>th</sup> March 2021 Executive which **approved this Council's response to WCC's Local Transport Plan (LTP) key themes consultation** (for a new LTP 4 covering Warwickshire). In that response the Council was clear in its support for active and sustainable modes of travel and that in its view, there should be a sequential approach to transport schemes, i.e. active travel options should be considered first and only where those alone cannot address the capacity/travel issues in question should major investment in roads be considered. It was also apparent from the consultation that WCC is also wanting to place greater emphasis on active travel options.
- 3.33 The title of the A46 Link Road scheme is perhaps unfortunate as whilst the proposal is clearly for a road, the title does not emphasise the sustainable travel aspects of the proposal nor capture the wider programme. However, the consultation did highlight these elements of the scheme, albeit with hindsight perhaps these could have been emphasised more. The link road would include dedicated high quality facilities for cyclists, it would provide a



route on which the proposed Very Light Rail (VLR) scheme could potentially operate, and it would connect with the proposed University of Warwick/Coventry South Railway Station. It is worth noting that the link road is considered to be one component of a package of schemes approved by CCC Cabinet in 2017 to support the south Coventry area, also including VLR, the proposed railway station/transport interchange and improvements to Tile Hill Railway Station.

- 3.34 Notwithstanding these sustainable and active travel benefits, both WCC and CCC as highway authorities are of the opinion that sustainable travel options alone will not sufficiently address existing highway capacity issues in the south of Coventry area which would only be exacerbated should there be further growth in the area, and therefore will not address the objectives of the scheme (see Paragraph 3.2).
- 3.35 Point a) of the NoM requests a reassessment of traffic flows forecasted based on new ways of working and commuting following the Covid-19 pandemic and also requests a sustainability analysis. It is agreed that consideration must be given to the likely longer-term impacts on travel patterns arising from the pandemic and that a sustainability analysis should be undertaken as part of the case for the Link Road. However, it is understood that traffic levels on the road network are now back to similar levels as prior to the pandemic. The significant difference from pre-pandemic levels is that the morning peak period flows are not as pronounced, with a more even spread of traffic through the day.
- 3.36 Point b) seeks a detailed analysis of the potential for enhancing active travel in the area, considering both national policy and emerging local policy and this should include the development of plans for a comprehensive cycle network and encouragement of e-bikes for commuting. As identified earlier in this report, the A46 Link Road project does seek to provide significant opportunities for active travel and the University of Warwick is also exploring sustainable travel options in the area. Furthermore, there are already other firm and emerging proposals in the locality that will significantly improve connectivity between key destinations including the Kenilworth to Leamington Spa strategic cycle route (K2L) which has been allocated £4.749m by the County Council, new cycle routes through strategic housing allocations in east Kenilworth, junction improvements and bus priority measures on the A452 between Kenilworth and Leamington Spa, a possible park and ride in the area and also a proposed railway station to serve the University of Warwick and the communities in the surrounding area. Therefore, there is confidence that this project is being progressed in the context of also encouraging active travel. It is agreed that the link road proposal should only be progressed if there is due consideration for options of enhancing active travel in the area and how the project can support delivery of those modes of travel.
- 3.37 Point c) requests the consideration of fast-tracking the development of the University of Warwick/Coventry South railway station, identified in the A46 Link Road consultation documentation, and the early roll-out of the Coventry VLR scheme. Officers from all local authorities involved in Phase 2 of the link road scheme along with University of Warwick are all keen to support the

planning and delivery of a University of Warwick/Coventry South railway station as early as is feasible. All parties have also expressed the desire for VLR to serve the University as part of a strategic network that covers the south Coventry/Warwickshire area, although it has to be acknowledged that **the City Council's** priority is delivering a route between the city centre and University Hospital Coventry, programmed to be operational by 2025. It is anticipated that if a route to the University of Warwick becomes the second priority, then delivery in the 2026-2030 period is likely. However, other developments in this area would add to the case for VLR to be provided to this area earlier than later.

- 3.38 Unfortunately, the planning and delivery of a railway station is unlikely to be a swift process. Midlands Connect are progressing work to look at improving rail capacity between Coventry and Leamington Spa. The Outline Business Case (OBC) was endorsed by their Programme Board in June 2020. DfT has acknowledged that it is a very strong scheme, however a decision to progress has been deferred due to the uncertainty around when to build given it is closely dependent on HS2. The current core scheme proposes to deliver partial double tracking. The West Midlands Rail Executive (WMRE) has funded an additional piece of work to look at the option to provide full double tracking and the benefits of doing so. If this option is progressed, there could be an option (subject to timetabling work) to deliver an additional local service which could help facilitate a University of Warwick station. It is very unlikely however that this could be delivered before 2030, a more realistic estimate would be the first half of the next decade. It is important to note **that the railway station forms part of West Midlands Mayor Andy Street's** plans for investment in rail across the West Midlands and the railway station is included on his **'2040 Plan for Metro and Rail in the West Midlands'** and therefore it is reasonable to expect that it will receive support from both him and the WMCA.
- 3.39 Therefore, it is unlikely that VLR or the proposed railway station which is more likely to also serve as a transport interchange for other modes of transport including VLR, will be delivered in the short-term. However, WDC and partner organisations should be keen to support their delivery as early as is reasonably possible.
- 3.40 There are likely to be significant benefits arising from a new railway station/transport interchange and VLR operating in the south of Coventry area. However, the business case for both is likely to be strengthened by the link road as it provides suitable infrastructure for VLR to operate and it would serve the railway station/transport interchange. Therefore, non-delivery of the link road may impact adversely upon the feasibility and deliverability of these two key sustainable transport options which would therefore be perverse in the context of the Notice of Motion.
- 3.41 **Also relevant to the local area is Coventry's 'All Electric Bus City' plan** which will see the City Council receive £50m from the DfT to fund 297 all-electric buses in the city. This programme will see all cross-boundary bus services operated by electric buses by the end of 2025 and therefore will also be beneficial to Warwick District and local air quality.

- 3.42 Point d) seeks co-ordination with the development of the new SWLP and with **the University of Warwick's emerging masterplan, noting that the University** has also declared a climate emergency. Officers are engaging in initial discussions with the University around their masterplan proposals and also on matters relating to the A46 Link Road and as such there should be confidence that the projects are aligned and opportunities are being explored at how best to provide the highway capacity for the University to experience continued success including the creation of more employment opportunities, whilst also promoting active travel options.
- 3.43 The A46 Link Road proposal needs to be considered in the context of the SWLP and officers are of the view that it should come forward as an identified key piece of infrastructure through the SWLP. Likewise, the strategic options for the Local Plan need to be kept open at this stage and for that to be the case, work on developing the scheme and funding it is therefore required to continue. The business case for the link road is in part dependent upon growth in the area and equally any growth in this area, would need road as well as the sustainable transport infrastructure, that may come through the Local Plan, such as possible housing sites and University growth. However, the scheme must be progressed in advance of the adoption of the SWLP (currently envisaged around mid-2024 although this is subject to many variables) to avoid the situation identified earlier regarding the safeguarded land and the current Local Plan.
- 3.44 It is worth noting that a parallel, but related, discussion is currently underway with the University of Warwick and other key partners to consider how existing, planned and potentially emerging development in the wider area to the south of Coventry can best be coordinated so that benefits for local communities can be maximised. Paragraph 3.280 above identifies a number of developments and these are already delivering, or have the potential to deliver, significant new infrastructure (including green infrastructure) to the local area. Officers are talking to the University about how work could be undertaken which would help to coordinate these various schemes, and help build a business case for the early delivery of key investment such as VLR and the new railway station. This may possibly take **the form of a "masterplan" for this wider area. Understanding the role and purpose of the A46 link road will be important in supporting this work.**

### Next Steps

- 3.45 Given the following context:
- The multiple aims of the A46 link road scheme, which have sub-regional benefits
  - The known proposed and potential development proposals in the south of Coventry area and limitations upon growth in this area without significant infrastructure investment. This includes growth at the University of Warwick and large sites capable of delivering significant levels of housing **to meet the District's needs that have already been found to be** sustainable locations and have previously been removed from the green belt
  - The fact that WCC as Local Highway Authority is of the view that despite promoting and progressing sustainable travel infrastructure there is still a

need for additional highway capacity and that infrastructure improvements are essential to enable more journeys to be undertaken by public transport and active modes of travel such as walking and cycling

- The business case and deliverability of a new railway station and VLR are likely to be significantly weakened without supporting infrastructure and the link road will provide enhanced access to the area for bus services;

officers are of the view that it is important for the A46 link road scheme development to be progressed by WCC, in conjunction with key partners, and therefore this Council should continue to be involved in the project.

- 3.46 In summary, it is suggested that this Council should write to WCC as the organisation leading the A46 Link Road project along the following lines:

That this Council is supportive of WCC (and CCC) progressing the development of the A46 link road scheme, however this is subject to the following:

- That WDC officers should remain actively involved and continue to have a seat on the Programme Board for delivery of this project
- Phase 2 work shall progress albeit as part of a comprehensive and wider project to deliver sustainable travel options in the area and address identified issues/capacity needs. Even if it is project managed as a separate project, there should be a clear understanding of how it fits into the wider project for meeting the transport needs and supporting sustainable travel in the area. This needs to be seen also in the context of the SWLP consideration of strategic options and that this may require a masterplan of the wider area for this part of the SWLP area (A further report may be required to the WDC Cabinet on this aspect)
- That WCC (and CCC) do not take any decisions about applying for planning permission for the A46 Link Road phase 2 until WDC has made a strategic decision in the context on the Local Plan on the preferred spatial strategy for the location of development to meet the needs of South Warwickshire
- That WCC, in conjunction with transport planners at CCC, undertakes a reassessment of traffic flows forecasted based on likely new patterns of working and commuting following the Covid-19 pandemic
- That WCC undertakes a sustainability analysis of the Link Road scheme
- That WDC officers remain briefed by WCC on the progress of the University of Warwick/Coventry South railway station/transport interchange and the development of VLR and seek to progress these opportunities as quickly as is realistic
- That WCC supports WDC in providing the necessary evidence to support the case for the link road through the SWLP, subject to alignment with the preferred spatial strategy
- That WCC ensures that the link road project is consistent with key themes in the emerging Local Transport Plan 4 and can justify the scheme in this context throughout scheme development
- **That WCC acknowledges WDC's support, subject to the points raised in this paragraph, in their proposed report to WCC's Cabinet about next steps.**

- 3.47 Whilst it is not essential to this Council's support, consideration should be given by WCC to whether an alternative name to the 'A46 Link Road' for this

project may be more appropriate. A succinct name that highlights that this is more than simply a new road might be preferable to the current title of the project.

**Current Position: A46 Link Road Phase 3 – continuing the link road towards Solihull and the HS2 Interchange**

- 3.48 Officers at WDC have largely been involved to date in matters relating to Phase 1 and Phase 2 of the strategic link road. However, the delivery of Phase 3 would go further in delivering on the overarching aims of the link road as set out in paragraph 3.2. Phase 3 is dependent however on the delivery of Phase 2.
- 3.49 It is understood that CCC are leading on the progression of an options assessment for how Phase 3 could potentially proceed and currently propose to commence the preparation of a Strategic Business Case in September, likely to be completed during the current financial year.

**4. Policy Framework**

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

- 4.1.1 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.
- 4.1.2 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The section below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

**4.2. FFF Strands**

**4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** – Transport has a significant impact on people's health and wellbeing as well as being a key component of the infrastructure required to support new homes and existing communities. Badly planned transport and inaccessible transport can damage individual health and wellbeing and can impact on the wellbeing of whole communities. The proposed link road aims to reduce congestion and will create and enable sustainable travel options that without it may not be feasible therefore this will be beneficial to the health of residents and support active communities. The delivery of this infrastructure will provide opportunities for delivery of a mix of housing in sustainable locations, to meet the needs of the District.

**Services - Green, Clean, Safe** - The provision of new road infrastructure on the face of it might not sound in harmony with the Council's stated aim of seeing total carbon emissions within Warwick District being reduced to as close to zero as possible by 2030. However, one of the purposes of the link

road is to reduce congestion and thus it aims to improve air quality. It will also offer improved pedestrian and cycle connectivity in the area and unlock the potential to deliver other public transport options including enhanced bus services, provide infrastructure suitable for VLR and the development of a new transport interchange including a railway station. The design of the transport corridor would be expected to be visually attractive and there should be mitigation for any biodiversity loss arising from the scheme.

**Money- Infrastructure, Enterprise, Employment** – The link road will play an important role in supporting the local economy both in terms of access to goods, services and markets and in terms of commuting. As set out in the stated objectives for the strategic link road, the link road will help support the local economy by providing improved accessibility and connectivity in the area including to existing and proposed employment sites. The road is important for the continued growth and success of University of Warwick, one of the major employers in the sub-region.

### 4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – Some WDC staff will be impacted by the link road should it ultimately be constructed. The road, its active travel options and further sustainable travel opportunities that may arise from it, will provide employees with a diverse and effective range of transport options to access their workplace and travel for work.

**Services - Maintain or Improve Services** - The delivery of the link road will enable opportunities for growth, including for housing and supporting the aspirations of University of Warwick. In turn, this will have an impact on the Planning Service and other Council services. The road and sustainable travel options likely to arise from it will provide improved accessibility for our customers.

**Money - Firm Financial Footing over the Longer Term** – This scheme is not being funded or delivered by WDC and as such there are no long-term implications for the Council's finances.

### 4.3. **Supporting Strategies**

- 4.3.1 Each strand of the FFF Strategy has several supporting strategies. The content of this report has been influenced by the following strategies:
- The current Warwick District Local Plan 2011-2029 – this is a key strategy that cuts across the FFF strands
  - The emerging South Warwickshire Local Plan
  - The Climate Emergency Action Programme and in particular the ambitions for a zero carbon District
- This report has acknowledged and considered the relevance of each strategy.

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

- 4.4.1 This report does not seek to amend any existing policies. The delivery of the link road is broadly consistent with existing policies although given the complexities of strategic planning it is always a case of weighing up the benefits and disbenefits of a proposal and balancing sometimes competing

objectives. Impacts on the Local Plan will be considered separately as the Local Plan is reviewed through the SWLP. However as indicated above we may need a masterplan for a wider area to co-ordinate land use and infrastructure proposals.

#### 4.5. **Impact Assessments**

- 4.5.1 An Equalities Impact Assessment was undertaken by WCC prior to commencement of the public consultation on the A46 Link Road Phase 2.
- 4.5.2 The options set out in the public consultation were subject to impact assessments by WCC that considered the benefits and disbenefits of each option. Should the scheme be progressed, it can be expected that WCC will undertake any necessary impact assessments at the appropriate point in time. The design and impact of the link road will be assessed through a formal planning process and its appropriateness on land within the green belt will be determined at that stage or through the SWLP.

### 5. **Budgetary Framework**

- 5.1. There are no financial implications associated with this report.

### 6. **Risks**

- 6.1. There is a risk that if the continuation of the link road project does not **receive this Council's support** then it may be afforded lower priority by WCC. Infrastructure such as this takes a considerable time to plan, design, secure necessary approvals and ultimately construct. The progress of the development of the scheme at this stage is important to ensure that the link road proposal is sufficiently advanced to support anticipated growth needs in the area and to further support the case for provision of associated sustainable travel options in the area. It is also important that the SWLP strategic options are not prejudiced or indeed reduced by ad hoc decisions on specific items of infrastructure.
- 6.2. A further risk is that the link road proposal could continue to be progressed without WDC support. Should that be the case, this Council and its officers will have less direct input in shaping the proposals.
- 6.3. There is a risk that there may be a perception that support for new road **infrastructure may be contrary to the Council's stated aims regarding** tackling climate change. However, as explored in this report, this is considered to constitute essential infrastructure to support growth and employment opportunities and what is proposed is a transport corridor including provision for active travel. Furthermore, the link road is an important component to support further sustainable travel opportunities in the area including a possible railway station/transport interchange and VLR. Through the design and planning process there will be opportunity to ensure that the development seeks to **ensure harmony with the Council's climate** change objectives and it is expected that there will be suitable mitigation for any biodiversity loss.

## 7. Alternative Option(s) considered

- 7.1. The Council could choose not to support further development of the A46 Link Road project. However, this option is not proposed as the infrastructure is key to supporting future growth and as infrastructure take considerable time to plan it would not be recommended that the project is paused whilst the SWLP advances. As indicated in 6.1, there is also a risk that if the decision was taken not to support this project, WCC may not give this scheme as high a priority as currently is the case if this Council is not expressing its support.

## 8. Background

- 8.1 The Warwick District Local Plan (2011-2029) was adopted in September 2017. This comprehensive Plan sets out the **Council's policies and proposals** to support the District through to 2029 and the long-term spatial vision for how this will be achieved.
- 8.3 A Local Plan review is required to take place by September 2022. This Council has previously taken the decision to prepare a joint South Warwickshire Local Plan with Stratford-on-Avon District Council and similar decisions have been taken by that council. Work has commenced on the South Warwickshire Local Plan and thus both councils are reviewing their current Plans through that mechanism. Alongside statutory considerations, such as conformity with the NPPF and the delivery of sufficient housing, the South Warwickshire Local Plan, will embed tackling the climate emergency **within the Plan's new policies**.
- 8.4 It is not yet determined exactly what the growth needs of South Warwickshire are and through the Duty-to-Cooperate, officers at the two councils will be working with neighbouring authorities to understand their ability to meet their growth needs. Various evidence documents will be commissioned to support the SWLP including a Housing and Economic Development Needs Assessment (HEDNA). However, with a Plan period initially proposed to cover a period of 25-30 years, it is expected that there will be significant growth needs that will need to be met by allocating development sites in sustainable locations.



## A46 Link Road – Next Steps

### Appendix 1: A46 Link Road Phase 1 – Stoneleigh Junction Improvements

Figure 1: Annotated aerial photograph of junction before works  
(Source: Warwickshire County Council)



Figure 2: Proposed junction improvement scheme

(Source: Warwickshire County Council)

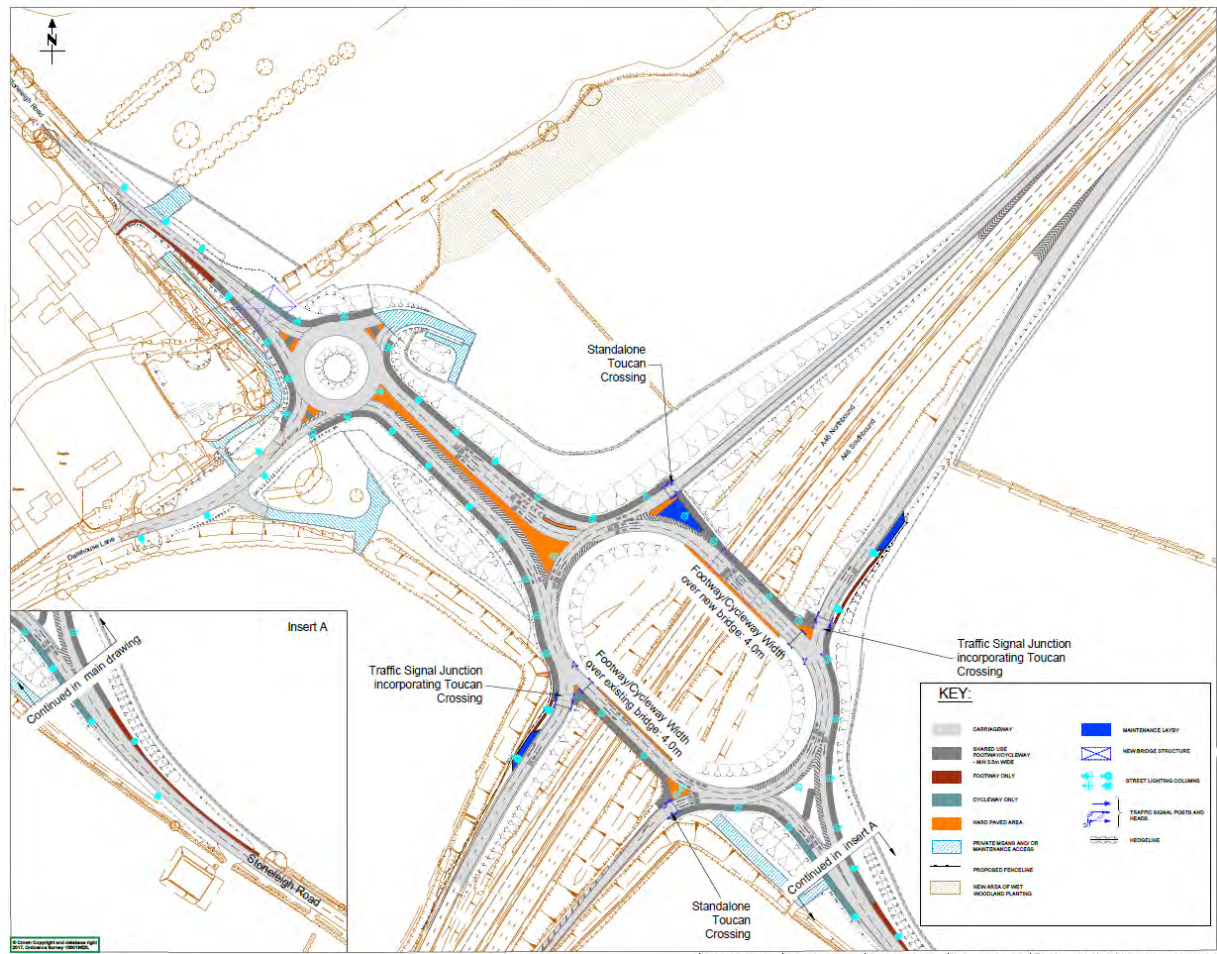


Figure 3: CGI of completed A46 Stoneleigh Junction Improvement Scheme

(Source: Warwickshire County Council)





Appendix 2: Proposed indicative route of Phase 2

Figure 1: Indicative route of Phase 2 (Option 3 of public consultation)

(Source: Warwickshire County Council)

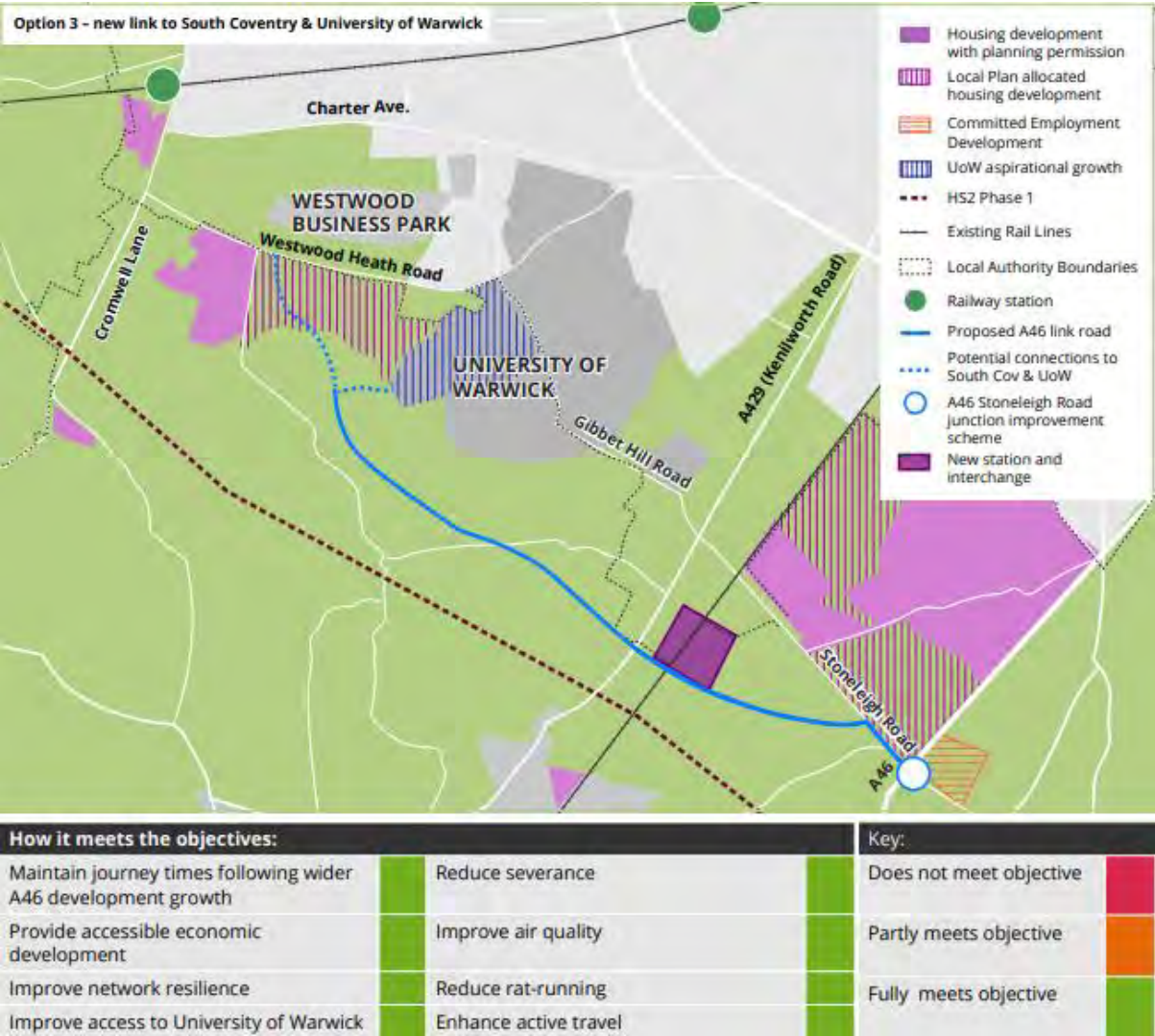
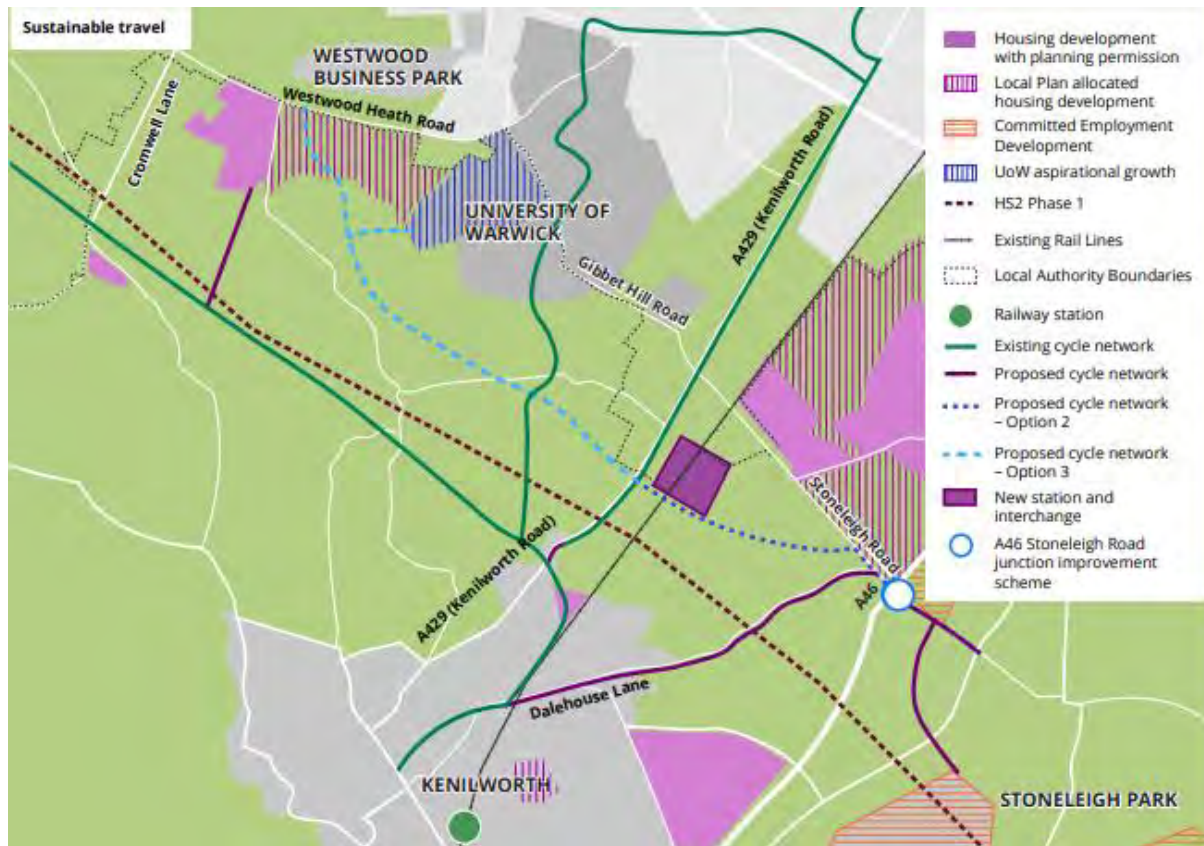


Figure 2: Sustainable Travel Plan shown in public consultation

(Source: Warwickshire County Council)



Cabinet  
8<sup>th</sup> July 2021

**Title: Draft Recharges Policy**

**Lead Officer: Lisa Barker**

**Portfolio Holder: Jan Matecki**

**Public report**

**Wards of the District directly affected:** All

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: Yes

Consultation & Community Engagement: Yes

Final Decision: No

Accessibility checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	03/06/2021	Chris Elliot
Head of Service	28/05/2021	Lisa Barker
CMT	16/06/2021	
Section 151 Officer	08/06/2021	Mike Snow
Monitoring Officer	08/06/2021	Andrew Jones
Finance	08/06/2021	Mike Snow
Portfolio Holder(s)	09/06/2021	Jan Matecki

## **1. Summary**

- 1.1. The purpose of the report is to propose a policy that sets out how the Council will manage rechargeable repairs and associated charges to the Housing Revenue Account properties.
- 1.2. The policy outlines the recharge and recovery principles, the potential exemptions, including the recharging or waiving of charges decision making process. Importantly the policy also outlines in what circumstances residents may be recharged and the approach to appeals and complaints.

## **2. Recommendation**

- 2.1. That Cabinet approves the policy at appendix 1 of this report.

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

- 3.1. The proposed policy aims to ensure that costs that arise from carrying out repairs where it is deemed the cost is rechargeable or where the costs are normally the responsibility of the tenant or leaseholder are recovered.
- 3.2. To produce a policy for recharges is good practice because it provides clear guidance and a consistent framework for residents and staff and conveys an important message that the properties must be looked after.
- 3.3. The policy supports, that where recharges must be levied and are not paid there is an effective recovery process to operate as an effective organisation and ensure value for money. Establishing a recharges policy was also an agreed management response to the Internal audit of Housing Repairs and Maintenance in September 2019.
- 3.4. The proposed policy was taken to the Housing and Property Policy Advisory Board and fully reviewed on 13<sup>th</sup> May 2021.

## **4. Policy Framework**

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

- 4.1.1. "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.
- 4.1.2. "The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy."

### **4.2. FFF Strands**

#### **4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** - Housing repairs is a key customer service, health and safety is a priority concern and acts of damage

to council homes can impact not only on one household but also on other residents. The proposed policy supports health and safety, community cohesion, and supports how people feel about their local area and can therefore make a positive contribution to community safety.

**Services - Green, Clean, Safe - None**

**Money- Infrastructure, Enterprise, Employment - None**

#### 4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – The policy provides clear guidance for staff when administering recharges and supporting residents through the process.

**Services - Maintain or Improve Services** – The policy will enable a fair but robust system for recharges that will assist in keeping properties well maintained.

**Money - Firm Financial Footing over the Longer Term** – By adopting clear recharge payment and recovery principles the means by which rechargeable works are accounted for and sums owed recovered will improve.

#### 4.3. **Supporting Strategies**

- 4.3.1. Each strand of the FFF strategy has a number of supporting Strategies. The policy provides a framework in which a consistent approach is undertaken to recharging of services, where there have been deliberate actions by a resident resulting in damage to property. This supports the Housing and Homelessness Strategy by effectively managing and maintaining properties and enforcing tenant and Leaseholder agreements.

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

- 4.4.1. This is a new policy which will enhance existing policies for managing and maintaining HRA properties.

#### 4.5. **Impact Assessments**

- 4.5.1. An equality impact assessment has been undertaken and this concluded that the policy does not propose any changes in respect of equalities, however the principles set out in the policy underpin the commitments to deliver a service which is fair, equitable and transparent and is consistently applied across the service.

### 5. **Budgetary Framework**

- 5.1. There are no budgetary implications resulting from this policy, all improvements to systems and processes are contained within existing budgets.



## **6. Risks**

- 6.1. There is a risk that potential income due from rechargeable repairs may not be identified, **'captured'** and processed. The policy provides for clear guidance on what is a recharge, the recharge payment and recovery principles and the decision-making process to reduce the likelihood or probability that a recharge is not processed.

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

- 7.1. The option of not adopting a policy in this service area is not considered appropriate given one of the management responses to the recent Internal Audit of repairs and maintenance was to establish a recharge policy.

## **8. Background**

- 8.1. Consultation with residents was undertaken in two ways. Firstly, by posting **the draft policy on the Council's website over a period of 6 weeks and inviting** feedback via a dedicated email address. Secondly, engaging with a group of 10 residents who were asked to review the draft policy and complete and return a feedback form. The consultation via the website did not yield any responses. However, the consultation via the group of residents was more successful. The feedback from the 7 who participated was very positive. All considered that the policy was easy to understand, that the policy identified what and when there would be a rechargeable repair. Specific comments were that **"it will save the Council money," "it clearly explains tenants responsibilities"** and **"tenants are given the opportunity to join the Council's affordable home contents insurance scheme"**.



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

# **Warwick District Council**

## **Draft Recharges Policy**

Draft Version – May 2021

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## 1. Introduction

To ensure that the Council provide Value for Money (VFM) for our customers, a robust recharge and debt recovery policy has been introduced. This Policy sets out how the Council will manage general recharges and rechargeable repairs when, costs are incurred **which are considered to be the resident's responsibility**, examples include:

- Malicious/deliberate damage
- Accidental/careless damage
- Criminal damage

If such damage occurs, residents must be made aware that the cost of repairs or replacement will be recharged and recovered.

Repairs reported that are deemed fair wear and tear or where fixtures and fittings reach the end of their economic life, then residents will not be recharged. This Policy has been produced to reflect Warwick District Councils main aims, objectives, and values to customer satisfaction and at the same time maximising the resources available in the delivery of excellent housing services.

## 2. Legal Obligations

The Council undertake specific repairs and maintenance works in response to the following legislation and national standards:

- Housing Act 1985
- Housing Act 2004 (Housing Health and Safety Rating System)
- Landlord and Tenant Act 1985
- Defective Premises Act 1972
- Environmental Protection Act 1990
- Equality Act 2010
- Gas Safety (Installation and Use) Regulations 1998
- IEE Wiring Regulations

There are also specific contractual conditions that apply to our residents, set out in individual agreements, which all residents sign at the start of their tenancy or Leasehold agreement.

## 3. Recharge and Recovery Principles

In consideration of our strategic aims, objectives, and values and the requirements of customer satisfaction and value for money, our Recharge and Recovery Principles are to:

- Ensure this policy is clear to all employees, our customers, and stakeholders who may be involved with the processes.
- Keep a rechargeable record for six years.

- Encourage our residents to carry out works themselves, or to pay a suitably qualified person rather than carry out rechargeable repairs as a matter of course.
- Maintain rent arrears as the priority debt during the collection process.
- Receive payment in advance from all recharges wherever possible.
- Consider criminal proceeding, where appropriate to do so, and when the resident fails to pay or remedy an unlawful act.
- Continually encourage and advertise affordable opportunities for appropriate insurance policies for our residents, ensuring that residents are questioned about having insurance during any recharges interaction.
- Make the options within this Policy flexible to allow discretion when deemed appropriate.
- Ensure the recharges and recovery processes are efficient and effective in meeting the Policy objectives. The debt will be chased until such time it is decided that it is not reasonable to continue to recover. All approaches to recovery of the debt can be used, including contact via phone and letters, court action, and the use of third-party recovery and tracing agencies.
- For the purposes of this policy, the term residents refer to;
  - Current secure and introductory tenants
  - Former Tenants
  - Leaseholders

## **4. Recharges Defined**

This section seeks to describe and explain the position when general wear and tear is not the cause of fixtures and fittings requiring repair or replacement.

In the following circumstances, our residents shall be personally responsible for a recharge where:

- Damage has occurred to a property or garage as a result of malicious, deliberate, or careless behaviour or the misuse or neglect by the resident or a member of their household, including visitors and pets.
- Any unauthorised alteration that has been carried out where backdated consent is not possible including any unauthorised changes or damage to flat entrance doors or any of the other fire protection measures undertaken to the properties. Any recharge will be based on the work that is required to bring a property back up to an acceptable standard as required by Warwick District council, to the Decent Homes standard and to the requirements of the Housing Health and Safety Rating System.

- The property and or garden has not been cleared of rubbish at the end of a tenancy. All properties should be left clean, tidy, safe, and empty.
- Costs have been incurred for clearing and repairing a filthy or verminous property during the tenancy. Where a property has been neglected to such an extent that it requires attention under any legislation, then a resident may be recharged for the costs of any services required.
- Costs have been incurred following a mutual exchange. A mutual exchange will only be approved where there is no cost to Warwick District Council. An application for a mutual exchange will only be approved where any rechargeable costs have been paid in full, or that any required repairs have been completed before the application is approved.
- Vandalism to a property has occurred, and it is clear it is as a result of a deliberate act and as a result of a breach of tenancy or where an individual has admitted to causing the damage.
- There have been repairs to shared elements between properties that are managed by Warwick District Council and owned privately by a third party that is causing damage to properties under the management of Warwick District Council. This type of charge will only be made once all other methods of resolution have been exhausted.
- Goods have been stored following an eviction. A Property should be left in a clean, tidy, and empty condition. If goods of a value below £100 are left in the property, the Council will store the goods for 28 calendar days before disposal. Where goods are valued over £100, they will be retained for three months. Associated storage costs may be charged to the relevant resident.
- Costs and associated charges relating to obtaining a court order to gain access to properties has occurred. The Council have a duty to gain access to inspect and remedy any potential impact on the effective management of a property.
- The clearance of bulky items has occurred from Housing managed land and communal areas. Waste disposed of unlawfully on land or in communal areas under our management will be recharged where the perpetrator can be identified.
- Costs relating to the installation or replacement of utility supplies and meters have been incurred, where unlawful interference has taken place. Where a service supply meter has been tampered with, Warwick District Council will recover any charges relating to the repair or replacement of the meter.
- And any other circumstance that causes the unreasonable cost to the Council.

## 5. Common Sources of Recharge Damage

Although not exhaustive the list below identifies common causes where recharges may be applicable:

### a) Malicious damage

- Broken windows
- Holes in doors/walls
- Removal of floorboards
- Leaving and dumping rubbish in gardens
- Upon investigation, circumstances, as reported by a resident, are found to be untrue.

### b) Accidental damage

- Renewing door locks when keys are lost
- Broken wash hand basin
- Blocked toilet, nappies, toys, etc.
- Pipes or cables damaged by screws and nails.

### c) Third-Party/Vandalism

- Broken windows
- Graffiti
- Damage following break-in
- Police reports

### d) Pets and Animals

- Chewed/scratched Doors and woodwork
- Scratched floor tiles
- Urine stains

### e) Unauthorised or poor standard alterations

- Removal of electrical fittings
- Removal of a stair banister
- Illegal driveways
- Removal of fencing
- Alterations which have been assessed as unsatisfactory and of poor quality
- Removal of radiators during decoration

The Council will take enforcement action when criminal damage, and theft, is clear upon inspection in all circumstances.



*Damaged door*



*Lost Keys*



*Broken window*



*Broken lock*



*Damaged  
door frame*



*Damaged  
kitchen unit*



*Blocked sink or  
toilet*



*Damaged  
walls, ceiling,  
floor, and door*

## 6. Potential Exemptions

Warwick District Council will apply certain exemptions in respect of recharges where certain situations described below are apparent:

- Where damage is caused by vandalism or a criminal act, and a crime number is produced.
- A resident is vulnerable for any reason, and the repair can be attributed to their vulnerability.
- Where a repair has been reported as a result of an instance of domestic violence, however, if a second report is received, our support is refused, or our resident refuses to make a statement to the police, then repairs may be recharged.

## 7. Equality and Diversity

Warwick District Council are aware of the need to be flexible and have an understanding and awareness of the duty to ensure that practices are not unfair and available to everyone.

Each possible recharge situation will be assessed on its merit, and discretion may be considered to waiver or adjust a recharge dependent upon the circumstances of each specific case. Decisions will review and take into account any protected characteristics or financial capability when making a decision.



## 8. Recharge Decisions

The decision to recharge a resident will be made at the first point of contact. Should there be a need to not make a recharge then this decision must be made by a manager in Asset Management. Where a recharge has been invoiced and a charge raised on the account then any decision to waive that recharge prior to any recovery action must be made by a manager in Landlord Services. Where it is considered that continuing to try and recover a recharge is not cost effective then the Landlord Services Manager will make application to the Head of Service to write off the recharge.

## 9. Recharge Payments

The method and level of recharge repayment will be the same for all residents and they will be able to make payments via standing order, direct debit, and debit/visa card payments and over the telephone.

Current tenant recharges will be placed on the Housing Rents Database as a sub-account and will be managed (including any legal action) and collected at the same time as any other outstanding debt owed. However, the payment of any rent arrears will remain the priority debt.

A former tenant recharge will be set up as a sub-account on the former tenant account.

There may be occasions in exceptional circumstances, where a resident cannot pay for the work in full within the specified time limits. In these instances, and at **an officer's discretion, arrangements for a payment plan to pay the debt by instalments** may be agreed; however, this will not extend for longer than 24 months.

Arrangements for a payment plan will be offered to former tenants providing details of the current address are verified.

Where practicable compensation will be sought to cover recharges from the courts where criminal damage has occurred.

## 10. Health and Safety

Health and Safety are one of Warwick District Councils priority concerns. In particular, issues in blocks of flats where acts of damage can impact not only one household but also on other residents. In these circumstances charges will also be made for any damage caused to a neighbouring property. Where a resident has chosen to carry out works where they are deemed to be personally liable, and there is a health and safety risk, a timescale will be provided for the work to be completed:

- Emergency Repairs– 4 Hours
- Urgent Repairs – 7 Calendar days
- Routine Repairs – 28 Calendar days

If the repair has not been completed to the standard required or within the specified timescale, or the responsible party has not been able to get a suitably qualified person to carry out the works, then our nominated representatives will carry out the work in default, and the responsible resident will be liable for the total cost of the works.

Where a resident accepts responsibility to carry out works to bring repairs up to our required standard, and where requested, a resident will be provided with a list of contractors who are suitably qualified and competent to carry out such work. However, the Council will not be held responsible for any repairs where a resident has used an unqualified contractor and where any repairs have been completed to an unacceptable standard.

## **11. VAT**

Where any works are carried out for one of our current tenants, any recharge bill will be final and will include VAT at the current rate. Any rechargeable repairs for one of our former tenants will not include VAT.

## **12. Partnership Working with Police and other statutory services**

Where a property is damaged due to the involvement with the Police, Ambulance, or Fire Service in response to an emergency call, any repairs required will not be charged to our resident, where it is a valid emergency response call and not as a direct result of a criminal act.

## **13. Appeals and Complaints Process**

The Council will ensure that residents have the right to appeal against any recharge decision, which they consider is unreasonable.

All appeals received, will in the first instance be dealt with as a service request and acknowledged, investigated, and responded to by Landlord Services, Senior Housing Officers within 10 working days.

If, however, the resident is not satisfied with the appeal decision then they have the right to make a formal complaint in accordance with Warwick District Councils Complaints Policy.

Details are available on [Warwick District Council's website](#).

**Title:** Climate Change Ambitions for South Warwickshire

**Lead Officer:** Dave Barber

**Portfolio Holder:** Cllr. Alan Rhead

**Public/Confidential report:** Public

**Wards of the District directly affected:** All

Contrary to the policy framework: No

Contrary to the budgetary framework:

Key Decision: Yes

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: Yes

Consultation & Community Engagement: Proposed by this report

Final Decision: No

Accessibility Checked: Yes

**Officer/Councillor Approval**

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	15 June	Chris Elliott
Head of Service		N/A
CMT	15 June	Chris Elliott, Andy Jones, Dave Barber
Section 151 Officer	15 June	Mike Snow
Monitoring Officer	15 June	Andy Jones
Finance	15 June	Mike Snow
Portfolio Holder(s)	17 June	Alan Rhead

## 1. Summary

- 1.1. This report seeks agreement for joint climate change ambitions for the whole of South Warwickshire. **The report refines Warwick District Council's existing** climate change ambitions in light of the proposal to work more closely with Stratford-on-Avon District Council (SDC) and the joint research in to carbon reduction pathways. It also proposes a new ambition is added in relation to adaptation for climate change. Finally, the report seeks agreement for a **comprehensive response to the recommendations of the People's Inquiry in** to climate change

## 2. Recommendation

- 2.1. That the shared ambitions for Warwick District Council and Stratford-on-Avon District Council set out in Appendix 1 are adopted as the basis for developing resourced programme of work for South Warwickshire to address the declared climate emergency.
- 2.2. **That the recommendations of the People's Inquiry in to** Climate Change, as set out in Appendix 2 are noted and the response to each of these recommendations is agreed and, subject to being able to identify appropriate resources, are incorporated in to the programme of work to deliver the ambitions set out in Appendix 1.

## 3. Reasons for the Recommendation

- 3.1 **Recommendation 2.1:** On declaring a Climate Emergency in June 2019, the Council set out two specific ambitions:
  - a) to become a net-zero organisation by 2025
  - b) to facilitate decarbonisation across the District so that total carbon emissions within Warwick District are as close to zero as possible
- 3.2 Subsequently the Climate Emergency Action Programme (CEAP) was agreed in February 2020 subject to holding a successful Council Tax referendum in May 2020. The CEAP reaffirmed these two ambitions.
- 3.3 Since then, there have been a number of developments that have given rise to the need to refine the ambitions as proposed in recommendation 1. These are:
  - a) the Council was unable to hold the referendum in May 2020. As a result, the CEAP, as set out, had no financial resources to enable its delivery. Although an interim CEAP was agreed in December 2020 and has been the **focus of the Council's climate change work, the CEAP needs to be reviewed** with realistic targets.
  - b) **The Council has commissioned People's Inquiry into climate change and** has received a report containing far reaching recommendations (see appendix 2). It provides important insights into the priorities that a cross section of local people in relation to climate change.
  - c) Along with SDC, the Council has commissioned a carbon reduction pathways study to help understand the extent to which carbon emissions

could be reduced across South Warwickshire in the context of a high ambition. This report suggests that a 55% reduction by 2030 (based on 2017 levels) is achievable. This study has helped to define and refine the **meaning of “as close to zero as possible” as set out in the second of the two ambitions that were established at the time the Climate Emergency was declared.**

d) The Council has made a commitment to work more closely with SDC with a view to a potential future merger of the Councils. As a result, it is now proposed that the organisational and geographical scope of the ambitions is revised to cover the activities of both SDC and WDC and to jointly cover the geographical area of South Warwickshire. In parallel with this report, **SDC’s Cabinet will be considering the same ambitions at its meeting on 5<sup>th</sup> July.**

- 3.4 Appendix 1 provides further details regarding the scope of the three ambitions, along with the data and justification for each ambitions. It also sets out the intention to prepare a resourced Climate Change Action Plan (CCAP) which will focus on the adopted ambitions. The CCAP will identify key actions and the initial resources required to make progress towards each of the ambitions, as well longer term areas of focus. Appendix 1, sets out the range of actions that will need to be explored and in doing so draws on both the Anthesis report **and the People’s Inquiry recommendations.**
- 3.5 **Recommendation 2.2:** The Council commissioned a People’s Inquiry into climate change in the summer of 2020. This involved a cross section of 30 local residents meeting over 10 sessions between October 2020 and early February 2021 to consider the question: ***“What do we need to do in Warwick District to help address Climate Change by 2030?”.***
- 3.6 The Inquiry launched its recommendations in March 2021. It made 36 recommendations many of which are directly relevant to **the Council’s work**, but many of which also relate to **the Council’s** partners, businesses and **communities. In launching the People’s Inquiry, the Leader of the Council** and the Portfolio Holder for Environment made a commitment “to using these findings to inform its Climate Emergency Action Plan for the period from 2021 to 2025. The Council is expecting to adopt this Action Plan in 2021 and **will include as many of the People’s Inquiry recommendations as it can.** Where it is not possible or appropriate for the Council to adopt any of the **recommendations, it will explain why.”**
- 3.7 Since March, the Climate Emergency Programme Advisory Board (CEPAB) has met three times to advise on how we should respond to the recommendations. In addition, each Head of Service has considered the recommendations that are relevant to the scope of their service. The responses set out in Appendix 2 reflect the advice of the CEPAB and the considerations of the Heads of Service.
- 3.8 The responses will be incorporated in to the South Warwickshire Climate Change Action Programme (CCAP) to be brought forward later in 2021. Whilst a number of recommendations can be actioned fairly quickly within existing resources, there are also recommendations that are supported but

which will require significant staff or financial resources. This will require careful prioritisation so that available resources focus on these areas where we can have the biggest impact most quickly. On the other-hand that means that some recommendations will not be delivered until later in the Programme as and when resources become available to do so.

## **4. Policy Framework**

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

4.1.1. **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.**

4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

### **4.2. FFF Strands**

#### **4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** – The response to the climate emergency will require ongoing involvement from local communities. As part of this, the CCAP will building on the People's Inquiry by incorporating proposals for ongoing community engagement around the climate change. The proposals will support the development of high quality homes and will help to address health issues associated with a changing climate by bringing a fresh focus on adaptation measures.

**Services - Green, Clean, Safe** – The proposals set out in this report seek to provide a robust framework for minimizing carbon ambitions across south Warwickshire thereby mitigating climate change

**Money - Infrastructure, Enterprise, Employment** – Achieving the climate change ambitions will require new low carbon infrastructure, investment from a wide range of source and a focus on the green economy. This is an area that will continuously evolve, but will be an important part of the CCAP

#### **4.2.2. Internal impacts of the proposal(s)**

**People - Effective Staff** – Having clear and tangible climate change ambitions will enable staff to focus on how their work impacts on climate change. We will need to support staff to build awareness and develop new expertise to support the delivery of the corporate climate change ambitions.

**Services - Maintain or Improve Services** – The responses to the People's Inquiry recommendations have involved all heads of Service and as such a consideration of the impact on existing services has been incorporated. This

has shown that by adapting some existing services we can achieve service improvements as well as our climate change ambitions. In other cases, there is tension between resource existing service delivery and achieving our climate ambitions that will need to be resolved through the CCAP.

**Money - Firm Financial Footing over the Longer Term** – The CCAP will set out how the existing Climate Action Fund will be utilised over the next 3 years. Any other funding required beyond that will either need to be derived from external sources or will need to be considered as part of future budget setting priorities.

### 4.3. **Supporting Strategies**

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

4.3.2. This report refines the ambitions set out in the Climate Emergency Action Programme to reflect the changing circumstances set out in paragraph 3.3 above.

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

4.4.1. This report does not change existing policies. However, it does refine and **clarify the Council's stated Climate Change ambitions and adds a new ambition** in relation to adaptation to climate change.

## 5. **Budgetary Framework**

5.1 There are no direct budgetary implications associated with this report. The Council has already established a Climate Action Fund of £500,000 per annum. This report will help inform how this budget is utilised, details of which will be brought forward in the CCAP later in 2021.

## 6. **Risks**

6.1 Given the level of uncertainty about the context for **the Council's** work on climate change, there is a significant risk that the ambitions as set out will prove not be achievable. This will not only give rise to reputational risks, but more importantly will lead to risks that the extent and impact of climate change will be greater. To mitigate this risk, the Council will continue to lobby national government and other organisations to address the barriers which are likely to prevent the extent of progress set out in our ambitions. This lobbying role will be reflected in **the CCAP. In addition, the "statement of intent" set out in Appendix 1 underlines the need to** consistently prioritise the climate emergency when we make decisions and allocate resources. Without this consistent prioritisation, the risk that the ambitions will not be achieved will increase, and the associated reputational consequences will also increase.

6.2 **A further risk is that the People's Inquiry recommendations cannot be** delivered as intended. These recommendations will, as far as possible, be incorporated in to the CCAP, but until the detailed work on prioritising and resourcing this has been completed, it is not possible to know which of the

recommendations can be delivered early and which will need to await future funding opportunities.

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

- 7.1. The Council could choose to continue with the existing climate change ambitions as the basis for refreshing the Climate Change Action Programme. This option is not recommended as it fails to take account of the changing circumstances set out in paragraph 3.3. In particular, this would limit the **Council's ability to move forward jointly with SDC on the climate emergency response.**
- 7.2. The Council could choose to set its ambitions within each of the three elements at a different level (either more ambitious or less ambitious). This is not recommended as the level of ambitions set out in recommendation 1 has involved extensive discussions with Stratford-on Avon District Council and reflects a joint position that both Councils may be willing to support. To move away from this position will potentially undermine the ability to reach a joint position. Further, the evidence set out in Appendix 1 shows that the ambitions are both stretching and realistic in the current context.
- 7.3. **The Council could choose a different response to any of the People's Inquiry** recommendations. However, this has not been recommended as the responses set out in appendix 2 reflect the feedback from the CEPAB and from Heads of Service.





## Climate Emergency

### Shared Ambitions for Stratford-on-Avon DC and Warwick DC

June 2021

#### Statement of Intent

- In 2019, both Councils declared a climate emergency and in doing so set out ambitions to reduce both organisational and District carbon emissions. Whilst the specific ambitions were slightly different, the overall intent was the same.
- **The Councils' have engaged specialists to compile a detailed report (attached as Appendix B)** to inform the two Districts about the nature and extent of interventions needed to achieve emissions reductions within South Warwickshire. This report indicates that with a high level of ambition, a 55% reduction in carbon emissions from across South Warwickshire is feasible by 2030;
- Since the declaration of the Climate Emergency, both Councils have taken steps to reduce carbon emissions, the details of which are set out in Appendix A.
- This paper sets out the shared ambitions for South Warwickshire taking account of:
  - a) the advice from the Anthesis report;
  - b) the extent to which cooperation from other organisations is required;
  - c) the availability of funds both from Central Government, other external funds and the **limited funds from the Councils' own budgets**;
  - d) the many uncertainties of external factors that might either hinder or accelerate our progress;
  - e) the need to fully play our part in achieving the ambitions as clear statements of intent;
  - f) the need to ensure the climate emergency is a consistent priority within each of the **Councils' decisions and projects** - without that consistent prioritisation, we recognise that these ambitions cannot be achieved;

So, as we set these ambitions, we understand that there are many uncertainties, and we recognise that the path towards net zero will need to change as the context changes. These ambitions therefore need to be understood as aspirations rather than firm commitments. But we do make a commitment to play our part in working to achieve these ambitions and ask others nationally, regionally and locally to join us on that journey.

## 1. Introduction

- 1.1. Both Councils declared a climate emergency in 2019. This document resets the specific ambitions of the two Council in addressing the climate emergency in light of
  - our commitment to work together
  - the Covid Pandemic
  - a stronger understanding of the data
- 1.2. The two Councils are committed to preparing a shared Climate Change Action Programme (CCAP) covering the whole of South Warwickshire. The ambitions set out below provide the overarching framework for that joint CCAP and will be the focus of a shared action plan.

## 2. Our Ambitions

- 2.1. The following three ambitions will provide the focus of our work to address the climate emergency:
  - **Ambition 1 – Net Zero Carbon Council 2025:** ensure the new South Warwickshire Council is net zero carbon within a year of its first elections and that services provided through contractors include carbon reduction targets to deliver net zero by 2030.
  - **Ambition 2 – Low Carbon South Warwickshire 2030:** to reduce net carbon emissions from across South Warwickshire by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050.
  - **Ambition 3 - Adaptation 2050:** by 2050 to enable our environment and communities to have adapted to the potential of at least a 3 degrees rise in global temperatures by 2100.

## 3. Explanation, data and scope for our ambitions

- 3.1. **Ambition 1 – Net Zero Carbon Council 2025:** ensure the new South Warwickshire Council is net zero carbon within a year of its first elections and that services provided through contractors include carbon reduction targets to deliver net zero by 2030
  - 3.1.1. The Councils recognise that in declaring a Climate Emergency we are committing to do all we can to eliminate the cause of climate change as quickly as possible. As part of this we **have a responsibility to minimise our own organisations' carbon emissions.** The two Councils intend to merge from May 2024 and are committed to using data to focus efforts on reducing carbon emissions. This part of the Action Programme will involve initiatives to be delivered between 2021 and 2025.
  - 3.1.2. In 2019, both Councils collated data relating to their organisational carbon emissions. This showed the following:
    - Stratford District Council: 3,545 tonnes CO<sub>2</sub>e (including leisure centres)
    - Warwick District Council: 2,948 tonnes CO<sub>2</sub>e (excluding leisure centres)
  - 3.1.3. In both cases, the majority of emissions are as a result of energy use in Council buildings with significant amounts relating to the activities of contractors and, (to a lesser degree) travel by staff on Council business. The data is currently being refined to ensure it is consistent across the two organisations and can be used in a combined way. This is likely to result in a change to the total combined emissions.
  - 3.1.4. Impacts of Council contractors will be included within the scope of the organisational emissions. However, it is also recognised that a number of existing contracts will continue beyond 2025. Given the scale of investment required to enable some of these

contracts to be zero carbon, it is accepted that there will be resulting carbon emissions beyond 2025. There are therefore two elements to this ambition:

- a) We will seek to reduce carbon emissions from buildings and vehicles that are directly operated by the Council to net zero by 2025
- b) We will seek to minimise carbon emissions from buildings and vehicles that are operated by our contractors by 2025 and to ensure contracts incorporate carbon reduction plans during their life and that all contracts are net zero by 2030 at the latest.

3.2. **Ambition 2 – Low Carbon South Warwickshire 2030:** to reduce net carbon emissions from across South Warwickshire by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050.

3.2.1. The Scatter Pathways study undertaken by Anthesis on behalf of the Councils shows that local action can make a real difference to carbon emissions in South Warwickshire and that with a high ambition, a 55% carbon reduction by 2030 (against 2017 levels) is achievable, particularly if initiatives to increase carbon capture within South Warwickshire by 2030 to offset some of the residual carbon emissions are also factored in.

3.2.2. The Scatter Pathways report (appendix B) shows the total amount of carbon emissions arising from South Warwickshire in 2017 is 2,744,000 tonnes CO<sub>2</sub>e. The report breaks this total down into different sources and shows the most significant sources of emissions are:

- On road transport (45%)
- Residential Buildings (20%)
- Institutional, Commercial and Industrial Buildings (20%)

3.2.3. The report shows that within the current context it could be possible to achieve a 55% reduction in carbon emissions from South Warwickshire by 2030, if the Councils set a high ambition. The Anthesis study is based on a wide range of assumptions, many of **which are beyond the Councils' control (for example national policies, international financing, development of new technology etc)**. So although the report suggests going beyond 55% will be difficult in the current context, we consider that is possible if the context changes in the coming years. It is therefore proposed to take the 55% reduction as minimum. It should be noted that whilst the proposed minimum reduction of 55% is considerably ahead of the levels of reduction that could be achieved if no action is taken, it is also below the levels that would be required to align with the national Paris Climate Change commitments. This again underlines the need to aim beyond a 55% reduction on the basis that national policy will need to change to achieve the **UK's Paris Climate** commitments.

3.2.4. Looking beyond 2030, the report indicates that with high ambition and within the current context, it should be possible to achieve a 75% reduction in carbon emissions from South Warwickshire by 2030, if the Councils set a high ambition. However, given the UK Government is committed to achieving net zero carbon for the whole country by 2050, it would be reasonable to expect the national context to improve so as to enable a 75% reduction to be exceeded. The Councils therefore consider that the ambition should be in line with national aims to achieve net zero carbon by 2050.

3.3. **Ambition 3 - Adaptation 2050:** by 2050 to enable our environment and communities to have adapted to the potential of at least a 3 degrees rise in global temperatures by 2100.

3.3.1. The Councils are currently working with the Met Office to better understand the data relating to the likelihood and impacts of different temperature rises. The Councils recognise that, to some extent, climatic change is inevitable and that these changes will have an impact on our local environment, economy and health and wellbeing. It is therefore important that we support local adaptation. This ambition signals an approach whereby the Councils will work to mitigate climate change, whilst recognising that, when viewed globally, there is so much that is beyond the control of organisations based in

South Warwickshire. We therefore consider that a 3 degree rise in global temperatures **by 2100 is a possible "landing point" and although we will play our part in full to prevent** this, we should also take a responsible approach by putting in place the necessary adaptation measures by 2050. This part of the Action Programme will therefore set out initiatives to be undertaken between 2021 and 2050 to deliver effective adaptation.

- 3.3.2. National and regional data from the Met Office indicates that it is likely that South Warwickshire will see:
- Wetter winters
  - More intense storms
  - Drier summers
  - Prolonged heat waves
- 3.3.3. At present we do not have data specifically at a more granular level relating to South Warwickshire or areas within South Warwickshire. However, further data on the impacts of climate change is being prepared by the Met Office and will be available later in 2021. This will provide the catalyst for focused work to explore how to respond to specific impacts.

## 4. Action Planning

- 4.1. Once the shared ambitions are adopted, a resourced action plan will be brought forward, informed by the data to ensure that those actions that can make the biggest difference are prioritised. It is intended this action plan will be adopted in quarter 3 of 2021/22. This action plan will draw on the existing work already established by both Councils, as well as the Anthesis Carbon Reduction Pathways report. In the case of Warwick District, the **People's Inquiry in to Climate Change will also be a major factor in drawing up the action plan** – and lessons from this may also be applied to Stratford District where they are relevant.
- 4.2. It is proposed that an action plan is prepared for each of the three ambitions as follows:
- 4.2.1. **Ambition 1 – Net Zero Carbon Council 2025:** explore actions in the following areas:
- **Identify energy usage and carbon emission for each of SDC's and WDC's buildings** and develop a building by building carbon reduction plan (replacing fossil heating systems and installing energy efficiency measures)
  - Switch all Council fleet vehicle to low or zero emission fuels
  - Include carbon reduction requirements for all new Council contracts so that carbon emissions are minimised by 2025 and are reduced to net zero by 2030 at the latest
  - Develop the infrastructure to ensure a reliable supply of low carbon fuelling for fleet and contractor vehicles is available
  - Encourage staff to use active or low emission transport for Council business
  - Ensure new buildings and infrastructure brought forward by the Councils are zero carbon in operation
- 4.2.2. **Ambition 2 – Low Carbon South Warwickshire 2030:** working with partners and communities, explore actions in the following areas:
- Transport
    - Encourage less travelling (fewer journeys, shorter distances) through planning
    - Support active modes of travel (walking, cycling)
    - Support public transport
    - Switch to electric vehicles (cars, buses, taxis, HGVs)
    - Reduce freight and delivery emissions
    - Consider whether we can influence emissions from aviation
  - Domestic buildings
    - Shift off natural gas heating and cooking systems to renewable and low carbon alternatives
    - Improve appliance and lighting energy efficiency

- Improve thermal efficiency of homes
- Non domestic buildings
  - More energy efficient heating
  - Shift off natural gas heating and cooking systems to renewable and low carbon alternatives
  - Improve appliance and lighting energy efficiency
- Energy supply
  - Develop a local strategy to decarbonise heat provision across south Warwickshire (identify role of heat pumps, district heating, hydrogen)
  - Increase renewable energy across South Warwickshire, including exploring direct investment by the Councils
  - Explore the provision of hydrogen hub to support low emission transport and potentially for domestic use
  - Encourage PV panels on commercial and domestic buildings
- Other areas
  - Carbon sequestration and offsetting through tree planting and protection/enhancement of natural assets, noting that offsetting should generally be a last resort and should be achieved as locally as possible
  - Encourage lower carbon land and livestock management
  - Encourage more reuse and less waste
  - Increase recycling rates

**4.2.3. Ambition 3 - Adaptation 2050:** Work with partners and communities to explore actions in the following areas:

- establish key vulnerabilities across South Warwickshire (these may be geographical vulnerabilities such as flood risk or vulnerabilities relating to sectors of our communities – such as health risks)
- Local plan development site selection
- Local plan selection of areas for protection
- Address vulnerabilities of key settlements through improved infrastructure
- Retrofitting buildings (especially institutional and housing) to building resilience to over-heating, storm damage, etc
- Adapting Council services and strategies – such as leisure centres, parks and gardens, housing, fuel poverty, buildings control, environmental health
- Opportunities to invest in renewable energy
- Consider support to sector of the economy that could be impacted by a changing climate (for instance agriculture, tourism)
- Work with partners to respond to the health impacts of a changing climate
- investment in physical infrastructure to prevent flooding, enable cooling, and adapt to other extreme weather events such as storms etc
- investment in green infrastructure and natural assets to maintain and enhance biodiversity and to provide for natural means to adapt to climate changes
- Identify areas where there may be water supply issues

**4.2.4. Cross cutting initiatives:** To support the action plan we will need to develop strategies for the following:

- **Communications:** recognising we will have a role in influencing and informing our residents about climate change
- **Partners, community and stakeholder engagement:** recognising that we cannot deliver our ambitions on our own, we need to be clear about who we need to work with and ensure effective engagement with those organisations and communities
- **Funding and Resources:** recognising that we will not have enough funding to deliver all our actions and ambitions, particularly for actions beyond the first year or two, a funding strategy will need to be developed exploring options for:

- Direct funding from the Council
- Housing Investment Programme
- Government grants
- Infrastructure Funding (Community Infrastructure Levy; Section 106)
- Developing a carbon offsetting fund
- Community Municipal Investment Bonds
- Business sponsorship and investments
- Supporting local residents and businesses to spend money on carbon reduction measures

In addition, the proposals will need to explore how existing staffing resources will need to be supplemented to deliver the range of projects and initiatives in the Action Plan.

- **Measuring and monitoring progress:** recognising that it is important to keep track of progress towards the shared ambitions, monitoring systems will be put in place whereby annual, and where possible, six monthly updates will be provided and reported. In addition, as far as possible, estimates will be made of the carbon savings that could be delivered from course of action that are agreed to deliver progress. This will allow the forecasts of carbon reduction required for Ambitions 1 and 2 to be made and variances that then arise to be understood

## Appendices

- A Progress to date
- B The Anthesis Report – Executive Summary

**Climate Change in Warwick and Stratford-on-Avon District Councils****Progress to date****July 2021****1 Introduction**

The climate change and carbon reduction achievements of the two Councils is extensive. Although the declaration of climate emergencies in 2019 gave this area a renewed focus, both Councils have been engaged with activities over a number of years. The list below picks out some of the more recent activities since 2019. It is not an exhaustive list, not least because some climate change work is implicitly incorporated into everyday activities.

The list has been pulled together to demonstrate that, even July 2021 marks a moment where **the two Councils' have chosen to reset their climate change ambitions, this is not a starting point** and there is extensive work already in place which can be built on.

**2 Achievements and activities****2.1 Energy in Buildings: retrofitting works**

- Switch to 100% renewable electricity for all WDC electricity supply (saving approx. 1,260tCO<sub>2</sub>e)
- £909,000 (including £744,000 from the Public Sector Decarbonisation Fund being spent on replacing gas boilers with heat pumps, plus associated thermal efficiency measures in 3 WDC buildings (saving approx. 138tCO<sub>2</sub>e).
- £1,350,000 awarded from the Social Housing Decarbonisation Fund Demonstrator programme for 50 Council homes with current low energy ratings undergo whole house energy retrofits using some of the latest technology available. Examples of the kind of works included are the replacement of windows with high-performance triple glazing, under floor and loft insulation and mechanical ventilation with heat recovery to reduce the risk of damp and mould, and provide fresh filtered air.
- WDC £400,000 for retrofitting private and Council housing properties including a grant of £264,000 from the LAD 1B. SDC have been successful in obtaining a grant under the same scheme for affordable warmth measures in private sector housing
- Plans to spend a further £1,250,000 (including an expression of interest submitted by WDC for LAD Phase 2 for £721,000) on thermal efficiency and low carbon energy supply for 163 social housing units. Works include solar PV, air source heat pumps, loft insulation and cavity wall insulation. The works are predicted to deliver carbon savings of around 4200tCO<sub>2</sub>e.
- SDC has received funding totalling approx. £5.5m for retrofitting housing to provide for energy efficiency and low carbon technology.
- Through Act on Energy 295 EcoFlex grants have been provided to residents, predominantly for fuel poverty, but many with carbon reduction benefits as well.
- An Expression of Interest has been submitted for further funding from the Sustainable Warmth Fund (formerly a combination of LAD3 and HUG1 funding) targeting some of the more energy inefficient private sector housing in the District.
- WDC has set aside £18m in the Housing Investment Programme for carbon reduction measures in Council homes. Recruitment currently taking place for new building surveyor posts to drive this work.

**2.2 Energy in Buildings: new buildings**

- Bringing forward low or zero carbon new buildings:
  - Proposals for the Community Stadium

- o Kenilworth Leisure Centres (these are not zero carbon, but do include some significant energy efficiency reductions over and above building regulations)
  - o Significant carbon reduction measures incorporated into the Creative Quarter – Spencer Yard proposal (albeit this is not net zero carbon due to the need to incorporate measures within listed and historic buildings)
- WDC is leading the way in investing in low carbon social housing including:
  - o Development of 54 housing units at Europa Way (nearing completion) with carbon reduction upgrades
  - o An agreement to purchase of 43 housing units at Bishops Tachbrook with net zero carbon specification
- Influenced design of new HQ building of 2<sup>nd</sup> Warwick Sea Scouts to swap the proposed gas heating system for Air Source Heat Pumps and Photovoltaic Panels.
- Net Zero Carbon standards included in the draft development brief for the redevelopment of Riverside House
- New cycle hire and café at Newbold Comyn to be net zero carbon design

### 2.3 Planning

- WDC have developed a draft Net Zero Carbon Building Planning Policy Document that, subject to approval will be published for consultation in July 2021.
- SDC have adopted Climate Change and adaptation Supplementary Planning Document
- Climate change has been established at the heart of the new South Warwickshire Local Plan and a climate impacts assessment of the spatial options has been completed
- The preparation of the South Warwickshire Economic Strategy has established climate change as a key cross cutting theme and the objectives of the strategy are being informed by this.

### 2.4 Contracts and Procurement

- The contract specification for the new waste collection and recycling service incorporates carbon reduction requirements and includes environmental impacts within the evaluation criteria
- The contract specification for the new SDC Grounds Maintenance service incorporates carbon reduction requirements and includes environmental impacts within the evaluation criteria
- The SDC Leisure Contract had been retendered including environmental assessment criteria
- **WDC's procurement strategy and code of procurement practice has been redrafted to require s Corporate Social Responsibility (CSR) Criteria (including addressing Climate Change) at a combined weighting of 5-15% within the 'quality' criteria, for all contracts over £50,000 and environmental value.**
- Both Councils are participants in the building of the Material Recycling Facility (MRF) in Coventry, giving the Council more control of recycling within the District;

### 2.5 Transport

- New cycle routes/facilities proposed at Stratford Riverside, St Nicholas Park; Newbold Comyn; and Victoria Park.
- A new park and ride facility to be established at the Asps, Warwick. It is expected this will operate electric buses.
- installation of over 50 additional public charging points in south Warwickshire car parks during Spring 2021
- Installation of 8 on-road EV charging points during Spring 2021 to trial locations where this can bring benefits.
- Match funding agreed for a bid for Dept for Transport funding for eCargo bikes in Stratford District



- Working with Warwickshire County Council in undertaking a study on the future of electric vehicles and the need for EV charging to support this. This will form the basis for an EV charging strategy.
- **Introduction of predominantly electric vehicles for WDC's directly operated fleet vehicles**
- Have worked with Warwickshire County Council to ensure the Local Transport Plan 4 will have a strong focus on Climate Change – for example; electrification, alternative fuels and active travel;

## **2.6 Green Infrastructure**

- Proposals for improved green infrastructure and biodiversity at Stratford Riverside
- **First of 160,000 trees planted as part of WDC's tree planting project**
- Proposals for the development of new and enhanced green infrastructure at Newbold Comyn and Tachbrook Country Park

## **2.7 Establishing Our Climate Baseline and Opportunities**

- **Undertook a People's Inquiry into climate change**
- Commissioned and published a carbon baseline report for South Warwickshire, along with carbon reduction plans
- Have commissioned a report looking at the potential for renewable and low carbon energy
- Have established the amount of carbon that each Council is directly responsible for

# Appendix B: The Anthesis Report – Executive Summary

## EXECUTIVE SUMMARY SOUTH WARWICKSHIRE'S CLIMATE EMERGENCY

### Report Overview & Scope

This report was jointly commissioned by Warwick District Council and Stratford-on-Avon District Council in response to their climate emergency declarations and ambitions to achieve district-wide net zero emissions by 2030. Both Councils recognise that climate issues do not stop at the district boundary and that there is considerable value in working collaboratively to tackle climate change across South Warwickshire. This report will be used to help inform the nature and extent of interventions needed to quickly and effectively achieve emissions reduction within South Warwickshire.

### Report Objectives:

1. Provide a better understanding of South Warwickshire's carbon footprint using a location-based accounting approach and build on existing work to date;
2. Explore the science-based carbon budget and emissions reduction pathways for both Districts;
3. Analyse the land use and agricultural footprint as well as carbon sequestration potential for Stratford-on-Avon District, given its rural nature; and
4. Reaffirm and identify a number of emission reduction interventions and milestones for both Districts.

### South Warwickshire's Carbon Footprint

The chart below shows South Warwickshire's emissions profile for 2017, compiled using the SCATTER Inventory Tool. The profile below includes all emissions generated within both district-boundaries (scopes 1, 2 & 3). In 2017, South Warwickshire's energy system was responsible for net emissions totalling 2744.5 ktCO<sub>2</sub>e. This is composed of 1259.6 ktCO<sub>2</sub>e from Warwick District and 1484.9 ktCO<sub>2</sub>e from Stratford-on-Avon District. The majority of emissions across South Warwickshire resulted from buildings & facilities (40.6%) and transport (52.4%).

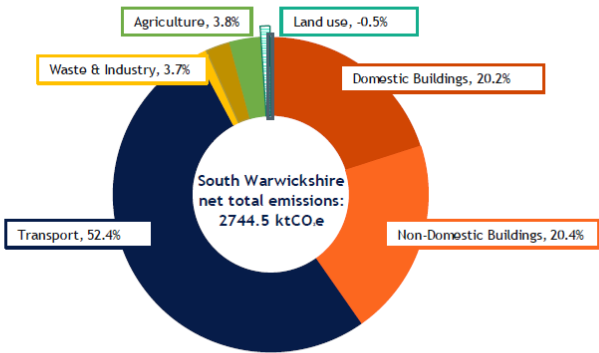


Figure 1: SCATTER 2017 inventory for South Warwickshire, shown by sub-sector.

## EXECUTIVE SUMMARY LAND & AGRICULTURAL EMISSIONS STRATFORD-ON-AVON

### Land & Agricultural Emissions Overview

This section of the report provides further analysis into emissions from the natural environment and agriculture within Stratford-on-Avon, given the more rural nature of the District.

Total gross emissions from agriculture and land use have been estimated at 155 ktCO<sub>2</sub>e according to the most recent data. A breakdown of the emissions can be seen opposite in figure 2.

Of the gross emissions, livestock is the dominant source, responsible for approximately 94 ktCO<sub>2</sub>e (64% of the gross total for agriculture and land use emissions). Emissions from fertiliser are responsible for approximately 32 ktCO<sub>2</sub>e (22% of the total).

The net figure for emissions is lower, at just under 146 ktCO<sub>2</sub>e, owing to land use changes within the district acting as a net carbon sink. Land use, land use change and forestry (LULUCF) is responsible for 8 ktCO<sub>2</sub>e of net sequestration, or removal of carbon emissions from the atmosphere, giving a net total of 146 ktCO<sub>2</sub>e.

Detailed analysis of these key agriculture & land use emission sources and emissions reduction scenarios can be found in Chapter 3 of the main report.

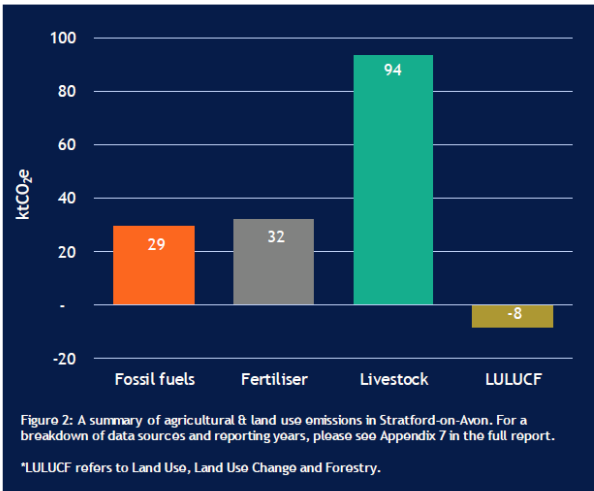


Figure 2: A summary of agricultural & land use emissions in Stratford-on-Avon. For a breakdown of data sources and reporting years, please see Appendix 7 in the full report.

\*LULUCF refers to Land Use, Land Use Change and Forestry.

## EXECUTIVE SUMMARY

### SOUTH WARWICKSHIRE'S DECARBONISATION PATHWAY

#### South Warwickshire's SCATTER Pathway

The graph to the right shows two possible future emissions pathways for South Warwickshire as modelled by the SCATTER Pathways Tool compared to a Paris-aligned recommended reduction pathway.

The blue line represents the "business-as-usual" (BAU) emissions trajectory if no significant action was to be taken other than the greening of the National Grid. The green line tracks maximum ambition, requiring South Warwickshire to act significantly beyond national policy. Adoption of a High Ambition Pathway delivers emissions reductions of 55% by 2030.

Despite aggressive climate change action, hard-to-remove residual emissions persist. Whilst emissions from most sectors are greatly reduced, the scale of improvement is not enough to reach net zero by 2030. Further ambition and additional technological and nature-based solutions will need to be considered to close this "gap".

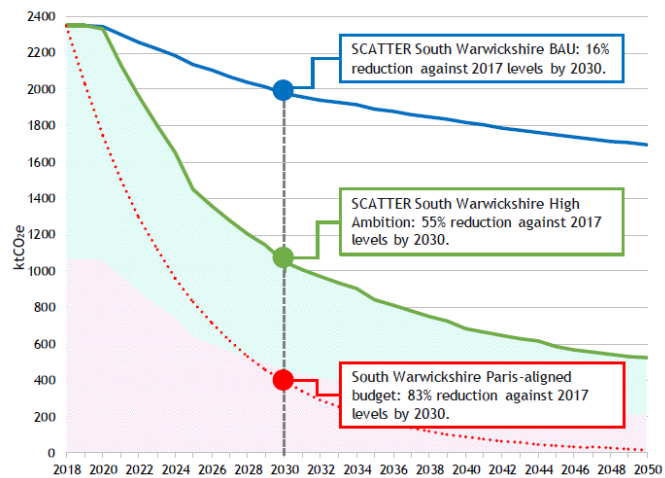


Figure 3: Future emissions pathways for South Warwickshire (2018-2050), with Stratford-on-Avon's high ambition pathway highlighted in teal and Warwick's high ambition pathway highlighted in purple.

## EXECUTIVE SUMMARY

### SUMMARY OF INTERVENTION MEASURES

#### Emissions Reduction Interventions

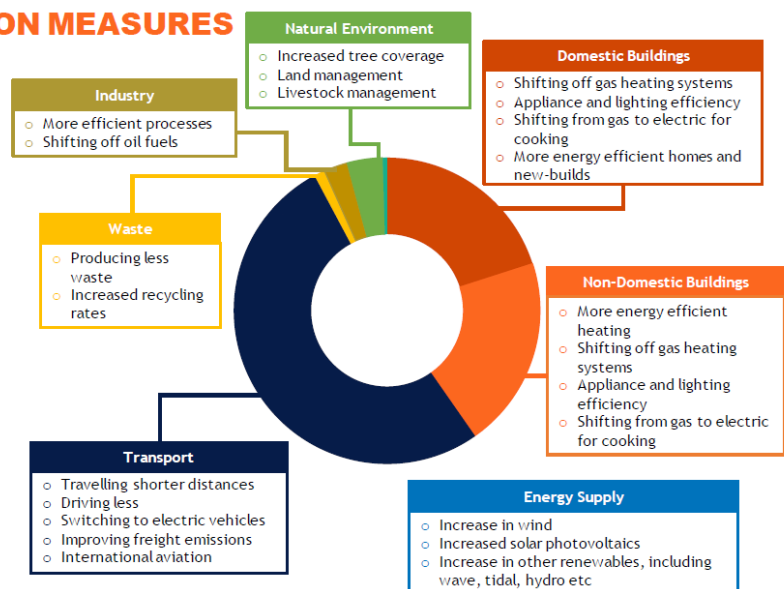
The report assesses a number of emission reduction intervention measures considered within the SCATTER Pathways Tool (summarised opposite). Activity in each of these areas underpins the pathways' trajectories.

Measures have been grouped into different sectors, which also link directly to the sectors described within the annual emissions profile.

Each group of measures has activity focused on demand-side reductions, switching to electrified systems, or greening energy supply.

The SCATTER measures are not exhaustive, but help to define "what needs to happen" rather than answering the question of "how will Warwick and Stratford-on-Avon get there?".

Further detail on the level of ambition and milestones of each intervention are provided in detail in the full report.



## EXECUTIVE SUMMARY

### CARBON SAVINGS TO 2030 & RECOMMENDATIONS

#### Carbon Savings Analysis

SCATTER also provides insights into the activities that have the most significant effect on reducing the emissions total within the model. The table opposite acts as a means of “ranking” the importance of these interventions in terms of their carbon impact. Emissions savings are presented as a cumulative total for the period 2020 - 2030.

Under this analysis, on-road transport interventions demonstrate the highest potential for emissions savings and improvements to domestic and non-domestic space heating and hot water also offer significant savings potential. Energy supply savings must be considered in isolation of demand-side measure savings to avoid double counting.

#### Recommendations

Further discussion will be needed to understand Warwick District Council and Stratford-on-Avon District Council's potential to influence and the feasibility of each measure. In order to achieve a 55% emissions reduction by 2030, both Council's should consider the following:

- Working together to develop a joint Climate Action Plan
- Continue to engage with key local stakeholders
- Consider a variety of funding streams to support financing carbon reduction
- Combine efforts to decarbonise council-owned assets, enabling both District Councils to take a leadership role and demonstrate best practice

Warwick & Stratford-on-Avon District Councils | Executive Summary

Sector	Subsector	Cumulative Savings (2020 - 2030)	
		Warwick	Stratford-on-Avon
Domestic Buildings	Domestic space heating and hot water	526 ktCO <sub>2</sub> e	518 ktCO <sub>2</sub> e
	Domestic lighting, appliances, and cooking	90 ktCO <sub>2</sub> e	79 ktCO <sub>2</sub> e
Non-Domestic Buildings	Commercial space heating, cooling and hot water	195 ktCO <sub>2</sub> e	231 ktCO <sub>2</sub> e
	Commercial lighting, appliances, equipment, and catering	95 ktCO <sub>2</sub> e	81 ktCO <sub>2</sub> e
	Industrial buildings & facilities	103 ktCO <sub>2</sub> e	91 ktCO <sub>2</sub> e
Transport	On-road transportation	1,464 ktCO <sub>2</sub> e	1,705 ktCO <sub>2</sub> e
	Aviation	12 ktCO <sub>2</sub> e	11 ktCO <sub>2</sub> e
Waste	Solid waste disposal	4 ktCO <sub>2</sub> e	4 ktCO <sub>2</sub> e
Industry	Industrial processes	29 ktCO <sub>2</sub> e	51 ktCO <sub>2</sub> e
Natural Environments	Land use and livestock	14 ktCO <sub>2</sub> e	52 ktCO <sub>2</sub> e
	Land use	7 ktCO <sub>2</sub> e	17 ktCO <sub>2</sub> e
Energy Supply	Renewable energy generation	1,037 ktCO <sub>2</sub> e	1,051 ktCO <sub>2</sub> e

Table 1: Summary of Cumulative Carbon Savings (2020 - 2030) across Warwick and Stratford-on-Avon.

# Warwick District People's Inquiry in to Climate Change

## Warwick District Council Responses to the People's Inquiry Recommendations

### Introduction

The Council commissioned a People's Inquiry in to climate change in the summer of 2020. This involved a cross section of 30 local residents meeting over 10 sessions between October 2020 and early February 2021 to consider the question: "*What do we need to do in Warwick District to help address Climate Change by 2030?*". The full report of the People's Inquiry, including the process for recruiting panel members and how the issues were deliberated is available on the Warwick District Council website here: [file:///D:/The district of Warwick People s Inquiry on climate Change 2020 21%20\(1\).pdf](file:///D:/The%20district%20of%20Warwick%20People's%20Inquiry%20on%20climate%20Change%2020%2021%20(1).pdf)

This report sets out the Council's response to the recommendations. In making these responses the following points are emphasised:

- The Council remains committed to playing its part in full to address the climate emergency. The People's Inquiry recommendations provide a rich and varied set of recommendations which will be important in shaping the Council's work in the coming years.
- The recommendations are far reaching and therefore need concerted and coordinated action – not just from Warwick District Council. The Council cannot therefore deliver all the recommendations alone and will need close working with a range of organisations, locally, regionally and nationally.
- Delivering on some of the recommendations will involve substantial additional resources over and above those that are already available for the Council's climate change work. Given the financial challenges faced by the Council, we will need to be imaginative and determined in the way we attract funds and other resources for the climate work across the District. To that end, the Inquiry's recommendations around funding are particularly important.
- The responses to the recommendations commit the Council to undertaking or exploring a wide range of initiatives. However, we will not be able to do all of these at the same time. We will therefore develop a resourced programme of work for the next two to three years, incorporating all the relevant recommendations and setting out how we intend to make progress.
- As part of our Climate Change Action Programme, we will include some key measures to show progress on reducing carbon emissions and will continue to discuss progress with the People's Inquiry members and other stakeholders.

### Headlines

The table below includes detailed responses to 36 recommendations. It is therefore inevitably a long document. However, the People's Inquiry has made a real difference in shaping the Council's climate change work and the following headlines (by no means an exhaustive list) are important to highlight:

**Cycling (see recommendation 1):** We will work closely with Warwickshire County Council to promote active travel – and particularly cycling – across the District. This will involve improving infrastructure - focusing on safety and convenience; and promotional campaigns and activities to encourage more take up of cycling

**Low carbon transport (see recommendations 1, 6, 19, 27, 31, 32, 35):** we will employ a Sustainable Transport Project Officer to work with our partners at Warwickshire County Council to drive forward a range of low carbon transport project across the District. Pipeline projects include:

- Supporting more safe cycling through our parks
- Rolling out EV charging infrastructure across the District
- Developing a bike share/e-bike scheme for public use; and an e-Cargo bike scheme for local deliveries
- Encouraging electric vehicles for a range of uses - including buses, Council services, deliveries, taxis etc
- Working with the County to ensure the Local Transport Plan puts climate change at its heart
- Exploring the potential for hydrogen production in the District as a low carbon fuel for larger, longer distance vehicles

**Communications (see recommendations 3, 28, 33):** We will develop a focused and ongoing communications campaign, involving key website message combined with social media and other campaigns.

**Tree planting (see recommendation 4):** We have committed to planting 160,000 trees by 2029. We already have a programme of work underway and will bring forward further plans over the next year setting out how we intend to step up the amount of tree planting (and the associated carbon capture) to hit our target

**New planning policies (see recommendations 2, 7):** We will develop a new planning policy that requires new buildings to be net zero carbon in operation and will incorporate this policy in to a review of the Local Plan. As the new South Warwickshire Local Plan is developed we will ensure that addressing climate change is at its heart including policies to minimise the need to travel and to minimise the carbon impacts of travel; deliver low carbon, sustainable buildings; support adaptation to climate change across south Warwickshire

**Low carbon new housing and buildings (see recommendation 2):** Ahead of preparing new planning policies to require net zero housing, we intend to ensure that from now on, new developments in which the Council is directly involved as landowner, funder or developer will be net zero carbon – unless there are exceptional reasons why this cannot be achieved in particular cases

**Retrofitting public buildings (see recommendation 9):** building on the work we have already done to reduce carbon impacts of Council buildings we will develop details carbon reduction

**Retrofitting Council Housing (see recommendation 9):** We will invest at least £18m over the next 10 years in retrofitting Council-owned housing with energy efficiency measures and low carbon energy. We will continue to supplement our own funding by accessing grants

**Retrofitting private housing (see recommendations 11, 25):** Recognising the scale of the task and the length of time it will take, we will prioritise work to improve support, funding and advice to enable homeowners and landlords to retrofit their houses confidently and cost-effectively. We will play our part in improving local skills, expertise and capacity to enable this.

**Waste reduction and circular economy (see recommendation 5):** as well as exploring ways to support local repair cafes and shops, we will include information about consumption, waste reduction/repairs and recycling as part of a one stop shop online information.

**Improving recycling for flats (see recommendation 12):** WDC will continue to investigate options and liaise with residents to explore very local solutions (recognising the no single solution will fit all circumstances) for improving recycling for flats.

**Waste and recycling (see recommendation 9):** We recognise the importance of excellent communications ahead of and during the roll out of new services that will come in with the new contract in 2022. Plans are already being put in place for a communications strategy for this.

**Checking progress and reporting back (see recommendations 8, 21):** we will meet regularly with members of the People's Inquiry to report back on progress and to discuss ideas for future work. We will also bring forward proposals as part of our engagement strategy for Climate Change to establish an independent local climate change group.

**Lobbying (see recommendation 16 – and various others):** recognising that national and international policy will make a huge difference to what we can achieve locally, we will place a high priority on lobbying, including responding to government consultations and working through local, regional and central government structures to make the case for change where that is needed.

#### **Note on Table – 3<sup>rd</sup> Column:**

Cat A indicates recommendation are largely within WDC's control or influence

Cat B indicates recommendation largely lies within the control and influence of another organisation and therefore requires cooperation

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
1 <b>TRANSPORT</b>	<p>Promote and encourage <b>more people to take up cycling</b> through:</p> <ul style="list-style-type: none"> <li>a) Better quality and increased number of cycle paths that are safe and well lit.</li> <li>b) Cycle, pedestrian and motor vehicle routes/roads/paths to be properly physically separated (e.g. grass verge, flexible bollards/barrier),</li> <li>c) Secure bike storage in places where people live (e.g. flats) and in places where people visit (e.g. town centre),</li> <li>d) End to end journey consideration - unbroken cycle routes, security, storage, hire,</li> <li>e) A clear good quality cycle route plan for Warwickshire, well promoted - link with upcoming 'signposting' project,</li> <li>f) Free cycle training/tuition (safe riding and maintenance),</li> <li>g) Promoting the health benefits of cycling,</li> <li>h) A safest cycle routes app - (city mapper) linking cycle, bus etc.</li> </ul>	B (although quite a bit is cat A)	<p>Warwick District Council (WDC) supports this recommendation and will incorporate actions within the CEAP to support more people to take up cycling.</p> <p>Whilst cycling (provision cycle paths, promotion etc) is primarily the responsibility of Warwickshire County Council (WCC), WDC will work with the County Council. WDC has an important role in providing cycle storage in parks, town centres and in WDC car parks (especially secure parking with CCTV coverage) and cycling in parks. WDC also has responsibility for cycle storage in flats either through the planning system or directly where the Council owns housing.</p> <p>Specifically, WDC will explore the following for inclusion within the CEAP:</p> <ul style="list-style-type: none"> <li>a) Increasing secure cycle storage in WDC car parks, town centres and at other WDC facilities</li> <li>b) Improving safe cycle storage in WDC housing blocks</li> <li>c) Ensuring the parking supplementary planning document is delivering secure cycle parking provision for new developments as required</li> <li>d) Provide improved cycle links in WDC parks and ensure these are safe to use, including provision of CCTV where necessary</li> <li>e) Work with WCC through the planning system (such as infrastructure requirements, supplementary planning document such as parking, design guides etc and section 106 agreements etc)</li> <li>f) Ensure cycling provision is included in a range of WCC projects, including those funded through CIL such as Future of the High Street Fund, Bath Street and Emscote Road improvements to improve the cycle network connections across the District</li> </ul>	<p>Activities associated within the recommendation can be coordinated through the proposed Strategic Transport Project Officer post.</p> <p>Funding will be required to deliver the infrastructure to support this recommendation. WDC will explore the following options for this:</p> <ul style="list-style-type: none"> <li>• Joint funding with partners such as WCC</li> <li>• Private sector sponsorship</li> <li>• Government grants</li> <li>• Use of Section 106</li> <li>• Climate Action Fund</li> </ul>



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			<p>g) Seek funding to introduce a bike scheme in the District</p> <p>h) Promote active travel as part of the regeneration of our Town Centres with careful consideration of the extent to which cycling and pedestrians should mix so that they each supports the other</p> <p>i) Work with WCC to ensure the Local Transport Plan (LTP) places a strong emphasis on cycling within Warwick District (linking with neighbouring areas)</p> <p>j) As of the LTP, ensure cycling isn't delivered in isolation – it needs to be part of an integrated low carbon transport plan</p> <p>k) Ensure cycling is promoted (including the health benefits) and incentivised for residents and businesses as part of the communication and community engagement related to the climate emergency</p>	
2 <b>HOUSING</b>	<p>Every <b>new house must be carbon neutral</b> both in construction and in their future use.</p> <ul style="list-style-type: none"> <li>• There are quality standard tools that can be applied e.g BREEAM, LEED, Passivhaus and these should be used.</li> <li>• A resourced monitoring process needs to be in place to make sure this happens. Our council must investigate how it can accelerate in any way possible, as quickly as possible a drive to carbon neutral housing. This local action must be supported by similar national building and planning regulations. We</li> </ul>	Cat A	<p>Warwick District Council supports this recommendation and will work to deliver this through the planning system and by working to ensure the new homes the Council is responsible for building itself are net zero carbon.</p> <p>WDC can directly contribute to achieving this recommendation in two ways:</p> <ol style="list-style-type: none"> <li>1) through the planning system by requiring housing proposals that come forward to be built to standards which achieve net zero carbon in operation;</li> <li>2) as a developer of new housing itself – ensuring proposals that are brought forward by the Council are net zero carbon</li> </ol> <p>In the first role, the Council needs to introduce new planning policies (which will need to go through consultation and formal examination in public) before it can require private house builders to meet carbon neutral standards. This means that this part of the recommendation cannot be delivered from day one. In the second role, the Council is</p>	<p>Resources to support the Planning Policy Team to prepare the DPD are in place through the CAF. Once adopted there will be costs associated with demonstrating compliance with the DPD. It is anticipated that costs associated with this will fall on the developer, but this will need to be reviewed.</p>

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
	<p>recognise building regulations do not currently require homes to be carbon zero.</p> <ul style="list-style-type: none"> <li>We expect Warwick District Council to lobby for change to this at a national level.</li> </ul>		<p>incorporating significant carbon reduction in its approach based on SAP/AECB standards and is planning to introduce fully carbon neutral building standards as early as possible.</p> <p>Specifically, the following actions are proposed</p> <ol style="list-style-type: none"> <li>Prepare and adopt net zero carbon building standard through a new (interim) Development Plan Document (DPD)</li> <li>Put in place monitoring systems which ensure that once the DPD is adopted, new homes not only achieve net zero carbon in design, but are also in construction (addressing the performance gap)</li> <li>Ensure net zero carbon building standards are incorporated in the South Warwickshire Local Plan</li> <li>Ahead of the adoption of the DPD, influence house builders wherever possible to reduce carbon emissions in new developments</li> <li>Strive towards all new WDC Council housing to designed and built to be net zero carbon in operation</li> <li>Work towards Section 106 affordable housing that is purchased by WDC from developers to be developed at a premium standard which incorporates substantive carbon reduction measures to get as close as possible to SAP/AECB standards (for example the Triangle at Europa Way, Crewe Lane at Kenilworth and Radford Semele). In these cases, it will only be possible to achieve full carbon neutrality where the private developer's approved planning application is based on a carbon neutral design.</li> <li>The Council will continue to lobby for changes to national building standards (such as the Building Regulations) to ensure carbon neutral standards are brought in nationally as soon as possible</li> </ol>	<p>The DPD includes proposals for a carbon offsetting fund which has potential to provide a source of funding to support the Council's wider ambitions for a carbon neutral District</p> <p>In relation to delivery of new housing by WDC, resources are in place through the HRA to support this work, however, each site will need to be considered on its own merits with viability taken into account. Carbon neutral homes are more expensive to build and therefore a balance will need to be struck.</p>

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
			<p>The main challenges to achieving the ambition for net zero carbon housing are:</p> <ul style="list-style-type: none"> <li>• The time it takes to introduce and apply new planning policies</li> <li>• Costs associated with designing and building net zero carbon homes which can be prohibitive depending on site circumstances</li> <li>• The fuel costs associated with electric heating systems which can have an adverse effect on those in fuel poverty</li> <li>• Lifestyles – the Council cannot control how people live in their homes in relation to things like adaptations, number and use of appliances etc.</li> </ul> <p>For homes developed by (or for) WDC, these issues will be addressed on a site by site basis with a view to achieving or getting as close as possible to net zero carbon in every case.</p>	
3 <b>COMMUNICATIONS AND EDUCATION</b>	<p><b>A coordinated and collaborative communications campaign</b> to encourage everyone to take action and make lifestyle changes.</p> <ul style="list-style-type: none"> <li>• This messaging needs to be aimed at the whole community with messages targeted to specific age groups using specific tools (e.g. billboards, school networks, workplaces, GPs, sound bites in public spaces, transport advertising spaces, supermarkets, radio and other media).</li> <li>• This should be launched as a climate emergency roadshow</li> </ul>	Cat A	<p>Warwick District Council supports this recommendation. The Council will continue to communicate with residents about carbon reduction measures whenever the opportunity arises. Whilst the existing Climate Emergency Action Plan (CEAP) places an emphasis on communications, we recognise the need to step this up and to approach communication in a more structured and coordinated way, including linking in with other organisations with similar aims. A communications strategy needs to be a cross cutting element of the CEAP</p> <p>We will therefore incorporate actions within the CEAP to develop and maintain an effective ongoing communications campaign. To do this we will explore the following ideas:</p> <ol style="list-style-type: none"> <li>a) Develop a communications plan which <ol style="list-style-type: none"> <li>i. Relates to the Council's overall climate change objectives and stays focused on these,</li> <li>ii. considers the audiences,</li> </ol> </li> </ol>	The existing Sustainability Officer post in HCP, in conjunction with the PDCC will lead the work on this with input from all service as and with particular support from the People and Communications Service.

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	<p>which would be visible, dynamic and attract publicity.</p> <ul style="list-style-type: none"> <li>Target groups should include Primary schools, Secondary schools, adults of different generations.</li> <li>The messaging should encourage people to take action on recycling, active travel, (e.g. Walking Wednesday, Cycling Sunday, walking weekends, waste management, tree planting, planning ahead to do errands in one day, shop local, shared journeys and resources, meal planning including less meat consumption).</li> <li>Local businesses and organisations need to come together as partners to create and spread these messages which must be apolitical and give a range of options. e.g. 'Make a change for climate change- everybody just do one thing, 1 small step'.</li> <li>Local schools need to embed climate change education into their curriculum, this should be via assemblies, lessons and projects.</li> </ul>		<ul style="list-style-type: none"> <li>iii. recognises the need to enable people to “pull” a rich variety of information and the need to “push” key message,</li> <li>iv. ensures that the information is up to date and evolves,</li> <li>v. includes forward looking timeline so that specific campaigns can be developed.</li> <li>b) Ensure that communications channels and messages are tailored to reflect the different needs of different audiences, including young people</li> <li>c) As part of b) make effective use of social media including where possible as a very local level such as street whatsapp groups</li> <li>d) Consider working with external climate change communications experts who have already prepared material that can be locally tailored</li> <li>e) Improve the Council’s website and provide stronger signposting and links to other sources of information</li> <li>f) Include though provoking messages to catch the attention of people who are not aware of the impacts of climate change</li> <li>g) Subject to covid restrictions and advice, develop materials for a roadshow and other events so that messages can be taken out to communities. Work with Town and Parish Councils in developing a programme of events</li> <li>h) Work with the County Council (as Education Authority) to consider how we can best link with young people through schools</li> <li>i) Ensure climate changes messaging is embedded with other Council initiatives and messages for example the Commonwealth Games, town centre regeneration, health &amp; wellbeing, recycling, active travel, social prescribing or fuel poverty in housing</li> </ul>	

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			<p>j) Ensure we have a clear and visual way of showing progress so that everyone can see the momentum we are gaining</p> <p>k) Explore ways of measuring the impacts of communications initiatives so that we can learn from these</p> <p>l) Support other organisations (such as Town and Parish Councils, businesses and local institutions) in communicating about climate change by making information and material available.</p> <p>m) Engage with community and voluntary networks so that we can collaboratively develop communications for different parts of our communities</p> <p>n) Work with our contractors (such as Everyone Active) to support climate change messages</p> <p>As this needs to be an ongoing area of work (through continued nudges), we need to consider the resource implications of this carefully. Whilst some communications can be low cost, other high-impact comms may have significant resources implications. The communications plan must be realistic otherwise it will “gather dust”.</p>	
4 <b>FINANCE AND OTHERS (Including carbon recapture)</b>	Warwick District Council should develop a programme of <b>carbon recapture</b> in all council owned green and currently unused areas (even small ones e.g. corners at the end of streets) to include appropriate native trees, shrubs, wild flowers for wildlife, create wild meadow areas instead of mowing and a promotion to encourage the public to develop their gardens in the same way.	Cat A (although if wider approach planned Cat B too)	<p>Warwick District Council supports this recommendation. The Council is already taking some steps towards this such as the Tree planting project (which aims to deliver 160,000 trees across the District with the mantra of the right tree in the right place), and the Park Hill “Set to Bloom” initiative which is experimenting with managing some open space in a more hands-off way to encourage pollinators and wild areas.</p> <p>Adding to initiatives that are already underway, the Council will explore ways to embed carbon capture in to the management, development and improvement of open spaces through the CEAP. In particular, we will consider:</p>	A Tree Planting Project Officer is already in place to support this work and other financial resources have been identified for 2021/22 to deliver the initial stages of the tree planting project. A report will be brought forward during 2021/22 setting out how the project’s

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			<ul style="list-style-type: none"> <li>a) Ensuring the carbon benefits of our tree planting initiatives are measured and are given real value as a way of demonstrating the benefits and justifying ongoing investment in this area</li> <li>b) Explore the potential for local carbon markets which recognise the value of natural assets and which enable investment into these through local carbon offsetting schemes (NB, this needs to link to the review of planning policy referred to in response to recommendation B above)</li> <li>c) Learn from and grow the existing Park Hill experiment to enable similar schemes to be introduced elsewhere in the District</li> <li>d) Continue to manage the Council's existing tree stock carefully</li> <li>e) Consider opportunities for "rewilding" areas of the District, recognising that <ul style="list-style-type: none"> <li>i. aside from parts of Newbold Comyn the Council may have limited opportunities for this on a large scale as it's land holdings are not extensive</li> <li>ii. the Council can look at small pockets in urban areas as recommended to increase the biodiversity and carbon benefits of these areas</li> <li>iii. the greatest opportunities may be in rural parts of the District where the Council will need to consider how best to use its influence to support large scale rewilding initiatives</li> </ul> </li> </ul>	<p>aims will be delivered and what additional resources will be required to deliver those aims.</p> <p>If the concept of "local carbon markets" are feasible, this will provide additional funding to support tree planting and other investment in natural assets.</p> <p>It should be noted that small scale rewilding projects and examples like the Park Hill experiment are resource intensive as they need active and intensive management to be effective. Expanding this will need to be planned in a gradual way to enable it to be delivered within existing resources.</p> <p>In addition to local carbon markets, the</p>

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				<p>potential to use the following sources of funding will be explored:</p> <ul style="list-style-type: none"> <li>• Section 106 agreements (such as biodiversity offsetting)</li> <li>• External grants to local authorities</li> </ul> <p>Support to enable landowners to access funding opportunities.</p>
5 <b>WASTE AND RECYCLING</b>	<p>Encourage the <b>reuse of items to reduce landfill</b>. We would like a centralised management and information platform administered by the Council to increase awareness and availability of systems for obtaining or disposing of reusable items that would otherwise go to landfill. This recommendation has two parts:</p> <p>a) Online digital element: We request Warwick District Council host and manage a central platform that is accessible to people from home or in person support (in a council premises), if someone hasn't got internet access or know how. It</p>	<p>Cat A in part</p> <p>Cat B in part</p>	<p>Warwick District Council supports this recommendation, but as explained below, in terms of allocating resources, would place a lower priority on this in comparison to many other recommendations.</p> <p>WDC has undertaken work to establish the main sources of carbon emissions from the District and is committed to working to reduce these sources. Carbon reductions that result from reducing waste (by reusing more) are as important as all other carbon emissions in the context of the global challenges we all face. We therefore support the recommendation. In particular, we support more reuse in the context of a local circular economy that ceases the current practice on single use of scarce natural resources such as fossil fuels, aggregates and other materials.</p> <p>However, the reasons we place a lower priority on this is that waste reduction is likely to make only a small impact on carbon emissions from Warwick District. We do want to see more re-use in Warwick District, but alongside this we will continue to call for other Councils, governments and businesses to reduce their carbon emissions and to develop local circular economies.</p>	<p>This will require a resource to set up and maintain online advice webpages</p>

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	<p>should include information about all the online platforms that people can choose from to be able to get things they need from others who don't need them anymore (e.g. household items or food that would otherwise be wasted - freecycle.org, olio, too good to go and various Facebook groups).</p> <p>b) Physical community hubs should be established for re-purposing things which are no longer needed and providing information about the online options above. These could also host 'repair cafes'. Existing facilities at council owned recycling centres (some with charity shops on the premises already) should be further developed to provide these hubs. Proactive intervention from centre staff to check if items could be recycled or re-purposed. Information could be shared about other existing organisations such as Action 21. Other suitable premises should also be</p>		<p>As part of this we will:</p> <ul style="list-style-type: none"> <li>• Include information about consumption, waste reduction/repairs and recycling as part of our one stop shop online information. A particular challenge will be how to ensure this is kept up to date</li> <li>• Explore way to support local repair cafés (potential through parish and town councils and/or communities).</li> <li>• Explore ways to help repair shops to network and support each other, including addressing any gaps in the offer or in capacity across the District</li> </ul>	



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	found e.g. Shakespeare Hospice premises in Kenilworth, and also in villages			
6 <b>TRANSPORT</b>	<p>Make <b>public buses</b> more attractive as an alternative to cars through:</p> <ul style="list-style-type: none"> <li>a) Subsidised bus travel/ reduce cost of bus travel,</li> <li>b) Bus vouchers included in your council tax (number of vouchers each year),</li> <li>c) Improve quality of bus services,</li> <li>d) Ensure buses are accessible for people with disabilities and hidden disabilities</li> </ul>	Cat B	<p>Warwick District Council supports this recommendation but recognises that it has only limited involvement in this area. The primary responsibility for improving and promoting public transport lies with Warwickshire County Council.</p> <p>WDC will continue to work with WCC to encourage more attractive public transport options including through</p> <ul style="list-style-type: none"> <li>a) Collaboration on the development of the Local Transport Plan</li> <li>b) Bringing forward park and ride schemes</li> <li>c) Collaborating to introduce electric or hydrogen buses in the District</li> <li>d) Using the planning system (especially Section 106 agreements) to ensure public transport is planned for in new developments.</li> </ul> <p>With regard to part b) of this recommendation (Bus vouchers included in your council tax) the legislation around Council Tax prevents this from being possible. However, we will work with Warwickshire County Council to explore whether other ways of incentivising bus journeys can be considered.</p>	No additional resources are required.
7 <b>HOUSING</b>	<p>Warwick District Council should <b>refuse all future planning applications</b> for any new housing that is not carbon zero on the grounds of the Climate Emergency Action Plan and see how the developer responds.</p> <ul style="list-style-type: none"> <li>• Radical action must be taken.</li> </ul>	Cat A	<p>Warwick District Council is not currently able to implement this recommendation.</p> <p>As a responsible public authority we are unable to make decisions on planning applications which do not align with the local and national policy framework. To do so would almost inevitably lead to planning appeals and claims for costs against the Council, which we would be very unlikely to be able to defend. It is one of the Council's</p>	No additional resources are required.

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	<ul style="list-style-type: none"> <li>We are concerned that such action should not penalise young people trying to access housing and we encourage Warwick District Council and others to investigate how this might be achievable.</li> </ul>		<p>responsibilities to make every effort to use its financial resources in a responsible way and exposing ourselves to the very high likelihood of paying substantial planning costs cannot be considered to be a responsible use of resources.</p> <p>In reaching this view the planning policy team have considered the whether the existing planning policy framework provides any scope to refuse applications as recommended but they are clear that this could not be justified at present. This therefore places even greater urgency on the proposals set out in response to recommendation B above (particularly the DPD).</p> <p>In the meantime, the Council will continue use informal means of influence to encourage developers to bring forward low carbon development schemes.</p> <p>In parallel with the work on the DPD, the Council will continue to ensure affordability of housing is kept in mind. There may be tension between higher building standards and affordability – at least in the short term whilst development supply chains are improved. Part of the key to managing this tension reinforce the existing policies around ensuring sufficient one and two bedroom homes are developed.</p> <p>NB: in 2015, the Council did put forward a policy in the draft Local Plan to incorporate requirements for the “Code for Sustainable Homes”. However, due to change in national policy around this, the policy was removed at the request of the Inspector through the Examination in Public of the Local Plan. It is only more recently (since the adoption of the existing Local Plan) that national policy has reverted to a position where we can now develop policy around sustainable building standards.</p>	

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8 <b>COMMUNICATIONS AND EDUCATION</b>	The Council must <b>feedback to the Inquiry</b> group and district residents about developments towards carbon neutrality and implementation of recommendations every 6 months and support the development of a scrutiny group made up of members of the Inquiry. The Council must demonstrate success in adopting the Inquiry's recommendations.	Cat A	<p>Warwick District Council supports this recommendation.</p> <p>We will prepare 6 monthly progress reports and as part of our ongoing engagement around the climate emergency, we will discuss these reports in face to face discussions with the Inquiry members and other key stakeholders in the community. We will use these meetings to share challenges and seek advice on the way forward. This will form part of the wider communications and engagement plan</p>	Within existing resources – PDCC and Sustainability Officer
9 <b>HOUSING</b>	<b>Retrofitting must take place of all public buildings and council owned housing.</b> Energy generation, efficiency and conservation plans must be in place with measurable targets.	Cat A	<p>Warwick District Council supports this recommendation.</p> <p>However, in supporting the recommendation we are conscious of the huge scale of the task involved in retrofitting up to 6,000 homes and an extensive range of public buildings managed by WDC, WCC, Warwickshire Police, the NHS, Schools and Colleges and village halls.</p> <p><b>Housing:</b> For housing, the Council's strategic approach to this involves a number of elements:</p> <p>a) For the Council's own housing stock, we are currently undertaking a high-level assessment of energy performance (EPC rating) to enable an improvement strategy to be applied and to support measurement of improvements in performance. As a first stage we are aiming for all the Council's housing to achieve EPC rating C. The timescales for this will be decided once the baseline assessment is complete and high-level costs are known.</p> <p>b) Beyond the first stage of achieving EPC C, the Council is committed to getting all existing Council Housing to zero carbon. However, the scale of the challenge is huge - in relation cost; the need for demolition of some properties; "liveability" and how occupants</p>	<p>This will require substantial investment over 10 years over and above resources that are already committed through the HIP. Some of this may be available through grant funding, but in reality, achieving carbon neutral for all WDC housing will require £10s of millions additional investment.</p> <p>For WDC assets, we will consider the need to boost resources in the assets team,</p>

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			<p>use properties; and lack of clarity around the national policy for low carbon heating (current reliance gas). This will require significant planning and resources and will be addressed when there is greater clarity about funding, heating options and when the skills and other costs begin to be available a scale and lower cost.</p> <p>c) To support the current improvement strategy, we have set aside a significant part of the Housing Investment Programme (HIP) for decarbonisation works for the Council's own housing stock (around 5500 homes). The approved HIP contains an additional provision for £18m over 10 years as a contribution towards this. In addition, the HIP makes provision for improvements such as door, window and roof replacements which will also enhance energy efficiency.</p> <p>d) We are supplementing the HIP money by seeking external grant funding to support the decarbonisation of Council homes and Housing Association homes. The Council has already been successful over the last year in attracting around £2m of grant funding for decarbonising homes in the District; and is currently preparing applications for a further two rounds of funding for around £1.5m</p> <p>e) Where the funding is available for decarbonisation improvements, this will be focused on property's where fuel poverty is likely to be an issue and where energy efficiency is low (as indicated by EPC ratings) – this should apply to all housing tenures but will depend upon the criteria that applies to the fund.</p> <p>f) Recognising that heating homes in an affordable and low carbon way is currently the biggest challenge, we will continue to lobby government to put in place a clear national strategy for zero or low carbon heating for homes. At the same time, we will explore the potential to invest heat networks and other low carbon energy sources to enable householders to access affordable, low carbon energy for heating.</p>	<p>particularly with regard to PAS2035 knowledge.</p> <p>We will also need to plan ahead to resource a programme of works through savings, existing assets reserves, or external grants.</p>

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			<p>g) We acknowledge the importance of measuring progress on decarbonising homes. For Council housing we are currently putting in place processes to do this and aim to be able to report on progress annually.</p> <p><b>Public Buildings</b></p> <p>For WDC buildings, we will set out a strategic approach in the CEAP refresh (summer 2021) to achieve net zero carbon Council assets. This approach will incorporate the following elements:</p> <ul style="list-style-type: none"> <li>a) We currently have data relating to energy usage for each of the Council's assets and will be using this for a building by building carbon baseline.</li> <li>b) The baseline data will be used to develop a decarbonisation strategy whereby we develop the most cost effective approach to decarbonising each building and prioritise buildings according to the potential carbon savings that can be achieved within current budgets. As part of this, where energy cost savings can be achieved, buildings will also be prioritised so that the case for reinvesting the savings into further decarbonisation schemes can be considered.</li> <li>c) We will use our decarbonisation strategy to apply for further grant funding (over and above to £750,000 grant we have received in 2021/22) and to prioritise future investment</li> <li>d) As part of the decarbonisation strategy we will consider the potential for heat networks and renewable energy investments that can supply multiple public buildings.</li> </ul> <p>For non WDC public buildings, we will liaise with other public services to support decarbonisation and will explore joint approaches to decarbonisation wherever we can.</p>	

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10 <b>COMMUNICATIONS AND EDUCATION</b>	Local schools and other <b>public service</b> premises (e.g. council offices, police stations) should have targets to establish a <b>zero waste approach</b> to e.g. catering and other supplies - this could be incentivised with metrics and rewards for those who perform well. Sub-contractors should be mandated to follow the same policy.	Cat B (and Cat A)	<p>Whilst recognising that Warwick District Council has limited direct influence over schools and a range of other public services, we support this recommendation both in terms of our own activities and contracts and in terms of how we work with and influence other organisations in the public sector.</p> <p>As with recommendation 5, we recognise the importance of this recommendation for global emissions, but in preparing our CEAP we will place a lower urgency on this than some other recommendations.</p> <p>Our response to this recommendation is therefore in two parts: Part 1: for WDC activities and contracts we will include proposals in our CEAP review to:</p> <ul style="list-style-type: none"> <li>• Build on work already undertaken to require sustainability policies and to reduce single-use plastics we will further reviewing our procurement and contract management practices to work towards a zero waste approach for all our contracts.</li> <li>• Once new procurement and contract practices have been established, we will expect all contracts agreed after that dates to include waste reduction targets leading towards zero waste</li> <li>• As part of this, we will expect contractors to monitor waste performance relating to the delivery of the whole of the WDC contract</li> <li>• For direct Council activities (including work from Council offices), we will develop our own waste reduction actions</li> <li>• For events and venues coordinated or managed by the Council, we will explore waste reduction measures.</li> </ul> <p>Part 2: to influence others in the public sector we will:</p>	

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			<ul style="list-style-type: none"> <li>encourage Warwickshire County Council to address school contracts where these are within their control (e.g contract's commissioned by WCC rather than by the schools themselves)</li> <li>Where contracts are commissioned by schools, ensure that schools are included in wider communications campaign regarding carbon emissions and waste to encourage better practice</li> <li>continue to work in partnership with other public sector organisations and institutions such as the police, colleges and the NHS to provide mutual support for improved practices.</li> <li>Promote better practice within businesses in the District (such as expanding a green business scheme to not only cover waste, plastic-free etc but also to look at carbon emissions.</li> </ul>	
11 HOUSING	<b>Retrofitting of private housing.</b> A team of independent and experienced coordinators should be in place to cover all housing. They would be available to give unbiased information and guidance of how to holistically address energy use and generation in people's houses. They will visit, assess and advise and explain the providers available.	Cat A	<p>Warwick District Council supports this recommendation.</p> <p>Recognising that WDC will not be able to afford the £100s of millions required to retrofit all the housing in the District, we will explore ways to develop an independent advice service to support private homeowners to invest in decarbonisation.</p> <p>In response to this recommendation we will include proposals in the CEAP to</p> <p>a) Develop a local, reliable independent retrofit advice service. We will seek to grow the service in the following years as demand grows and expertise and financing become more readily available for privately owned homes. The service will signpost funding opportunities (such as heat incentives; the LAD scheme; Warm and Well etc) and will link with reliable specialist advisers and contractors.</p> <p>b) We will consider whether this service could be partially funded by charging some householders for the service. This would then</p>	We will need funding to develop a local advice service (whether through Act on Energy or an alternative service). To have significant reach this is likely to cost upwards of £100k per year. There is decision for members as to whether a slice of the CAF should be used for this or whether alternative funding needs to be found. If the CAF is to be considered, the decision needs to be

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			<p>enable wider support for those on lower incomes who would otherwise be less able to make investments.</p> <p>c) Where government grant funds are focused on private housing, we will explore the possibility of using this to trial a street by street, face to face service focussing on areas of housing where EPC ratings are low. This will encourage housing owners to use grant funding for decarbonising their homes and will link them to experts and contractors.</p> <p>d) learn from best practice in other areas (such as Oxfordshire)</p>	<p>made in light of other CEAP priorities. We could also explore whether the service could be chargeable in some circumstances.</p> <p>Also consider role of:</p> <ul style="list-style-type: none"> <li>• HEART</li> <li>• Private Sector Housing</li> <li>• Act on Energy</li> </ul>
12 <b>WASTE AND RECYCLING</b>	The council should investigate and put in place specific measures to ensure that <b>flats</b> (or other premises with central waste points) are effectively included in all <b>recycling and food waste</b> initiatives and given access to community composting options. An investigation should be undertaken with residents of flats to find out what the problems are and then resolve them.	Cat A	<p>Warwick District Council supports this recommendation in principle and will work to try to improve the effectiveness of recycling in flats.</p> <p>Nationally and locally this is a particularly challenging issue to resolve. In particular, we need to find ways to avoid abuse of communal recycling facilities in flats which can lead to wider contamination within recycling vehicles.</p> <p>WDC will continue to investigate options as suggested in the recommendation, including liaising with residents to explore very local solutions (recognising the no single solution will fit all circumstances) and considering options during the procurement process for new contractors.</p>	Consider resources required for investigation and liaison as part of new contract
13 <b>FINANCE AND OTHERS</b>	We are concerned about the detrimental environmental effects of <b>commuting</b> . <b>Warwick District Council should investigate ways to reduce the</b>	Cat B  (Part Cat A)	Warwick District Council supports this recommendation. We recognise that as the transport authority, Warwickshire County Council also need to play a significant role in addressing this recommendation.	



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	<b>environmental impact of commuting</b> e.g. encouraging people to work from home, use public transport, provide more local housing for those who work in the area		<p>We propose the following key actions top address:</p> <ul style="list-style-type: none"> <li>a) Carbon emissions need to be central to the spatial strategy for the new South Warwickshire Local Plan, enabling new developments to be located in a way that minimises the need to travel and maximises opportunities for active and low emission forms of transport. As part of the very first stage of the local preparation an assessment has been undertaken on the climate change impacts of different spatial options</li> <li>b) As part of the local plan, consider whether house types and styles will need change to allow more work space within homes</li> <li>c) Continue to support the revitalisation of town centres including <ul style="list-style-type: none"> <li>o Viewing our town centres as the heart of our communities</li> <li>o Explore how to promote collaborative workspaces</li> <li>o Providing work places in town centres that meet employers and employees post-covid needs.</li> </ul> </li> <li>d) As an employer, WDC will continue to support staff to work from home or in other locations closer to home (such as use of local cafes and other venues). As part of this we will try to measure the reduction in commuting and associated carbon savings for WDC staff as result of working from homes</li> <li>e) Work with WCC in developing a Local Transport Plan that prioritises shorter journeys, active travel and low carbon public transport.</li> <li>f) Continue to ensure high quality infrastructure (schools, transport, green spaces, health etc) are planned and delivered within (or close to) new housing developments</li> <li>g) Lobby local business to encourage continued homeworking and/or use of work spaces that are close to people's homes</li> <li>h) Develop a communications campaign around to encourage working at or close to homes and minimising the environmental impacts of journeys to work (see recommendation C above)</li> </ul>	

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14 <b>WASTE AND RECYCLING</b>	When rolling out the 2022 plans for waste and recycling the Council should take care to make sure that there is a good <b>awareness campaign on recycling and other waste options</b> (e.g. food waste) BEFORE making black/grey bin collection every three weeks, in order to reduce the risk of fly tipping or people making individual journeys travelling to the tip to get rid of excess waste which would have a bigger carbon impact. More thought should be given to items currently not recyclable such as tetra packs	Cat A	<p>Warwick District Council supports this recommendation. We recognise the importance of excellent communications ahead of a during the roll out of new services that will come in with the new contract in 2022. Plans are already being put in place for a communications strategy for this.</p> <p>In addition to communications about the new services in 2002, the Council is a partner in a new Multi-material recycling facility. Once developed this facility will enable the recycling of additional material such as tetra packs.</p>	No additional resource required
15 <b>TRANSPORT</b>	Better information through a good quality dedicated ' <b>live</b> ' <b>app for journey planning</b> & running times etc. Suppliers of local transport should be required to provide up to date journey planning information via online and offline methods	Cat B	Warwick District Council supports this recommendation. However public transport information is the responsibility of Warwickshire County Council in conjunction with the transport operators. Through its communication channels, Warwick District Council will provide links and signposting to the information and where necessary will lobby the County Council to improve the quality and accessibility of information.	No additional resource required
16 <b>FINANCE AND OTHERS</b>	Warwick District Council needs to actively <b>lobby on national and international environmental policy</b> .	Cat A	Warwick District Council supports this recommendation. We will continue to lobby national government for changes that would enable local progress towards net zero carbon.	No additional resource required

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			We will use the People's Inquiry recommendations to identify which areas need to be addressed nationally and lobby on these ahead of and as part of COP26.	
17 <b>WASTE AND RECYCLING</b>	<p>Warwick District Council to operate an <b>audit</b> including but not limited to the following: A visible rating system for local businesses should be developed similar to hygiene ratings in restaurants and take-aways. This must include:</p> <ul style="list-style-type: none"> <li>• what packaging they use, how they deal with reducing and disposing of waste, and how much information about waste they give to customers before they purchase, (this could also include information on energy efficiency of premises etc.)</li> <li>• There should be in place green auditing options to ensure that processes are truly reducing food waste and then the naming and shaming and naming and praising of local businesses who enhance efforts towards reducing their carbon footprint.</li> </ul>	Cat A	<p>This recommendation requires further investigation. Whilst the Council recognises that there are significant benefits of this proposal, the resource implications need to be fully understood.</p> <p>Related to this, the Council is considering the potential to work with Clean Up Britain to promote their Green Business Awards. Until further investigation has taken place, it is not clear to what extent those awards are able to meet the specifics set out in the recommendation.</p> <p>In addition, the Council will investigate whether similar schemes are already in place elsewhere so that the process and resource implications can be fully understood.</p> <p>Finally, the Council will discuss the potential to work with the County Council's waste management team to explore their appetite for supporting this recommendation.</p>	May require additional resources
18 <b>WASTE AND RECYCLING</b>	<b>Supermarkets waste and packaging:</b>	Cat A	Warwick District Council supports part b) of this recommendation as part of its lobbying role and will contact local supermarket managers to encourage this.	

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	<p>a) A packaging disincentive for supermarkets should be devised or incentive such as offering certain items on a re-fill basis (e.g. Waitrose are doing this) or exchange e.g. bottles.</p> <p>b) Warwick District Council should contact all supermarkets as main suppliers of waste and ask them to increase awareness by playing sound bites throughout the day encouraging re-cycling and the disposal of packaging appropriately.</p>		<p>However, part a) is beyond the scope of WDC's direct influence as the major supermarkets are governed nationally and as incentive scheme as proposed is unlikely to be possible to implement locally.</p>	
19 <b>TRANSPORT</b>	<p><b>Encourage the take up of electric vehicles through an increased electric car charging infrastructure</b> across the district, ensuring that provision/solutions are also developed for those that don't have off road parking at their homes</p>	<p>Part Cat A</p> <p>Part Cat B</p>	<p>Warwick District Council supports this recommendation</p> <p>Over 40 new public charging points have already been installed across the District during 2021.</p> <p>The Council is working closely with Warwickshire County Council on this to ensure extra EV charging is prioritised in public car parks (WDC, on street (WCC) and in new developments (WDC). This work includes</p> <ul style="list-style-type: none"> <li>a) We have recently completed a study (with WCC) looking at the projected growth on electric vehicle to enable the provision of E charging to stay ahead of the curve</li> <li>b) We are working jointly with WCC on a working group to plan future infrastructure – including addressing potential issues around power supply</li> </ul>	<p>No additional resources required. Will be in the remit of the new Sustainable Transport Project Officer</p>

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
			c) We have a planning policy which requires all residential accommodation with off street parking to provide EV charging d) We are exploring the potential for EV charging for taxis in the District e) We are supporting the County Council to consider how best to provide on street charging in residential areas which don't have off street parking f) We will work with partners through g) We will be applying for further government funding to expand EV charging in public car parks whenever funds are available h) We currently offer free parking in our car parks for EV charging i) We will provide training and information for Electric car owners through the Energy Savings Trust	
20 <b>FINANCE AND OTHERS</b>	Investigate <b>alternative financing options</b> to generate budgets for climate change measures including community investment bonds and contributions from large businesses (such as car parking levies, section 106 contributions). Recognising that contributions from businesses should ensure small businesses are not affected as they are likely to be experiencing difficulties post Covid-19.	Cat A	Warwick District Council supports this recommendation. We recognise that financing our climate change ambitions will be challenging and that therefore all options – including some imaginative ones will need to be explored. In developing our Action Plan, we will explore how the following sources of finance can contribute: <ul style="list-style-type: none"> <li>• Direct Funding from the Councils</li> <li>• Housing Investment Programme</li> <li>• Government grants</li> <li>• Infrastructure Funding (Community Infrastructure Levy; Section 106)</li> <li>• Developing a carbon offsetting fund</li> <li>• Community Municipal Investment Bonds and other sources of borrowing</li> <li>• Business sponsorship and investments</li> </ul>	No additional resource required
21	Establish an <b>independent sustainability committee</b> made	Cat A	Warwick District Council supports this recommendation	It is expected that proposals can be

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<b>FINANCE AND OTHERS</b>	up of representatives of council departments, local organisations, training providers, businesses, local citizens who would scrutinise and authorise new projects and initiatives in relation to transport, housing, education etc. and ensure all adhere to an overall sustainability strategy in line with the best international practices. This committee must build the local knowledge of integrated solutions.		<p>We would be interesting in exploring this concept with the People Inquiry membership. Following that, we will bring forward proposals as part of our engagement strategy for Climate Change. In bring forward proposals we will seek to ensure the proposals</p> <ul style="list-style-type: none"> <li>a) Are clear about purpose, focus and objectives of this</li> <li>b) Add value and positively contribute to our shared ambitions and actions</li> <li>c) give careful consideration to the relationship between any overseeing group and existing Council (and Parish Council) decision making processes and committees. In particular, the Council will be concerned that such a group does not undermine democratic representation.</li> <li>d) Have an effective way of identifying members of such a group to ensure legitimacy.</li> <li>e) Delivery the benefits of bringing together local expertise with local people and local organisations who are able to make a difference.</li> <li>f) draw on links Councillors have with communities</li> </ul>	developed and managed through existing resources
22 <b>HOUSING</b>	There should be an investigation into how possible it is to establish a <b>local zero carbon community-based living scheme</b> that is attractive (growing food, low energy, shared travel, shared stuff etc) e.g. Bed Zed London	Cat A	<p>Warwick District Council is keen to explore the concept set out in this recommendation.</p> <p>WDC would welcome further dialogue with members of the People's Inquiry or other community groups about how this recommendation could be taken forward.</p>	WDC does not immediately have the land or financial resources to deliver this. It would require external funding or investment from the Council's Climate Action Fund, as well as project management resource

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23 <b>TRANSPORT</b>	Operators/providers of <b>public services should change their vehicles</b> (public transport vehicles and waste vehicles) to sustainable renewable sources, through a phased plan, as soon as possible (where this is possible) and encourage private users to do the same. The possibility of providing smaller electric buses should also be investigated to reduce emissions on less popular routes.	Cat B  (Cat A in part)	Warwick District Council supports this recommendation; although we recognise that primary responsibility for commissioning bus services lies with Warwickshire County Council  The Council will work with WCC to <ul style="list-style-type: none"> <li>a) bring forward low emission bus services (electric or hydrogen) for the new services to be introduced at the Asps Park and Ride</li> <li>b) enable effective electric buses from Coventry as part of the “All Electric bus Town initiative</li> <li>c) Explore the potential for hydrogen buses to utilise local produced green hydrogen</li> <li>d) expand low emissions bus provision to all services within the District as quickly as possible</li> </ul>	No additional resources required. Will be in the remit of the new Sustainable Transport Project Officer
24 <b>WASTE AND RECYCLING</b>	Thinking about the future we recommend that the Council puts a challenge to local Universities (e.g. Warwick University) staff and students to devise a way to use <b>technology to motivate people to take responsibility for their waste</b> e.g. from Germany - bar codes of plastic bottles recorded at sale and also at return to recycling centre with coupon given as a reward to recognise the desired behaviour, an app to record and reward people who have less waste in their bin/have correctly dealt with waste at their home e.g. recycling/compost etc., an app recognising positive choices e.g.		Whilst Warwick District Council supports this recommendation, it has no direct responsibility for technology advances around waste and recycling. The Council expects these kind of initiatives (eg deposit schemes and other innovations) to be part of the new national waste strategy and that there will be incentives to innovate to encourage waste reduction and improved recycling.  The Council’s role is there one of lobbying and specifically, the Council will <ul style="list-style-type: none"> <li>a) Following the publication of the National Waste Strategy the Council will consider whether there is a need for further lobbying of national government, either directly or through the Local Government Association</li> <li>b) Following publication of the National Waste strategy, the Council will use its regular liaison with Warwick University to explore how the University is intending support innovation in this area.</li> <li>c) The Council will work with other local partners to support the delivery of the National Waste Strategy</li> </ul>	No additional resource required

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	buying unwrapped goods such as fruit and veg, re-filling containers, etc.		NB: It be noted the Council are required collect household waste free of charge and cannot introduce "Pay as you throw" charges.	
25 HOUSING	<p><b>Offering impartial advice and information:</b> Invest in strong partnerships to ensure householders have access to impartial advice on what action they can take to address climate change e.g. retrofitting/recycling and reassurance that consumers are getting a quality service. This should mean offering training for the trades people to meet green standards or a national/universal quality mark. (Trustmark- currently there are very few in the district) by working with local colleges and training providers.</p> <p>The council website needs to be more dynamic and offer better filtering options to make it easier to find information. Should include information from all resources on how to go green in the area- community options, grants, charities, recycling, zero waste shops, clear easy to understand info about recycling and downloadable information sheets.</p>	Cat A	<p>Warwick District Council supports this recommendation.</p> <p>The recommendation overlaps significantly with recommendation 11 above. There are several aspects to this recommendation.</p> <p>With regard to an impartial advice offer for low carbon lifestyles and advice for consumers, the service proposed in response to recommendation K could evolve into this in time. Having said that WDC would suggest that in the first instance, recommendation K should be addressed, with this broader advice service being a longer-term ambition.</p> <p>With regard to skills and training for local trades people, this is something WDC would like to see happen soon. We will work with Warwickshire County and local colleges/universities to facilitate this. We agree that, as part of this, a visible trusted standard should be used.</p> <p>With regard to improving the WDC website offer, this is something we will work to achieve as part of our communications and community engagement strategy. We will try to support a more dynamic online offer, whether through the WDC website or through a partner website. A key challenge that we address in our community engagement strategy is how to ensure information is kept up to date, fresh and above practical, in a fast moving world. This will need resources.</p>	<p>Expanding on the service proposed in recommendation K could involve a significant (but currently unknown) cost. How the resource this will be considered.</p> <p>Working to support better training and skills would be resourced through a proposed Green Business Officer post (to be confirmed), to be funded from the Climate Action Fund.</p> <p>Improving the website offer, could have costs. Resources to support this will be considered through the Communication and Community Engagement strategy to be considered alongside the refresh</p>



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				of the Climate Action Programme
26 <b>TRANSPORT</b>	<b>Pedestrianisation</b> of town centres, with provision for less able people	Cat B	<p>Warwick District Council will give the recommendation further consideration. Given the experience of previous proposals to pedestrianise Town Centres any future proposals will need to be brought forward in the context of clear vision for the town centre (so that the benefits of proposals are understood) and through a process of engagement with business, stakeholders and the community.</p> <p>Having said that, the Council is committed to working alongside partners (such as Warwickshire County Council) to make town centres more attractive for residents, businesses and visitors. It is also committed to supporting active travel (such as walking and cycling to and within town centres. Prioritising places and spaces for people to enjoy and for travel alternatives to the car are likely to be to a key element of how the Council supports the future of Town Centres.</p>	No requirement for additional resources in the short term. If proposals are developed and implemented, the need for project management resources to support this will be incorporated in these costs.
27 <b>TRANSPORT</b>	Make it easier for people to <b>link together their journeys on public transport</b> through: a) Incorporating bike racks onto buses and into trains (including increased accessibility into the train/bus station and onto the train/bus) b) Offering multi-mode travel tickets with a linked advantage card to collect benefits/points/discounts etc.	Cat B	<p>Whilst Warwick District Council supports this proposal, the primary responsibility for enabling the integration of different modes of transport lies with Warwickshire County Council.</p> <p>Warwick District Council will work with the County Council to support this through the planning system (for example helping to identify locations multi-modal transport hubs) and will seek to influence the emerging Local Transport Plan to ensure improvements to integration of different modes.</p>	No requirement for additional resources
28 <b>COMMUNICATIONS AND EDUCATION</b>	<b>Some people still don't care or understand</b> the emergency of climate change. The council needs to:	Cat A	Warwick District Council supports this recommendation. Proposals for thought provoking messaging and individual contributions will be included within the communications plan to be developed in response to recommendation 3.	See recommendation 3

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
	<p>a) put out some thought-provoking messaging to educate local people such as 'Did you know....?' (thought provoking comment or shock factors to grab attention and get people interested),</p> <p>b) Invest in focus groups and research on local people who have no concern re climate change and target them; messaging to resonate with that group.</p> <p>c) Info to be shared about local impact of climate change, individual contributions (small or big) and how to reduce own carbon footprint, what the council is doing to tackle it and what everyone else must do.</p>		<p>The Council will also work with Town and Parish Councils to enable climate change messages to be focused at a more local level.</p> <p>Noting from the "personal stories" of some People's Inquiry members that their involvement with the Inquiry has provided them with the different understanding, the Council is interested in engaging further with the Inquiry members for further advice on how to pitch thought provoking message.</p>	
29 <b>TRANSPORT</b>	Investigate the idea of <b>harnessing the energy from fast moving vehicles</b> (using small wind turbines on faster roads for example).	Cat B	<p>Warwick District Council will give the recommendation further consideration.</p> <p>The primary responsibility is likely to be with Warwickshire County Council (or for trunk roads and motorways) with Highways England. To give the recommendation further consideration, the Council will initially raise the concept with the County Council and subject to being able to address issues relating to safety and costs and subject to the technology providing a useful energy source, we will encourage the County Council to trial a scheme.</p>	No requirement for additional resources for WDC
30	There should be <b>better coordination between different</b>	Cat A	Warwick District Council supports this recommendation.	No requirement for additional resources

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<b>FINANCE AND OTHERS</b>	<b>organisations/departments</b> who are working to address climate change (e.g. planning and building control).		The Council has appointed a Programme Director for Climate Change to ensure effective coordination across a wide range of services.	
31 <b>TRANSPORT</b>	Encourage more people to <b>reduce their car use</b> through: a) establishing car free days or periods in a day, (note. this should be done alongside incentives e.g. subsidised bus tickets). b) The organisation of car sharing and car clubs which must be promoted so encouraging their use. c) Park & ride facilities to access town and schools. These should be low cost and include for example a free public transport ticket for the onward journey (bus etc.)	Cat A in part  Cat B in part)	Warwick District Council supports this recommendation. For part a) of this recommendation, we will promote sustainable modes of transport as part of the campaign proposed in response to recommendation 3, including car free days or similar  For part b) of this recommendation, the Council is currently working to bring forward an electric car club in the District. We have completed market testing for this and will progress this when covid restrictions mean that it is safe to do so.  For part c) of this recommendation, we are establishing a new park and ride at the Asps to the south of Warwick. We are exploring opportunities to bring forward additional sites to the west of Warwick and north of Leamington. These are not yet established.	No additional resources required. Will be in the remit of the new Sustainable Transport Project Officer
32 <b>TRANSPORT</b>	Engage with GPs and health professionals to <b>encourage positive lifestyle changes through increased active travel</b> (walking and cycling). Link with social prescription. (i.e. What's good for your health is good for the planet's health. Look after yourself look after the planet).	Cat B	Warwick District Council supports this recommendation.  In terms of green social prescribing and active travel, this is not an area where WDC has any established work, although we are increasingly encouraging the community and voluntary sector to think about social prescribing as part of their offer.  We will include proposals for this with the revised Climate Emergency Action Programme	No additional resources.
33	Council to promote awareness of the <b>Climate Emergency</b>	Cat A	Warwick District Council supports this recommendation.	No additional resources.

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<b>COMMUNICATIONS AND EDUCATION</b>	<b>logo/brand</b> (maybe redesign to a more eye catching logo) which would go out with all communications/web page/transport etc so that the whole community easily recognises this emergency and can access information (information accessible to all e.g. community languages & info channels, large print etc.) on how to reduce their carbon emissions. (Promote messages via poster competitions to local young people through schools which can be cascaded out in the community) e.g. Look after yourself, look after the planet.		This recommendation will be included with the communications strategy proposed in response to recommendation 3. We will explore the potential to use the logo on letters, emails and on all the communications we do.	
34 <b>FINANCE AND OTHERS</b>	<b>Warwick District Council to go paper free</b> to save trees and only offer paper comms by request and encourage organisations, businesses, NHS to do the same.	Cat A	Warwick District Council supports this recommendation.  The Council has a “Sustainability Officers Group”. Part of their remit is to continually find ways to reduce paper usage, with a view to ultimately achieve paper-free. At present, a number of services continue to require paper usage either as a result of legislative requirements or to enable access to services by customers and residents who don’t have online access.	No additional resources.
35 <b>TRANSPORT</b>	Investigate the possibility of a <b>bike rental scheme</b> suitable for our unique geography	Cat B	Warwick District Council supports this recommendation.  The Council has already prepared an outline scheme to deliver this and is in touch with service providers who are keen to operate it. We are keen to launch this as soon as the capital costs associated with the infrastructure can be found.	Requires at least £700,000 of capital. Once established running costs to be covered through charges and

Theme	Recommendation	Cat A or B	WDC Response	Resource implications
				sponsorship. No additional staff resources required - will be in the remit of the new Sustainable Transport Project Officer
36 <b>FINANCE AND OTHERS</b>	There should be a referendum to <b>let the people decide whether council tax should be increased</b> to help pay for climate change measures. This must include a pre-referendum campaign (for and against) which also makes clear what the money would be spent on.	Cat A	Warwick District Council does not currently support this recommendation  Whilst a further referendum could play an important role in providing funding to address these recommendations, there are currently no plans to return to the council tax referendum. It is considered that, in light of the financial hardship suffered by many during the covid pandemic, now is not the right time to consider this.	

Executive  
8 July 2021

**Title: Significant Business Risk Register**

**Lead Officer: Richard Barr**

**Portfolio Holders: Councillor Day**

**Public report / Confidential report: Public**

**Wards of the District directly affected: Not applicable**

Contrary to the Policy Framework: No

Contrary to the Budgetary Framework: No

Key Decision: No

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: Not applicable

Consultation & Community Engagement: Not applicable

Accessibility Reader Check Undertaken: Yes

Final Decision: Yes.

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	01.06.21	Chris Elliott/Andrew Jones
Head of Service	01.06.21	Mike Snow
CMT	01.06.21	Chris Elliott/Andrew Jones
Section 151 Officer	01.06.21	Mike Snow
Monitoring Officer	01.06.21	Andrew Jones
Finance	01.06.21	Mike Snow
Portfolio Holder(s)	18.06.21	Councillor Day

1 **Summary**

- 1.1 This report **sets out the latest version of the Council's Significant Business Risk Register** for review by the Executive. It has been drafted following a **review by the Council's Senior Management Team and the Leader of the Council**.

2 **Recommendations**

- 2.1 That Executive should review the Significant Business Risk Register attached at Appendix 1 and consider if any further actions should be taken to manage the risks facing the organisation.
- 2.2 That Executive should note the emerging risks identified in section 9 of this report and that an additional risk be included in future relating to the proposed merger with SDC.

3 **Reason for the Recommendations**

- 3.1 This report seeks to assist members fulfil their role in overseeing the **organisation's risk management framework**. A very useful source of guidance on the responsibilities of members and officers with regard to risk management came from the Audit Commission in its management paper, **"Worth the risk: improving risk management in local government"**:

**"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.”

#### 4 **Policy Framework**

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

4.1.1 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.

4.1.2 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council’s website](#). The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.

##### 4.2 **FFF Strands**

###### 4.2.1 **External impacts of proposal(s)**

**People - Health, Homes, Communities**

**Services - Green, Clean, Safe**

**Money- Infrastructure, Enterprise, Employment**

The Significant Business Risk Register is based on the Council’s corporate priorities and key strategic projects that are reflected in Fit for the Future. The Fit for the Future programme is also based on an agreed set of values amongst which are the ones of openness and honesty. This is integral to the consideration of risk in an organisation; risk issues need to be discussed and debated and mitigation put in place, in order to prevent them materialising. It does not mean, however, that all risks recorded are immediately impending or are likely to happen. Paradoxically, to not debate risks is to help them more likely to materialise.

It is worth members re-apprising themselves of the basis on which risks are scored in relation to likelihood and impact – see Appendix 3. The probability of a risk being realised, and how many times it might happen, is assessed over a number of years, not as if it is going to happen tomorrow.

###### 4.2.2 **Internal impacts of the proposal(s)**

**People - Effective Staff**

**Services - Maintain or Improve Services**

**Money - Firm Financial Footing over the Longer Term**

Statement on Internal impacts as per External impact.



4.3 **Supporting Strategies**

- 4.3.1 Each strand of the FFF Strategy has several supporting strategies but description of these is not relevant for the purposes of this report.

4.4 **Changes to Existing Policies**

- 4.4.1 This section is not applicable but it should be noted that if the report on a Strategic Business Plan elsewhere on this Executive agenda is agreed then the SBRR may need to be amended to reflect the contents of that eventual Plan.

4.5 **Impact Assessments**

- 4.5.1 This section is not applicable.

5 **Risks**

- 5.1 The whole report is about risks and the risk environment. Clearly there are governance-related risks associated with a weak risk management process.

6 **Alternative Options Considered**

- 6.1 The report is not based on 'project appraisal' so this section is not applicable.

7 **Background**

- 7.1 The Significant Business Risk Register (SBRR) records all significant risks to **the Council's operations, key priorities, and major projects**. Individual services also have their own service risk registers.
- 7.2 **The SBRR is reviewed quarterly by the Council's Senior Management Team and the Council Leader and then, in keeping with members' overall** responsibilities for managing risk, by the Executive. The latest version of the SBRR is set out as Appendix 1 to this report.
- 7.3 A summary of all the risks and their position on the risk matrix, as currently assessed, is set out as Appendix 2.
- 7.4 The assessments of risk are judgemental, being based on an assessment of the likelihood of something occurring and the impact that might have. Appendix 3 sets out the guidelines that are applied to assessing risk.
- 7.5 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour (e.g. on-line), the former set of risks would be within the area shaded red, whilst the latter would be within the area shaded green; the mid-range would be seen as yellow.

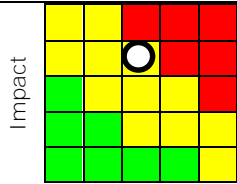
8 **Recent Movements in Risk**

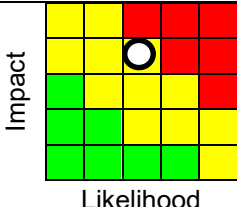
- 8.1 Senior Management Team has undertaken a further review of the SBRR in light of the ongoing pandemic. Nearly all of the risks identified in the register were initially negatively impacted by the consequences of the virus, however, with matters now on a more even keel, many of the residual risk ratings have reduced. Whilst there is still a great deal of uncertainty about the outcome, it is clear that the Council will need to review the way it has responded to events and develop an action plan to enhance its response should there be a similar scenario in the future. This features as an Annual Governance Statement action.

9 **Emerging Risks**

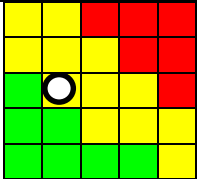
- 9.1 As part of the process of assessing the significant business risks for the Council, some issues have been identified which at this stage do not necessarily represent a significant risk, or even a risk at all, but as more detail emerges may become one. These have been mentioned in previous reports but as their status has not changed they are included again for completeness.
- Funding – the ongoing impact of the pandemic continues to cause great uncertainty for the Council and its operations. The situation is being monitored closely and communications between the Political and managerial leadership of the Council remain very strong. The Head of Finance is preparing a report for the next Cabinet meeting which will update Members with the latest financial position.
  - Given the Council decision in respect of seeking to merge with Stratford-on-Avon District Council (SDC), it is recognised that this **body of work may well affect all of the Council's risk register as** currently set out and is of such a scale that it requires its own risk register. This is being prepared and will be presented at a future Cabinet meeting.

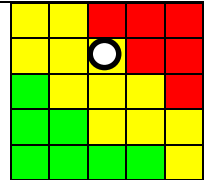
## Significant Business Risk Register

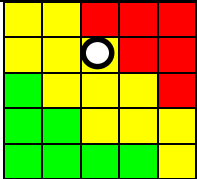
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks</b>				
1. Fit for the Future Change Programme not managed appropriately/effectively.	<p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p> <p><b>Business Strategy can't be agreed due to no overall political control.</b></p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and demotivated staff.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Project prioritisation. (SMT)</p> <p>SMT are Programme Board. (SMT)</p> <p>Fit for the Future change programme and associated governance arrangements. (SMT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications, Staff Focus Group. (SMT)</p> <p>People Strategy Action plan. (SMT)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SMT)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p> <p>Business Strategy agreed by Members and appropriately managed (CMT).</p> <p><b>Feasibility of a commercial investment strategy, in the context of revised guidance on PwLB borrowing and the post-pandemic economic situation to be assessed and reported to Executive — DCX (BH) Other priorities have led to this action being suspended.</b></p> <p><b>Service Transformation Work Programme to be developed and reported to Executive – DCX(AJ)</b></p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p> <p><b>Change Programme agreed in principle by Members at December Executive. Proposals now proceed for consideration by Executive and then Council (CMT) Proposals agreed.</b></p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks (Cont.)</b>				
2. Risk of sustained service quality reduction.	<p>Shortage of staff resources and staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Health pandemic e.g. Corona Virus.</p> <p>Contractor failure.</p> <p>Unplanned termination of contract by contractor.</p> <p>Housing numbers not achieved.</p> <p><b>Increase in Members' and Citizens' expectations.</b></p> <p>Greater demand on services from increases in the population as well as societal, technological and legislative changes.</p> <p><b>Changes in members' and citizens' expectations.</b></p> <p>Lack of funding for Climate Change Action Plan.</p> <p>Major shock to the organisation due to a significant adverse national or international event</p>	<p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised.</p> <p>Public lose confidence <b>in Council's ability to deliver.</b></p> <p>Demoralised and demotivated staff.</p> <p>Additional costs attached to re-procuring contract, including legal fees.</p> <p>Loss of New Homes Bonus.</p> <p>Failure to adapt to 'New Normal' caused by climate change.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Effective Management of Change Programme. (CMT)</p> <p>Agreeing additional resources where service quality is reduced. (CMT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SMT)</p> <p>Effective vacancy control. (SMT)</p> <p>Service Reviews. (SMT)</p> <p>Workforce Planning. (SMT)</p> <p>Effective contract management supported by appropriate legal support. (SMT)</p> <p>Enhanced Performance Management System. (SMT)</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p> <p><b>Change Programme agreed in principle by Members at December Executive. Proposals now proceed for consideration by Executive and then Council (CMT) Proposals agreed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

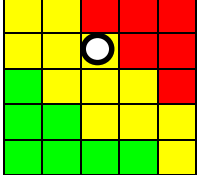
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks (Cont.)</b>				
3. Risk of major contractor going into administration or deciding to withdraw from the contract.	Poor procurement of contractor. Poor contract management. Poor management of company. External factors. State of economy (including Brexit factors). Introduction of Living Wage. Major shock to the organisation due to a significant adverse national or international event.	Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage. Organisation ill-prepared to deal with impact on finances, service delivery and staff.	Properly procured contracts. (SMT) Active contract management supported by appropriate legal support. (SMT) Business Continuity Plan. (SMT) Soft market testing as appropriate. (SMT) Parent Company Guarantees being monitored. (SAMS) <b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (GMT) Completed.</b>	<div> <div>Impact</div> <div>Likelihood</div> </div>

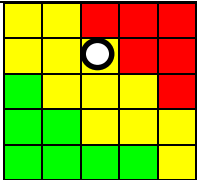
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Corporate Governance Risks</b>				
4. Risk of corporate governance arrangements not maintained effectively.	<p>Ineffective political and senior management leadership.</p> <p>Complacent attitudes.</p> <p>Delays in making, or failure to make, key decisions by Council Members.</p> <p>Breakdown of member-officer relationships.</p> <p>Election of new members that may lack relevant experience and/or knowledge of local government.</p> <p>Delays in making decisions due to no overall political control.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.</p> <p>Decision-making open to less officer and member scrutiny.</p> <p>Decision-making postponed as organisation is not properly prepared.</p>	<p><b>Council's constitution.</b> (DCE(AJ))</p> <p><b>Council's strategies and policies,</b> including Code of Financial Practice and Code of Procurement Practice. (SMT)</p> <p>Strong scrutiny arrangements. (SMT)</p> <p>Effective internal audit function. (HoF)</p> <p>Annual Governance Statement. (DCE(AJ))</p> <p>Codes of Conduct. (Members)</p> <p>Effective Political Group discipline. (Group Leaders)</p> <p>Councillor training (CMT)</p> <p>New Member/Officer Protocol introduced. (DCE(AJ))</p> <p>Local Code of Corporate Governance adopted. (DCE(AJ))</p> <p>CMT/Group Leaders meetings.</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

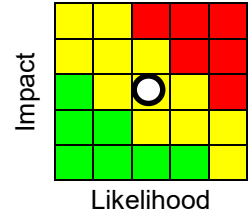
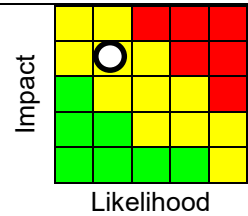
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Human Resources Risk</b>				
5. Risk of staff not developed effectively.	<p>Ineffective workforce strategies.</p> <p>Not managing staffing resources efficiently and effectively.</p> <p>Possible insufficient training budget.</p> <p>Impact of Covid-19</p> <p>Impact of inaccessibility of training internal and external</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities.</p> <p>Poor customer service.</p> <p><b>‘Industrial’ action.</b></p> <p>Unable to meet statutory requirements.</p> <p>The potential of staff is not fulfilled.</p> <p>Some staff not developed to the level required to deliver service effectively</p>	<p>Link to People Strategy. (SMT)</p> <p>New Management Framework. (HR)</p> <p>Workforce planning through Service Area Plans. (SMT)</p> <p>Service Area Training Matrices in place to feed into Corporate Training Plan. (SMT/HR)</p> <p>Regular training budget reviews in Workforce Steering Group. (WSG)</p> <p>Appropriate use of external resources. (SMT)</p> <p>Learning &amp; Development Guide including Management programme. (WSG)</p> <p>Actions to be agreed as part of Gender Pay Gap Report when reporting is accessible as part of new Payroll system (SMT)</p> <p>Training in different ways – On line, telephone, webinars. (SMT/HR)</p> <p>Prioritise training based on service needs. (SMT)</p> <p>Acceptance that some training may be disrupted until new ways of delivery are prepared. (SMT)</p>	<p>Impact</p>  <p>Likelihood</p>

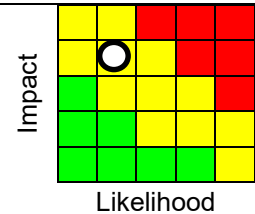
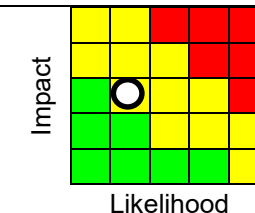
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<b>Financial Management Risks</b>				
6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).	<p>Poor financial planning and forecasts. Unexpected loss of income and/ or increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Reset of Revenue Grant and Business Rate Retention.</p> <p>Council Tax income base reducing.</p> <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p><del>Reduced Government grants.</del></p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p><del>Weak financial planning and forecasts.</del></p> <p>External competition.</p> <p>Member decision making stops previously agreed savings.</p> <p>Council policy framework not conducive to enterprise development.</p> <p>Increased contract costs <del>(from intro of National Living Wage)</del></p> <p>Housing numbers not achieved.</p> <p>Delay in fair funding review.</p> <p>Inability to agree suitable funding proposals to allow HQ relocation project to move to Phase 2 – project delivery.</p> <p><del>Inability to agree suitable funding proposals to allow the HQ relocation project to move to Stage 2 (delivery phase).</del></p> <p>Changes to funding proposals for existing schemes.</p> <p>Unfavourable Referendum result.</p> <p>Major shock to the organisation due to a significant adverse national or international event</p>	<p>Forced to make large scale redundancies.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p> <p>Landlord service becomes unviable and/or the condition of the housing stock reduces its utility and value.</p> <p>Loss of New Homes Bonus.</p> <p>Reduction in reputation.</p> <p>Unable to meet statutory requirements.</p> <p>Failure to deliver carbon-neutral objectives by 2025.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p> <p>Comprehensive review of the organisation's response to the pandemic undertaken with findings and action plan approved by Executive.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SMT)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p><b>Council's constitution.</b> (DCE(AJ))</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF/SMT)</p> <p>Code of Financial Practice Training. (HoF)</p> <p>Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/SMT)</p> <p>Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms &amp; conditions review. (SMT).</p> <p>Changes to funding proposals for existing projects.</p> <p>Business Strategy agreed by Members and appropriately managed (CMT).</p> <p><b>Feasibility of a commercial investment strategy, in the context of revised guidance on PWLB borrowing and the post-pandemic economic situation to be assessed and reported to Executive – DCX (BH). Other priorities have led to this action being suspended.</b></p> <p><b>Service Transformation Work Programme to be developed and reported to Executive – DCX(AJ). Agreed as part of Budget proposals.</b></p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

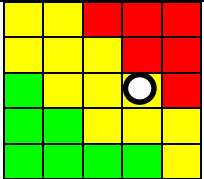


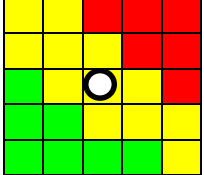
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Financial Management Risks (Cont.)</b>				
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p> <p>Major health epidemic e.g. Corona Virus.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p> <p>Contractual disputes.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff</p>	<p>Fit for the Future change programme. (CMT)</p> <p>Service Area and Project Risk Registers. (SMT)</p> <p>Project Management. (SMT)</p> <p>Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets has been approved. (ASG)</p> <p>Maintenance of a comprehensive built asset database. (AM)</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SMT)</p> <p>Legal advice on projects. (SMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p> <p>Reserves used to smooth impact of fluctuations in income. (HoF)</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p> <p><b>Change Programme agreed in principle by Members at December Executive. Proposals now proceed for consideration by Executive and then Council (CMT) Proposals agreed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

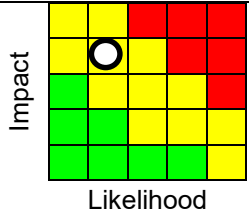
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Financial Management Risks (Cont.)</b>				
8. Risk of not obtaining potential income sources.	<p>Ineffective management. Complacency.</p> <p>Lack of resources to investigate.</p> <p>Other priorities.</p> <p>Partner changing priorities.</p> <p>Income opportunities diminished due to significant adverse national or international event.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>PWLB interest rate fluctuations and/or national policy change.</p>	<p>More loss-making or subsidised services.</p> <p>Reduced income for the Housing Revenue Account that could compromise banking covenants.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>FFF Programme. (SMT)</p> <p>Effective fees and charges schemes. (HoF)</p> <p>Communications &amp; Marketing Strategy. (SMT)</p> <p>Regular reviews of financial forecasts to ensure income projections are up to date. (HoF)</p> <p>Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF)</p> <p>Ongoing engagement with the CWLEP to ensure future funding opportunities are understood and assessed. (CMT)</p> <p>Engagement of appropriate advice to enable <b>opportunities to remodel the Council's non-operational asset base to be assessed. (DCE(BH))</b></p> <p>DCN Income Generation and Commercialisation Review undertaken (HoF)</p> <p><b>Feasibility of a commercial investment strategy, in the context of revised guidance on PWLB borrowing and the post-pandemic economic situation to be assessed and reported to Executive – DCX (BH)</b></p> <p><b>Service Transformation Work Programme to be developed and reported to Executive – DCX(AJ)</b></p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p> <p><b>Change Programme agreed in principle by Members at December Executive. Proposals now proceed for consideration by Executive and then Council (CMT) Proposals agreed.</b></p> <p><b>Actively seeking Government funding in respect of financial implications of pandemic. (HoF) Lobbying continues via the LGA</b></p>	<p>Impact</p>  <p>Likelihood</p>

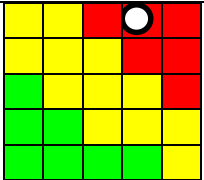
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Procurement Risks</b>				
9. Risk of improper procurement practices and legislative requirements not being complied with.	Weak governance arrangements. Ineffective procurement. Poor procurement function.	Reduced levels of service provision. Increased costs. Fines/penalties imposed.	Codes of Financial Practice and Procurement Practice. (HoF) Training of staff. (HoF/SMT) Monitoring of departmental procurement. (SMT) Procurement Strategy (incl. action plan). (HoF) Code of Procurement Practice and related documents updated. (HoF) Qualified internal procurement team. WCC providing additional support and expertise. (SMT)	
<b>Partnership Risks</b>				
10. Risk of partnerships not delivering stated objectives.	Poor management. Failure to apply a robust process for entering into partnerships. Lack of framework governing partnerships. Existing sub-regional partnerships disrupted or disbanded as a consequence of the regional focus resulting from the announcement of the West Midlands Combined Authority. Major shock to the partnership due to a significant adverse national or international event.	Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service. Partnership ill-prepared to deal with impact on its objectives.	Normal management arrangements. (SAMS SMT) Project Groups for significant services. (SMT) Involvement in and engagement with existing sub-regional partnerships such as CWLEP. (CMT) Partnership arrangements to review impact of pandemic and consider if any specific actions are required. (SMT)	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Legal Risks</b>				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	Breakdown in governance. Bureaucratic mistake. For example – Not seeking legal advice; not implementing it; simply getting delivery wrong e.g. sending out wrong email. Lack of appropriate resources. Major shock to the organisation due to a significant adverse national or international event.	External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation. Organisation ill-prepared to deal with impact on finances, service delivery and staff.	Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Ongoing monitoring of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT) Implementation of arrangements to deal with GDPRs. (DCE(AJ))/SMT) <b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (GMT) Completed.</b>	 <p>Impact</p> <p>Likelihood</p>
<b>Information Management Risks</b>				
12. Risk of ineffective utilisation of information and communications technology.	Poor management of IT function. Lack of specialist staffing. Lack of finance. Poor training of new and existing staff on ICT systems. Poor data quality. Resistance to change from various stakeholders.	Costly services. Inefficient services. Poor customer service. Data disclosures.	ICT Strategy and Digital Transformation Strategy. (DCE(AJ)) Fully-resourced, effective and secure IT function. (DCE(AJ)) Training for staff. (DCE(AJ)) Monitoring of service plan and operational service reviews by SMT. (SMT)	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Information Management Risks (Cont.)</b>				
13. Risk of failure to protect information assets from malicious cyber-attack.	<p>Lack of staff training and awareness.</p> <p>Poor or ineffective countermeasures.</p> <p>Ineffective incident response plans.</p> <p>Inadequate penetration testing regime.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Reputational damage.</p> <p>Lost productivity.</p> <p>Recovery costs.</p> <p>Potential fines (ICO).</p> <p>Organisation ill-prepared to deal with impact on ICT systems</p>	<p>CESG approved penetration tests. (DCE(AJ))</p> <p>Patch Management Policy. (DCE(AJ))</p> <p>Anti-malware software, plus next generation AV- Intercept X. (DCE(AJ))</p> <p>Anti-malware strategy. (DCE(AJ))</p> <p>Anti-malware risk log. (DCE(AJ))</p> <p>Incident Management Policy &amp; Procedure. (DCE(AJ))</p> <p>Major Virus Response Procedure. (DCE(AJ))</p> <p>Electronic Information Backup Policy. (DCE(AJ))</p> <p>Introduction of multiple file servers to reduce target exposure and to speed up recovery (DCE(AJ))</p> <p>Introduction of temporary web site in the event of a major outage, reducing reputational damage. (DCE (AJ))</p> <p>e-learning solution (DCE (AJ))</p> <p>Next generation AV, including Intercepting Ransomware in place. (DCE(AJ))</p> <p>National Cyber security check now in place. (DCE(AJ))</p> <p>Installation of Network Intrusion Detection/Intrusion Prevention solution.</p> <p>Adoption of Cloud services and infrastructure as appropriate (for example, MS Office365).</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Asset Management Risks</b>				
14. Risk of failing to provide, protect and maintain Council-owned property (buildings and equipment).	<p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p> <p>Inaction re multi-storey car parks.</p> <p>Failure of IT system.</p> <p>Major shock to the organisation due to a significant adverse national or international event</p>	<p>Lack of a suitable and safe living or working environment for residents, staff and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p> <p>Closure of car parks with resultant loss of income.</p> <p>Organisation ill-prepared to deal with impact on its assets</p>	<p>Development of an Asset Strategy linked to Asset Database. (AM)</p> <p>Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets has been developed.</p> <p>Maintenance of a comprehensive asset database. (AM)</p> <p><b>Overall strategic decisions regarding Council's corporate and HRA assets managed by multi-disciplinary Asset Strategy Group – chaired by Deputy Chief Executive. (DCE(BH))</b></p> <p>Establishment of a corporate compliance and delivery group reporting to the Asset Strategy Group (AM)</p> <p>Improvements to be made to end-to-end systems to manage electrical testing, asbestos management fire safety, gas servicing and Legionella monitoring through the new Assets Team structure. (AM)</p> <p>Appropriate systems to manage electric testing, gas servicing, asbestos management and removals, legionella testing, fire risks and health and safety assessments across all Council assets (AM/HoCP)</p> <p>Remodelling of Housing Investment Programme based on HRA stock condition survey. (AM/DCE (BH)/HoH)</p> <p>Having sufficient reserves to be able to respond to unexpected issues. (HoF)</p> <p>Completion of the review of the relocation project and proposed redevelopment of the Covent Garden site following the Executive decision not to pursue any future projects through the LLP. (AM)</p> <p>Inclusion of financing requirements within MTFS projections</p> <p>Completion of the various elements of the Corporate Asset Management Strategy Action Plan (AM/HoH)</p> <p>Having appropriate structures to review compliance. SMT</p> <p>Fortnightly monitoring of multi-storey block improvement programme through Corporate Fire Safety Group (DCE(BH))</p> <p>Introduction of temporary web site in the event of a major outage, reducing reputational damage. (DCE (AJ))</p> <p>Financial planning for equipment and system renewal. (HoF)</p> <p>Mitigations set out in ICT Risk Register + debrief and action plan when problems have emerged.</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Emergency Response and Business Continuity Risks</b>				
15. Risk of a major incident not responded to effectively.	<p>Numerous causes including loss of ICT facilities/data, loss of staff, absence of effective BCP.</p> <p>Major shock to the organisation due to a significant adverse national or international event</p>	<p>Partial or total loss of resources such as staff, equipment, systems.</p> <p>Major media engagement.</p> <p>Major disruption to all Council services.</p> <p>Possible legal action for damages.</p> <p>Major shock to the organisation due to a significant adverse national or international event</p>	<p>Emergency plan reviewed every 6 months. (CMT)</p> <p>Business continuity plan reviewed every 6 months. (CMT) <b>MARIANNE TO PROVIDE UPDATE</b></p> <p>Ongoing training of councillors and to officers named in MEP. (HoH&amp;CP)</p> <p>Review of the MEP, named officers within MEP, associated SOPs. Gaps identification and appropriate updating. (HoH&amp;CP)</p> <p>Operational testing and exercising of the MEP and vulnerability responses within Warwickshire. (HoH&amp;CP)</p> <p>Safety Advisory groups of events held within the district &amp; command and control centres for major district events. (HoH&amp;CP) <b>(Development Services)</b></p> <p>Review completed of business continuity plans for service areas. The priorities contained within those plans to be consolidated Council-wide. (HoH&amp;CP)</p> <p>ICT Business Continuity contract, inc. annual off-site rehearsal. (ICT)</p> <p>Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing. (ICT)</p> <p>Backup and recovery procedures. (ICT)</p> <p>Provision of Counter Terrorism training. (HoH&amp;CP)</p> <p>Installation of Network Intrusion Detection/Intrusion Prevention solution.</p> <p><b>Comprehensive review of the organisation's response to the pandemic to be undertaken by a member Task &amp; Finish Group with findings and a proposed action plan to be presented to Executive (CMT) Completed.</b></p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Environmental Risks</b>				
16. Failure to meet District's ambition to be carbon neutral within specified timeframes.	<p>Lack of expertise. Lack of finance. Failure to reduce carbon footprint.</p> <p><b>Failure to get a "Yes" vote</b> in the Council Tax Referendum.</p> <p>Lack of support from partners / community / Government.</p> <p>Conflict between current govt. legislation guidance ambition.</p> <p>Loss of political unity / support.</p> <p>Lack of staff resource / capacity.</p> <p>Competing priorities e.g. addressing Coronavirus.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Budgetary impacts. Service changes required if long recovery phase.</p> <p>Loss of reputation and external censure.</p> <p>Disruption to services.</p> <p>Public health issues.</p> <p>Failure to adapt to <b>'New Normal'</b> caused by climate change.</p> <p>Political consequences.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Actions included in Sustainability Action Plan. (HoH&amp;CP) e.g. electric vehicles, agile working arrangements, recycling, plastics policy, etc.</p> <p>Delivery of Business Strategy 2019-2023 and delivery of Climate Change Action Plan allowing members to determine extent of measures/projects to mitigate climate change and other environmental challenges that are to be included. (SMT)</p> <p>Climate Change Action Plan to be reviewed in light of postponed referendum. (PDCC)</p> <p>Procurement of professional consultancy support. (SMT)</p> <p>Report on Year 1 of Climate Change Action Plan.</p> <p>Climate Change Director appointed.</p> <p><b>On the basis of further research - which has now been completed - the Council's 2030 climate change ambitions will be more closely defined – report to Cabinet in July 2021. This will form the basis for a more detailed and resourced action programme refresh which will enable the risk rating (likelihood) to be reduced.</b></p>	<p>Impact</p>  <p>Likelihood</p>



## Key:

New narrative (since previous quarter)

Narrative transferred (since previous quarter)

Deleted narrative (since previous quarter)

Control/mitigation that had been, in previous quarter, recorded as an action.

Comment

○ = Current risk score

① ② etc = Previous risk scores

↑ → etc = trail (direction) of changes

AM	:	Assets Manager
CE	:	Chief Executive
CMT	:	Corporate Management Team
DCE(AJ)	:	Deputy Chief Executive and Monitoring Officer – Andrew Jones
DCE(BH)	:	Deputy Chief Executive – Bill Hunt
HoCS	:	Head of Cultural Services
HoDS	:	Head of Development Services
HoF	:	Head of Finance (and S151 Officer)
HoH	:	Head of Housing
HoH&CP	:	Head of Health & Community Protection
HoNS	:	Head of Neighbourhood Services
HR	:	Human Resources Manager
ICT	:	ICT Manager
SMT	:	Senior Management Team

## Summary of Significant Business Risks

Appendix 2

Consequences ↓	Probability of Occurrence				
	Low	Low-Medium	Medium	Medium-High	High
High	<div>Risk 3</div>		<div>Risk 16</div>		
Medium-High					
Medium	<div>Risks 10, 11 &amp; 15</div>		<div>Risks 1, 2, 5, 6, 7, 8</div>	<div>Risk 13</div>	
Low-Medium	<div>Risks 4 &amp; 12</div>		<div>Risks 9 &amp; 14</div>		
Low					

## Methodology for assessing risk: Criteria for scoring residual risk rating

### Probability of Occurrence

Estimation	Description	Indicators
<b>5: High (Probable)</b>	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>
<b>4: Medium to High</b>	Apply judgement	Apply judgement
<b>3: Medium (Possible)</b>	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 specified 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>
<b>2: Low to Medium</b>	Apply judgement	Apply judgement
<b>1: Low (Remote)</b>	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
<b>5: High</b>	<ul style="list-style-type: none"> <li>Major impact on the organisation – e.g. financial impact in excess of £500K, significant damage to reputation, severe health and safety implications, substantial impact on delivery of key services, major adverse legal consequences.</li> </ul>
<b>4: Medium to High</b>	Apply judgement
<b>3: Medium</b>	<ul style="list-style-type: none"> <li>Moderate impact on the organisation – e.g. financial impact likely to be between £100K and £250K, medium adverse consequences in respect to reputation, health and safety, delivery of key services, legal matters.</li> </ul>
<b>2: Low to Medium</b>	Apply judgement
<b>1: Low</b>	<ul style="list-style-type: none"> <li>Minor impact on the organisation – e.g. financial impact likely to be below £10K, small adverse consequences in respect to reputation, health and safety, delivery of key services, legal matters.</li> </ul>

Cabinet  
8 July 2021

**Title: SNN Policy Document 2021**

**Lead Officer: Mark Barnes**

**Portfolio Holder: Cllr. Andrew Day**

**Public report**

**Wards of the District directly affected:** All of Warwick District Council

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: No

Included within the Forward Plan: No

Equality Impact Assessment Undertaken: No

Consultation & Community Engagement: No

Final Decision:

Accessibility checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	21/06/21	Andrew Jones
Head of Service	21/06/21	David Elkington
CMT	21/06/21	
Section 151 Officer	21/06/21	Mike Snow
Monitoring Officer	21/06/21	Andrew Jones
Finance	21/06/21	Mike Snow
Portfolio Holder(s)	21/06/21	Cllr. Andrew Day

## 1. **Summary**

- 1.1. Warwick District Council has a legal responsibility to ensure that all streets are named, and all properties are numbered. The authority has the power to approve or reject property addresses submitted by developers or the general public, or alternatively prescribe its own addressing schemes.
- 1.2. The GIS Team undertakes this mandatory responsibility through its Street Naming and Numbering (SNN) function under the provisions of Section 64 and 65 of the Town Improvements Clauses Act 1847 and Section 17, 18 and 19 of the Public Health Act 1925.

## 2. **Recommendation**

- 2.1. That Cabinet approve the latest version of the Street Naming and Numbering Policy in order that the service can be provided to an efficient and effective standard.

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

- 3.1. It is required by Legislation that SNN maintain an up to date policy in line with the items identified in paragraph 1.2
- 3.2. Street Naming and Numbering is an important function and is vital in that it allows the Council to maintain a comprehensive and accurate address database (Land and Property Gazetteer or NLPG) covering all properties in the Warwick District area. This local LPG is subsequently an integral part of a National database (NLPG).

## 4. **Policy Framework**

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

- 4.1.1. These are the words to use:
- 4.1.2. **"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.**
- 4.1.3. All reports need to say how the proposition within it contributes to the overall FFF Strategy by completing the boxes below in relation to the intended outcomes. If there are none then say so; if they work in the opposite direction, then say so.
- 4.1.4. **"The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy."**
- 4.1.5. Under each heading below, you should use auto-numbering for your paragraphs, and they should look like below (4.2.1, 4.2.2 etc.)

4.2. **FFF Strands**

4.2.1 **External impacts of proposal(s)**

**People - Health, Homes, Communities** - None

**Services - Green, Clean, Safe** - None

**Money- Infrastructure, Enterprise, Employment** - None

4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – These changes to the Policy document are expected to enable officers to give consistent, up to date and effective advice regarding the Street Naming and Numbering process.

**Services - Maintain or Improve Services** - The Policy provides a framework for the Council to operate a legally required Street Naming and Numbering function. It is anticipated that these changes to the Policy will assist the staff in providing an effective and efficient service for the benefit of residents and businesses.

**Money - Firm Financial Footing over the Longer Term** - To ensure optimal use of our assets required to provide the service.

4.3. **Supporting Strategies**

4.3.1. *Each strand of the FFF strategy has a number of supporting Strategies – the next part of the Policy Framework should set them out. This might be the Local Plan; the People Strategy, the Playing Field Strategy and so on and the relevance of the report to them. So for example:*

4.3.2. **"Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here [....]."** The text should explain how the proposal is or is not consistent with the relevant supporting strategies.

4.4. **Changes to Existing Policies**

4.4.1. This Section should address if the report brings forward changes to the policies listed below, the Council has set out guidelines on how these can be amended in its Constitution (see pages E38 – 41).

4.4.2. The principle formal policies are listed below but there will be others that form part of the Council's policy framework:

- Fit for the Future
- Development Plan Documents
- Food Law Enforcement Service Plan
- The plan and strategy which comprise the Housing Investment Programme

4.5. **Impact Assessments**

- 4.5.1. No impact assessment has been carried out as this is an amendment of an existing policy

5. **Budgetary Framework**

- 5.1. The Budgetary Framework is not being amended although fees are set annually for the SNN process for which these will have already previously been agreed with Finance.

6. **Risks**

- 6.1 The only risks that exist to the Council are those due to natural market forces and not as a result of this individual request for changes.

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

- 7.1. This section does not apply.

8. **Background**

- 8.1. This section does not apply.



# **Policy and Guidance on Street Naming and Numbering in Warwick District**

DATE: May 2021  
AUTHOR: Mark Barnes, GIS Manager  
VERSION: 1.1



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## **1. Introduction**

- 1.1 Warwick District Council, hereafter known as “The Council”, is responsible for all street naming and numbering within the district and undertakes its addressing role through its street naming and numbering function under the provisions of Section 64 and 65 of the Town Improvements Clauses Act 1847 with the Extension of the Public Health Acts Amendment Act 1907 and Section 17, 18 and 19 of the Public Health Act 1925.
- 1.2 Street Naming and Numbering is an important function as it allows the Council to maintain a comprehensive and accurate address database covering all properties in the Warwick District area. In turn, this enables: -
- Emergency services to find a property quickly (delays can cost lives, time and money);
  - Mail to be delivered efficiently;
  - Visitors to find where they want to go;
  - Reliable delivery of utilities, services and other products;
  - Records of service providers to be kept in an effective manner;
  - Allow all Council’s departments to work from one definitive address base.
- 1.3 The Policy provides a framework for the Council to operate its Street Naming and Numbering function effectively and efficiently for the benefit of all residents and businesses as well as all visitors to the Warwick District area. It will also act as a guide to developers when considering new names for streets and give assistance to parish and town councils during the consultation process.
- 1.4 Many legal and financial transactions associated with properties can be withheld until they are identified by a street name and number.
- 1.5 Within the Policy are guidelines derived from national good practice concerning acceptable names for streets and properties. New street names need to be acceptable to the Council primarily to avoid duplication or confusion arising from use of similar names in the same locality and is particularly important in an emergency.

## **2. Royal Mail**

- 2.1 The Postcode Address File (PAF) is maintained by Royal Mail under Section 116 of the Postal Services Act 2000.
- 2.2 As part of their commitment, Royal Mail will allocate a postcode to each address submitted to them by the local authority. Royal Mail is then obliged to make the necessary address changes to its Postal Address File (PAF).
- 2.3 Royal Mail accept no responsibility for use of the postal address for any purpose other than delivery of mail by themselves.
- 2.4 Royal Mail will not officially recognize an address, and consequently not assign a post code, until they have been officially informed of its existence by the local authority. Therefore, failure to inform the Council of any new development or address change may mean that any details will not be passed on to other organizations. This may result in possible

difficulties obtaining essential services, receiving mail and ordering from internet-based companies.

- 2.4 Royal Mail does not publish on its website addresses of properties that are not completed and/or occupied. This means that in certain cases, addresses that have been notified by the Council may not, for a while, be visible to anyone using the Royal Mail website. This may also mean that other organisations using the PAF will also not be able to confirm addresses.
- 2.5 In practice, on notification from the Council of a new property, Royal Mail will hold this address on a 'Not Yet Built' database in order to avoid problems with undelivered mail. Therefore, if the new occupier is experiencing difficulties, they should contact Royal Mail in order to confirm activation of the address.
- 2.6 The delivery of items by third party companies is solely dependent upon the accuracy of the addresses that they hold, this information being purchased initially from Royal Mail. Therefore, any complaints relating to the delivery of goods should be directed to the relevant delivery company and not the Council.

### **3. Legislation**

- 3.1 The Legislation under which naming, and numbering can be carried out is: -

- Public Health Act 1925 - Sections 17 to 19
- Towns Improvement Clauses Act 1847 - Sections 64 & 65
- Local Government Act 2003 - Section 93
- Postal Services Act 2000 – Section 116

Appendix A identifies the relevant legislation under which Warwick District Council has a duty.

### **4. The National Land and Property Gazetteer (NLPG) and the Local Land and Property Gazetteer (LLPG)**

- 4.1 The NLPG is the de facto addressing solution for all local authorities and increasingly so for its partners. Local Government has invested over £70 million in creating the NLPG and is committed to using it for all its addressing requirements and services.
- 4.2 The NLPG is the definitive address list that provides unique identification of properties and conforms to the British Standard, BS7666:2006. It covers the whole of England and Wales and contains more than 30 million residential, business and non-mailing addresses and is now marketed commercially.
- 4.3 The Council is committed to this initiative through its own Local Land and Property Gazetteer (LLPG) which, together with the other 375 local authorities in England and Wales, makes up the NLPG. Street naming and numbering is the single most important source of address change intelligence for the Council's LLPG and therefore the NLPG.
- 4.4 As local authorities are the originators of addressing information, an address dataset, developed and maintained at source by users of the data, will inevitably have the highest level of currency and completeness.

## **5. Street Naming and Numbering Charges**

- 5.1 The Council is not permitted to charge for the service of street naming and numbering as the duty to provide is a statutory one. However, the Council is empowered to charge for elements of the naming and numbering service (commonly known as discretionary services) by virtue of Section 64 and 65 of the 1847 Act coupled with Section 93 of the 2003 Act.
- 5.2 Discretionary services are those services that The Council has the power but not a duty to provide. It may charge where the person who receives the service has agreed to its provision, and that the charge must not exceed the cost of providing the service.
- 5.3 The charges made cover the administration costs of:
- Pre-application discussions with Town/Parish Councils to help formalise a definitive list of approved street names;
  - Consultation and liaising with external organisations such as Royal Mail;
  - Checking that the relevant Planning and Building Control approvals have been obtained;
  - The process of naming or numbering of new properties (including conversions and alias).
  - Alterations in either name or numbers to new developments after initial naming and numbering has been undertaken.
  - Providing formal notification to organisations listed in Appendix B
  - Confirmation of addresses.
  - Pre-application discussions and full consultation process with all affected rate payers and Town/Parish Councils in the case of changing an existing street name;
- 5.5 All charges are to be paid in full prior to changes/notifications being made.
- 5.6 Changes made without contacting the Council will not be officially recognised and as such will not be registered with either the National Land and Property Gazetteer (NLPG) or the Postcode Address File (PAF). Furthermore, details will not be forwarded to the services and organisations listed in Appendix B.
- 5.7 Fees and charges applicable to the street naming and numbering services will be reviewed annually during the Council's budget setting process and publicised through the Council's agreed communication channels including the website.
- 5.8 Applicants should ensure that care is taken not to pay fees before it is established that the address is within the correct local authority boundary [find your local council](#). A handy guide is the local authority to which Council Tax or Non-Domestic Rates is paid.

## **6. Street Naming and New Developments**

- 6.1 As far as street naming proposals are concerned, The Council is happy for developers to propose their own preferred names for consideration under Section 17 of the Public Health Act 1925. However, it is recommended that more than one suggestion be put forward in case one fails to meet the Naming Conventions (see Appendix D), or in order to negate possible objections from the Town/Parish Councils, Royal Mail or The Council itself.

- 6.2 The Council will consult with the Town/Parish Council (and any other bodies as appropriate) for any comments. However, in practice most developers are happy to leave the choice of street name with The Council or enter amicable discussion.
- 6.3 Wherever possible, the Council will liaise with the Town/Parish Council, with a view to formulating a list of approved street names to put to the developer. This is particularly helpful in areas where new development regularly takes place.
- 6.4 The Council's decision is final for the naming of roads, renaming of roads, numbering or renumbering of properties and is at the discretion of the Street Naming and Numbering Manager.
- 6.5 The Council will not create a Street Name similar to or the same as one which already exists if any of the following conditions apply to the Street Name:
- a. It is in use in the same locality.
  - b. It is in use in the same town.
  - c. It is in use in the same post town.
  - d. It is in use in the same town or post town within a neighbouring SNN Authority's administrative area.
- 6.6 Changes to new developments after new roads and addresses have been formally registered by the local authority and Royal Mail, will incur a charge by the developer for every Plot to Postal change and any additional new addresses.
- 6.7 The Council will not normally consider the separate naming of a new street unless it serves more than four properties.
- 6.8 Streets in close proximity should not be assigned the same name with a different suffix, for example "Birch Road", "Birch Avenue", "Birch Park" and "Birch Crescent".
- 6.9 Developers should be wary of using a name for marketing purposes if it has not been approved by the Council. This may cause confusion if the name is duplicated elsewhere in the Parish/Town.
- 6.10 If person names are suggested, all efforts should be made to obtain the living direct relative/descendant consent, providing the person has been deceased for at least 20 (English Heritage "blue plaque" selection criteria), 50, 100 or more years. As defined in SNN policy or a delegated decision on a case by case basis.

## **7. Street Re-Naming**

- 7.1 Re-naming of a street is usually only considered if the existing name causes problems for the Emergency Services.
- 7.2 Where a street is to be re-named, notices will be displayed on that street under Section 18 of the Public Health Act 1925 and will remain in place for at least 1 calendar month before an Order changing the name will be made. A copy of the Order will be sent to the Magistrate Courts informing them of the proposed change.

- 7.3 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed in Appendix B. The Council will allow 21 days for consultation and receipt of any objections.
- 7.4 Any relevant fees that are applicable will be made known upon submission of the initial application.
- 7.5 If an application from a person proposing street name is rejected by the council within one month of receipt of the application, the applicant has 21 days to lodge an appeal against the objection via the Magistrates' Court. The 1925 Act reserves the right for the council to reject a street name, if using this act.

## **8. Property Naming and Renaming**

- 8.1 The Council will check to ensure that there is no other property in the locality with the same or similar name. A replicated name in the same locality will not be allowed. Similar sounding names within an area should be avoided and will only be allowed at the discretion of the Council.
- 8.2 The owner (not the tenant) of a property may request the addition, amendment or removal of a name for their property. Proof of property/premise ownership (not tenant/leaseholder), may be required.
- 8.3 The Council will not formally add or amend a property name where the property is in the process of being purchased. However, on payment of the fee (non-refundable) it will carry out the naming and numbering process but only officially register the change/addition on notification of completion of purchase.
- 8.4 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed in Appendix B.

## **9. Street Nameplates**

- 9.1 Warwick District Council has a responsibility to ensure that most streets and other thoroughfares are named and have a street name plate to identify them. However, we do not provide or maintain name plates for private roads, properties accessed from private communal driveways or individually named apartment blocks. For more details visit [street name plates](#). On new housing or office developments, the responsibility for providing the first street name plate rests with the property developer. After that, once the road is adopted by Warwickshire County Council, the name plate will be maintained or replaced by the district council in the event of damage
- 9.2 It is important, as we travel further from our local area, that we can find where we are and where we want to go quickly and efficiently. Most importantly, it is vital in the event of an urgent situation that you and your street can be located quickly by the emergency services.
- 9.3 The Council is also responsible for the repair and maintenance of street name plates. This can be due to accidental damage, vandalism or normal wear and tear.

## **10. Performance Monitoring**

- 10.1 All street naming and numbering enquiries and requests for property name changes will be dealt with within 10 working days of the correct fee being paid. However, requests for new street names, new property developments and any other requests that involve consultation with external bodies, may take longer to process.
- 10.2 The Council will update its LLPG within 5 working days of completion and inform all internal and external bodies within 1 calendar month of the final decision being made.

## **11. Policy Review**

- 11.1 The Street Naming and Numbering Policy will be reviewed every three years or sooner if a major change in the process is required through the introduction of new legislation for example.
- 11.2 The Schedule of Charges will be reviewed on an annual basis during the Council's budget setting process and publicised through its normal communication channels including the website.

## **12. Contact Details**

Street Naming and Numbering  
Warwick District Council  
Riverside House  
Milverton Hill  
Leamington Spa  
Warwickshire  
CV32 5HZ

Tel: 01926 456663

Email: [snn@warwickdc.gov.uk](mailto:snn@warwickdc.gov.uk)

## **APPENDIX A: Legislation and Terms of Reference**

The Council has powers in relation to street naming and property numbering as contained in one or more of the following Acts:

### **Houses to be numbered and streets named**

[Section 64 - Town Improvement Clauses Act 1847](#)

### **Numbers of houses to be renewed by occupiers**

[Section 65 - Town Improvement Clauses Act 1847](#)

### **Notice to urban Local Authority before street is named**

[Section 17 - Public Health Act 1925](#)

### **Alteration of name of street**

[Section 18 - Public Health Act 1925](#)

### **Indication of name of street**

[Section 19 - Public Health Act 1925](#)

### **Power to charge for discretionary services**

[Section 93 - The Local Government Act 2003](#)

### **Postcode Address File (PAF)**

[Section 116 - Postal Services Act 2000](#)

### **Street name plates and the numbering of premises**

[Circular Roads 3/93](#)



## **APPENDIX B: Internal/External Notifications (Relevant Authority List)**

The following bodies/authorities that will be informed of all new (and changes to) officially registered addresses: -

Internal Bodies that may be informed of all new official addresses include: -

- Building Control
- Contract Services
- Council Tax
- Council Web Site
- Customer Service Centre
- Development Control
- Development Services
- Electoral Registration
- Environmental Health
- Housing
- Land Charges
- Local Land and Property Gazetteer Custodian
- Non-Domestic Rates
- Warwickshire Direct
- Waste Management and Recycling

External Bodies and Partners that may be informed of all new official addresses include: -

- Local Parish or Town Council (as appropriate)
- WCC Highways
- WCC Searches
- Warwickshire Fire and Rescue Service
- Warwickshire Constabulary
- West Midlands Ambulance Service
- Gloucester Land Registry
- Valuation Office Agency
- Ordnance Survey (OS)
- Royal Mail (Address Management)
- National Land and Property Gazetteer
- British Gas Trading
- Openreach (BT)
- Severn Trent Water
- Western Power Distribution
- Contractors to the Council for provision of local authority services
- Individual third-party businesses (annual subscription)

## APPENDIX C: Street Naming and Numbering Charges

In its capacity as the Naming and Numbering Authority, Warwick District Council is empowered under Section 93 of the Local Government Act 2003 to make charges to applicants in relation to any administrative costs incurred the provision of the service.

With effect from 4<sup>th</sup> January 2021, the Council will be revising its schedule of charges for the provision of the Street Naming and Numbering service, namely;

Function	Charge
Naming of a New Street	£134.50
New dwelling/unit(s) following demolition/conversion	£83.00 per plot
Numbering of New Development: 1 to 10 Plots 11+ Plots	£83.00 per plot £830.00 (plus £23.00 per plot)
Re Name/Number of an existing property	£40.00
Amend a Development Layout	£83.00 per new plot added and £23.00 per existing plot affected
Add a name to existing numbered property	Nil
Additional copies of "Confirmation of Address" letters	Price upon request
Renaming of a Street	Price upon request

Applications and payment can be made on line at [online payments](#) under **Other Payments; Street Naming and Numbering**. If you wish to pay by **BACS**, please telephone 01926 456033. If preferred, an invoice can be raised, and payment can then be made via the methods indicated on the invoice.

All fees must be paid prior to any changes being made. Changes made without contacting the Council will not be officially recognised and may not be registered with the relevant services and organisations.

### Refunds

Where an application form and fee has been submitted, no refund of fee will be made. No refund of the street naming fee can be made once a name has been submitted for the consultation process.

### Monitoring

Fees and charges applicable for the street naming and numbering service/s will be reviewed annually during the Council's budget setting process and publicised through the Council's agreed communication channels including the website.

## **APPENDIX D: Street Naming Conventions**

New streets with 5 or less properties and where the street cannot be extended will be numbered into the primary road in which they are accessed. Experience has shown that roads with few houses are not well known and become difficult to locate.

Where a new road is an extension of an existing road, it will not be allocated a new street name and the properties will be numbered into the existing road.

Where a development includes a number of new roads, a theme for these roads may be used. Alternatively, the names will be taken from the Approved Road Names Register. Themes for road names for new developments will not be repeated in any one Parish/Town.

The use of a name of a living person will not be acceptable. Furthermore, the name of a street should not promote an active organisation.

Street names should not be difficult to pronounce or awkward to spell.

It is important to both the Royal Mail and the Emergency Services to avoid giving streets similar names within the same Parish/Town. The close juxtaposition of similar names such as Park Road, Park Avenue and Park Gate Drive in the same area has proved to be a particular source of difficulty. A great variety of “999” calls are received each day and some callers can be vague in the details they give. Where names are duplicated it can be extremely difficult to pinpoint an exact location in order to enable an ambulance to attend in the time allowed. This is in line with Government guidance found in circular 3/93 (see Appendix A).

Names that could give offence are not to be used, nor are names that could encourage defacing of nameplates. The Council reserves the right to object to any suggested name deemed to be inappropriate.

Where an existing road is dissected by the building of a new road, The Council may choose to rename either or both parts of the existing road, however consultation with the appropriate Parish/Town Council will be undertaken.

No punctuation in the use of street names will be used for example “St. Mary’s Gardens” will appear in all street naming documentation and street nameplates as “St Marys Gardens”

The following is a list of possible suffixes, it is not exhaustive and sometimes other description words are more appropriate:

- Street (for any thoroughfare)
- Road (for any thoroughfare)
- Lane (for major roads)
- Avenue (for residential roads)

All new pedestrian ways should end with one of the following suffixes:

- Walk
- Path
- Way

## **APPENDIX E: Property Naming and Numbering Conventions**

A new through road will be numbered with odds on the left-hand side and evens on the right-hand side, working from the centre of the parish.

A cul-de-sac will be numbered consecutively with number 1 of the left working in a clockwise direction, unless the cul-de-sac can be extended in the future.

Additional new properties in existing streets that are currently numbered will always be allocated a property number.

Private garages and similar buildings used for housing cars and similar will not be numbered.

All numbers, including the number 13, must be used in the proper sequence and there shall be no exclusion of any number due to superstitious, cultural or personal preference.

Once numbered, the Council will not normally re-number properties. Indeed, it will only re-number a property where it can be shown that there are consistent delivery problems or issues with emergency services.

Buildings (including those on corner sites) are numbered according to the street in which the main entrance is to be found and the manipulation of numbering in order to secure a “prestige” address or to avoid an address which is thought to have undesired associations, will not be sanctioned.

If a multiple occupancy building (i.e. flats) has entrances in more than one street, each entrance will be numbered into the appropriate road.

The Council will use numbers followed by letter suffixes where there are no alternatives and to avoid the renumbering of other properties in the existing street. For example, these will be used at the discretion of the Council where infill properties are built, and insufficient numbers are available. Wherever possible, infill properties requiring a suffix will be given the property number before the infill to maintain a proper numbering sequence.

All property numbers must be displayed and be at least 100mm in height and on a contrasting background. They should clearly be visible from the highway and this may mean the numbers being displayed on posts, gates or fences (and not necessarily the door of the property) to aid easy identification of the property, particularly in the event of an emergency.

If open space or undeveloped areas exist along a length of road, it is usual to leave spare numbers. As a guide one number per 5m frontage in urban areas and 10m frontage in rural areas is used, however open spaces can often allow numbers either side of a road to be brought in line with each other.

Where two or more properties are combined to form one single property, the property will be numbered using one of the existing numbers and will normally be based on the location of the main entrance.

In agreement with the Council, all apartments/flats should begin with 1 and progress consecutively until all have been numbered, which may not be as per the plans submitted by the developer. This is intended to help to ensure that all properties are addressed and as part of a nationally accepted

addressing standard (BS7666). Any variance from such conventions in the submitted application may be likely to cause confusion in property identification.

Moored houseboats will form part of the Council's LLPG, which in turn forms part of the National Land and Property Gazetteer (NLPG). The Council will only allocate an official address and inform Royal Mail where it has an operational requirement to do so or it believes the property is being used for permanent residency in the District and therefore subject to Council Tax. This will assist any emergency response and create a unique record for each property for future use. Such addresses will have to meet requirements for secure delivery points for Royal Mail.

Holiday lets will be added to The Council's LLPG and will be flagged as non-official and non-postal in systems that generate mail. This is to assist emergency response and create a unique record for each property. If the address reverts back to residential, it is the responsibility of the owner to contact the Council to ensure that the address is formally registered.

For any dwelling accessed internally through a commercial premise, the accommodation will be given a prefix to match the accommodation type i.e. The Flat. The rest of the address will be the same as the parent property, e.g. where a flat above a public house and is only accessed internally, its address will be The Flat, Name of Public House, Street Number and Name.

## **APPENDIX F: FAQs**

### **When should we apply?**

Generally, at Building Control Application stage. Utility companies are reluctant to install services without an official postal address and allocated postcode.

Problems can arise if purchasers have brought properties which have been marketed and sold under an unofficial name and legal documentation such as Title Deeds has already been drafted.

### **Can I add a name to my house number?**

Yes. Complete the on-line application form and submit it with the fee. If you are not the property owner, you will need to gain their consent first. The Council will record the name as well as the number.

### **Can I change the name of my house?**

Yes. Complete the appropriate form and submit it with the fee. If you are not the property owner, you will need to gain their consent first.

### **Can I change the name of a property before I move in?**

A name change cannot take place until you are the owner of the property. However, you may register the change in advance to take place on an agreed date.

### **Can I change the number of my house?**

The Council only considers renumbering properties when new developments render the existing numbering scheme untenable. The right to allocate property numbers lies entirely with the council (Town Improvement Clauses Act 1847).

### **Can I change the name of my street?**

Street names are only changed when there is clear evidence of a problem with properties not being found by emergency services. See Section 7 for more details.

### **Who is responsible for my address?**

The property owner is responsible for the building name. Warwick District Council is responsible for the property number, street name, and the locality and town (recorded to BS7666 standard). Royal Mail are responsible for the postcode, post town and post locality.

### **How do I check my postal address?**

The Royal Mail website gives all active postal addresses in their correct form.

### **I have a new property which has been registered with the Council, but Royal Mail doesn't show my address on their website. How can this be added?**

It is important that you contact Royal Mail upon occupation in order to activate the address (Tel: 03456 011 110 followed by Option 3 and then option 1)

### **My address is not being shown correctly. Can you correct this?**

If there has been an error in recording the name, number, street or post code of your property, we will correct it and pass the corrections to Royal Mail. There is no charge for this service. Note that if Royal Mail corrects a street in an address, they may alter the postcode of the property.

However, if either the postal address or the BS7666 address differs from the one you customarily use, the Council or Royal Mail will not change it. Other forms of an address may exist (such as that on title deeds or held by third party databases) but have no legal standing.

**I have a property name and number; can I use the name instead of the number?**

No, the property number is the primary address; the name is regarded as an alias and must be used in conjunction with the number. The name cannot be used instead of the number.

**Why do you charge for street naming and property numbering services?**

We charge for the discretionary services that we provide on a 'not for profit' basis in line with other local authorities. The fees charged are on a cost recovery basis only.

**How long does it take to allocate an address?**

Once payment has been received, we will aim to complete your request within 10 working days.

**Do I have to pay each time I want to update the name or is it a standard one-off fee?**

Yes, the fee will be due each time a property is renamed.

**I have a query regarding the delivery of mail, who can help with this?**

Visit the [Royal Mail website](#) for queries regarding delivery of mail.

**Who do you notify of my new or amended address?**

The Council will notify interested internal and external parties including the Royal Mail, emergency services, public utilities companies, national land and property gazetteer and other government departments.

**What will happen if I decide not to use your service to allocate an address to my property or development?**

Failure to do this will mean that emergency services will not be informed of any addressing changes. Royal Mail will not assign a post code until the Council has notified them of the official address. Furthermore, it is likely to mean that the address will experience difficulties in obtaining utility services, receiving mail and ordering from internet-based companies.



# **Policy and Guidance on Street Naming and Numbering in Warwick District**

DATE: May 2021  
AUTHOR: Mark Barnes, GIS Manager  
VERSION: 1.1



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## **1. Introduction**

- 1.1 Warwick District Council, hereafter known as “The Council”, is responsible for all street naming and numbering within the district and undertakes its addressing role through its street naming and numbering function under the provisions of Section 64 and 65 of the Town Improvements Clauses Act 1847 with the Extension of the Public Health Acts Amendment Act 1907 and Section 17, 18 and 19 of the Public Health Act 1925.
- 1.2 Street Naming and Numbering is an important function as it allows the Council to maintain a comprehensive and accurate address database covering all properties in the Warwick District area. In turn, this enables: -
- Emergency services to find a property quickly (delays can cost lives, time and money);
  - Mail to be delivered efficiently;
  - Visitors to find where they want to go;
  - Reliable delivery of utilities, services and other products;
  - Records of service providers to be kept in an effective manner;
  - Allow all Council’s departments to work from one definitive address base.
- 1.3 The Policy provides a framework for the Council to operate its Street Naming and Numbering function effectively and efficiently for the benefit of all residents and businesses as well as all visitors to the Warwick District area. It will also act as a guide to developers when considering new names for streets and give assistance to parish and town councils during the consultation process.
- 1.4 Many legal and financial transactions associated with properties can be withheld until they are identified by a street name and number.
- 1.5 Within the Policy are guidelines derived from national good practice concerning acceptable names for streets and properties. New street names need to be acceptable to the Council primarily to avoid duplication or confusion arising from use of similar names in the same locality and is particularly important in an emergency.

## **2. Royal Mail**

- 2.1 The Postcode Address File (PAF) is maintained by Royal Mail under Section 116 of the Postal Services Act 2000.
- 2.2 As part of their commitment, Royal Mail will allocate a postcode to each address submitted to them by the local authority. Royal Mail is then obliged to make the necessary address changes to its Postal Address File (PAF).
- 2.3 Royal Mail accept no responsibility for use of the postal address for any purpose other than delivery of mail by themselves.
- 2.4 Royal Mail will not officially recognize an address, and consequently not assign a post code, until they have been officially informed of its existence by the local authority. Therefore, failure to inform the Council of any new development or address change may mean that any details will not be passed on to other organizations. This may result in possible

difficulties obtaining essential services, receiving mail and ordering from internet-based companies.

- 2.4 Royal Mail does not publish on its website addresses of properties that are not completed and/or occupied. This means that in certain cases, addresses that have been notified by the Council may not, for a while, be visible to anyone using the Royal Mail website. This may also mean that other organisations using the PAF will also not be able to confirm addresses.
- 2.5 In practice, on notification from the Council of a new property, Royal Mail will hold this address on a 'Not Yet Built' database in order to avoid problems with undelivered mail. Therefore, if the new occupier is experiencing difficulties, they should contact Royal Mail in order to confirm activation of the address.
- 2.6 The delivery of items by third party companies is solely dependent upon the accuracy of the addresses that they hold, this information being purchased initially from Royal Mail. Therefore, any complaints relating to the delivery of goods should be directed to the relevant delivery company and not the Council.

### **3. Legislation**

- 3.1 The Legislation under which naming, and numbering can be carried out is: -

- Public Health Act 1925 - Sections 17 to 19
- Towns Improvement Clauses Act 1847 - Sections 64 & 65
- Local Government Act 2003 - Section 93
- Postal Services Act 2000 – Section 116

Appendix A identifies the relevant legislation under which Warwick District Council has a duty.

### **4. The National Land and Property Gazetteer (NLPG) and the Local Land and Property Gazetteer (LLPG)**

- 4.1 The NLPG is the de facto addressing solution for all local authorities and increasingly so for its partners. Local Government has invested over £70 million in creating the NLPG and is committed to using it for all its addressing requirements and services.
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- 5.3 The charges made cover the administration costs of:
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  - Consultation and liaising with external organisations such as Royal Mail;
  - Checking that the relevant Planning and Building Control approvals have been obtained;
  - The process of naming or numbering of new properties (including conversions and alias).
  - Alterations in either name or numbers to new developments after initial naming and numbering has been undertaken.
  - Providing formal notification to organisations listed in Appendix B
  - Confirmation of addresses.
  - Pre-application discussions and full consultation process with all affected rate payers and Town/Parish Councils in the case of changing an existing street name;
- 5.5 All charges are to be paid in full prior to changes/notifications being made.
- 5.6 Changes made without contacting the Council will not be officially recognised and as such will not be registered with either the National Land and Property Gazetteer (NLPG) or the Postcode Address File (PAF). Furthermore, details will not be forwarded to the services and organisations listed in Appendix B.
- 5.7 Fees and charges applicable to the street naming and numbering services will be reviewed annually during the Council's budget setting process and publicised through the Council's agreed communication channels including the website.
- 5.8 Applicants should ensure that care is taken not to pay fees before it is established that the address is within the correct local authority boundary [find your local council](#). A handy guide is the local authority to which Council Tax or Non-Domestic Rates is paid.

## **6. Street Naming and New Developments**

- 6.1 As far as street naming proposals are concerned, The Council is happy for developers to propose their own preferred names for consideration under Section 17 of the Public Health Act 1925. However, it is recommended that more than one suggestion be put forward in case one fails to meet the Naming Conventions (see Appendix D), or in order to negate possible objections from the Town/Parish Councils, Royal Mail or The Council itself.

- 6.2 The Council will consult with the Town/Parish Council (and any other bodies as appropriate) for any comments. However, in practice most developers are happy to leave the choice of street name with The Council or enter amicable discussion.
- 6.3 Wherever possible, the Council will liaise with the Town/Parish Council, with a view to formulating a list of approved street names to put to the developer. This is particularly helpful in areas where new development regularly takes place.
- 6.4 The Council's decision is final for the naming of roads, renaming of roads, numbering or renumbering of properties and is at the discretion of the Street Naming and Numbering Manager.
- 6.5 The Council will not create a Street Name similar to or the same as one which already exists if any of the following conditions apply to the Street Name:
- a. It is in use in the same locality.
  - b. It is in use in the same town.
  - c. It is in use in the same post town.
  - d. It is in use in the same town or post town within a neighbouring SNN Authority's administrative area.
- 6.6 Changes to new developments after new roads and addresses have been formally registered by the local authority and Royal Mail, will incur a charge by the developer for every Plot to Postal change and any additional new addresses.
- 6.7 The Council will not normally consider the separate naming of a new street unless it serves more than four properties.
- 6.8 Streets in close proximity should not be assigned the same name with a different suffix, for example "Birch Road", "Birch Avenue", "Birch Park" and "Birch Crescent".
- 6.9 Developers should be wary of using a name for marketing purposes if it has not been approved by the Council. This may cause confusion if the name is duplicated elsewhere in the Parish/Town.
- 6.10 If person names are suggested, all efforts should be made to obtain the living direct relative/descendant consent, providing the person has been deceased for at least 20 (English Heritage "blue plaque" selection criteria), 50, 100 or more years. As defined in SNN policy or a delegated decision on a case by case basis.

## **7. Street Re-Naming**

- 7.1 Re-naming of a street is usually only considered if the existing name causes problems for the Emergency Services.
- 7.2 Where a street is to be re-named, notices will be displayed on that street under Section 18 of the Public Health Act 1925 and will remain in place for at least 1 calendar month before an Order changing the name will be made. A copy of the Order will be sent to the Magistrate Courts informing them of the proposed change.

- 7.3 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed in Appendix B. The Council will allow 21 days for consultation and receipt of any objections.
- 7.4 Any relevant fees that are applicable will be made known upon submission of the initial application.
- 7.5 If an application from a person proposing street name is rejected by the council within one month of receipt of the application, the applicant has 21 days to lodge an appeal against the objection via the Magistrates' Court. The 1925 Act reserves the right for the council to reject a street name, if using this act.

## **8. Property Naming and Renaming**

- 8.1 The Council will check to ensure that there is no other property in the locality with the same or similar name. A replicated name in the same locality will not be allowed. Similar sounding names within an area should be avoided and will only be allowed at the discretion of the Council.
- 8.2 The owner (not the tenant) of a property may request the addition, amendment or removal of a name for their property. Proof of property/premise ownership (not tenant/leaseholder), may be required.
- 8.3 The Council will not formally add or amend a property name where the property is in the process of being purchased. However, on payment of the fee (non-refundable) it will carry out the naming and numbering process but only officially register the change/addition on notification of completion of purchase.
- 8.4 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed in Appendix B.

## **9. Street Nameplates**

- 9.1 Warwick District Council has a responsibility to ensure that most streets and other thoroughfares are named and have a street name plate to identify them. However, we do not provide or maintain name plates for private roads, properties accessed from private communal driveways or individually named apartment blocks. For more details visit [street name plates](#). On new housing or office developments, the responsibility for providing the first street name plate rests with the property developer. After that, once the road is adopted by Warwickshire County Council, the name plate will be maintained or replaced by the district council in the event of damage
- 9.2 It is important, as we travel further from our local area, that we can find where we are and where we want to go quickly and efficiently. Most importantly, it is vital in the event of an urgent situation that you and your street can be located quickly by the emergency services.
- 9.3 The Council is also responsible for the repair and maintenance of street name plates. This can be due to accidental damage, vandalism or normal wear and tear.

## **10. Performance Monitoring**

- 10.1 All street naming and numbering enquiries and requests for property name changes will be dealt with within 10 working days of the correct fee being paid. However, requests for new street names, new property developments and any other requests that involve consultation with external bodies, may take longer to process.
- 10.2 The Council will update its LLPG within 5 working days of completion and inform all internal and external bodies within 1 calendar month of the final decision being made.

## **11. Policy Review**

- 11.1 The Street Naming and Numbering Policy will be reviewed every three years or sooner if a major change in the process is required through the introduction of new legislation for example.
- 11.2 The Schedule of Charges will be reviewed on an annual basis during the Council's budget setting process and publicised through its normal communication channels including the website.

## **12. Contact Details**

Street Naming and Numbering  
Warwick District Council  
Riverside House  
Milverton Hill  
Leamington Spa  
Warwickshire  
CV32 5HZ

Tel: 01926 456663

Email: [snn@warwickdc.gov.uk](mailto:snn@warwickdc.gov.uk)

## **APPENDIX A: Legislation and Terms of Reference**

The Council has powers in relation to street naming and property numbering as contained in one or more of the following Acts:

### **Houses to be numbered and streets named**

[Section 64 - Town Improvement Clauses Act 1847](#)

### **Numbers of houses to be renewed by occupiers**

[Section 65 - Town Improvement Clauses Act 1847](#)

### **Notice to urban Local Authority before street is named**

[Section 17 - Public Health Act 1925](#)

### **Alteration of name of street**

[Section 18 - Public Health Act 1925](#)

### **Indication of name of street**

[Section 19 - Public Health Act 1925](#)

### **Power to charge for discretionary services**

[Section 93 - The Local Government Act 2003](#)

### **Postcode Address File (PAF)**

[Section 116 - Postal Services Act 2000](#)

### **Street name plates and the numbering of premises**

[Circular Roads 3/93](#)



## **APPENDIX B: Internal/External Notifications (Relevant Authority List)**

The following bodies/authorities that will be informed of all new (and changes to) officially registered addresses: -

Internal Bodies that may be informed of all new official addresses include: -

- Building Control
- Contract Services
- Council Tax
- Council Web Site
- Customer Service Centre
- Development Control
- Development Services
- Electoral Registration
- Environmental Health
- Housing
- Land Charges
- Local Land and Property Gazetteer Custodian
- Non-Domestic Rates
- Warwickshire Direct
- Waste Management and Recycling

External Bodies and Partners that may be informed of all new official addresses include: -

- Local Parish or Town Council (as appropriate)
- WCC Highways
- WCC Searches
- Warwickshire Fire and Rescue Service
- Warwickshire Constabulary
- West Midlands Ambulance Service
- Gloucester Land Registry
- Valuation Office Agency
- Ordnance Survey (OS)
- Royal Mail (Address Management)
- National Land and Property Gazetteer
- British Gas Trading
- Openreach (BT)
- Severn Trent Water
- Western Power Distribution
- Contractors to the Council for provision of local authority services
- Individual third-party businesses (annual subscription)

## APPENDIX C: Street Naming and Numbering Charges

In its capacity as the Naming and Numbering Authority, Warwick District Council is empowered under Section 93 of the Local Government Act 2003 to make charges to applicants in relation to any administrative costs incurred the provision of the service.

With effect from 4<sup>th</sup> January 2021, the Council will be revising its schedule of charges for the provision of the Street Naming and Numbering service, namely;

Function	Charge
Naming of a New Street	£134.50
New dwelling/unit(s) following demolition/conversion	£83.00 per plot
Numbering of New Development: 1 to 10 Plots 11+ Plots	£83.00 per plot £830.00 (plus £23.00 per plot)
Re Name/Number of an existing property	£40.00
Amend a Development Layout	£83.00 per new plot added and £23.00 per existing plot affected
Add a name to existing numbered property	Nil
Additional copies of "Confirmation of Address" letters	Price upon request
Renaming of a Street	Price upon request

Applications and payment can be made on line at [online payments](#) under **Other Payments; Street Naming and Numbering**. If you wish to pay by **BACS**, please telephone 01926 456033. If preferred, an invoice can be raised, and payment can then be made via the methods indicated on the invoice.

All fees must be paid prior to any changes being made. Changes made without contacting the Council will not be officially recognised and may not be registered with the relevant services and organisations.

### Refunds

Where an application form and fee has been submitted, no refund of fee will be made. No refund of the street naming fee can be made once a name has been submitted for the consultation process.

### Monitoring

Fees and charges applicable for the street naming and numbering service/s will be reviewed annually during the Council's budget setting process and publicised through the Council's agreed communication channels including the website.

## **APPENDIX D: Street Naming Conventions**

New streets with 5 or less properties and where the street cannot be extended will be numbered into the primary road in which they are accessed. Experience has shown that roads with few houses are not well known and become difficult to locate.

Where a new road is an extension of an existing road, it will not be allocated a new street name and the properties will be numbered into the existing road.

Where a development includes a number of new roads, a theme for these roads may be used. Alternatively, the names will be taken from the Approved Road Names Register. Themes for road names for new developments will not be repeated in any one Parish/Town.

The use of a name of a living person will not be acceptable. Furthermore, the name of a street should not promote an active organisation.

Street names should not be difficult to pronounce or awkward to spell.

It is important to both the Royal Mail and the Emergency Services to avoid giving streets similar names within the same Parish/Town. The close juxtaposition of similar names such as Park Road, Park Avenue and Park Gate Drive in the same area has proved to be a particular source of difficulty. A great variety of "999" calls are received each day and some callers can be vague in the details they give. Where names are duplicated it can be extremely difficult to pinpoint an exact location in order to enable an ambulance to attend in the time allowed. This is in line with Government guidance found in circular 3/93 (see Appendix A).

Names that could give offence are not to be used, nor are names that could encourage defacing of nameplates. The Council reserves the right to object to any suggested name deemed to be inappropriate.

Where an existing road is dissected by the building of a new road, The Council may choose to rename either or both parts of the existing road, however consultation with the appropriate Parish/Town Council will be undertaken.

No punctuation in the use of street names will be used for example "St. Mary's Gardens" will appear in all street naming documentation and street nameplates as "St Marys Gardens"

The following is a list of possible suffixes, it is not exhaustive and sometimes other description words are more appropriate:

- Street (for any thoroughfare)
- Road (for any thoroughfare)
- Lane (for major roads)
- Avenue (for residential roads)

All new pedestrian ways should end with one of the following suffixes:

- Walk
- Path
- Way

## **APPENDIX E: Property Naming and Numbering Conventions**

A new through road will be numbered with odds on the left-hand side and evens on the right-hand side, working from the centre of the parish.

A cul-de-sac will be numbered consecutively with number 1 of the left working in a clockwise direction, unless the cul-de-sac can be extended in the future.

Additional new properties in existing streets that are currently numbered will always be allocated a property number.

Private garages and similar buildings used for housing cars and similar will not be numbered.

All numbers, including the number 13, must be used in the proper sequence and there shall be no exclusion of any number due to superstitious, cultural or personal preference.

Once numbered, the Council will not normally re-number properties. Indeed, it will only re-number a property where it can be shown that there are consistent delivery problems or issues with emergency services.

Buildings (including those on corner sites) are numbered according to the street in which the main entrance is to be found and the manipulation of numbering in order to secure a “prestige” address or to avoid an address which is thought to have undesired associations, will not be sanctioned.

If a multiple occupancy building (i.e. flats) has entrances in more than one street, each entrance will be numbered into the appropriate road.

The Council will use numbers followed by letter suffixes where there are no alternatives and to avoid the renumbering of other properties in the existing street. For example, these will be used at the discretion of the Council where infill properties are built, and insufficient numbers are available. Wherever possible, infill properties requiring a suffix will be given the property number before the infill to maintain a proper numbering sequence.

All property numbers must be displayed and be at least 100mm in height and on a contrasting background. They should clearly be visible from the highway and this may mean the numbers being displayed on posts, gates or fences (and not necessarily the door of the property) to aid easy identification of the property, particularly in the event of an emergency.

If open space or undeveloped areas exist along a length of road, it is usual to leave spare numbers. As a guide one number per 5m frontage in urban areas and 10m frontage in rural areas is used, however open spaces can often allow numbers either side of a road to be brought in line with each other.

Where two or more properties are combined to form one single property, the property will be numbered using one of the existing numbers and will normally be based on the location of the main entrance.

In agreement with the Council, all apartments/flats should begin with 1 and progress consecutively until all have been numbered, which may not be as per the plans submitted by the developer. This is intended to help to ensure that all properties are addressed and as part of a nationally accepted

addressing standard (BS7666). Any variance from such conventions in the submitted application may be likely to cause confusion in property identification.

Moored houseboats will form part of the Council's LLPG, which in turn forms part of the National Land and Property Gazetteer (NLPG). The Council will only allocate an official address and inform Royal Mail where it has an operational requirement to do so or it believes the property is being used for permanent residency in the District and therefore subject to Council Tax. This will assist any emergency response and create a unique record for each property for future use. Such addresses will have to meet requirements for secure delivery points for Royal Mail.

Holiday lets will be added to The Council's LLPG and will be flagged as non-official and non-postal in systems that generate mail. This is to assist emergency response and create a unique record for each property. If the address reverts back to residential, it is the responsibility of the owner to contact the Council to ensure that the address is formally registered.

For any dwelling accessed internally through a commercial premise, the accommodation will be given a prefix to match the accommodation type i.e. The Flat. The rest of the address will be the same as the parent property, e.g. where a flat above a public house and is only accessed internally, its address will be The Flat, Name of Public House, Street Number and Name.

## **APPENDIX F: FAQs**

### **When should we apply?**

Generally, at Building Control Application stage. Utility companies are reluctant to install services without an official postal address and allocated postcode.

Problems can arise if purchasers have brought properties which have been marketed and sold under an unofficial name and legal documentation such as Title Deeds has already been drafted.

### **Can I add a name to my house number?**

Yes. Complete the on-line application form and submit it with the fee. If you are not the property owner, you will need to gain their consent first. The Council will record the name as well as the number.

### **Can I change the name of my house?**

Yes. Complete the appropriate form and submit it with the fee. If you are not the property owner, you will need to gain their consent first.

### **Can I change the name of a property before I move in?**

A name change cannot take place until you are the owner of the property. However, you may register the change in advance to take place on an agreed date.

### **Can I change the number of my house?**

The Council only considers renumbering properties when new developments render the existing numbering scheme untenable. The right to allocate property numbers lies entirely with the council (Town Improvement Clauses Act 1847).

### **Can I change the name of my street?**

Street names are only changed when there is clear evidence of a problem with properties not being found by emergency services. See Section 7 for more details.

### **Who is responsible for my address?**

The property owner is responsible for the building name. Warwick District Council is responsible for the property number, street name, and the locality and town (recorded to BS7666 standard). Royal Mail are responsible for the postcode, post town and post locality.

### **How do I check my postal address?**

The Royal Mail website gives all active postal addresses in their correct form.

### **I have a new property which has been registered with the Council, but Royal Mail doesn't show my address on their website. How can this be added?**

It is important that you contact Royal Mail upon occupation in order to activate the address (Tel: 03456 011 110 followed by Option 3 and then option 1)

### **My address is not being shown correctly. Can you correct this?**

If there has been an error in recording the name, number, street or post code of your property, we will correct it and pass the corrections to Royal Mail. There is no charge for this service. Note that if Royal Mail corrects a street in an address, they may alter the postcode of the property.

However, if either the postal address or the BS7666 address differs from the one you customarily use, the Council or Royal Mail will not change it. Other forms of an address may exist (such as that on title deeds or held by third party databases) but have no legal standing.

**I have a property name and number; can I use the name instead of the number?**

No, the property number is the primary address; the name is regarded as an alias and must be used in conjunction with the number. The name cannot be used instead of the number.

**Why do you charge for street naming and property numbering services?**

We charge for the discretionary services that we provide on a 'not for profit' basis in line with other local authorities. The fees charged are on a cost recovery basis only.

**How long does it take to allocate an address?**

Once payment has been received, we will aim to complete your request within 10 working days.

**Do I have to pay each time I want to update the name or is it a standard one-off fee?**

Yes, the fee will be due each time a property is renamed.

**I have a query regarding the delivery of mail, who can help with this?**

Visit the [Royal Mail website](#) for queries regarding delivery of mail.

**Who do you notify of my new or amended address?**

The Council will notify interested internal and external parties including the Royal Mail, emergency services, public utilities companies, national land and property gazetteer and other government departments.

**What will happen if I decide not to use your service to allocate an address to my property or development?**

Failure to do this will mean that emergency services will not be informed of any addressing changes. Royal Mail will not assign a post code until the Council has notified them of the official address. Furthermore, it is likely to mean that the address will experience difficulties in obtaining utility services, receiving mail and ordering from internet-based companies.

Cabinet  
8 July 2021

**Title: Development Brief for the Riverside House site**  
**Lead Officer: Heather Johnson**  
**Portfolio Holder: John Cooke**  
**Public report**  
**Wards of the District directly affected: Milverton Hill, Leamington Spa**

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: No

Consultation & Community Engagement:

Final Decision: Yes

Accessibility checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	07.06.21	Chris Elliott
Head of Service	07.06.21	Chris Elliott, Philip Clarke
CMT	14.06.21	Chris Elliott, Andrew Jones, Dave Barber
Section 151 Officer	15.06.21	Mike Snow
Monitoring Officer	16.06.21	Andrew Jones
Finance	04.06.21	Mike Snow
Portfolio Holder	28.06.21	Cllr Cooke



## 1. Summary

- 1.1. The purpose of this report is to enable Cabinet to approve the wording of the draft Development Brief for the future development of the Riverside House site for public consultation. If subsequently agreed, it would enable proposals to then be put forward for the development of the site.

## 2. Recommendations

- 2.1. That Cabinet approves the contents of the draft Development Brief for the Riverside House site attached at Appendix 1 for the purposes of carrying out public consultation based on the approach set out in paragraphs 3.7 and 3.8 of this report.
- 2.2. The Cabinet delegates authority to the Chief Executive in consultation with the Portfolio Holder for Place and Economy to approve the final version of the brief for consultation once it has been formatted in the corporate styling and branding.
- 2.3. That Cabinet notes it will receive a report on the outcomes of the public consultation and on any implication for the contents of the Development Brief.

## 3. Reasons for the Recommendations

- 3.1 The Council has long signalled its intention to dispose of the Riverside House site at some point in the future by supporting its allocation for housing in the current Local Plan. The underlying issues of the need for the Council to move out of Riverside House remain, and indeed have intensified because of the pandemic. Namely:

A) **the building is too big for the Council's needs (the building** has been almost empty for the past year and it is anticipated that the future working arrangements will be based on a hybrid model of more home working and on-site working and less office-based working, all of which have driven down the demand for office space even further.)

B) it is too expensive for the Council (costing almost £700,000 a year to run) especially in the context of the financial challenges of the Council which have increased over the past year and all members agreed a package of proposals to address the financial gap and this included leaving Riverside House.

- 3.2 The joint work with SDC offers the opportunity to consider sharing an office which would drive both construction/acquisition costs as well as running costs down further. This will need to be the subject of a separate and detailed report by the time that the report on the Development Brief comes back to the Cabinet for consideration.
- 3.3 As Members will be aware, planning permission for housing on this site was granted in 2018 however this permission has now lapsed and that proposal is not being taken forward. This has also given the Council the opportunity to reflect on the issues that arose from the previous proposal such as the ensuring the provision of affordable housing and the protection of trees, as

well considering the wider aspirations of the Council and local communities that have evolved in the time since the previous proposal was considered. In particular, the Council declared a Climate Emergency in 2019 and places tackling the emergency as the central policy of this administration. This requires the Council to demonstrate leadership and so to set an example for net carbon zero developments on its own land if it expects others to follow.

- 3.4 For the Council to consider future housing proposals on the site, and to guide any future disposal of the site it will make, it is proposed that a Development Brief is prepared. A Development Brief can **articulate the Council's planning** policy and design aspirations for the site. As the site is in Council ownership, however, the Brief can go beyond any normal planning requirements that it would place on other landowners and can set out particular community or other benefits that the Council wishes to see delivered on the site as well as seeking to meet the Council's Climate Emergency declaration.
- 3.5 Officers have worked up a draft Development Brief for the site which is attached in Appendix 1. The draft Development Brief seeks to provide a clear and public expression of the **Council's aspirations for the future of the** Riverside House site, bringing the site forward for housing in accordance with its allocation in the Local Plan, and with other Local Plan policies, such as for affordable housing and anticipating the publication of a DPD on sustainable buildings (see elsewhere on this agenda). If approved by the Cabinet the brief will need to be corporately branded and styled prior to publication.
- 3.6 In the previous planning permission, the development of the Riverside House site **was linked to the redevelopment of the Council's car park at Covent** Garden in Leamington town centre. This draft Brief does not have this dependency as it is not assumed that replacement offices for the Council are to be built at Covent Garden and so just considers the Riverside House site by itself.
- 3.7 It is proposed that there is a public consultation on the draft Development Brief over a period of around 10 weeks, since it is likely to fall in part over the summer holiday period. The expectation is that once the document has been consulted upon, that the final Development Brief will be brought back to Cabinet for final consideration and approval. At that time the Cabinet will have to consider and agree if and how the site would be brought to the market. A target date for the report on the final Development Brief to return to Cabinet would be November 2021.
- 3.8 The proposed approach to the public consultation is to provide a platform for constructive and interactive dialogue that reaches interested parties and town centre groups, including Leamington Town Council. It is proposed that a direct approach is taken in the immediately surrounding area of the site, including measures such as leafleting, with specific online, virtual drop-in discussions available for individuals and groups, supported by information on **the Council's website and on our Facebook page. A more detailed** programme for consultation will be put together by officers once the Cabinet have determined this report.

## 4. Policy Framework

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

4.1.1. 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.

4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if in relation to the Council's FFF Strategy.

### 4.2. FFF Strands

#### 4.2.1 External impacts of proposal

**People - Health, Homes, Communities** – Re-development of the site will deliver new homes, including at least 40% affordable housing, in line with the Local Plan site allocation. It will deliver further connectivity for the community between the town centre, river walk and green park spaces.

**Services - Green, Clean, Safe** – The re-development of the site is to be delivered in a sustainable way and supports the Council's ambition of becoming a carbon neutral Council by 2025 and for total carbon emissions within Warwick District to be as close to zero as possible by 2030. The development will be net zero carbon in operation and it will be built to high quality standards. The car park will have appropriate levels of electric charging points, with the ability to add further in the future as requirements are likely to increase. The site will deliver improved connectivity between the town, river walk and public green spaces.

**Money - Infrastructure, Enterprise, Employment** – Re-development of this site will provide housing which will contribute towards local jobs and the local economy. The employment currently provided on site will be re-provided in another location(s).

#### 4.2.2. Internal impacts of the proposal

**People - Effective Staff** – The re-development of Riverside House supports different and flexible ways of working for Warwick District Council and delivers efficiencies in terms of service availability.

**Services - Maintain or Improve Services** – The re-development of the site supports the shift to the increase in pace of the digital agenda in terms of the Council's operations.

**Money - Firm Financial Footing over the Longer Term** – The re-development of the Riverside House site will maximise the revenue opportunities for the site. It is estimated to deliver a minimum of annual revenue savings to the General Fund of circa **£475,000** for the Medium

Term Financial Strategy and also remove significant overhanging capital costs required to maintain Riverside House.

4.3. **Supporting Strategies**

- 4.3.1. Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies impacting most FFF strands and the proposal to redevelop Riverside House is consistent with the relevant supporting strategy.

4.4. **Impact Assessments**

- 4.4.1 There are no equality impacts associated with the proposals in this report.

4.5. **Changes to Existing Policies**

- 4.5.1 There are no changes to existing policies.

**5. Budgetary Framework**

- 5.1 **The Council's aspirations are to** bring forward an exemplar scheme that delivers its Climate Change objectives and the provision of at least 40% affordable housing in line with the Local Plan allocation and policies. Members need to be aware that in doing so, there will be an impact on the **site's** value as information received indicates that following reductions with the CIL and Section 106 contributions due, that there might be little, if any capital receipt for the Council. Ultimately, this can only be tested at the market (however, there is greater certainty as to the cost savings to be made due to the changes to current Council operations/commitments).
- 5.2 However, in doing nothing, the office accommodation costs to the Council are increasing annually. The re-development of the Riverside House site is anticipated to create revenue savings for the Council in terms of the Council having alternative accommodation. Within the Medium Term Financial Strategy savings of £250k per annum have been included from 2022/23, increasing to £475k per annum from 2023/24. These figures are for the General Fund only, implying further savings should be released for the Housing Revenue Account. With no, or minimal, capital receipt from Riverside House, achieving these savings would then depend on the Council having to borrow to fund any development, so increasing the revenue costs in term of debt charges.
- 5.3 Members will recall the substantial savings proposals that have been included within the Budget and MTFS. If these savings are not achieved, members will need to agree where further savings may be made or income generated to enable the Council to balance its Budget into the future.

## 6. Risks

6.1 The key risk associated with the development brief is that the planning requirements for the site, as set out, are such that the development is not viable. However, this is not assessed as a high risk, as viability of delivery will be a reasonable factor for consideration when assessing future proposals.

6.2 Given that the Council is looking to bring forward the site, in compliance with all planning requirements and the Development Brief, including achieving the **Council's** central policy of responding to the Climate Emergency and taking a leadership role in doing so:

6.2.1 There is a potential adverse impact on value, with the possibility that the potential capital receipt for the Riverside House site is too low, making it difficult to deliver the savings identified in the MTFS.

However, this risk has to be balanced with the equal risk that comes with not moving out of Riverside House and so having to find the same level of savings from other sources. Fundamentally, as a risk mitigation the Council can do further work to assess how it may achieve value from the site by the time it reports back to Cabinet on the Development Brief.

6.2.2 There is a risk to ensure that the eventual disposal of the site represents best value. Under Government Regulations any Local Authority disposal where the disposal value is more than £2m under the market value for the site, a specific consent is required of the Government. However, the standards expected by the draft Development Brief are unlikely to depress the value much (if at all) below the threshold valuation stated above. Officers will obtain independent external valuation advice on this point.

## 7. Alternative Options considered

7.1. The Council could choose not to approve this draft Development Brief and instead rely on policies in the Warwick District Local Plan and in other adopted Supplementary Planning Documents. Whilst this approach would still enable the site to come forward in compliance with planning policy, it would not allow the Council to articulate its wider ambitions for the site and maximise the community benefits that the redevelopment of this site would bring. This alternative option has therefore been discounted.

7.2. It should be noted that by requiring that wider community benefits are delivered than that may usually be required on a site owned by another party, that it may impact on the eventual land receipt that the Council receives for the site or may even require a financial contribution in order to achieve them. The Council could choose to vary the Brief and reduce the requirements on the site with the intention of driving up its land value, but the steer from Cabinet has been to develop a brief that sets out the Council and wider community aspirations. This option has therefore been discounted.

## Appendix 1: Draft Development Brief for the Riverside House site



## **Riverside House Development Brief**

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### **Plans**

**Plan 01: Milverton Hill – Developable Area and Sewer information**

**Plan 02: Conservation Area Plan**

**Plan 03: Tree Preservation Plan**

**Plan 04A: Flood Zone 2 Plan**

**Plan 04B: Flood Zone 3 Plan**

**Plan 05: Site Analysis**

## **1. Introduction**

Warwick District Council owns the land at Riverside House, Milverton Hill, Leamington Spa, and it is currently used as the headquarters for Warwick District Council. The land is in close proximity to Leamington Spa town centre and the immediate surrounding area is predominantly residential, together providing excellent opportunities in terms of residential development on the site. The land is approximately 4.65 acres/1.88 hectares in area.

The land currently contains a large four storey office building totalling approx. 5,620 sq m NIA, occupied by 350 staff with staff parking for approximately 194 cars. Some parts of the building have been sub-let to other organisations due to the size of the site. The Covid-19 emergency has impacted the way in which the Council works to deliver services with greater flexible working. The Council is now looking to dispose of the Riverside House site and is seeking sustainable proposals to be put forward by interested developers.

Warwick District Council is committed to sustainable development that maximises benefits for the local community. Some key principles are being used to guide our disposal of this site and these include the Council's ambition to be carbon neutral by 2025 and to facilitate de-carbonisation by local businesses, organisations and residents, in order for Warwick District to be as close to zero by 2030 as possible.

## **2. The Vision for the Riverside House site**

The Council's aspirations for the future of the Riverside House site are to create a high quality development, incorporating exemplar design and build techniques. The development will be net zero carbon, providing good public access and connectivity to the town centre and surrounding green spaces, including via the existing Riverside Walk. It will be an environmentally friendly scheme that maximises the benefits for residents and the local community. It will be an inclusive development incorporating affordable housing in accordance with the policies of the Council's Local Plan.



### 3. The Milverton Hill Area

Royal Leamington Spa is the largest town within the Warwick District area. The 2011 census identified a population of around 49,500 living in the town. Leamington has a rich heritage of regency buildings and is known as a popular centre for both employment and residential homes. Royal Leamington Spa is a popular commuter town, with excellent transport links via road and rail, linking the town to London and Birmingham and the wider region, and this makes it an attractive location for business and residents alike.



The Milverton Hill site is set out on Plan 01. The site is 0.7 miles north of Leamington Spa train station and Warwick town centre is approximately 1.9 miles west of the site. The site is situated within a predominantly residential area to the west of Leamington Town centre. It is bounded by Milverton Hill to the north, with the rear elevations of dwellings in Church Hill and the front elevation of a house in Portland Place West facing the site from the opposite side of that street.

To the east the site is bounded by a terrace of Grade II listed buildings in Portland Place West, which are in residential use, and the Adelaide Road car park and adjacent club premises. The Riverside Walk and associated woodland alongside the River Leam adjoins the site to the south. A further public footpath runs along the western boundary of the site, and on the opposite side of this are the flats in Milverton Court and a house in Wilhelmina Close.

The car park within the site is ancillary to the existing office building, currently housing the headquarters for Warwick District Council. The existing office building is situated in the north-western quadrant of the site, fronting onto Milverton Hill. The building is set into the hillside and ranges between 2 and 4 storeys in height. There are two vehicular accesses into the site from Milverton Hill and a further access from the adjacent Adelaide Road car park.

The southern part of the site is situated within Flood Zones 2 and 3, which cover between a third and half of the site. A culverted watercourse runs under the existing car park, from Milverton Hill down to the River Leam. A small part of the south-eastern corner of the site is situated within the Leamington Spa Conservation Area. This takes in a triangular section of the site that measures approximately 20m x 30m x 35m. There are also a large number of trees on the site, many of which are subject to Tree Preservation Orders and these are set out on Plan 03.

The conservation area boundary then runs along the northern, eastern and southern boundaries of the site, such that much of the rest of the site immediately abuts the conservation area. Victoria Park is situated to the south of the site, on the opposite side of the River Leam. This forms part of a Grade II Registered Park and Garden (Spa Gardens). The Conservation Area plan is set out at Plan 02.

The boundary of the Registered Park and Garden runs along the northern bank of the river, which is approximately 25m to the south of the site.

#### **4. Objectives of the Brief**

This brief sets out the Council's expectations for redevelopment of the Riverside House site. It will be used to enable the Council to select a development partner to take forward the development of the site, in line with the Council's vision. This Brief provides a guidance framework to enable appropriate development proposals to be put forward for consideration.

## **5. History of the site**

Riverside House was built by Leamington Spa Building Society (subsequently Bradford & Bingley Building Society) on the Milverton Hill site in the late 1970/1980's and then acquired by Warwick District Council for use as its headquarters in the 1990's.

The size and nature of the building no longer make the existing use viable for modern use, particularly in the longer term. Re-development of the brownfield site is therefore envisaged, and this was put forward through the local plan process. The site is allocated for housing development in the Local Plan, adopted in September 2017.

The total site area is 4.65 acres/1.88 hectares. However, the constraints plan indicates that approximately half of the land is subject to flood plain restrictions and only suitable for use as car parking. There are also a number of mature trees and other trees subject to Tree Preservation Orders on the site. These are set out on Plan 03.

### **Planning History: W/17/1701**

The size and nature of the building no longer make the existing use viable for modern use, particularly in the longer term. Re-development of the brownfield site is therefore envisaged, and this was put forward through the local plan process.

An outline planning permission for the demolition of the Riverside House building and the redevelopment of the site for residential development was granted on 17 April 2018; this allowed for the "demolition of Riverside House and the redevelopment of the site to provide a range of buildings from 2½ - 6 storeys for up to 170 residential dwellings" (use class C3). Planning consent was limited for a term of 3 years, expiring on 16th April 2021. The application did not include any affordable housing opportunities and for a number of reasons the development did not proceed.

## **6. Constraints and Opportunities**

The key constraints and opportunities of the Riverside House site have been identified as follows:

### **Key Constraints**

The Riverside House site has a number of constraints, related to the topography of the site and its position in Leamington Spa and these are set out on the attached plans:

- The site is surrounded by Leamington Spa Conservation area (see Plan 02)
- Around 40% of the site is within the River Leam Flood Zones 2 & 3 (see Plan 04A and Plan 04B)

- Tree Preservation Orders on a number of trees on the site (see Plan 03)
- There is a culverted water course and sewer running under the site
- Neighbouring Grade II listed buildings
- Adjacent to Grade II registered Victoria Park Spa Gardens, future Commonwealth garden scheme and the Pump Room Gardens
- The existing Adelaide Bridge is a Grade II listed structure

### **Key Opportunities**

- Close proximity to the town centre of Royal Leamington Spa, and the local train station.
- Close proximity to Warwick and its historic centre.
- Prominent riverside location with potential to improve connectivity with the town centre
- Key opportunity to link the site's public realm to a pedestrian route along the riverside area increasing pedestrian connectivity for the local community
- An opportunity for redevelopment that reinforces the traditional plan of development in north Leamington which has the potential to better preserve the setting of designated heritage assets compared to the existing development on site
- Affordable housing provision in an area that is in close proximity to the town centre facilities and attractions and areas of natural green space
- An opportunity to lead the way with an exemplar, sustainable building and surrounding areas and to enhance and update the image of the site
- There is an opportunity to promote connectivity to green spaces and the Riverside walk area by incorporating a bridge into the design for the site

## **7. Planning Policy Context**

### **National Policy and Context**

The [National Planning Policy Framework](#) (NPPF, updated in 2019) is the overarching framework for plan-making and decision making. As such, it is a material consideration in drafting this brief and in considering any subsequent planning applications on the Riverside House site.

The [National Planning Practice Guidance](#) (NPPG) supports the interpretation of the NPPF, and the [National Design Guide](#) (updated 2021) guidance on 'good design'.

### **Warwick District Local Plan 2011-2029**

The key [Local Plan](#) policies to guide the layout and design of the Riverside House site are highlighted below. These are the ones which are considered should mainly guide the principles to be included in this development brief, though other policies may also be relevant even if not detailed here.

### *Allocation*

Policy DS11 ('Allocated Housing Sites') of the Warwick District Local Plan allocates Riverside House for housing development (allocation reference H14). This policy estimates that the Riverside House allocation might accommodate 100 dwellings, though actual delivery may vary from this subject to compliance with other applicable policies.

### *Housing policies*

H2 Affordable Housing – housing developments of 11+ dwellings must provide 40% affordable housing.

H4 Housing mix – the mix of market housing should contribute to a balance of house types across the district in accordance with the latest Strategic Housing Market Assessment.

### *Design policies*

SC0 Sustainable Communities – this policy sets out 12 design principles to be incorporated in any scheme, aimed at creating and sustaining strong communities. This includes integration with existing communities, layout, infrastructure, movement and access and climate change adaptation amongst others.

BE1 Layout and Design – seeks to ensure new development positively contributes to the character and quality of its environment, and includes 17 design principle which proposals should demonstrate conformity with.

BE2 Developing Significant Housing Sites – sets out that any scheme of over 200 dwellings, and/or which may have a significant impact on the character and appearance of an area should conform with a development brief, and sets out the principles to be incorporated into the development brief.

BE3 Amenity – seeks to protect the amenity of nearby residents and users, and ensure acceptable standards of amenity are provided for future occupiers.

### *Transport*

TR1 Access and choice – seeks to ensure highway safety and suitable access for a range of transport modes.

TR3 Parking – sets out car parking requirements

### *Healthy, safe and inclusive communities*

HS1 Healthy, safe and inclusive communities – this policy has a reasonably broad scope, but principles relating to walking and cycling movement, quality public realm, green space for recreation, and energy efficiency should translate into the development brief.

### *Climate Change and flood risk*

CC1 Planning for Climate Change Adaptation – seeks to utilise layout and orientation and other design tools to mitigate rising temperatures, incorporate green spaces and minimise vulnerability to flood risk.

### FW1 Reducing flood risk

### *Historic Environment*

HE1 Designated Heritage Assets - seeks to protect designated heritage assets and their settings.

HE2 Conservation Areas – includes a presumption in favour of the retention of unlisted buildings that make a positive contribution to the character and appearance of a Conservation Area.

### *Natural Environment*

NE1 Green Infrastructure – the Council will protect, enhance and restore the district's green infrastructure assets and strive for a healthy integrated network for the benefit of nature, people and the economy.

NE3 Biodiversity – sets out that new development will be permitted provided that it protects, enhances and/or restores habitat biodiversity.

### **Royal Leamington Spa Neighbourhood Plan – adopted May 2021**

The [Royal Leamington Spa Neighbourhood Plan](#) was produced by the Town Council in collaboration with the local community.

RLS2 Housing Design – encourages the use of higher environmental standards in building design and energy performance, and seeks Building for Life (or similar) to be utilised in the scheme development.

RLS3 Conservation Areas – sets out principles to be adopted for schemes within or near to a conservation area.

RLS5 Housing mix and tenure – seeks to respond to most up to date data, and to seek opportunities for detached and semi-detached family dwellings.

RLS15 Canal and Riverside Development – includes requirements for design principles including mitigating flood risk, and protecting or creating new access points to the riverside for walking and cycling.



## Warwick District Supplementary Planning Documents (SPDs)

In addition to policies within the local plan, this development brief, and any subsequent planning applications will need to accord with relevant Supplementary Planning Documents. These include:

- [Affordable Housing SPD](#) (July 2020)
- [Developer Contributions SPD](#) (July 2020)
- [Air Quality and Planning](#) (January 2019)
- [Public Open Space](#) (April 2019)
- [Parking Standards](#) (June 2018)
- [Residential Design Guide](#) (June 2018)

### 8. Development Principles

Assessment of the Milverton Hill site and application of the relevant planning policy context has informed the Council's set of development principles for the site. The principles must be read alongside all other planning policy information and the Local Plan. The development principles go beyond the relevant planning policy and embrace sustainability principles.

Redevelopment proposals must fit within the Local Plan for the area. New developments must make the best use of the land and positively relate to each other and enhance the surrounding area in terms of sustainability, landscaping and design.

There are a number of key guiding principles that need to underpin all development proposals and these are summarised below, followed by some further detail on key points:

- Ensuring that the housing development site is inclusive through the provision of affordable housing is critical; We expect 40% affordable housing in line with current Council policies set out in the Warwick District Local Plan
- The use of exemplar design and build techniques to provide excellent quality
- Delivery of a sustainable development that is net zero carbon in operation and minimises carbon emissions associated with building material and construction
- An environmentally friendly scheme in order to preserve the area, retaining as many good quality trees as possible
- Maximising the amenities and benefits of the riverside site for residents and for the local community
- Encouraging connectivity between the site and the town centre and improving linkages along the riverbank walks and park areas, potentially including a bridge
- Consideration of massing and accessibility to the site to avoid current tree Preservation Orders and the existing sewer
- Consideration of car parking provision with consideration of future requirements

- Promoting opportunities to add landscaping that joins up green spaces among the River Walk and park areas
- Consideration of public realm opportunities
- Preservation of views to and around the Milverton Hill site
- Scale, massing and design to be in keeping with the Leamington Spa Conservation Area
- Scale, massing and design to respect the setting of the adjacent listed buildings
- The development needs to be net zero carbon in operation, certified and demonstrated when constructed and should incorporate renewable energy sources, such as including solar panels to power the heat pumps to meet all residual energy needs
- Electric charging points will be required in line with the relevant standards, and in addition there is a need to be future ready ie have the infrastructure in place to enable future higher levels of electric vehicle use
- Buildings need to be constructed from sustainable materials wherever possible, in order to minimise carbon in building material
- Smart energy technology should be incorporated to enable intuitive low carbon operation of heating and energy
- Consideration needs to be given to whether recycling areas are communal or single use areas and sufficient space should be provided for refuse and recycling vehicles to enter and turn within the site. The minimum distances in the residential Design Guide for refuse and recycling storage and collection should be adhered to
- Sufficient secure covered cycle parking must be provided
- Water saving measures should be maximised, such as showers with the minimum flow rate
- Taps fitting with the limited flow rate aerator or spray ends
- Capturing rainwater for use in communal areas to maintain the landscape
- Soft landscaping on site will be to enhance habitat and promote biodiversity
- Hard landscaping will be done to have minimal environmental impact

Ensuring that the housing development site is inclusive through the provision of **affordable housing** is critical to any proposal; the Council expects 40% affordable housing to be provided in line with the current Council policies.

**Sustainability** must be central to any development proposal and proposals must demonstrate how they will mitigate climate change through the use of sustainable construction techniques, net zero carbon building design, renewable energy sources and water conservation measures.

As a sensitive site, adjacent to (and partly within) a conservation area, it will be important that the redevelopment is of a **high quality and locally distinctive design**. The rhythm of buildings, consistent detailing, local materials, boundary treatments and landscaping all contribute to the local distinctiveness in this location.



Careful consideration must be given to the appropriate massing of new buildings on the site. Massing will have a limit of 4 storeys along the Milverton Hill frontage and alongside the adjacent listed buildings in Portland Place West, with the fourth storey set back from the façade of the building such that it is not readily apparent in the street scene.

There is then the potential for some variance further into the site, with massing stepping up to 5 storeys as the land drops down further away from Milverton Hill, to a maximum of 6 storeys for a small area in the centre of the site, well away from the site boundaries and not readily visible from outside of the site. At the rear of the listed buildings, the height should be limited to 2.5 storeys.

As well as respecting the character and appearance of the conservation area and the setting of the adjacent listed buildings, the massing should also give careful consideration to potential views from Victoria Park.

New development will need to work within the **known constraints** on the site (see section 5 above). These include the flood risk areas, the existing sewer and its easement and protected trees (see below).

The design, layout and landscaping of new development must create an **attractive, accessible, safe and appropriate living environment** for residents. They must protect, preserve and enhance where possible features of the historic and natural environment. Landscaping proposals must also maintain the views to and from the Milverton Hill area and promote the green space area and riverside location.

Public access into and through the site is important to the design, and might for example incorporate a footpath link to link Milverton Hill to the river and riverside walk areas.

Given the location of the site and the existing green space and play areas nearby, it is not expected to be necessary to provide one on this site. However, this may be delivered through an off-site contribution.

The design should encourage **pedestrian and cycle connectivity** between the site and the town centre and improve linkages along the riverbank walks and park areas, and providing a pedestrian/cycle link is a requirement of the design. Consideration should be given to promoting opportunities to add landscaping that joins up and preserves green spaces along the Riverside Walk and green park areas. The opportunity exists to create a pedestrian link via a new footbridge over the River Leam to link up the Riverside house site with the Riverside Walk and then Victoria Park. Proposals for the site should show how such a bridge and link can be provided.

**Car and other vehicle parking** provision on the site should follow the standards and policy approach as set out in the Council's Parking Standards SPD. It is noted that there are some exceptions to prescribed town centre parking requirements where they are justified, such as at the edge of town centre locations and where there are appropriate car sharing schemes in place. This document also sets out standards for the provision of electric charging points.

There are a number of **protected trees** on the site, covered by Tree Preservation Orders (TPO's). These are set out on Plan 03. Many of these trees are of a high quality, and are mature trees, planted during the 1800's. The remainder of the trees are lower quality, and less mature dating from the redevelopment of the site in the 1980's.

It is important that proposals aim to retain the TPO trees on the site, in order to help to maintain a positive contribution to views to the site.

The layout should ensure that the living conditions of surrounding residents are protected, as well as providing a satisfactory living environment for future occupants. Any proposals should take account of the policies in the Residential Design Guide in this regard, include the 45-Degree Guideline, Distance Separation Standards and private amenity space standards.

## **9. Sustainability**

The Council is committed to promoting the principles of sustainability in any redevelopment of the Riverside House site.

The Council promotes the concept of keeping the environment and sustainability in mind throughout the design process through a sustainability strategy that integrates the approach to sustainable development, considering energy, SUDs water use, biodiversity, flood mitigation and landscape design elements. Understanding these principles from the outset enables a better base position for future sustainability targets.

Some of the key issues that will need to be considered using this strategy include orientation, massing and form and consideration of passive design principles including natural ventilation and daylighting. Consideration of materials being used in the build and energy and waste or recycling requirements need to be made.

## **10. Next Steps**

The redevelopment of the Milverton House site presents a number of opportunities.

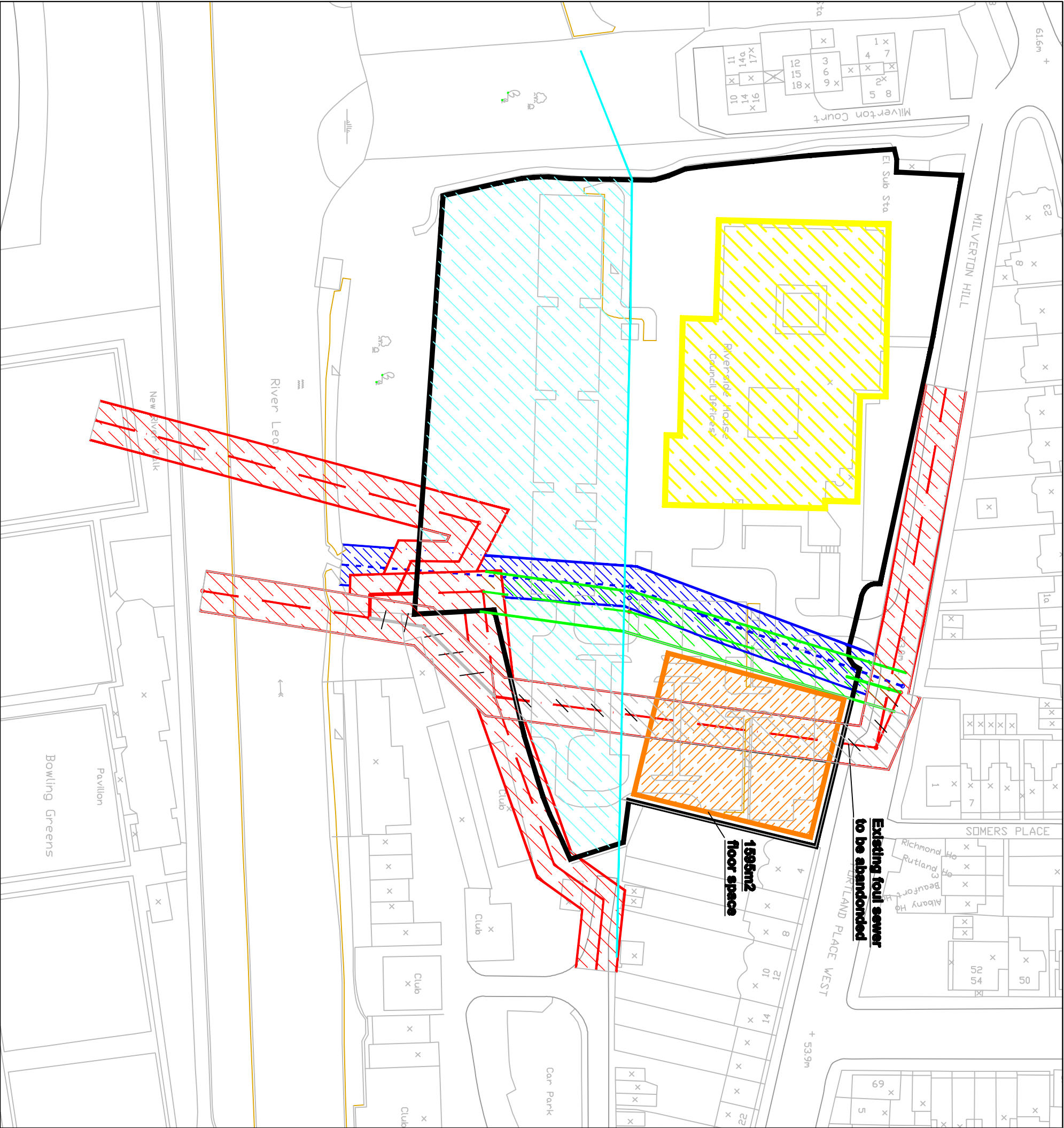
The Council recognises that there are a number of constraints on the site and that successful development will require co-ordination.


The Council welcomes proposals in line with the Brief outlined in this document.


**Heather Johnson**

**Project Manager**

**14 June 2021**

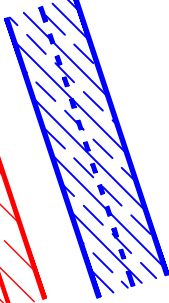
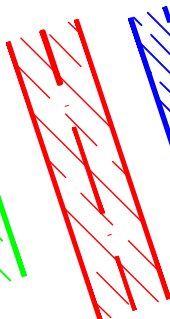

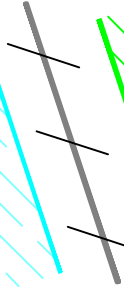
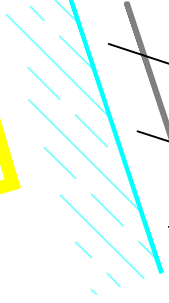
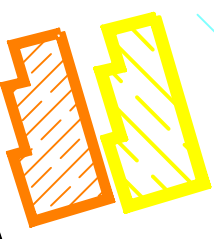




**WARWICK DISTRICT COUNCIL**

**WARWICK DISTRICT COUNCIL**  
RIVERSIDE HOUSE  
MILVERTON HILL  
ROYAL LEAMINGTON SPA  
WARWICKSHIRE, CV32 5HZ  
Telephone : (01926) 410 410

**TITLE**  
**WARWICK DISTRICT COUCL**  
**RIVERSIDE HOUSE**  
**PROPOSED SITE LAYOUT**

SCALE	1:1000	CHECKED BY		DATE	09-08-2013
DRAWN BY	P.T	TRACED BY	X	DRG. No.	X
AMENDMENTS				DRAWN BY	DATE


**Key:-**  
**Existing Surface water Sewer Easement**  
**Existing Combined sewer Easement**  
**Proposed foul Sewer Easement**  
**Abandoned Sewer**  
**Flood Zone 3**  
**Existing structures**  
**Proposed structures**  
**Site Boundary**





Conservation  
Areas

### Leamington Spa

 Conservation Area Boundary.  
(DAP 6, 8 -10)

*Warwick District*  
Local Plan 1996 - 2011  
September 2007

Crown Copyright. All rights reserved  
Warwick District Council  
LA100018302 2007.

J Archer, MCD, MRTPL  
Planning & Engineering Department  
Warwick District Council,  
P O Box 2178, Riverside House,  
Milverton Hill, Leamington Spa,  
Warwickshire. CV32 5QH



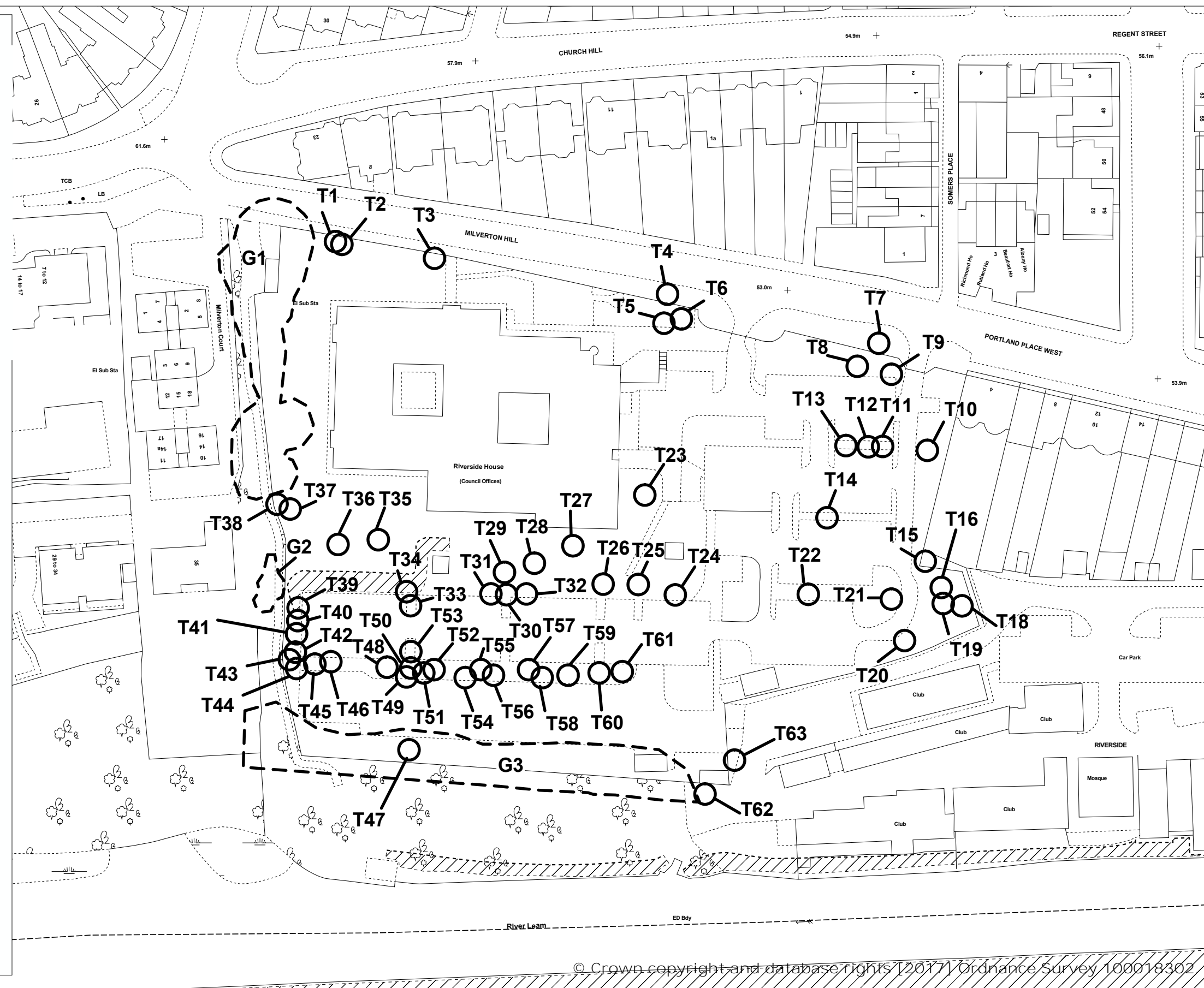


## Schedule

T1 - Cedar  
T2 - False Acacia  
T3 - Honey Locust  
T4 - Beech  
T5 - Norway Maple  
T6 - Silver Birch  
T7 - Beech  
T8 - Red Oak  
T9 - Lime  
T10 - Norway Maple  
T11 - Atlantic Cedar  
T12 - Lime  
T13 - Horse Chestnut  
T14 - Horse Chestnut  
T15 - Lime  
T16 - Lime  
T18 - Lime  
T19 - Ash  
T20 - Elder  
T21 - Silver Birch  
T22 - Lime  
T23 - Flowering Cherry  
T24 - English Yew

T51 - Swedish Whitebeam  
T52 - Swedish Whitebeam  
T53 - Lime  
T54 - Lime  
T55 - Turkey Oak  
T56 - Swedish Whitebeam  
T57 - Lime  
T58 - Whitebeam  
T59 - Swedish Whitebeam  
T60 - Lime  
T61 - Lime  
T62 - Walnut  
T63 - English Yew  
G1 - Mixed Broadleaves  
G2 - Mixed Broadleaves  
G3 - Mixed Broadleaves

T25 - Cedar  
T26 - Cedar  
T27 - Cedar  
T28 - Blue Atlas Cedar  
T29 - Silver Birch  
T30 - Turkey Oak  
T31 - Red Oak  
T32 - Turkey Oak  
T33 - Norway Maple  
T34 - Norway Maple  
T35 - Wellingtonia  
T36 - Cedar  
T37 - Whitebeam  
T38 - Horse Chestnut  
T39 - Turkey Oak  
T40 - Turkey Oak  
T41 - Horse Chestnut  
T42 - Pine  
T43 - Norway Maple  
T44 - Turkey Oak  
T45 - Field Maple  
T46 - Field Maple  
T47 - Cedar of Lebanon  
T48 - Pine  
T49 - Swedish Whitebeam  
T50 - Turkey Oak



Tree Preservation Order No. 543  
Riverside House, Milverton Hill, Royal Leamington Spa.

### LOCATION PLAN

OS Sheet Reference No. SP3165NW Map Centred (NGR): 431209 E , 265773 N

Development Services: P.O. Box 2178, Riverside House, Milverton Hill, Royal Leamington Spa

Scale: 1: 1000 @A3

Plan: 1

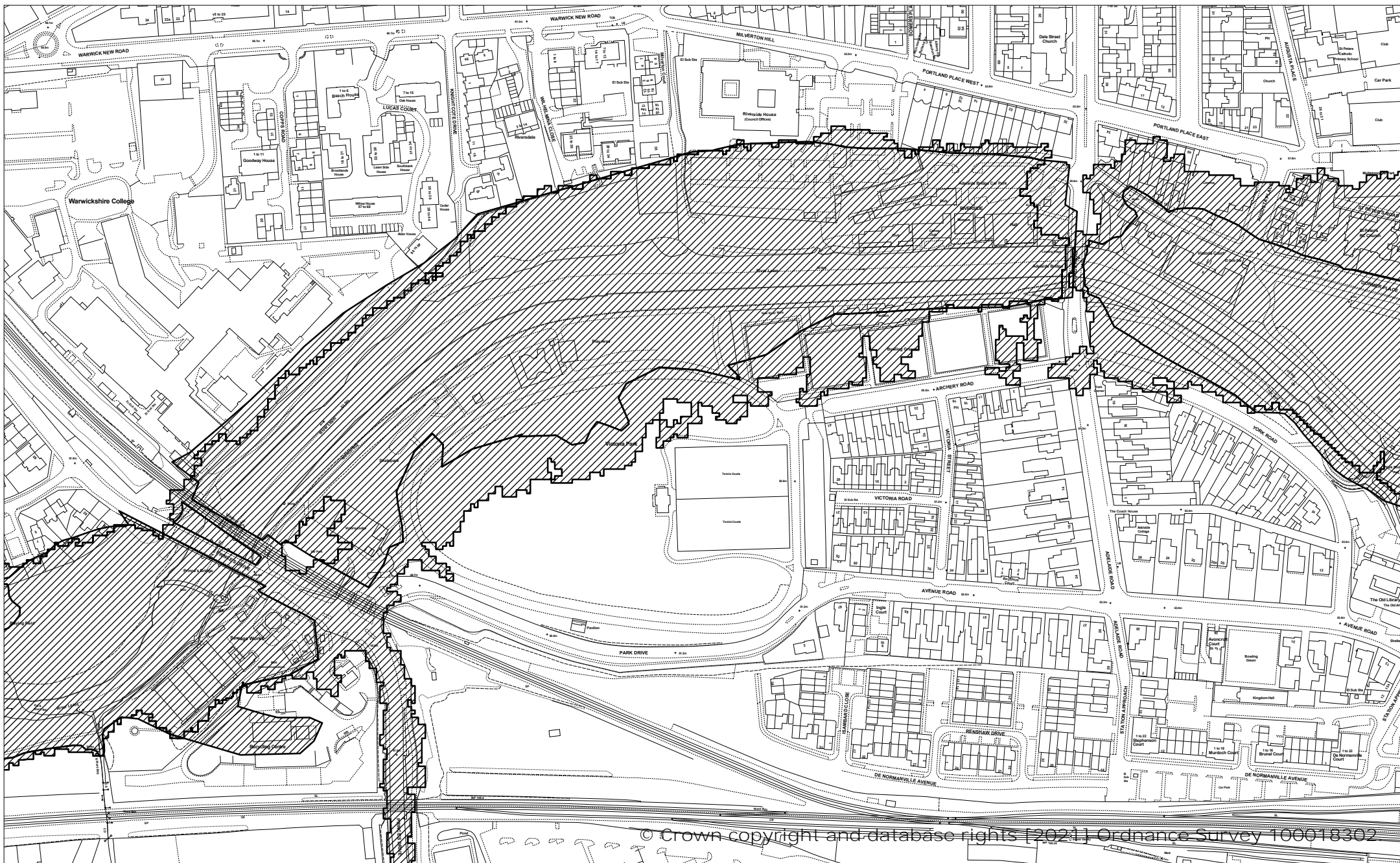
Drawn By: SW

Date: 27/2/2018

File Number: TPO 543

Scale  
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Scale: 1:3500

Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire. CV32 5HZ

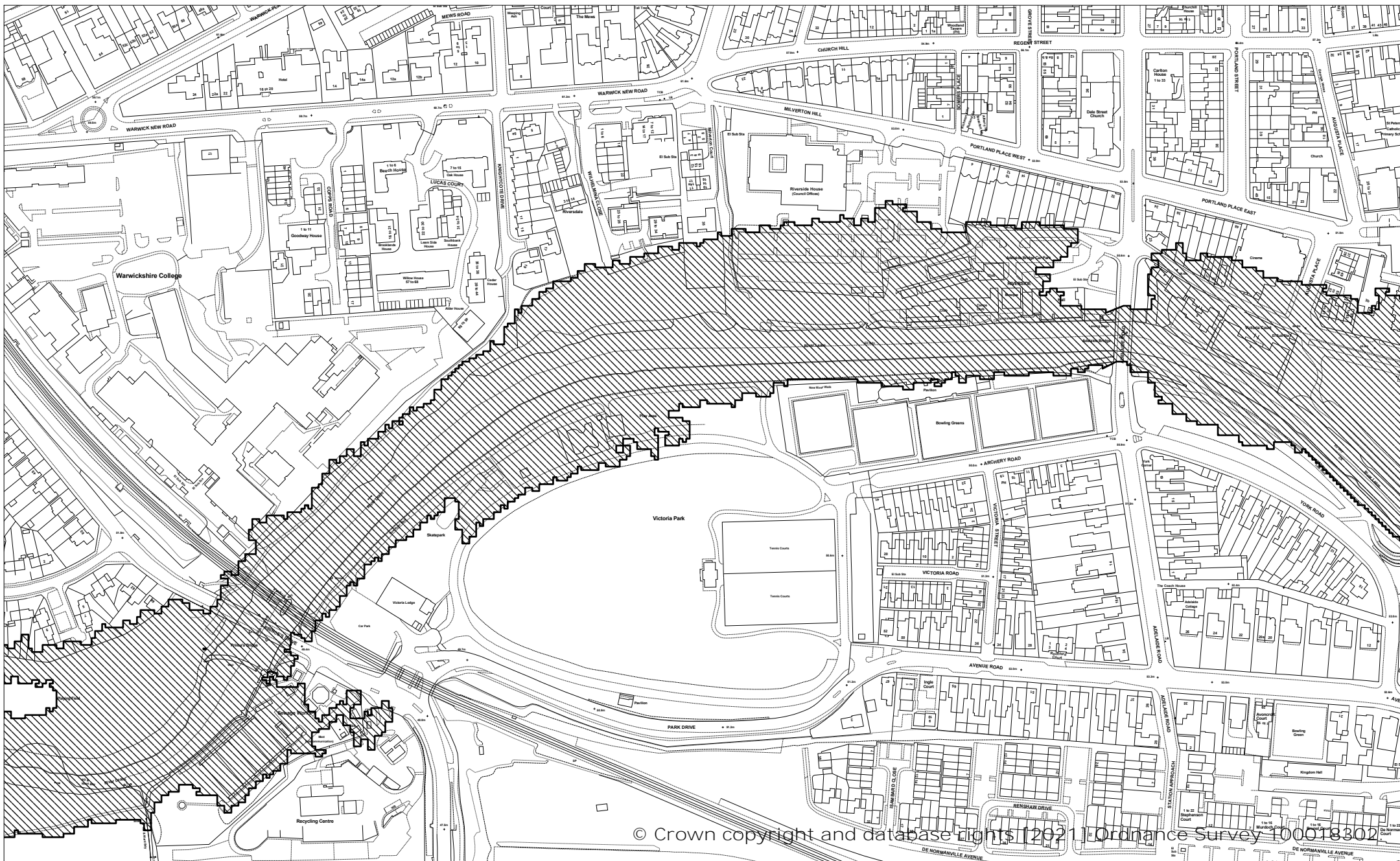
## Riverside House Flood Zone 2 - Feb 2021

Date: 16 June 2021

Tel: 01926 410410







Scale: 1:3500

Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire. CV32 5HZ

## Riverside House Flood Zone 3 - Feb 2021

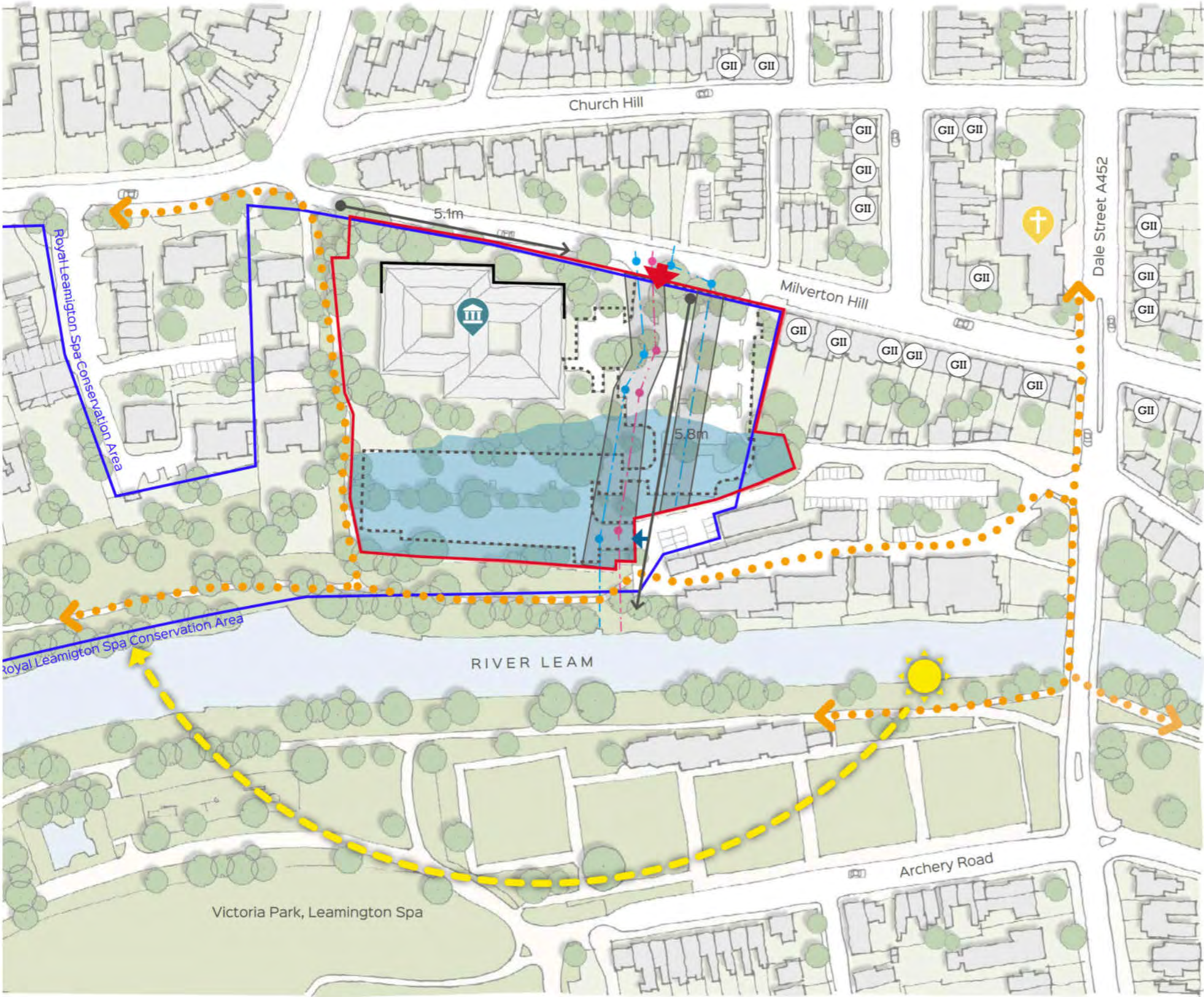
Date: 16 June 2021

Tel: 01926 410410





Site Analysis



- Warwick District Council
- Excessive parking zone
- Flood zone within site
- Main site access
- Secondary access
- Pedestrian path
- Sewer easement
- Poor frontage
- Change in level
- Methodist Church
- Grade II listed
- Conservation area boundary





**Title:** Net Zero Carbon DPD  
**Lead Officer:** Dave Barber  
**Portfolio Holder:** Cllr. Alan Rhead  
**Public/Confidential report:** Public  
**Wards of the District directly affected:** All

Contrary to the policy framework: No  
 Contrary to the budgetary framework:  
 Key Decision: Yes  
 Included within the Forward Plan: Yes  
 Equality Impact Assessment Undertaken: Yes  
 Consultation & Community Engagement: Proposed by this report  
 Final Decision: No  
 Accessibility Checked: Yes

**Officer/Councillor Approval**

Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	15/6	Chris Elliott, Bill Hunt
Head of Service	15/6	Phil Clarke
CMT	15/6	Chris Elliott, Bill Hunt, Andy Jones, Dave Barber
Section 151 Officer	15/6	Mike Snow
Monitoring Officer	15/6	Andy Jones
Finance	15/6	Mike Snow
Portfolio Holder(s)	17/6	Alan Rhead

## 1. Summary

- 1.1. In support of the Council's climate change ambitions, this report sets out proposals to commencement a formal public consultation on a Net Zero Carbon Development Plan Document for new buildings.

## 2. Recommendation

- 2.1. Cabinet is requested to approve the Net Zero Carbon Buildings DPD (set out in Appendix 1) for a seven-week period of public consultation commencing on 26<sup>th</sup> July 2021.
- 2.2. That Cabinet agree to a procurement exemption for the appointment of consultants to support the development of the DPD through the preparation and examination process (as detailed in para 3.6 below).

## 3. Reasons for the Recommendation

- 3.1. **Recommendation 2.1:** The DPD has been prepared in accordance with the aims of the climate emergency declaration and with the assistance of a joint, cross-party working group of members who have been very involved with the production of the policies.
- 3.2. This DPD is one of the first to be produced by local authorities in England in an attempt to deliver promises made through the climate emergency declaration and is therefore pioneering in many respects. For this reason, it has been difficult to obtain the assistance of external expertise to guide the direction of the document. We have therefore relied heavily on in-house experience and knowledge to bring forward this document for consultation.
- 3.3. During the preparation process, the scope of the DPD has been refined so that it now focuses specifically on tackling carbon emissions from new developments. In terms of delivering sustainable new buildings, carbon emissions are considered to be the most urgent aspect to address, particularly in light of the climate emergency. By ensuring new buildings are net zero in operation (or capable of being so without future retrofitting), the draft DPD seeks to prevent the scale of the future challenge of retrofitting from growing. The scope of the DPD has been defined in a way that seeks to establish a policy a framework as quickly as possible whilst focusing on the most critical element of building design. The risk of delays that could arise be attempting to prepare and adopt a DPD that delivers entirely sustainable buildings is considered to be significant. It is intended that the emerging South Warwickshire Local Plan will incorporate policies with a wider scope and will seek to address sustainable building practices that are not addressed through this draft DPD.
- 3.4. In order to progress the document toward adoption, a public consultation must now take place to establish the suitability of the DPD to ensure that all future developments are zero carbon, or as close as possible by 2030, in construction and as many of the principles of sustainability are incorporated as possible.

- 3.5. It should be noted that in preparing proposals for this DPD, the Council will need to ensure that the viability of development in the District is not compromised to such an extent that development required to deliver the adopted local plan will no longer come forward. Officers have therefore commissioned a Viability Study to consider the viability impacts of the proposed DPD policies. This study shows that in the majority of locations, and for the majority of development types, development will not be compromised to such an extent that viability will be impacted. There are some exceptions to this, particularly housing in lower value areas of the District. In these cases, there may be occasions where viability means there needs to be a trade-off between the policies of the new DPD, affordable housing requirements or other section 106 requirements. It is proposed that where this necessary, the trade-off is dealt with on a case by case basis taking account of the specific circumstances of the scheme in question, rather than applying a uniform approach for the whole District. It should be noted that the DPD may lead to a limited increase in the number of applications where viability is contested. This in turn may have resource implications for the Development Management team and/or the need for independent external viability assessments on applications.
- 3.6. Recommendation 2.2: In consultation with the portfolio holder, officers have prepared a draft timetable for the completion of the DPD. This is set out in the Local Development Scheme. There remain many unknowns and uncertainties (such as the quantity, complexity and impact of consultation responses; the time required for the Planning Inspectorate to arrange and manage the Examination process etc.) which means that there is a risk that the timetable will change. However, officers are aware of the urgency in progressing the DPD as quickly as possible. Given that the DPD involves some highly technical expertise and requires a focused resource, it is intended to commission a consultant to manage and drive the process following the completion of the consultation recommended in this report. To achieve the timetable set out in the LDS, these consultants will need to be appointed by August 2021 so that they can contribute to the analysis of the representations received during the first consultation. To go to an open competition is likely to take at least 2 months, which would potentially lead to slippage in the published timetable. Having twice attempted and failed to procure suitable consultants through frameworks, officers have now identified a small number of consultants who have expressed an interest in undertaking this work. As the majority of these consultants are not on an existing framework that is available to WDC, it is proposed to provide each of the consultants with the works specification and ask them to respond within two weeks setting out how they would meet the requirements, the expertise and skills they would bring, and the price for the work. This will then enable officers to award the work to a consultant to oversee the DPD process from August 2021. At present the total value of the work is unknown. So, as required by paras 5.5 and 6.2 of the Code of Procurement Practice, for contracts that may exceed £50,000, this report seeks Cabinet approval for a procurement exemption on this basis.

## 4. Policy Framework

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

4.1.1. 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.

4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if in relation to the Council's FFF Strategy.

### 4.2. FFF Strands

#### 4.2.1 External impacts of proposal(s)

**People - Health, Homes, Communities** - Intended outcomes: Net zero carbon in construction achieved; Reduction in energy demand and usage; Improved health for all; Housing needs for all met; Reduction in fuel poverty; Overheating in buildings reduced

**Services - Green, Clean, Safe** – Intended outcomes: Total carbon emissions within Warwick District are as close to zero as possible by 2030; Developments provide for green spaces to be included for health and wellbeing; Offsetting enables the future development of other mitigation

**Money- Infrastructure, Enterprise, Employment** – Intended outcomes: Increased employment and income levels for specialist developers; reduction in fuel poverty

#### 4.2.2. Internal impacts of the proposal(s)

**People - Effective Staff** –Intended outcomes: All staff have the appropriate tools to deliver the climate emergency measures; All staff have an awareness of the Council's standards

**Services - Maintain or Improve Services** - Intended outcomes: Focusing on our customers' needs; Continuously improve our processes

**Money - Firm Financial Footing over the Longer Term** - Intended outcomes: Better return/use of our assets; Ensure income through offsetting to assist in mitigating the impacts of climate change.

### 4.3. Supporting Strategies

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

4.3.2. The Warwick District Local Plan, 2011-2029 sets out various policy approaches designed to address climate change. Several policies relate to

aspects of climate change including those addressing the built and natural environment, but there are three very specific policies which are important in this regard.

- Policy CC1, Planning for Climate Change Adaptation, dealing with the layout and orientation of new development and an assessment of the materials and overheating elements of construction as well as the use of grey and other recycled water and the minimisation of flood risk.
- Policy CC2, Planning for Renewable Energy and Low Carbon Generation, dealing with the impacts of development on landscape and habitats; the impacts on the historic environment; addressing the need for heating systems locally; the use of biomass and the reduction in transportation of fuels and the possibility of investigating alternative energy sources such as wind energy and hydropower.
- Policy CC3, Building Standards and Other Sustainability Requirements, dealing with standards to be reached for non-residential developments and the potential for incorporating Combined Heat and Power (CHP) networks.

4.3.3. The interim Climate Emergency Action Programme (CEAP) agreed by Executive in December 2020, specifically refers to the importance of progressing this DPD. This report is therefore a key element in achieving the Council CEAP.

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

4.4.1. This document is a Development Plan Document (DPD) and as such it mainly adds to, rather than changes, the policies already adopted within the Local Plan 2011-2029. Those policies are largely strategic and general in character. The DPD addresses climate change and sustainable construction in more detail and impose standards on developers to **meet this council's** target of net zero carbon or as close as possible, by 2030 and the government target of meeting net zero carbon nationally by 2050. Where existing local plan policies are changed or replaced by this DPD, these are specified within the draft DPD at section 9.

#### 4.5 **Impact Assessments**

4.5.1 The Consultation will be undertaken in line with the **Council's Statement of Community Involvement (SCI)** 2016 approved by Executive in January 2016 and partially updated in 2020 to take into account restrictions put in place due to the Covid 19 pandemic. The SCI specifically seeks to ensure that all relevant sectors of the community are consulted. The Local Plan has been subject to an equalities impact assessment which assessed the implications of consultations on equalities.

### 5. **Budgetary Framework**

5.1 The costs of conducting the consultations and reviewing the responses are covered within the existing budget framework. The cost of appointing consultants to drive and manage the DPD process will be covered though the

Climate Action Fund. Other costs associated with the preparation, examination and adoption of the DPD were set out in the Local Development Scheme report.

## **6. Risks**

- 6.1. There are no specific risks related to taking the proposed DPD out to public consultation, although it is anticipated that the consultation will be subject to a range of responses, including concerns that the Council could and should be doing more to deliver sustainable buildings and concerns that the draft DPD proposal will be expensive to deliver and could jeopardise development viability. All comments will be fully considered and if necessary, the DPD will be amended to minimise the risk of the DPD being found unsound.

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

- 7.1. Executive could decide alternatively, to not pursue the production of a DPD given that there will be interventions coming from central government. These include more restrictive Building Regulations and the 'Future Homes Standard'. It is estimated however that it will be the end of 2021 before the Building Regulation proposals for Part L are published and the 'Future Homes Standard' is not due for another 3-4 years. These dates are estimates from the government.
- 7.2. This would mean that there could be another 3 to 4 years of new developments which are not meeting the high standards required by the council, or the targets already promised.
- 7.3. Also, by not pursuing a DPD there would be a continuing number of houses in particular, but commercial buildings also, that would be built without a standard that would reach that target and would then require expensive retrofitting.
- 7.4. The costs of meeting these standards are to be met by the developer, although there may prove to be a need for an in-house, dedicated, sustainability officer to check sustainability statements and other technical information submitted by applicants. The extent is not yet known, but would add a cost to provision of the resources required for the development services team.

## **8. Background**

- 8.1. After the consultation for which this report requests permission to carry out, there are a number of further stages which this document must progress through toward final adoption. These are set out in the LDS and include two further periods of public consultation (one purely on legality and soundness issues) before the document can be submitted to the Secretary of State (SoS) for an Examination in Public (EIP).
- 8.2. The EIP is held by an independent planning inspector appointed by the SoS and can run for a period of several weeks, dependent upon the complexity of the document, the number of representations received and respondents who wish to appear at the EIP.

- 8.3. Once the EIP has concluded, the Inspector will produce a report which will introduce the main modifications required to be made to the DPD before it can be considered for adoption.
- 8.4. **When these changes have been made in line with the Inspector's report,** the DPD will need to be agreed by both the Executive and Full Council before adoption can take place.

# **Net-Zero Carbon Development Plan Document**

## **Consultation Draft June 2021**

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## **1. The Local Context**

### **1.1 Warwick District Council's Climate Change Commitments**

- 1.1.1 On 27 June 2019 Members of Warwick District Council (WDC) unanimously declared a climate emergency, issuing the following statement:

**"In October 2018, the IPCC Intergovernmental Panel on climate change issued a special report on the state of global warming, which warned of the rapid and far reaching consequences of over 1.5 °C of warming on all aspects of society. The Council recognises the importance of this report with the motion now adopted along with the following commitments.**

- i) Becoming a net-zero carbon organisation, including contracted out services, by 2025.
- ii) Facilitating decarbonisation by local businesses, other organisations and residents so that total carbon emissions within Warwick District are as close to zero as possible by 2030.
- iii) Working with other local councils to lobby central government to help address the above points including by funding and changing regulation.
- iv) Engaging with and listening to all relevant stakeholders including members of the Warwickshire Youth Parliament regarding approaches to tackling the climate emergency.
- v) Ensuring that tackling the Climate Emergency is central to the strategic business plan – both in terms of adaptation and mitigation.
- vi) Producing within six months an action plan to implement these **commitments."**

- 1.1.2 Following this, the Council adopted a Climate Emergency Action Programme at its meeting in February 2020. The Action Programme included a strong recognition of the important influence of planning in tackling climate change including the following areas for possible action:

- Ensure that the planning system, led by the Local Plan, sets developments and land use standards aimed at reducing carbon emissions and building sustainable communities
- Develop and implement policies that will deliver improved net zero carbon building standards - subject to national policy
- Ensure carbon reduction features and BREEAM standards are included in major development schemes

- 1.1.3 The CEAP recognises the importance of the planning system in achieving its **ambitions: "In the coming decade, Warwick will** have to improve the efficiency of all its buildings to reduce the demand for energy. Low carbon and/or renewable heating, energy reduction and an increase in the adoption of energy efficiency technologies in both commercial and domestic buildings will be **required."** A key part of this is a proposal to **"Develop and implement policies that will deliver improved net zero carbon building standards"**.

- 1.1.4 Recognising that the Council had declared a climate emergency, the preparation of a Climate Change Development Plan ahead of a Local Plan review was identified as an area for early priority focus when the Executive approved the year 1 priorities in December 2020. This was considered to be an important early element in enabling Warwick District to be as close as possible to net zero by 2030.
- 1.1.5 Development plan documents (DPDs) are the statutory elements of the Local Plan and as such this document provides new and extended policies to those found in the Local Plan with regard to climate change and sustainable buildings. This DPD outlines the issues we are facing in terms of climate change in order to **facilitate delivery of the council's commitments outlined above.**

## **1.2 About Warwick District**

- 1.2.1 Warwick District lies between the city of Coventry to the north, rural parts of Solihull Metropolitan Borough to the north and west, Stratford-on-Avon District to the south and Rugby Borough to the east. It enjoys good links by rail to Birmingham and London. There are regionally significant road networks linking to the M40, A45 and A46 corridors within and adjacent to the district.
- 1.2.2 90% of the 137,700 residents (2011 Census) live in the main urban areas of Kenilworth, Royal Leamington Spa, Warwick, and Whitnash with the remaining 10% living in a number of relatively small villages. Updated estimates put the **district's population at 143,753 in 2019.**
- 1.2.3 Relative to the West Midlands as a whole, the district has a strong local economy, with a skilled population and higher than average levels of productivity and earnings.
- 1.2.4 **The district's relative prosperity masks some significant areas of deprivation** however.
- 1.2.5 **Approximately 80% of the district's rural area lies within the West Midlands Green Belt**, with only the area to the south of Warwick, Whitnash and Royal Leamington Spa lying outside it.
- 1.2.6 81% of total employment in the district is provided in the professional services, health and education sectors together with retailing and public administration. There are strong representations of companies dealing in computing, IT and communications technology and the gaming industry (*2011 Employment Land Review*).
- 1.2.7 Overall, it has been estimated that the District is responsible for 1,259,600 tonnes CO<sub>2</sub>e per year (based on 2017 Scatter figures). Of this around 40% of carbon emission arises from buildings (split evenly between residential buildings and institutional/commercial/industrial buildings).
- 1.2.8 **'Carbon' is used in this DPD as a shorthand term for all greenhouse gases** excluding water vapour (see Glossary for definitions of key terms). This will

require the reduction of all greenhouse gases, of which carbon dioxide is the most prominent.

## 2 National Context

- 2.1 The Committee on Climate Change (CCC) advises the government on emissions targets and reports to Parliament on progress made in reducing greenhouse gas emissions. CCC is an executive non-departmental public body, sponsored by the Department for Business, Energy and Industrial Strategy. The CCC reports that 40% of UK emissions come from households (<https://www.theccc.org.uk/wp-content/uploads/2016/07/5CB-Infographic-FINAL-.pdf>), advising that this can be reduced by continuing to reduce, reuse or recycle waste, switching to smart heating systems and by walking, cycling and investing in a more efficient or an electric car.
- 2.2 The 2020 CCC update report <https://www.theccc.org.uk/publication/reducing-uk-emissions-2020-progress-report-to-parliament/> states that the Committee has assessed a wide set of measures and gathered the latest evidence on the role of climate policies in the economic recovery. Its report highlights five clear investment priorities in the months ahead:
- Low-carbon retrofits and buildings that are fit for the future
  - Tree planting, peatland restoration, and green infrastructure
  - Energy networks must be strengthened
  - Infrastructure to make it easy for people to walk, cycle, and work remotely
  - Moving towards a circular economy.
- 2.3 The report finds that UK action to curb greenhouse gas emissions is lagging behind what is needed to meet legally-binding emissions targets.
- 2.4 The UK has legislated for net-zero emissions by 2050 and in a statement in April **2021, the Prime Minister announced the UK's ambition to cut greenhouse gas emissions by 78% by 2035.**
- 2.5 Given the significant proportion of emissions nationally that stem from buildings, **it is a key part of the Government's strategy to improve building standards.** As a result, the Government has published its intentions to introduce new buildings regulations during 2021, updating Part L for new homes and non-domestic buildings as a first step towards a Future Homes Standard. The new building regulations will require standards that are expected to reduce emissions from new buildings in comparison with current standards by 31%. Further, proposals to bring in to effect a Future Homes Standard from 2025 have been published. The proposed Future Homes Standard seeks to deliver homes that are zero-carbon ready by:
- setting the performance standard of the Future Homes Standard at a level which means that new homes will not be built with fossil fuel heating, such as a natural gas boiler.
  - future-proofing homes with low carbon heating and high levels of energy efficiency.

- ensuring no further energy efficiency retrofit work will be necessary to enable them to become zero-carbon as the electricity grid continues to decarbonise.

2.6 The Government expects the proposals for a Future Homes Standard to **"ensure that an average home will produce at least 75% lower CO2 emissions than one built to current energy efficiency requirements. In the short term this represents a considerable improvement in the energy efficiency standards for new homes. Homes built under the Future Homes Standard will be 'zero carbon ready', which means that in the longer term, no further retrofit work for energy efficiency will be necessary to enable them to become zero-carbon homes as the electricity grid continues to decarbonise."**

2.7 The Future Homes Standard includes proposals for fabric first to achieve energy efficient building construction and low carbon heat options, such as an intention **"to move away from heating our homes with fossil fuels"** recognising that it is **"unlikely that there will be a one-size-fits all solution, so multiple technologies will play a role"**, whilst recognising that **"currently,** electrification is one of the few proven scalable options for decarbonising heat. As set out in the consultation, we expect heat pumps will become the primary heating technology for new homes under the Future Homes Standard and we believe that it is **therefore important to build the market for them now"**.

2.8 Alongside its plans to decarbonise new buildings by 2025 through the Future Homes Standard, the Government has clarified its position with regard to the power of Local Authorities to set standards which go beyond the Building Regulations. Specifically, the proposals state:

"All levels of Government have a role to play in meeting the net zero target and local councils have been excellent advocates of the importance of taking action to tackle climate change. Local authorities have a unique combination of powers, assets, access to funding, local knowledge, relationships with key stakeholders and democratic accountability. This enables them to drive local progress towards our national climate change commitments in a way that maximises the benefits to the communities they serve. As part of this, the Government wishes to ensure that we have a planning system in place that enables the creation of beautiful places that will stand the test of time, protects and enhances our precious environment, and supports our efforts to combat climate change and bring greenhouse gas emissions to net zero by 2050.

We recognise that there is a need to provide local authorities with a renewed understanding of the role that Government expects local plans to play in creating a greener built environment; and to provide developers with the confidence that they need to invest in the skills and supply chains needed to deliver new homes from 2021 onwards. To provide some certainty in the immediate term, the Government will not amend the Planning and Energy Act 2008, which means that local planning authorities will retain powers to set local energy efficiency standards for new homes."

2.9 Alongside this, lenders, investors and shareholders are likely to put increasing pressure developers to decarbonise. This combination of shifting national policy

and changes to the way development is financed, provide important context to local planning policies which support decarbonisation of new development.

- 2.10 In declaring a climate emergency, WDC has committed to “facilitating decarbonisation by local businesses, other organisations and residents so that total carbon emissions within Warwick District are as close to zero as possible by 2030.” The Council is therefore committed to introducing standards which enable net-zero carbon buildings as soon as possible. Recognising the Government’s position that “*local planning authorities will retain powers to set local energy efficiency standards for new homes*”, Warwick District Council is committed to bringing forward policies ahead of the Government’s stated timetable for the Future Homes Standard, whilst ensuring the approach we take broadly aligns with the approach set out in the Government’s outline proposals. This DPD provides the building standards policies to achieve this and (except where policies within the existing Local Plan are replaced by the DPD), these policies supplement those within the adopted Warwick District Local Plan, 2011 – 2029. The policies will be incorporated and built on in the preparation of the emerging South Warwickshire Local Plan.

### **3 The Planning Policy Context**

#### **3.1 National Planning Policy Framework (NPPF), February 2019**

- 3.1.1 The NPPF originally published in 2012 and revised in July 2018 was updated in 2019 and addresses the issue of sustainability by promoting sustainable development and encouraging sustainable transport. The NPPF addresses climate change and directs meeting the challenge of flooding and coastal change and adapting accordingly. It also directs that plans should include policies that move toward a low carbon economy.
- 3.1.2 It goes on to say in paragraph 9, that “These objectives should be delivered through the preparation and implementation of plans and the application of the policies in this Framework; they are not criteria against which every decision can or should be judged. Planning policies and decisions should play an active role in guiding development towards sustainable solutions, but in doing so should take local circumstances into account to reflect the character, needs and opportunities of each area.

#### **3.2 Planning Practice Guidance updated in 2019**

- 3.2.1 The Planning Practice Guidance states that: “Addressing climate change is one of the core land use planning principles which the National Planning Policy Framework expects to underpin both plan-making and decision-taking. To be found sound, Local Plans will need to reflect this principle and enable the delivery of sustainable development in accordance with the policies in the NPPF. These include the requirements for local authorities to adopt proactive strategies to mitigate and adapt to climate change in line with the provisions and objectives of the Climate Change Act 2008, and co-operate to deliver strategic priorities which include climate change.”

#### **3.3 Warwick District Local Plan 2011-2029, adopted Sept 2017**

- 3.3.1 The adopted Local Plan was prepared at a time when the NPPF was a recently published document which directed planning authorities to prepare plans for sustainable development. Policies were therefore written with this very much in mind. One of the policy areas considered was “climate change mitigation and adaptation, and the conservation and enhancement of the natural and historic environment, including landscape.”
- 3.3.2 Identified issues included:
- The threat of flooding to homes and businesses in some areas, and the concern that flooding events will increase because of climate change
  - Pressure for new development and climate change threatening the high-quality built and natural environments in the district, particularly in historic areas.
- 3.3.3 These policies aim to protect those elements of the environment that support and generate climate change resilience and include the more strategic objectives that are expected to contribute towards sustainable development and adaptation.
- 3.3.4 There are policies on climate change and water conservation. However, it should be noted that the Examination of the adopted Local Plan took place within the context of a Written Ministerial Statement setting out an expectation that local planning authorities should not set energy efficiency standards for new homes higher than the energy requirements of Level 4 of the Code for Sustainable Homes. This meant that the draft policy relating to sustainable homes was removed from the Plan prior to adoption. Following adoption, restriction on the ability of local authorities to prepare local building standards policies was lifted and thus provides the opportunity to prepare a DPD to do this. This DPD expands on Local Plan policies and introduce standards in development which will positively contribute to the new targets set by both local and central government since the Local Plan was adopted.
- 3.3.5 The Warwick District Local Plan forms the framework within which developments are expected to conform. The Local Plan already contains policies which deal with aspects of climate change such as adaptation. This DPD should be used alongside the Local Plan and forms part of the development plan for the area. It carries equal weight and where policies set higher standards, these will take precedence and will further meet the Local Plan Objectives.
- 3.3.6 There is an adopted Sustainable Buildings SPD, dated December 2008. This is now very much in need of updating and the DPD will supersede it upon adoption.

### **3.4 Neighbourhood Development Plans (NDP)**

- 3.4.1 NDPs become part of the local development framework when they are made and policies carry the weight of those in the Local Plan. Sustainable development and climate change issues can and should also be addressed in policies in NDPs and any relevant adopted policies will need to be complied with when planning applications are submitted. There are currently 8 made Neighbourhood Plans within Warwick District. Policy NZC1 set out below is a Strategic Development Plan Policy with which new Neighbourhood Plans are expected to conform.

- 3.5 Information and reference for further relevant international, national and local policy are set out at Appendix 1.

## **4 Aims and Objectives**

### **4.1 Aim**

- 4.1.1 This DPD aims to focus on minimising carbon emissions from new buildings within the District to support the achievement of national and local carbon reduction targets set out in section 1.1 and paragraph 2.4 above. From adoption (and earlier where possible) the DPD will aim to ensure all new developments (as set out on para 5.4) should be net zero carbon in operation.
- 4.1.2 In achieving this aim, the DPD will ensure that new development does not add to **the District's carbon deficit and will therefore ensure that the significant cost of retrofitting buildings to achieve net zero carbon does not increase.**

### **4.2 Objectives**

- 4.2.1 Objective 1: To provide a clear policy framework to enable developers to understand the requirements for planning proposals to ensure new buildings are planned and constructed to be net zero carbon in operation.
- 4.2.2 Objective 2: To ensure practical and viable low carbon building standards that can be applied to new buildings.
- 4.2.3 Objective 3: To support the consideration of low carbon energy sources as part of large scale development proposals.
- 4.2.4 Objective 4: To provide the policy framework for addressing residual carbon from new buildings through a robust carbon offsetting policy.

## **5 Overarching strategy**

- 5.1 New development that falls within the scope of this Development Plan (as set out in 5.1 below) is expected to comply with the whole Plan.

### **Policy NZC1: Achieving Net Zero Carbon Development**

New development should achieve net zero carbon emissions. To do achieve this, developments will be expected to demonstrate that three critical elements have been considered holistically:

- 1.** Reduce energy demand by bringing forward and implementing proposals that minimise demand for energy in operation taking account of up to date technology that enables occupants to live in ways that minimise energy demands and energy efficient layout and design
- 2.** Incorporate and utilise zero or low carbon energy sources, taking account of the availability and/or potential for large scale, low carbon energy sources and by incorporating passive and renewable energy sources within the development. Where fossil fuel based energy sources must be utilised,

the technology incorporated within developments should ensure proposals are "zero carbon ready"

3. Offset any residual carbon to bring the total operational carbon emissions to net zero. Offsetting should be delivered within or as close as possible to the development.

Policy NZC2(A-D) sets out the detailed policy requirements for new development

- 5.2 This strategy has been designed to deliver the objectives set out in section 4 above. The focus is on providing a practical and viable approach to deliver new development which is net zero carbon in operation – in other words the net zero carbon emissions will occur following completion of the development.
- 5.3 The strategy seeks to achieve this by asking applicants to address carbon emissions in three ways:
  - 5.3.1 **1: Reduce energy demands.** Developments should be designed to minimise demand for energy in operation, thereby minimising carbon emissions. This involves:
    - a) Considering the potential for technology that enables occupants to live in ways that minimise energy demands
    - b) Maximising energy efficiency.
  - 5.3.2 **2: Zero or low carbon energy sources.** To meet energy demands in operation, developments should incorporate or utilise zero or low carbon energy sources. This involves:
    - a) Considering the potential to utilise large scale renewable or low carbon energy sources such as heat networks or local large-scale renewable energy generation sources, preferably through a direct connect.
    - b) Incorporating passive and renewable energy sources within the development.
  - 5.3.3 **3: Carbon Offsetting.** Developments that result in residual operational carbon emissions having incorporated stage 1 and stage 2, will be subject to carbon offsetting requirements to bring the total operational carbon emissions to net zero.
- 5.4 Policy NZC2 sets out what is required of development proposals to demonstrate the delivery of this strategy. The policies in this plan will apply to the following new developments:
  - a) All new residential developments of 1 dwelling or more
  - b) Other new residential buildings with a floor area over 30 square metres (or 15 square metres if it includes sleeping accommodation) which require planning permission and which will be physically separate from the main dwelling (for instance domestic outbuildings) or which will or could be used separately from the main dwelling
  - c) Where planning permission is required, change of use or conversions to residential or commercial uses
  - d) All new non-residential buildings.

## 6 Reducing Energy Demands: Energy Efficient Buildings



## **Policy NZC2(A) Making buildings energy efficient**

Using the most up to date Standard Assessment Procedure (SAP) developments should demonstrate improved energy efficiency in design and operation of 75% over and above 2013 building regulations standards.

Measurement of energy efficiency performance and carbon emissions should be carried out in accordance with the performance metrics set out in the **Government's response to the Future Homes Standard consultation (January 2021)** or any subsequent set of metrics required through the Building Regulations.

To demonstrate the validity of the energy efficiency performance, proposals will be required to provide certified energy performance through a nationally recognised building standard.

Certification to a nationally recognised standard to demonstrate the predicted energy performance across the entire development should be provided as part of any reserved matters application, full application, Section 73 application or section 96a (non material amendment) application, to evidence the passive and energy efficient design for building performance.

To ensure the performance gap between design and construction is minimised, applicants will be required to demonstrate, prior to occupation, that building performance on completion has been tested through the most up to date Standard Assessment Procedure (SAP) and that any energy efficiency performance gap between design and construction is identified and the resulting additional carbon emissions are calculated. Where this results in additional carbon emissions over and above those identified in the design, Policy NZC2(D) will apply.

- 6.1 The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings.
- 6.2 The energy efficiency of buildings has a significant part to play in achieving the **Council's net zero aims, but it also carries wider benefits for consumers and the country at large.** We know that, in addition to reducing CO2 emissions, energy efficient homes minimise energy bills, provide healthier and more comfortable environments to live in, and ensure that we are making the best use of energy resources which in turn will help facilitate a faster transition to low carbon energy sources for all.
- 6.3 As a District that can demonstrate levels of development viability that can accommodate energy efficiency measures that go beyond the 2021 Part L building regulations, Policy NZC2 requires developments to achieve building performance that is broadly consistent with national ambitions as set out in the proposed Future Homes Standard to be introduced in 2025.
- 6.4 To provide clarity, consistency and confidence in the way energy efficiency measures and resulting carbon reductions are incorporated and calculated in developments, developers are required to use a certified building performance standard. The policy is not prescriptive about which standard is used as long as the certification provided by the scheme is widely recognised and can

demonstrate that energy efficiency standards have been incorporated in to the design to deliver improvements of at least 75% over and above 2013 building regulations standards. Examples of certified standard may include Association for Environment Conscious Building (AECB) Standard; Passivhaus; BREEAM Outstanding. The Council will provide guidance on appropriate standards.

- 6.5 To demonstrate compliance with this policy, development proposals should provide data that is consistent with the building performance metrics set out in **the Government's response to the Future Homes Standard consultation (January 2021)** or any subsequent set of metrics required through the Building Regulations. At the time of drafting this policy, this requires four metrics to be provided:

- i) Primary energy target
- ii) CO2 emission target
- iii) Fabric energy efficiency target
- iv) Minimum standards for fabric and fixed building services.

The use of these metrics will ensure consistency and clarity in the way data is collated and set out.

- 6.6 The approach focuses on a fabric first methodology to ensure the maximum benefits of passive and low energy design and technology can be achieved. This serves to reduce energy demand and minimise lifecycle cost.
- 6.7 In addition to the requirements of this policy, proposals for dwellings may wish to consider how to make best use of site orientation, building form, layout, landscaping and materials to maximise natural light and heat, whilst avoiding internal overheating by providing passive cooling and/or mechanical ventilation, thus reducing potential overheating and reliance on air conditioning systems.
- 6.8 For sites under 10 dwellings, all dwellings will be expected to be tested through the most up to date SAP to demonstrate the performance gap between design and construction. For sites of over 10 dwellings where standard house types are used, a sample of at least 20% of all dwellings (and including all house types) shall be tested through the most up to date SAP to demonstrate the performance gap between design and construction.

## **7 Energy sources**

## **Policy NZC2(B) Zero or Low Carbon Energy Sources**

Proposals for new development must include an energy statement which demonstrates that zero and low carbon sources of energy have been considered and, where possible, incorporated or utilised in the development.

Specifically, the energy statement should give full consideration to the following:

- The potential for onsite renewable energy generation
- Utilisation of onsite heat sources
- Utilisation of any existing or planned local offsite renewable energy generation including renewable energy Power Purchase Agreements or direct off-grid connections to renewable energy generation
- Utilisation of any existing or planned heat networks
- Other low carbon energy sources.

Alternatives to fossil fuels (such as heat pumps) should be used for heating in all housing unless the costs or configuration of the development can be demonstrated to make this unviable or impractical. Use of fossil fuels as sources of energy should be avoided unless it can be clearly demonstrated that:

- a) renewable or low carbon options are unviable (in terms of cost of installation or in terms resulting in running costs which could result in fuel poverty); or
- b) the nature of the use is such that renewable or low carbon options are unable to fully meet the energy demands.

7.1 Clause (B) of NZC2 applies to all full or reserved matters planning applications. It **is the Council's aspiration that by maximising the** energy efficiencies achieved through Clause (A) of NZC2, the energy demands of developments will be significantly reduced. Clause (B) requires that the means of meeting residual energy demands is set out in an energy statement. This energy statement should consider all available zero or low carbon energy sources that could be incorporated or utilised so that the energy used in the development achieves the minimum carbon emissions. The Council will expect energy statements to address low carbon or renewable energy generation in the specific local context of each development. Options should explore:

- On site renewable energy and low carbon energy generation for individual buildings including solar energy and heat pumps and any other sources of energy/heat that may be applicable
- Direct, off grid connections to local offsite renewable energy sources such as solar farms or wind turbines. As an alternative Power Purchase Agreements for renewable energy generation could be considered
- Large scale sources of energy/heat such as connecting to low carbon heat networks.

7.2 Developers are expected to incorporate local renewable energy generation within schemes in line with the energy statement, as a way of reducing the offsetting requirements. Where large scale renewable or low carbon energy options may be appropriate (such as for residential schemes in excess of 150 dwellings), developers are advised to contact the Council to discuss data on appropriate

sources of heat, existing schemes or plans that could support the development and other support that the Council or its partners may be able to offer.

- 7.3 The Government has set out its intention to ensure that new homes and buildings will not be built with fossil fuel heating, such as natural gas boilers. **Given the Council's commitment to reducing carbon emissions across the** District, we are seeking to accelerate the delivery of this national ambition within Warwick District. As a result, the Council is expecting that energy sources avoid fossil fuels except in very specific circumstances as detailed in sub clauses a) and b) of Clause (B) of NZC2.

#### **Policy NZC2(C) Zero-Carbon-Ready Technology**

Where the energy statement required in policy NZC2(B) demonstrates that renewable or low carbon options are unable to fully meet demand or are unviable, **developments will be required to incorporate "zero carbon-ready"** technology that will allow future decarbonisation of energy as the national energy grids or any other local energy sources decarbonise.

Where fossil fuel based energy sources are utilised, residual emissions will be offset through NZC2(D) below.

- 7.4 Clause (B) of Policy NZC2 sets out that energy sources that rely predominantly fossil fuels should be avoided unless it can be demonstrated, through the energy statement required in Clause (B) of Policy NZC2, that renewable or low carbon options are unable to fully meet demand or are unviable.
- 7.5 Developers should note that where development falls short of net zero carbon on occupation, this will either require retrofitting to achieve the holistic net zero carbon ambitions for the District or will need to incorporate technology that is **"zero carbon ready" as and when the national or local energy generation system** is decarbonised. Where retrofitting is required, the cost of this will be reflected in the Policy NZC2(D).
- 7.6 Clause (C) of Policy NZC2 therefore applies in those exceptional cases where it can be demonstrated that it is not possible from the initial occupation of a new development to utilise zero or low carbon energy sources to meet all energy requirements. Where the energy statement required in Clause (B) of Policy NZC2 has fully considered zero or low carbon energy sources and that this demonstrates that the site circumstances or viability means that these cannot meet the full energy demands of the development, then fossil fuel based energy sources may be required, at least initially. In these circumstances, developments should incorporate heating and electrical technologies that are zero-carbon-ready, to ensure that future decarbonisation of the development can be achieved without requiring retrofitting. For example, development may **include gas heating systems that are "hydrogen-ready"**; may rely on electrical heating systems that will gradually decarbonise as the national electricity grid decarbonises; or may utilise smart technology that enables the efficient use of

energy to be maximised by occupiers. Heating systems that rely purely on oil, natural gas or coal should be avoided.

- 7.7 Where energy systems incorporated within developments give rise to carbon emissions, Clause (D) of Policy NZC2 will apply. Where there is robust evidence that zero-carbon-ready or other technologies will reduce carbon emissions over time (for instance as result of the introduction of green hydrogen in to the national gas grid or the increasing utilisation of renewable energy in the electricity grid), the offsetting calculation will be based on reasonable assumptions (including published national policy ambitions for energy sources such as renewable electricity and green hydrogen) about future levels of carbon emissions associated with a particular energy source.

## 8 Carbon Offsetting

### **Policy NZC2(D): Carbon Offsetting**

Where a development proposal cannot demonstrate that it is net zero carbon at the point of determination of planning permission, it will be required to address any residual carbon emissions by:

- 1) **a cash in lieu contribution to the District Council's carbon offsetting fund**  
or
- 2) **at the Council's discretion,** a verified local off-site offsetting scheme, provided that the scheme is properly quantified and is verified by the **Warwickshire County Council's Ecology team**. The delivery of any such scheme must be local and guaranteed.

Contributions to an offsetting scheme shall be secured through Section 106 Agreements. The Council will maintain Supplementary Planning Guidance setting out how contributions will be utilised.

Developers will be expected to set out and evidence anticipated carbon emissions for developments taking account of emissions during the **operational/occupied phase of the building's life and during demolition if it is** reasonable to expect this to occur within 30 years. In determining the level of the **development's** carbon emissions assessments should consider all emissions that will occur within 30 years of completion.

**Where "zero-carbon ready" technology is incorporated within the building,** associated carbon emissions will be calculated in accordance with the stated national trajectories for the carbon reduction of the relevant energy sources.

Where the SAP undertaken at completion shows that there is a performance gap between the design and the performance of the completed building, carbon offsetting contributions will be required to reflect any associated additional carbon emissions not accounted for at the point of determination of the planning application.

- 8.1 Offsetting should only be used where a developer has maximised carbon reductions through applying NZC2(A) and NZC2(B). Offsetting will only be acceptable where it is demonstrated that it is the only option available to enable necessary development to be brought forward. As such the Council considers offsetting to be an option of final resort. It has been estimated that it would take the planting of 160 trees to offset a 4 tonne carbon footprint.
- 8.2 Using the most up to date Standard Assessment Procedure (SAP), planning applications will be required to set out in full the anticipated annual operational carbon emissions from the development for each of the 30 years after completion. The sum of this will be the amount of carbon to be offset over the 30 year building life. The resulting financial contribution will be calculated as follows:
- 8.2.1 The estimated amount of residual CO<sub>2</sub> emissions from the development over 30 years from the completion of the development, multiplied by the average carbon market price per tonne for the 12-month period preceding the completion of the development.
- 8.2.2 The average carbon market price shall be determined from the Carbon Emissions Allowance from the European Union Emissions Trading Scheme (unless replaced by UK adopted equivalent which will then apply).
- 8.3 New development is expected to get as close as possible to zero-carbon on-site through fabric performance and the inclusion of renewable energy. **Where “zero-carbon ready” technology is incorporated within the** development, associated carbon emissions will be calculated in accordance with the stated national trajectories for the carbon reduction of the relevant energy sources. As an example, if an electrical heating system based on supply from the national grid is utilised, the calculation of carbon emissions associated with this will be based on any published national government carbon reduction targets (including where possible a reduction trajectory) for the electricity grid. Where there are no published government targets, existing levels of carbon will be assumed unless robust evidence can be provided regarding future decarbonisation of the energy source.
- 8.4 **Offset contributions will be paid into the Council’s Carbon Offset Fund and ring-fenced for off-site carbon reduction projects or, at the Council’s discretion, may** support a verified local off-site offsetting scheme, provided that such a proposal is properly researched/quantified. In the event that Warwickshire County Council or Warwick District Council operate a local carbon market that gives value to the growth and enhancement of local natural assets, this will be the preferred scheme. Any other scheme will be **referred to the Warwickshire County Council’s Ecology team for verification.** Its delivery must be local and must be guaranteed.
- 8.5 The Council will maintain supplementary planning guidance setting out how contributions to the Carbon Offset Fund will be utilised to enable net-zero carbon. This will include a list of projects to be funded and regularly reviewed in **line with the Council’s Climate Emergency Action Programme** to ensure that there is transparency throughout the process. Examples of project types

include: investment in natural assets that will capture carbon; development of large scale renewable energy projects within or close to the District; providing **advice and/or funding to enable the District's existing building stock to be decarbonised.**

8.6 Monitoring of the funds and progress made by adopting this policy will be included in the Authority Monitoring Report produced annually and will include details of:

- The amount of carbon offset fund payments collected
- The amount of carbon offset fund payments spent
- Types of projects being funded
- Amount of CO<sub>2</sub> offset and price.



## 9 Viability

### Policy NZC2(E) Viability

Where the nature or location of the site (for instance impact on the significance heritage assets) means that complying with the requirements of this DPD can be demonstrated to result in a development proposal becoming unviable, Policy DM2 of the Local Plan will apply.

9.1 Net zero carbon development that accords with this DPD will be required except where it can clearly be demonstrated that meeting all the requirements of this DPD will render a development proposal unviable. Where this is the case, in line with Local Plan Policy DM2, applicants should discuss viability concerns with the Local Planning Authority at the earliest possible stage in the development process and any viability assessment will be independently reviewed. Where this demonstrates that the viability of a proposal is threatened, discussions should take place with the Local Planning Authority on a case by case basis to consider

the implications. It should be noted, that in preparing this DPD, the Council has undertaken a high level viability assessment. This demonstrates that the majority of development types, in the majority of locations are viable. The Council therefore considers that policy NZC2(E) will only apply in unusual circumstances such as where there are particularly high build costs, where there are abnormal site circumstances (such as the need to prevent harm to heritage assets) or where sales values are particularly low.

## **10 Local Plan 2011-2029 - Policies superseded or amended by this DPD**

10.1 The following Local Plan policies will be superseded or amended by this DPD:

10.1.1 Policy CC3: Building Standards and other Sustainability Requirements is superseded

10.1.2 Expands Policy SC0 Sustainable Communities

10.1.3 Expands Policy BE1 Layout and Design

10.1.4 Expands Policy HS1 Healthy, Safe and Inclusive Communities

10.1.5 Expands Policy CC1 Planning for Climate Change Adaptation

10.1.6 Partially replaces Policy CC2 Planning for Renewable Energy and Low Carbon Generation

## **Glossary**

**Air-Source Heat Pump:** A type of heat pump which captures the latent heat in the air outside a building and uses that to help heat a home. Some air-source heat pumps can also be used for cooling in the summer.



**Anthropogenic greenhouse emissions:** Greenhouse gas emissions resulting from human activities.

**Biomass:** Living organisms and dead matter such as wood, leaves etc. used as a fuel or energy source. These fuels are considered renewable as long as the vegetation producing them is maintained or replanted, such as firewood, alcohol fermented from sugar, and combustible oils extracted from soy beans. Their use in place of fossil fuels cuts greenhouse gas emissions because the plants that are the fuel sources capture carbon dioxide from the atmosphere.

**Carbon deficit:** The amount by which carbon emitted exceeds carbon sequestered. If there is no carbon deficit, then 'net zero' has been achieved.

**Carbon dioxide (CO<sub>2</sub>):** Carbon dioxide is a gas which occurs naturally in the atmosphere, and is produced as a by-product of human activity such as burning fossil fuels to generate electricity and power vehicles. It is the main greenhouse gas created by combustion.

**Carbon footprint:** A measure of the impact that activities, people and businesses have on the environment in terms of the amount of greenhouse gases produced, measured in units of carbon dioxide.

**Carbon neutral:** Carbon neutral refers to a process, energy source, material, or product that, when factoring everything that goes into it, neither adds to nor reduces the amount of CO<sub>2</sub> in the atmosphere.

**Carbon offsetting:** To help become carbon neutral, activities such as tree planting can off-set carbon-producing activities such as the burning of fossil fuels. Trees lock in carbon.

**Climate change adaptation:** Adjustments to natural or human systems in response to actual or expected climatic factors or their effects (including from changes in rainfall and rising temperatures) which moderate harm or exploit beneficial opportunities for climate change mitigation.

**Climate change mitigation:** Action to reduce the impact of human activity on the climate system, primarily through reducing greenhouse gas emissions.

**Climate Emergency Declaration:** An action taken by governments and scientists to acknowledge humanity is in a climate emergency. Warwick District Council declared a climate emergency in February 2020.

**Combined heat and power (CHP):** An efficient technology for generating electricity and heat together. A CHP plant is an installation generating usable heat and power simultaneously (usually electricity) in a single process. The heat generated in the process is utilised via suitable heat recovery equipment for a variety of purposes including industrial processes and community heating.

**Decarbonisation:** The process of replacing carbon-emitting processes with carbon-neutral processes. For example, the national energy grid is expected to decarbonise over time as coal and gas fired power stations are replaced with renewable energy sources.

**Development Plan Documents (DPDs):** DPDs are statutory component parts of the local development framework, which can introduce new policy to sit alongside the Local

Plan. DPDs are formally consulted on and tested for soundness at an examination in public.

**Embodied carbon / embodied energy (Carbon Capital):** All the carbon / energy required to grow, harvest, extract, manufacture, refine, process, package, transport, install and dispose of a particular product or building material.

**Energy efficiency:** Using less energy to provide the same level of energy service. Along with renewable energy, energy efficiency is one of the twin pillars of sustainable energy.

**Fabric First:** A 'fabric first' approach to building design involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems.

**Fossil fuels:** Coal, oil and natural gas which produce carbon dioxide when burnt; responsible for global warming and climate change.

**Geothermal Energy:** Energy found in the form of heat beneath the ground. It is usually only a viable source of power in areas near tectonic plate boundaries.

**Greenhouse gases:** Gases in the atmosphere that absorb the earth's thermal infra-red radiation. Scientists believe that greenhouse gases resulting from human activity are causing the earth's climate to change, and this is now a generally accepted view.

**Ground source heat pump:** A type of heat pump which captures the latent heat from the ground and uses that to help heat a home.

**Heat exchanger:** A system used to transfer heat between two or more fluids. Heat exchangers are used in both cooling and heating processes.

**Heat pump:** A device that moves heat from a low temperature heat source to a higher temperature heat sink. Examples include ground source heat pumps, air to air heat pumps, refrigerators and air conditioners.

**Mitigation:** Intervention to attempt to reduce the negative impact of human activity, or to balance the negative impact with positive actions elsewhere.

**Net zero carbon:** Net zero refers to achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere.

**Nitrogen oxides:** Nitrogen Oxide and Nitrogen Dioxide are collectively known as Nitrogen Oxides. Nitrogen Oxides are primarily produced as a result of the combustion process, typically from motor vehicles and power stations. They are one of the precursors for photochemical ozone formation as well as being injurious to human health.

**Passive design:** A design strategy that optimises a building's form, fabric and orientation to make the most of natural sources of heating, cooling and ventilation, to reduce the energy usage in operation.

**Passivhaus standard:** A construction standard for all buildings which emphasises high levels of insulation and airtightness, minimal thermal bridging, use of solar and internal heat gains and tightly controlled ventilation.

**Pollution:** Anything that affects the quality of land, air, water or soils, which might lead to an adverse impact on human health, the natural environment or general

amenity. Pollution can arise from a range of emissions, including smoke, fumes, gases, dust, steam, odour, noise and light.

**Power Purchase Agreements:** a contractual agreement between energy buyers and sellers. They come together and agree to buy and sell an amount of energy which is or will be generated by a renewable asset. PPAs are usually signed for a long-term period between 10-20 years.

**R-value:** The R-value is a measure of resistance to heat flow through a given thickness of material. So the higher the R-value, the more thermal resistance the material has and therefore the better its insulating properties. The R-value is calculated by using the formula  $R = l / \lambda$  Where:  $l$  is the thickness of the material in metres and  $\lambda$  is the thermal conductivity in W/mK. The R-value is measured in metres squared Kelvin per Watt (m<sup>2</sup>K/W). For example the thermal resistance of 220mm of solid brick wall (with thermal conductivity  $\lambda=1.2\text{W/mK}$ ) is 0.18 m<sup>2</sup>K/W.

**Renewable and low carbon energy:** Includes energy for heating and cooling as well as generating electricity. Renewable energy covers those energy flows that occur naturally and repeatedly in the environment – from the wind, the fall of water, the movement of the oceans, from the sun and also from biomass and deep geothermal heat. Low carbon technologies are those that can help reduce emissions (compared to conventional use of fossil fuels).

**Renewable resources:** Resources that are capable of regeneration at a rate greater than their rate of depletion.

**Residual Carbon:** The remaining emissions after these have been reduced as far as possible through attention to energy efficiency and use of renewable energy.

**Retrofitting:** Applying new components to existing buildings, for example to improve energy efficiency or the use of renewable energy.

**Sequestration (Carbon):** The removal or storage of carbon in a place (a sink) where it will remain. Types of sequestration include 'geological' where CO<sub>2</sub> is captured and buried underground and 'biological' where CO<sub>2</sub> is absorbed during the growth of plants and trees.

**Sink:** Any process, activity or mechanism which removes a greenhouse gas. Forests and other vegetation are considered sinks because they remove carbon dioxide through photosynthesis.

**Smart meters:** Smart meters give real-time information on energy use. Through an in-home display, usage and cost can be tracked giving the consumer a picture of how they are using energy and the total cost.

**Solar energy:** The use of energy from the sun, captured either by a solar photovoltaic panel, or a solar thermal system that concentrates solar energy to heat water (or other medium) that then generates steam which is converted into electrical power.

**Supplementary Planning Documents (SPDs):** Documents that add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. SPDs are capable of being a material consideration in planning decisions but are not part of the development plan.

**Sustainable development:** Resolution 42/187 of the United Nations General Assembly defines sustainable development as meeting the needs of the present without compromising the ability of future generations to meet their own needs. The UK Sustainable Development Strategy Securing the Future sets out five 'guiding principles' of sustainable development: living within the planet's environmental limits; ensuring a strong, healthy and just society; achieving a sustainable economy; promoting good governance; and using sound science responsibly.

**Sustainable transport modes:** Any efficient, safe and accessible means of transport with overall low impact on the environment, including walking and cycling, electric, low and ultra-low emission vehicles, car sharing and public transport.

**Viability:** This can have two meanings:

- an objective financial viability test of the ability of a development project to meet its costs including the cost of planning obligations, whilst ensuring an appropriate site value for the landowner and a market risk adjusted return to the developer in delivering that project. Essentially it is the ability to attract investment and business.
- To be capable of existing / surviving successfully. The term is often used in the context of whether town centres are able to exist as viable retail areas.

**Water Vapour:** Water in a vaporous form especially when below boiling temperature and diffused (as in the atmosphere).

**Zero carbon building:** A building with no net carbon emissions resulting from its operation over the space of a year.

**Zero carbon ready:** Buildings built to a standard such that no further energy efficiency retrofit work will be necessary to enable them to become zero carbon as the electricity grid continues to decarbonise.

## **APPENDIX 1: Policy Context**

### **International**

The Paris Agreement:

The Paris Agreement (<https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>) under the United Nations Framework Convention on Climate Change, also called Paris Climate Agreement or COP21,

international treaty, was adopted in December 2015, and aimed to reduce the emission of gases that contribute to global warming.

The Paris Agreement continued the process started at the 1992 Earth Summit (<https://sustainabledevelopment.un.org/milestones/unced>) where countries **joined the international treaty, the 'United Nations Framework Convention on Climate Change'** (<https://unfccc.int/process-and-meetings/the-convention/what-is-the-united-nations-framework-convention-on-climate-change>). The objective **of this treaty was to 'stabilise** greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic (human) interference **with the climate system'.**

Energy Performance of Buildings Directive:

Both the Energy Performance of Buildings Directive 2010/31/EU (EPBD) (<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:153:0013:0035:en:PDF>) and the Energy Efficiency Directive 2012/27/EU (<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:315:0001:0056:en:PDF>), were amended, as part of the Clean energy for all Europeans package, in 2018 and 2019 ([https://ec.europa.eu/energy/topics/energy-strategy/clean-energy-all-europeans\\_en](https://ec.europa.eu/energy/topics/energy-strategy/clean-energy-all-europeans_en)). The European Union (EU) Directive on the energy performance of buildings was intended to improve the energy efficiency of buildings, reduce carbon emissions and the impact of climate change.

## National

In December 2006, the then Labour government committed that from 2016 all new **homes would be 'zero carbon'**. This introduced the Code for Sustainable Homes (<https://www.breeam.com/discover/technical-standards/homes/>)

The 'Building a Greener Future: Policy Statement' (<https://www.thenbs.com/PublicationIndex/documents/details?Pub=DCLG&DocID=283171>) in 2007 proposed tightening of the building regulations to achieve the 2016 goal, first by 25% in 2010 and then by 44% in 2013. The Labour budget in 2008 announced a further intention that all new non-domestic buildings should also be zero carbon from 2019.

The current Regulations are the Energy Performance of Buildings (England and Wales) Regulations 2012 (<https://www.legislation.gov.uk/ukxi/2012/3118/contents/mad>) which were last amended in 2018.

The future of all such directives for the UK and therefore the regulations, is currently unknown as a result of **the United Kingdom's withdrawal from the European Union (Brexit).**

Climate Change Act 2008:

(<https://www.legislation.gov.uk/ukpga/2008/27/contents>)

The act originally set up a national target for the reduction of greenhouse gas emissions for the year 2050. The target of reducing carbon emissions by 80%

compared to 1990 levels by 2050, with a reduction of at least 34% by 2020 was supported by a strategy to achieve it set out in The Carbon Plan published in December 2011. The Act also set up the independent statutory Committee on Climate Change, an advisory body to government.

The Decarbonisation and Economic Strategy Bill:

(<https://services.parliament.uk/bills/2019-21/decarbonisationandeconomicstrategy.html>)

Published in September 2019 was expected to provide a framework to decarbonise the UK economy. This bill failed to complete its passage through Parliament before the end of the session which means the Bill will make no further progress.

The Infrastructure Bill, 2014:

(<https://services.parliament.uk/bills/2014-15/infrastructure.html>)

The Infrastructure Bill, published by the Department for Transport, proposed re-setting the zero-carbon home standard at Level 5 of the Code for Sustainable Homes, but allowing developers to build to Level 4 by using allowable solutions to achieve Level 5, but controversially making small sites of fewer than 10 dwellings exempt from the allowable solutions option. This bill received royal assent and became law in 2015 as the Infrastructure Act 2015.

Fixing the Foundations, creating a more prosperous nation, 2015:

(<https://www.gov.uk/government/publications/fixing-the-foundations-creating-a-more-prosperous-nation>)

**The report stated,** "The government does not intend to proceed with the zero carbon Allowable Solutions carbon offsetting scheme, or the proposed 2016 increase in on-site energy efficiency standards, but will keep energy efficiency standards under review, recognising that existing measures to increase energy efficiency of new buildings should be allowed time to become established."

The industry viewed this as a massively retrograde step, putting at risk the **government's commitment** to controlling climate change and ending the zero carbon homes project.

Housing and Planning Bill, 2015:

(<https://commonslibrary.parliament.uk/research-briefings/cbp-7331/>)

The Bill scrapped the zero carbon homes initiative and in spite of attempts by the House of Lords to reintroduce it in 2016, the requirement was dropped. The **Chancellor's budget speech in March 2019 however, stated** that from 2025, new homes may not be connected to the gas grid for the purposes of heating. This bill received royal assent and became law in 2016 as the Housing and Planning Act 2015.

The National Adaptation Programme and the third strategy for climate adaptation reporting, published 19 July 2018:

([https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/727252/national-adaptation-programme-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727252/national-adaptation-programme-2018.pdf))

**Looking at the role of local authorities in the resilience agenda, the report states** "Local government has obligations that contribute to resilience. These include flood risk management, under the Flood and Water Management Act 2010, and commitments to prepare and plan for emergencies under the Civil Contingencies Act 2004. Local Planning Authorities (LPAs) are also required under the Planning Act 2008 to adopt proactive strategies to mitigate and adapt to climate change." **The stated vision being,** "Local Government plays a central role in leading and supporting local places to become more resilient to a range of future risks and to be prepared for the opportunities from a changing climate".

National Planning Policy Framework (NPPF), February 2019:

(<https://www.gov.uk/government/publications/national-planning-policy-framework--2>)

The NPPF originally published in 2012 and revised in July 2018 was updated in 2019 and addresses the issue of sustainability by promoting sustainable development and encouraging sustainable transport. The NPPF addresses climate change and directs meeting the challenge of flooding and coastal change and adapting accordingly. It also directs that plans should include policies that move toward a low carbon economy.

**It goes on to say in paragraph 9, that** "These objectives should be delivered through the preparation and implementation of plans and the application of the policies in this Framework; they are not criteria against which every decision can or should be judged. Planning policies and decisions should play an active role in guiding development towards sustainable solutions, but in doing so should take local circumstances into account to reflect the character, needs and opportunities of each area."

This DPD aims to address that local element and deliver at a local level while contributing to national targets.

Planning Practice Guidance, <https://www.gov.uk/guidance/climate-change> published in 2014 and updated in 2019 states that:

"Addressing climate change is one of the core land use planning principles which the National Planning Policy Framework expects to underpin both plan-making and decision-taking. To be found sound, Local Plans will need to reflect this principle and enable the delivery of sustainable development in accordance with the policies in the NPPF. These include the requirements for local authorities to adopt proactive strategies to mitigate and adapt to climate change in line with the provisions and objectives of the Climate Change Act 2008, and co-operate to deliver strategic priorities which include climate change."

Latest Supporting Information

In June 2019, the Prime Minister, committed the government to reducing UK greenhouse gas emissions to net zero by 2050, in a review of the Climate Change Act of 2008 (<https://www.legislation.gov.uk/ukdsi/2019/9780111187654>), to tackle climate change. **This introduces tougher measures to the UK's current target to reduce emissions by 80% by 2050.**

This proposal is designed to help meet an international target of not exceeding a 0.5°C temperature rise by 2100; the rise considered to be the dangerous climate threshold.

The Building Regulations (as updated at 2016):

(<https://www.gov.uk/government/publications/building-regulations-c-amendment-regulations-2016>)

Part L: Conservation of fuel and power, The Building Regulations, sets out how the regulations will control aspects of new buildings in relation to carbon indexing.

Part L also sets requirements for Carbon Index ratings.

The Future Homes Standard:

(<https://www.gov.uk/government/consultations/the-future-buildings-standard>)

Consultation on changes to Part L (energy) and Part F (ventilation) of the Building Regulations for new dwellings, October 2019.

The government has consulted on proposed changes to the relevant parts of the Building Regulations relating to energy and ventilation in new homes. There are two options under consideration; one which will increase the current standards regarding carbon emissions by 20% above current levels and the other by 31% **(the government's preferred option)**. **Potentially the adopted** level will be reviewed again in 2025 with a possible increase to hasten zero carbon emission targets to be met by 2050. Additionally, the envisaged changes would remove the powers of local planning authorities to require exceedance of those levels in future.

Update:

The Future Homes Standard is currently being consulted upon and **Building Regulations are set to change in line with the government's recommendations**. The consultation ends in April 2021. There is however, as this point in time, no mention of denying local planning authorities from exceeding these standards.

Environment Bill 2019-20:

(<https://services.parliament.uk/bills/2019-21/environment.html>)

The Bill is currently making its way through parliament and has gone through its **second reading**. It is to **"provide measures to address environmental governance gaps following withdrawal from the EU and beyond"**. It **"puts into legislation a series of environmental principles and establishes an Office for Environmental Protection, which will have scrutiny, advice and enforcement functions**. It also makes provision for the setting of long-term, legally binding environmental **targets in four "priority areas" of air quality, water, biodiversity and resource efficiency and waste reduction, along with the production of statutory Environmental Improvement Plans"**. The Bill reached the report stage in January 2021.

The National Design Guide; Planning practice guidance for beautiful, enduring and successful places, 2021:

(<https://www.gov.uk/government/publications/national-design-guide>)



Published by the Ministry of Housing, Communities and Local Government, The National Planning Policy Framework makes clear that “creating high quality buildings and places is fundamental to what the planning and development process should achieve”. **The National Design Guide**, and the National Model Design Code and Guidance Notes for Design Codes “illustrate how well-designed places that are beautiful, healthy, greener, enduring and successful can be achieved in practice. **It forms part of the Government’s** collection of planning practice guidance and should be read alongside the separate planning practice guidance on design process and tools”.

## Local

Warwick District Local Plan 2011-2029 (adopted Sept 2017):

([https://www.warwickdc.gov.uk/info/20410/new\\_local\\_plan](https://www.warwickdc.gov.uk/info/20410/new_local_plan))

The adopted Local Plan was prepared at a time when the NPPF was a recently published document which directed planning authorities to prepare plans for sustainable development. Policies were therefore written with this very much in mind. One of the **policy areas considered was** “climate change mitigation and adaptation, and the conservation and enhancement of the natural and historic environment, including landscape.”

Identified issues included:

- The threat of flooding to homes and businesses in some areas, and the concern that flooding events will increase because of climate change
- Pressure for new development and climate change threatening the high-quality built and natural environments in the district, particularly in historic areas

These policies aim to protect those elements of the environment that support and generate climate change resilience and include the more strategic objectives that are expected to contribute towards sustainable development and adaptation. There are policies on climate change and water conservation. This DPD will expand on Local Plan policies and introduce standards in development which will positively contribute to the new targets set by central government since the Local Plan was adopted.

There is an adopted Sustainable Buildings SPD, dated December 2008. This is now very much in need of updating and the DPD will replace it in due course.

Neighbourhood Development Plans (NDP):

([https://www.warwickdc.gov.uk/info/20444/neighbourhood\\_plans](https://www.warwickdc.gov.uk/info/20444/neighbourhood_plans))

NDPs become part of the local development framework when they are made and policies carry the weight of those in the Local Plan. Sustainable development and climate change issues can and should also be addressed in policies in NDPs and any relevant adopted policies will need to be complied with when planning applications are submitted.

Relevant Local Plan Objectives:

The objectives of the Local Plan have sustainability at their heart. The objectives provide the framework to deliver sustainable development by balancing social, economic and environmental imperatives and where possible enhancing all three.

- a) Providing sustainable levels of growth in the District.

- b) Providing well-designed new developments that are in the right location and address climate change
- c) **Enabling the District's infrastructure to improve and support growth**

Related Supplementary Planning Documents and Guidance

The following supplementary planning documents and guidance are related to this DPD:

SPDS

Climate Emergency Action Programme – Main Report

<https://estates8.warwickdc.gov.uk/CMS/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=y0rbw8uPBpN3%2b9y6%2b%2bUMrOKIJ%2f9nVgPY%2bETFW5sMWFPBkiDjjnjwcQ%3d%3d&rUzwRPF%2bZ3zd4E7Ikn8Lyw%3d%3d=pwRE6AGJFLDNih225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9IXnlg%3d%3d=hFfIUdN3100%3d&kCx1AnS9%2fpWZO40DXFvdEw%3d%3d=hFfIUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPIIEJYlotS%2bYGoBi5oIA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSOK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d>

Air Quality SPD:

[https://www.warwickdc.gov.uk/downloads/file/5043/air\\_quality\\_spd](https://www.warwickdc.gov.uk/downloads/file/5043/air_quality_spd)

Public Open Space SPD:

[https://www.warwickdc.gov.uk/downloads/file/5516/public\\_open\\_space\\_spd](https://www.warwickdc.gov.uk/downloads/file/5516/public_open_space_spd)

Residential Design Guide:

[https://www.warwickdc.gov.uk/downloads/file/4782/residential\\_design\\_guide](https://www.warwickdc.gov.uk/downloads/file/4782/residential_design_guide)

Cabinet  
8 July 2021

**Title: Review & Revisions of Programme Advisory Boards**

**Lead Officer:** Graham Leach, Democratic Services Manager & Deputy Monitoring Officer, 01926 456114 [graham.leach@warwickdc.gov.uk](mailto:graham.leach@warwickdc.gov.uk)

**Portfolio Holder:** Andrew Day

**Public report**

**Wards of the District directly affected:** None

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: No

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: No

Consultation & Community Engagement: None

Final Decision: Yes

Accessibility checked: Yes

Officer/Councillor Approval	Date	Name
Chief Executive/Deputy Chief Executive	16/6/2021	Andrew Jones
CMT		
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Finance		Lorraine Henson
Portfolio Holder(s)	16/6/2021	Andrew Day

## **1. Summary**

- 1.1. The report brings forward proposals for revisions to the Programme Advisory Boards following their first nine months of operation.

## **2. Recommendations**

- 2.1. That Cabinet endorses the revisions to the remits of the Programme Advisory Boards (PABs) as set out at Appendix 1.
- 2.2. The Cabinet confirms the terms of reference for the PABs as set out at Appendix 2 and the Chairs, Lead Officers and Portfolio Holders are reminded of these.
- 2.3. The Cabinet approves that the work of the People Strategy Steering Group moves to the Transformation PAB from September 2021.
- 2.4. That Cabinet removes the requirement for each PAB to agree measures with the Leadership Co-ordinating Group (LCG).
- 2.5. The Cabinet asks officers to bring back an outline proposal, in consultation with the Chairs of Scrutiny, in November 2021 along with proposed funding arrangements for an independent assessment of these arrangements to take place in December 2021.

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

- 3.1. Following a governance review during 2019 and early 2020 the Council introduced the six Programme Advisory Boards. The aim was to enable backbench members to have greater involvement in shaping the Cabinet decisions of the Council, particularly on services, key projects and programmes (but not day to day operations). This would also help to utilise the skills, knowledge and talent of all Councillors in a more effective way.
- 3.2. The PABs reflected the six Portfolio areas in place at that time and operated well from September 2020 through to May 2021. During that time two informal review meetings were undertaken to gain feedback on the work of the PABs.
- 3.3. At the review meetings it was agreed that their work had had a positive effect but for them to continue to be effective there was a need for investment of officer time which had been limited for a number of key reasons. It was considered that the use of PABs, rather than working parties and Shadow Portfolio Holder briefings, should reduce the overall number of hours officers had to work to provide this type of work. The dialogue between officers and Councillors had worked well and the involvement of a wider range of officers, who would not normally attend meetings with Councillors, had been beneficial as a development opportunity.
- 3.4. It has also been noted by Councillors that information/notes from meetings have not been made available to all Councillors as agreed and there has been some conflict in meeting dates as a result.

- 3.5. The revised remits will see a duplication of work between the People Strategy Steering Group (PSSG) and Transformation PAB, therefore it is proposed that the work moves to the PAB.
- 3.6. In discussion between the Chairs of the PABs, the Cabinet and Senior Officers it has proved difficult to identify measures of performance for the PABs. The important tool is the increased engagement of backbench members in helping to bring forward work for the Council. Therefore, it is considered appropriate not to require the PABs to have measures but undertake an independent external review to ensure the general approach and engagement is working.
- 3.7. At the review there were concerns over the wide remits of some of the PABs which it was agreed needed to be addressed and this has been picked up through the revisions as set out at Appendix 2. This workload will need to be monitored and it is intended to hold an informal review feedback session in mid-September between the Cabinet, PAB Chairs and Senior Management Team to share learning and help Officers and Scrutiny Chairs to develop the brief for the external review of the arrangements.

#### **4. Policy Framework**

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

- 4.1.1. **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 will contribute to enable the delivery **for implementing the Council's Key projects.**
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). Section 4.2 below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

##### **4.2. FFF Strands**

###### **4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** – The proposal will not contribute to this directly.

**Services - Green, Clean, Safe** - The proposal will not contribute to this directly.

**Money- Infrastructure, Enterprise, Employment** - The proposal will not contribute to this directly.

###### **4.2.2. Internal impacts of the proposal(s)**

**People - Effective Staff** – The work enables a more informal environment to bring forward proposals for services and projects to enable Councillor involvement.

**Services - Maintain or Improve Services** - This overall aim of the PABs is to enable backbench Councillors to help provide advice on projects as they come forward for formal approval. This refinement process provides greater opportunity for maintaining or improving services.

**Money - Firm Financial Footing over the Longer Term** - This overall aim of the PABs is to enable backbench Councillors to help provide advice on projects as they come forward for formal approval. This refinement process provides greater opportunity for projects and work to contribute to mitigate the budgetary challenges faced by the Council.

#### 4.3. **Supporting Strategies**

4.3.1. Each strand of the FFF Strategy has several supporting strategies and this proposal will enable a greater level of member in engagement on projects and work on these strategies and the work to deliver them.

4.4. **Changes to Existing Policies** – The report does not propose any changes to existing policies.

4.5. **Impact Assessments** - No impact assessment has been undertaken for this report because the focus is on the internal structure of the Advisory Boards and enabling wider Councillor engagement.

### 5. **Budgetary Framework**

5.1. The report does not directly impact on the Budgetary framework or the budget.

### 6. **Risks**

6.1. The recommendations within the report do not propose any changes which create significant risks for the Council.

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

7.1. No alternative options have been considered to the recommendations because they are brought forward following a review of the PABs and in light of the revisions to the Portfolio Holder structure.

**Strategic Leadership – Undertaken by LCG - Councillor Andrew Day (Leader)**

- Corporate Policy
- Partnerships
- Governance

**Resources – Portfolio Holder - Councillor Mary Noone**

- Budget & Finance
- Audit & Risk
- Procurement

**Transformation – Portfolio Holder - Councillor Richard Hales (Deputy Leader)**

- Programme Management – working together Digital and ICT
- Broadband delivery
- Digital Infrastructure
- Communications
- Human Resources

**Climate Change - Portfolio Holder -Councillor Alan Rhead**

- Climate Change
- Public Conveniences
- Car Parking
- Green Spaces – Development
- Bereavement Services
- Contracted Services (Refuse & Recycling, Street Cleansing, Grounds Maintenance)

**Homes, Health & Wellbeing – Portfolio Holder -Councillor Jan Matecki**

- Housing Landlord
- Homelessness
- Health and Wellbeing
- Private Sector Housing
- Travellers
- Development Programme (Local Housing Company and Joint Venture)
- Asset Management
- Revenues, Benefits and Customer Services

**Culture, Tourism & Leisure – Portfolio Holder -Councillor Liam Bartlett**

- Culture
- Tourism
- Leisure

**Place & Economy – Portfolio Holder - Councillor John Cooke**

- Economic Development & Inward Investment
- Regeneration
- Planning Policy
- Physical Infrastructure – transport, energy, etc
- Events & Markets

**Planning – Portfolio Holder - Councillor Moira-Ann Grainger**

- Building Control
- Development Management
- Land Charges
- Planning Enforcement

**Community Protection – Portfolio Holder -Councillor Judy Falp**

- Environmental Health incl. Licencing
- Community Leadership, Forums & VCS
- Health & Safety
- Safeguarding, Community Safety and CCTV
- Emergency Planning
- Parish/Town engagement

## **Programme Advisory Boards (PABs)**

### **Purpose:**

To act in advisory capacity, or providing guidance, in developing and delivering the projects/policies of Warwick District Council and in so doing, enabling backbench members to have greater involvement in shaping Cabinet decisions of the Council, particularly on services, key projects and programmes (but not day to day operations). This also helps to utilise the skills, knowledge and talent of all Councillors in a more effective way.

They will not be a decision-making Group or be scrutinising service or policy delivery as these will remain the responsibility of Council/Cabinet and Scrutiny respectively.

### **Organisation:**

- Chaired by backbench members selected from across political groups, appointed by the Leader following consultation with LCG.
- No more than six members per PAB and if less than three volunteers PAB will be reviewed.
- Not politically proportionate (but all groups offered at least one place).
- Members nominate their preferred PAB; not required that every Member serves, with some able to serve on more than one PAB, if unfilled seats are available.
- Final PAB appointments agreed by LCG and confirmed by Council.
- No substitutes be permitted for the PABs.
- Chairs of PAB will be appointed annually by the Leader after consultation with Group Leaders.

### **Meetings:**

- Time will be allocated within the calendar of meetings for each PAB to meet 4 times a year
- Additional meetings held as scheduled at a date and time agreed by the Chairman of the PAB.
- They will meet either remotely or in-person, subject to agreement of Chairman of the PAB.
- The Chairman of each PAB would be expected to conclude business within 2 hours.
- Additional meetings of the PAB can be requested by the relevant Portfolio Holder but final decision on date and time is that of the PAB Chairman.
- **At least five clear working days' notice to be given of the PAB meeting.**
- Attended by Portfolio Holder, who provides an update on key projects / programmes.
- Supported by an officer from the service or relevant area.
- The meetings will not be in public but actions from the meeting will be agreed with the Chairman and made available to all Councillors and SMT.

### **Agenda Items**

- Items will be brought to each PAB, within their remit defined below, by the relevant project lead, in liaison with the relevant Portfolio Holder and PAB Chair as required.
- These will be at key stages of reports and in good time before formal decisions are required.



**Title: Future High Streets Fund Award for Royal Leamington Spa**

**Lead Officer: Martin O'Neill**

**Portfolio Holder: John Cooke**

**Public report / Confidential report:** Confidential Appendix 1

**Wards of the District directly affected:** Brunswick, Clarendon, Willes

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: Yes

Equality Impact Assessment Undertaken: No

Consultation & Community Engagement: Stakeholders have been engaged throughout the preparation of bids to the Future High Streets Fund.

Final Decision: Yes

Accessibility Checked: Yes

**Officer/Councillor Approval**

<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	7/6/2021	Chris Elliott
Head of Service	7/6/2021	Philip Clarke
CMT	7/6/2021	Chris Elliot, Andrew Jones, Dave Barber
Section 151 Officer	7/6/2021	Mike Snow
Monitoring Officer	7/6/2021	Andrew Jones
Finance	7/6/2021	Mike Snow
Portfolio Holder(s)	7/6/2021	John Cooke

## **1. Summary**

- 1.1. The purpose of this report is to update Cabinet on the Future High Streets Fund (FHSF) funding award, and to outline the final funding agreement and the spending profile.

## **2. Recommendations**

- 2.1. That Cabinet notes the final level of the FHSF award to Warwick District Council from the Ministry for Housing, Communities and Local Government (MHCLG).
- 2.2. That Cabinet agrees the spending profile associated with the reduced level of funding from Government, and how the funding contributes to the projects associated with the FHSF.

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

### **Recommendation 2.1: The final award of FHSF funding to Warwick District Council**

- 3.1. The FHSF was launched in December 2018, to provide co-funding for capital projects that will bring transformative change to high streets and town centres. Proposals need to demonstrate how the funding will address market failure i.e. why the private sector cannot deliver a solution to local challenges.
- 3.2. Officers developed the Full Business Case which was submitted to MHCLG by the deadline in August 2020. A report was brought to a meeting of Full Council on 5<sup>th</sup> August 2020 to seek delegated authority to approve the projects to be submitted in the final bid. Recommendation 2.3 of that report was as follows; That, subject to the bid being successful, the Council co-funds the programme up to a maximum amount as set out in the financial appraisal in appendix 1 but that a further report be brought forward to agree the detail of the funding should the bid be successful.
- 3.3. In December 2020, MHCLG wrote to successful local authorities to advise them of a provisional offer amounting to 69% of the original request. In respect of Warwick District Council, the original bid requested a total level of FHSF funding amounting to £14.9million. The provisional offer of funding was therefore £10.1million.
- 3.4. The rationale for the reduced offer was presented to officers as a requirement to ensure that as many local authorities as possible could benefit and receive funding from the total funding available nationally.
- 3.5. Officers were then invited to work with MHCLG to re-profile the projects contained in the original bid to align with the revised funding envelope. A new deadline of 26<sup>th</sup> February 2021 was provided for the Council to resubmit its business case to demonstrate which projects from the original bid would either be removed from the application or scaled back in terms of the level of ask from the fund.

- 3.6. The revised business case was submitted by the deadline and in March 2021 MHCLG confirmed the award of £10,015,121 to Warwick District Council.
- 3.7. The next steps in terms of the Council receiving the funding will be to sign a formal Grant Offer Letter and a Memorandum of Understanding with MHCLG.
- 3.8. Funding will be released to the Council on an annual basis in line with the spending profile which was submitted as part of the final business case.
- 3.9. A detailed Monitoring and Evaluation exercise will also now be required which will entail regular reports being submitted to MHCLG to update on the planned expenditure and the delivery of the projects in line with the annual spend profile.
- 3.10. At a meeting with MHCLG in mid-June, officers were notified that the FHSF allocation for year 1 of the spend profile (as set out in confidential Appendix 1) has been issued to WDC and has been allocated to the appropriate cost centre.

**Recommendation 2.2: The revised spending profile of projects to align with the reduced level of funding**

- 3.11. In order to successfully complete the bidding process for the revised funding offer outlined above, the original profile of the expenditure needed to be revisited to meet the reduced level of funding. The following options were available in order to achieve this;
  - Secure additional co-funding
  - Scale back existing schemes
  - Eliminate existing schemes
- 3.12. Officers first sought out any additional co-funding that may be available through partners which would top-up the funding offer and allow the full profile of projects to be delivered. However, attempts to secure any additional co-funding proved unsuccessful.
- 3.13. In the absence of any additional co-funding, in order to reprofile the various elements of the Programme to meet the revised FHSF funding envelope of £10.1million an options appraisal was developed by officers in conjunction with an external consultant who had developed the original financial modelling to arrive at the required Benefit Cost Ratio of 2: 1.
- 3.14. After careful consideration of the options, it was decided that the **"Cycling connectivity" proposals (referred to as the Sustainable Movement Network (SMN) in the bid)** element of the FHSF funding would be scaled back from the original ask of £4,979,800 to a revised figure of £506,271. This option was recommended to stakeholders, including Leamington Spa Town Council and the WDC Leadership Co-ordinating Group (LCG) in advance of the final submission to MHCLG.
- 3.15. It should also be noted that while the SMN project has been scaled back in line with the proposed FHSF investment envelope, the Council will

continue to work with partners to deliver the outstanding routes on a phased approach and bring in match funding to achieve this. The £506,271 from FHSF will be matched by a further £500,000 from the **Community Infrastructure Levy as part of the Council's** total CIL contribution of £1.992m in 2021/22 and 2022/23 towards the County **Council's Emscote Road multi-modal** corridor improvements (as agreed by Executive in March 2021). The reduced element of this project is therefore a catalyst for future investment in town centre sustainable movement. Further funding will be sought from future funding sources (such as the Levelling -Up Fund) to ensure that the wider SMN is delivered, in conjunction with the wider highways improvements planned for the South area of the town such as the Bath Street improvements scheme.

- 3.16. The WDC cash element of the co-funding was approved at the February meeting of Full Council as part of the General Fund Budget and Council Tax report.
- 3.17. The financial profile of the FHSF projects is shown at confidential Appendix 1

## 4. Policy Framework

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

- 4.1.1. **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.
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

### 4.2. **FFF Strands**

#### 4.2.1 **External impacts of proposal(s)**

**People - Health, Homes, Communities – None in relation to this report.** This section needs to provide details in respect of the following intended outcomes: Improved health for all; Housing needs for all met; Impressive cultural and sports activities; Cohesive and active communities.

**Services - Green, Clean, Safe –** The success of the application to Future of the High Streets Fund has the potential to bring about environmental improvements in Leamington Town Centre including air quality, more sustainable transport options and improvement to the public realm. It must be noted however that the SMN was designed to to bring significant environment benefits and climate change improvements contributing to the **Council's Climate Change** ambitions. The reduction in this element of the

project in relation to the FHSF bid puts this outcome at risk. To help to mitigate that risk, officers are committed to delivering the full range of cycle routes as part of the wider SMN and to do this by actively sourcing alternative funding opportunities such as the Levelling Up Fund.

In terms of the development of Town Hall improvements and other FHSF projects, there is a focus on and a commitment to deliver these utilising low carbon technologies and sustainable building materials and techniques.

With regards to Spencer Yard a comprehensive energy and sustainability strategy was submitted as part of the planning application. CO2 emissions are proposed to be reduced through a combination of enhanced building fabric standards, low energy LED lighting, mechanical ventilation with heat recovery, low carbon heating via air source heat pumps and on-site electricity generation from roof mounted photovoltaic panels. Sustainable modes of transport are also being encouraged by providing covered cycle storage with showering and changing facilities on-site, improved public realm works including lighting and planting to improve the pedestrian experience, and reducing the number of car parking spaces on site. A travel plan will be secured through planning if consent is granted which includes further measures to encourage things like car sharing and the provision of cycle to work schemes.

**Money- Infrastructure, Enterprise, Employment** - The FHSF programme will diversify the town centre to support economic sustainability. It will create new active public spaces. The funding will enable new employment and economic growth in the town centre and help to regenerate the South of the town centre, connecting with the North and lead to an improvement in the vibrancy and diversity of the town centre as a result.

#### 4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – None specific to this Programme

**Services - Maintain or Improve Services** – None specific to this Programme

**Money - Firm Financial Footing over the Longer Term** - The programme will revitalize underused assets, bringing capital investment to the town centre and revitalizing the economy and revenue to the Council as a result.

#### 4.3. **Supporting Strategies**

The Council Business Strategy includes a number of elements which this report contributes to directly:

- 4.3.1. Develop the Creative Quarter
- 4.3.2. **Develop a Transport Strategy to support the District's Town Centres**
- 4.3.3. Support our Town Centres to adapt to changing environmental, social and economic conditions, including exploiting any opportunities presented through the Future High Streets Fund.

- 4.3.4. Work to improve the diversity of the employment land premises offer within the District

The proposed programme aligns with the FHSF Expression of Interest and supports a number of objectives of the Leamington Town Centre Vision and Strategy:

- Objective 2, including creating strong attractive pedestrian and cycle corridors between key sites, reducing congestion and encouraging modal shifts to sustainable transport
- Objective 5, creating an environment and opportunities to allow our burgeoning creative and digital industries to flourish.
- Objective 6, supporting regeneration and enhancement opportunities which help to revitalise Old Town and secure its future.

- 4.4. **Changes to Existing Policies** – there are no changes to any existing policies as a result of the FHSF funding.

- 4.5. **Impact Assessments** – none at this stage

## 5. Budgetary Framework

- 5.1. The Future High Streets funding bid was dependant on an element of the co-funding being provided by the Council amounting to That amounts to £1.909million allocated to the projects as shown in confidential Appendix 1.
- 5.2. As part of the 2021/22 Budget agreed in February 2021, £2.086m was allocated to the Future High Streets Fund. The latest figures show the sum required from the Council is £1.9099m, so leaving £176.1k to be returned for allocating in the future to other capital projects in accordance with Council priorities

## 6. Risks

- 6.1. Risks associated with the specific projects are being managed as part of the overall FHSF Programme management process, and subject to a live risk register. For the purposes of this report it is worth highlighting three project risks
- 6.2. For schemes where an income is anticipated as a result of the investment (Town Hall) the assumptions relating to the level of income are based on a reasonable but cautious view of market conditions. Given the Covid19 Pandemic, market conditions are particularly hard to predict at present and it is therefore difficult to predict levels of income that could be achieved with any certainty.
- 6.3. For the confidential site, there is some uncertainty about the costs associated with bringing forward proposals for the site as we have been unable to undertake a full site survey and assessment. As a result there is a risk that delivery costs could be higher than those assumed and because the Council

will be accountable for delivering the outcomes, there is consequential risk that the Council may have to contribute to gap funding or find an alternative approach to delivering the outcomes. It is then a case of describing how the risks are to be managed.

- 6.4. For the Sustainable Movement Network (including the cycling infrastructure) project, there are some reputational and public/business resistance risks. These were potentially significant in the original FHSF bid as set out in the Council report of August 2020. The more modest revised proposal significantly reduces any risks around this element of the programme. There is some risk in that the FHSF contribution is dependent upon £½m match funding from the Community Infrastructure Levy. Given the scale of the CIL contribution, the anticipated CIL receipts and the ability of the Council to re-profile CIL projects, this risk is considered to be low.

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

- 7.1. The Council could decide not to support recommendation 2.2 to agree the projects and the spending profile set out in this report. If this was to be the case this would significantly jeopardise the FHSF award of £10.1million to contribute to the regeneration and investment programme for the projects. This option is therefore not recommended as the likelihood would be that the Council would have to return the funding in full or part.

### **8. Background**

- 8.1. The Future High Streets Fund was announced in December 2018. Local Authorities were invited to submit an initial Expression of Interest (EOI) to the Fund during 2019.
- 8.2. Warwick District Council submitted an EOI in March 2019 and were later invited to progress to Round 2 of this process by working up a full business case which had to be submitted by late Summer 2020 as part of a competitive process.
- 8.3. Provisional award announcements were made to successful bidding authorities in December 2020. In all approximately 100 local authorities in England have been successful in attracting an investment from the FHSF.

**Title:** Financial Support – Everyone Active Leisure contract

**Lead Officer:** Rose Winship/Andy Jones

**Portfolio Holder:** Cllr Bartlett

**Public report / Confidential report** No

**Wards of the District directly affected:** All

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: No

Equality Impact Assessment Undertaken: N/A

Consultation & Community Engagement: N/A

Final Decision: Yes (in part)

Accessibility checked: Yes

Officer/Councillor Approval	Date	Name
Chief Executive/Deputy Chief Executive	2 <sup>nd</sup> June 2021	Andy Jones
Head of Service	23 <sup>rd</sup> June 2021	Rose Winship
CMT	23 <sup>rd</sup> June 2021	Chris Elliott, Andy Jones, Dave Barber
Section 151 Officer	23 <sup>rd</sup> June 2021	Mike Snow
Monitoring Officer	23 <sup>rd</sup> June 2021	Andy Jones
Finance	23 <sup>rd</sup> June 2021	Mike Snow, Dilip Dibasia
Portfolio Holder(s)	23 <sup>rd</sup> June 2021	Cllr Bartlett



## 1. Summary

- 1.1 In light of the challenging period since March 2020, Everyone Active, who run the local leisure centres on behalf of the Council, have required financial support from the Council so that the centres have been able to reopen after the various periods of lockdown. This report seeks approval for the release of grant funding provided by DCMS to support leisure operators, and financial support from the Council for the current financial year.
- 1.2 The report also refers to the wider impacts of the pandemic on the leisure sector and the work that is ongoing nationally to lobby government for additional financial support to protect the future delivery of public leisure services in recognition of the contribution made to the health and wellbeing of the nation.

## 2. Recommendations

Cabinet is asked to:

- 2.1 Note the national picture within the leisure sector in terms of recovery from the pandemic and the work that has been ongoing locally with our partner Everyone Active (EA) to ensure that facilities can reopen as soon as the roadmap allows.
- 2.2 Note the work undertaken by EA and officers in the last 15 months in order to minimise expenditure during essential closure periods, whilst taking the necessary steps to ensure that the buildings are maintained and ready to open when the roadmap allowed.
- 2.3 Approve the release of c£189,000 of National Leisure Recovery Fund (NLRF) funding to EA as per the terms of the grant award by Sport England.
- 2.4 Agree that the EA concession fee due to the Council for 2012/22 is waived with the consequent funding shortfall of £1.25m met from **the Government's** Income Compensation Scheme (estimate £165k) and the provision included in the Budget provided for potential non-recovery of income within the Budget.
- 2.5 Subject to the approval of 2.4, agree to support EA in 2021/22 with further subsidy capped at £411,000, including the £189,000 NLRF (recommendation 2.3) and therefore to approve the release of up to £222,000 from the provision referred to in paragraph 3.4.2 but noting that there is still **uncertainty in relation to the Government's "roadmap" and the closure dates** of the Kenilworth leisure centres and so delegates authority to the Head of Cultural Services and Head of Finance, in consultation with the Portfolio Holders for Culture, Tourism and Leisure, and Resources, to increase the capped amount with any changes reported to a future Cabinet meeting.

- 2.6 Notes that a further report will be submitted to Cabinet as part of the 2<sup>nd</sup> quarter budget review which will include EA financial performance to date and initial financial projections for 2022/23 and beyond.

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

#### **3.1 Recommendation 2.1**

- 3.1.1 The pandemic has over the last 12 months had a major impact on the leisure sector, leaving many facilities closed and more with threat of closure. According to recent findings from the District Council Network (DCN) over 100 leisure centres across the country will be forced to close due to lack of funds, and nearly 60% of district councils considering closures said that they would be forced to close centres within the next 12 months.
- 3.1.2 Now more than ever the contribution that public leisure centres make to the health and wellbeing of local communities is under threat. COVID has shown the importance of health and wellbeing being at the forefront of the services that the public sector delivers and that they are accessible to all in the community. It has been encouraging to see how customers have returned back to local leisure centres when they have reopened, many of them acknowledging just how much they missed the facilities while they were forced to be closed, and recognising how their physical and mental wellbeing suffered when they were unable to participate in their regular activities.
- 3.1.3 DCN has led a campaign to call on government to increase the support that is being offered to these vital community services and facilities to ensure that they survive the pandemic and return to a pre-COVID state as soon as possible. (Appendix A) DCN are calling on:
- a financial package for leisure centres in addition to the current NLRF
  - that district councils are represented on the recreation and sport taskforce chaired by DCMS
  - that a national leisure strategy focussed on the role of leisure services in combatting obesity and mental health is formed.
  - that a full evaluation of the establishment, administration and delivery of the NLRF is undertaken and that a compensation scheme to compensate councils for lost sales, fees and charges is set up.
- 3.1.4 Officers worked closely with senior EA colleagues in the last 15 months to react to the enforced closures of centres and to take the most appropriate action to ensure that the buildings remained secure, safe and well maintained throughout lockdowns, and that the relevant forward planning took place so that the centres were ready to reopen as soon as they were allowed.

#### **3.2 Recommendation 2.2**

- 3.2.1 During the pandemic the leisure centres were closed on the following dates:
- Closure 1 - 20th March 2020 -25th July 2020
  - Closure 2 - 5th November 2020 – 2nd December 2020
  - Closure 3 - 31st December to 12th April 2021 (Artificial pitches opened 29th March 2021)

- 3.2.2 During the previous financial period of 2020/2021 a subsidy capped at £927,167 was agreed by Executive enabling EA to service, maintain and keep the sites compliant with relevant health and safety regulations whilst closed, in addition to waiving the concession due to the Council for the year of £940,000. The funding also supported EA in opening sites with reduced capacity and less activities due to social distancing. An open book approach was adopted, and all transactions were supplied to Council officers by EA along with actuals for each income and expenditure line. This allowed the Council to monitor all income and expenditure at a time when the Council was underwriting the service.
- 3.2.3 The impact of Covid on leisure and sports facilities income has been severe and this position is likely to remain challenging. Customer behaviour is unpredictable and regaining confidence is a priority. EA is starting the latest reopening with low membership numbers and smaller numbers on direct debit transactions. Social distancing has decreased occupancy and reduced activities. Whilst there is positivity with the releases of steps in lockdown the industry is very cautious on a timescale with recovery to pre-Covid levels.

3.3 Recommendation 2.3

- 3.3.1 Sport England opened the NLRF in December 2020, with the aim of supporting the reopening and recovery of public sector leisure facilities. A total of £100M has been distributed to 266 local authorities across England, funded by the Government and administered by Sport England.
- 3.3.2 Warwick District Council was successful in its application and received £277,851 in a grant from Sport England in March 2021
- 3.3.3 A total of £88,387 was allocated to financial period 2020/2021 so reducing the level of subsidy that needed to be found by the Council. The balance of £189,464, is to be used from 12th April 2021 under the terms and conditions stipulated by Sport England specifically allocated to support the reopening of leisure centres after Covid shutdown.
- 3.3.4 Releasing the balance of £189,464 will fulfil the terms of the agreement with Sport England which is to pass the fund to the external contractor (EA) promptly and allow them to deliver a range of leisure centre activities as the sector reopens in accordance with the roadmap below.

Step 1- 29th March 2021 – opening of outdoor artificial pitches

Step 2 – 12th April 2021 – opening of gyms, swimming pools and under 18 indoor sport

Step 3 – 17th May 2021 – recommencement of group fitness, aqua classes, adult activities

Step 4 – 19<sup>th</sup> July 2021- to be confirmed but (at time of writing) it is hoped that activities can return to their designated areas freeing up sports halls and studios. Swimming lessons will also return to pre Covid numbers of pupils per class.

3.4 Recommendation 2.4

- 3.4.1 The concession fee was originally agreed in the contract between this Council and EA and is derived from the LOBTA (Leisure operators base trading account) submitted by EA as part of its contract bid. In 2020/2021 the concession fee from EA of £940k was waived due to pandemic and closures and to enable EA to remain locally viable. Subsequently, an amount of £670,000 of the waived concession fee was recovered from an MHCLG income compensation fund.
- 3.4.2 In 2021/2022 the leisure sector is still subject to social distancing and the Government roadmap as described above. The sites are focussing on business recovery, increasing consumer confidence and increasing membership base but the picture is very different to pre-Covid times. Given this picture there is no prospect of EA being able to fulfil its concession fee obligation. Therefore, if Members wish to continue the delivery of leisure centre related activities, the concession fee will need to be waived and a further financial subsidy agreed (see below). The concession due for 2021/22 is £1.25m, for which 100% provision was allowed in the 2021/22 Budget for the possibility of this concession not being recovered. Under the **Government's income Compensation Scheme, the Council should be able** to recover c£165k towards this for the months April-June, so leaving £165k of the provision.

3.5 Recommendation 2.5

- 3.5.1 EA has supplied a new forecast for a subsidy of £411,000 required in 2021/22 as Appendix B -Confidential - Warwick Forecast Summary 2021-2022. The rationale for the sum is based on a number of factors including the evolving roadmap to recovery, ending of furlough scheme, the gradual growth of memberships and Direct Debit income in Q2 and Q3 of 2021/22 as business gain momentum and restrictions are released. This should be funded from the £189,000 of NLRG funding, £165,000 from the balance of the provision referred to in paragraph 3.4.2 and £57,000 from the Leisure Options Reserve.
- 3.5.2 The forecast supplied by EA is a prediction based on Covid restrictions at the present time and projected redevelopment dates. Whilst it is hoped that restrictions will be lifted from 19<sup>th</sup> July 2021, this is not guaranteed, and any extension would require a reset of the forecast. Discussions are currently taking place to confirm the redevelopment dates for the Abbey Fields and Castle Farm projects. If these are delayed than this would also be a trigger for a reforecast of the EA financial position. Officers will provide a verbal update at the meeting on the latest position.
- 3.5.3 Assuming that Members agree the proposals in this report a summary of the financial support provided by this Council over the last two years would be as follows:

Detail	2020/2021	2021/2022
Concession fee lost	-£938,028	-£1,250,000
Subsidy cap	-£927,167	-£411,000

NLRF grant	£88,387	£189,464
MHCLG grant	£670,000	£165,000 (April to June 2021)
<b>Total cost to WDC</b>	<b>£1,106,808</b>	<b>£1,307,000</b>

### 3.6 Recommendation 2.6

- 3.6.1 The performance of the contract will be carefully monitored during the recovery phase. A further Budget Review report will be brought to Cabinet in Autumn 2021 containing the performance of the contract and financial projections for 2022/2023. The financial projections will be reflective of how the contract has performed over the summer months and the prevalence of Covid infections. Officers will also bring forward details of the possible concession fee income which will be payable once the new leisure centres have opened in Kenilworth. This will also need to address the financial implications of the planned closures of the Kenilworth Leisure Centres whilst under re-development, and **the impact on the Council's finances thereafter.**

## 4. Policy Framework

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

- 4.1.1. **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 decision taken in 2016 to appoint an external partner to run the Councils leisure centres was a key decision for the Council at sought to protect the delivery of quality leisure services for many years to come. the
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found on **the Council's website**. The table below illustrates the impact of this proposal if any in relation to the **Council's FFF Strategy**.

### 4.2 **FFF Strands**

#### 4.2.1 **External impacts of proposal(s)**

**People - Health, Homes, Communities** - Improved health for all; Impressive cultural and sports activities; Cohesive and active communities.

**Services - Green, Clean, Safe** -: Safe and well managed public buildings offering quality, safe activities for all

**Money- Infrastructure, Enterprise, Employment** -: Dynamic and diverse local economy; Vibrant town centres; Increased employment and income levels.

#### 4.1.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – All staff are properly trained; All staff are engaged, empowered and supported and that the right people are in the right job with the right skills and right behaviours.

**Services - Maintain or Improve Services** - Focusing on our customers' needs; Continuously improve our services and opportunities for local people to participate in quality sporting activities.

**Money - Firm Financial Footing over the Longer Term** - Better return/use of our assets; Full Cost accounting; Continued cost management; Maximise income earning opportunities and seek best value for money.

#### 4.2. **Supporting Strategies**

4.3.1. Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here. Both the Indoor Sport Strategy and Playing Pitch Strategy are relevant to the services offered by EA in the local leisure centres, outlining how the facilities operated by EA contribute to the wider sport and leisure provision across the district.

#### 4.3. **Changes to Existing Policies**

4.3.1 Not applicable

#### 4.4. **Impact Assessments**

4.5.1. Not applicable to this report.

### 5. **Budgetary Framework**

5.1. The estimated costs to the Council of the proposed support to EA in this report are: -

• Loss of concession	£1,250k
• Maximum subsidy to EA	£411k
• Total	£1,661k

5.2. It is proposed that this is funded from: -

• Provision for loss of funding	£1,250k
• NLRG Funding	£189k
• Government Income Compensation Scheme	£165k
• Leisure Options Reserve	£57k
• Total	£1,661k

- 5.3. Based on the above figures, any difference between the support cost and the funding should be able to be accommodated from existing budgets or the Leisure Options Reserve.
- 5.4. The Leisure Options Reserve has a balance of £740k. This was specifically allocated to fund the initial cashflow costs of the Kenilworth Leisure Centres re-development and to compensate the operator during closure of the centres. Before the scheme is agreed to progress, it will be necessary to ensure there is sufficient funding to meet these demands.

## 6. Risks

- 6.1. The substantive risks associated with this report are financial and are dependent upon how the national leisure sector recover from the pandemic. As outlined in Appendix A, the leisure sector has been fundamentally impacted by the pandemic and will take a significant time to recover. There is a call for increased financial support from government for the sector, but it is also anticipated that local authorities will need to make difficult decisions about how they are able to ensure that local facilities are financially sustainable and continue to provide these key services for local people.
- 6.2. Recommendations 2.2 and 2.3 in this report clearly have a financial impact on this Council at a time when there are many competing pressures on the **Council's finances. Whilst early indications are that customers are returning** to local leisure centres and attendance figures are encouraging, there are risks that the recovery could be slowed or halted with further outbreaks of COVID-19 and that further controls need to be introduced with the reintroduction of reduced services or further lockdowns. In these circumstances, the financial position of EA would once again be in jeopardy and the Council could be asked once again to provide financial support. In these circumstances, the long-term ability of the Council to underwrite the costs of these services would need to be carefully scrutinised.
- 6.3. There is a risk that despite the financial support given by WDC to EA, the impact of COVID-19 is so severe that EA is unable to continue to trade and is forced to terminate contracts with some or all of its local authority partners. In this situation, WDC would need to consider options for the ongoing delivery of leisure services which would undoubtedly result in the cost of this service to the Council increasing and there being a potential reduction in the range of facilities.
- 6.4. There is a risk that despite the financial support given to EA as outlined in 2.2 and 2.3, the local contract is unable to return to pre-COVID levels, and the financial model that underpins the contract is unviable. Recommendation 2.4 requires a further report to be presented in Autumn 2021 to update members on the financial position of the contract. At this point it is anticipated that officers will have a clearer understanding of how the contract is progressing and what the financial position may be in future years. However, it should be noted that financial modelling will need to remain flexible for some time as the industry emerges from the challenging period of the pandemic.

- 6.5 Sport England and Government recognise the vital role that gyms and leisure centres play in helping people to be active. Studies show that preventing people from taking part in organised exercise has resulted in falls in cardiorespiratory fitness levels and weight gain, the two risk factors causing worse COVID-19 symptoms. As evidence mounts that being overweight or obese, and/or having low cardiorespiratory fitness are likely to worsen COVID-19 outcomes and affect mental health. If there is another break in provision of leisure services the cost to health in Warwick District would be immense. Warwick District Council is involved with Moving Communities, a national initiative, which measures the social impact of the use of the leisure centres. This data will inform future investment decisions to help strengthen communities and improve health and wellbeing. If the leisure centres do not operate and we are removed from this scheme it will see Warwick District fall behind in the quest for funding and sustainability for the future.
- 6.6 There is a risk to the Council in not paying the NLRF money over to EA in that it potentially places the Council in breach of the NLRF grant terms and conditions. Ultimately, if this was deemed to be a material breach by Sport England, under clause 11.1 of the grant agreement this could entitle NLRF to claw back the grant monies from the Council.

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

- 7.1. Throughout the last 12 months officers have worked closely with EA to ensure that the leisure centres were in a position to reopen when it was possible to do so. Members supported the approach taken to date with the subsidy of £927,000 confirmed for 2020/21. However it is recognised that the Council does not have unlimited finances to continue such subsidy, and alternative options have been considered.
- 7.2. The Council could decide not to waive the concession fee in 2021/22, or top up the NLRF funding, leaving EA unable to operate the local leisure centres. This could result in lengthy legal dispute, and possible termination of the contract. The outcome could be the closure of some or all of the local leisure centres, while alternative options are considered for the future operation of the centres. Previous work, and current advice from within the sector has demonstrated that alternative options for managing leisure facilities (in-sourcing or setting up a Trust) are unlikely to provide financially viable solutions, leading to inevitable reduction in local authority leisure provision. Full reports would be brought to members of this situation were to develop.



**DISTRICT COUNCILS' NETWORK: Survey findings on leisure centre closures and funding for leisure services**  
**BRIEFING FOR PARLIAMENTARIANS**

Please find enclosed a briefing from the District Councils' Network (DCN), which outlines recent survey findings on the impact Covid-19 has had on the financial sustainability of leisure centres, and the impact this will have on the provision of leisure services for districts in future. These services are critical in tackling health inequalities. As the findings show, many work in partnership with other local health services to provide tailored exercise and activity to those most in need of this type of referral.

As the cross-party network for 180 district councils that provide leisure services, we are calling on you to support our campaign for a leisure services rescue package to ensure these vital community services and facilities survive the pandemic. We also ask that the expertise and local knowledge that they hold is developed further to provide a comprehensive preventative health service that is integrated into the healthcare system.

### DCN'S KEY ASKS

Urgent and collaborative action must be taken to support leisure services to prevent providers from going bankrupt or offering reduced services and hours. We are asking parliamentarians to join us in calling for:

- A financial rescue package for leisure centres, in addition to the Government's National Leisure Recovery Fund to ensure leisure services survive the Covid-19 pandemic.
- District councils to be represented on the recreation and leisure COVID-19 roadmap taskforce, chaired by the Department for Digital, Culture, Media and Sport.
- A national leisure strategy, including all partners with a dedicated role for district councils, focused on the role of leisure services in combatting obesity and mental health crisis
- A full evaluation of the establishment, administration and delivery of the National Leisure Recovery Fund, and the support to leisure services through the income compensation scheme for lost sales, fees and charges

### HOW CAN PARLIAMENTARIANS HELP?

We ask parliamentarians to help district councils in the following ways:

- Table parliamentary questions: we would be happy to provide suggested oral and written questions.
- Write to the Chancellor, the Secretary of State for Digital, Culture, Media and Sport and the Secretary of State for Housing, Communities and Local Government calling for the Government to support leisure services by implementing DCN's key asks.
- Agree to a short, virtual meeting with the DCN to discuss the campaign.
- Call on HM Treasury, DMCS and MHCLG to take urgent action to draw up plans to support leisure services by raising the issue in Parliament.
- Support our application for a Backbench Business Debate: this will focus on the vital role that district councils play in building better lives and stronger economies.
- Become an officer of the APPG for District Councils: the APPG's next meeting and **AGM is taking place on Thursday 27<sup>th</sup> May** and is a **key voice for districts in Parliament**.
- Meet with your local district leader and chief executive to discuss finance issues: the DCN is encouraging our members to engage more regularly and proactively with their local MP, and your support for this would be greatly appreciated.
- Speak up for districts in debates: we would be delighted if districts MP can advocate for the role of their local authorities in delivering the Government's objective of levelling up the country.
- Consider issuing a local press release to highlight concerns about local leisure services and your support.

## HEADLINE FINDINGS FROM DCN'S SURVEY

In April 2021, DCN conducted a survey across 187 District Council Chief Executives.

This survey's findings received national coverage, including in the [BBC](#) and [The Guardian](#).

### POTENTIAL CLOSURE OF LEISURE CENTRES:

Based on the survey's findings, **DCN estimates unless urgent action is taken, over 100 leisure centres across the country will be forced to close due to lack of funds.**

- **Over a third** of councils said there was a "*likely need*" to close at least one leisure centre, with **25%** of those considering closures saying it was "*extremely likely*" they were going to close.
- Nearly **60%** of districts considering closures said they would be forced to close **within the next 12 months**.
- Of those looking to close leisure centres, **37%** were considering closing two centres, with **nearly 20%** considering **closing three or more leisure centres**.
- **19%** said they were likely to begin closing leisure centres within the next **three months**, increasing to **35%** within the next **nine months**.

### THE IMPACT OF COVID-19 ON INCOME AND ASSOCIATED SERVICES:

- Across DCN's 180 district members, net income from centres is expected to be **£325m** less than in 2019/20.
- If there is no additional Government financial support, **78%** of respondents believed there will be a decrease in associated delivery services provided to the community such as creche services, over 50s/60s activities and exercise referral schemes at leisure centres that are able to remain open over the next year.

### CONCERNS BY DISTRICT COUNCILS ON PRESSURES FACED BY LEISURE SERVICES:

- The most cited concern expressed by councils in the survey was that operators and councils will have to prioritise primary income streams at the expense of subsidised activities and targeted programmes. This will have a detrimental impact on exercise referral and social prescription projects at a time when supporting physical health (obesity) and mental health should be the priority.
- Another common comment was the acute need for further funding over the next year and beyond to mitigate the impact of social distancing measures and likely wavering customer confidence over the next 12-18 months.
- There was great concern expressed on potential operator failure and the need to contemplate bringing services in-house if this occurs.

## THE IMPORTANCE OF LEISURE CENTRES IN TACKLING HEALTH AND WELLBEING ISSUES

It is clear that leisure centres, and their associated services, have played a vital role in tackling health and wellbeing inequalities and in preventative health schemes. The survey found that over the last five years:

- **79%** of leisure centres had been utilised in social prescription programmes.
- **98%** of leisure centres had been utilised in specific schemes promoting physical activity.
- **94%** of leisure centres had been utilised in schemes to tackle health inequalities.
- **88%** of leisure centres had been utilised in projects to improve mental health.

- 84% confirmed their leisure centres had been utilised in projects aimed at 'hard to reach' community members.
- 65% confirmed their leisure centres had been utilised in projects addressing loneliness.
- The survey also showed that centres have played a smaller, but important role in the rollout of the vaccination programme, with 22% of councils confirming that centres had been used to deliver Covid-19 vaccinations.

## IMPACT OF COVID-19 ON LEISURE SERVICES AND RISK TO OBESITY

### The Value of Leisure Services

In addition to serving as critical public health partners to the Government, districts deliver leisure services that keep people out of our overstretched and expensive health and social care systems. The Kings Fund recently found the leisure services provided by districts create up to £23 in value for every £1 invested. District councils also know that leisure and sport are significant contributors to our local economies, drawing people into town centres, creating spaces for community and enterprise and supporting our local businesses. We believe leisure will be critical to the recovery effort and improving the health of people in our communities.

### The Health Challenge

Districts believe leisure services are more important than ever as the latest figures show that the majority of adults in England are overweight or obese: 67% of men and 60% of women. With inactivity having increased as a result of the current restrictions, DCN is warning that leisure centres will be needed more than ever as we come out of the lockdown and the pandemic, to get an inactive Britain going again and to stop pressure being heaped on the NHS and social care systems in the future.

### The Leisure Opportunity

While challenging, the Covid-19 crisis has brought the significance of leisure services and spaces into sharp focus. New analysis by DCN forecasts a £325 million loss during 2020/21 for centres run by districts alone. However, the response to Covid-19 has also presented districts with a once in a lifetime opportunity to reach out to at risk and vulnerable people as councils have tracked and engaged with these groups in a way not previously seen. Districts can seize this opportunity to tailor local approaches, taking an offer right to the heart of our communities, and reaching those most inactive and suffering from poor mental health.

### Strategic Rescue Package Needed

The Government was right to introduce the National Leisure Recovery Fund and the funding is welcome, together with the compensation scheme for lost income from sales fees and charges, the DCN estimates government will provide £116 million of support. However, to set up leisure services for the long-term, the Government must introduce a further rescue package which is broader than the Recovery Fund, less cumbersome, more urgent and with a strategic focus on how to remodel the future of the leisure sector towards beating obesity and improving mental health. This will protect leisure services that are critical to the health and happiness of the country now and after the pandemic.

FOR FURTHER INFORMATION, PLEASE CONTACT [DCN@LOCAL.GOV.UK](mailto:DCN@LOCAL.GOV.UK)

Cabinet  
8 July 2021**Title: Costs of Proposals of Joint Senior Management Team****Lead Officer:** Chris Elliott, Chief Executive, 01926 456003;[chris.elliott@warwickdc.gov.uk](mailto:chris.elliott@warwickdc.gov.uk)**Portfolio Holder:** Andrew Day**Public report****Wards of the District directly affected:** All

Contrary to the policy framework: No

Contrary to the budgetary framework: Yes

Key Decision: No

Included within the Forward Plan: No

Equality Impact Assessment Undertaken: No

Consultation &amp; Community Engagement: None

Final Decision: Yes

Accessibility checked: Yes

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	21.06.21	Chris Elliott
CMT	21.06.21	Andrew Jones, Chris Elliott, Dave Barber
Section 151 Officer	21.06.21	Mike Snow
Monitoring Officer	21.06.21	Andrew Jones
Finance	21.06.21	Lorraine Henson
Portfolio Holder(s)	21.06.21	Andrew Day

## 1. Summary

- 1.1. This report seeks approval for the variation in estimated costs and savings arising from the proposals for a joint Senior Management Team with Stratford on Avon District Council that were agreed by the Employment Committee on 15<sup>th</sup> June 2021.

## 2. Recommendations

- 2.1 That Cabinet agrees that the additional costs above what has been included in the Budget and MTFS, with this funded by: -
- For 2021/22 to agree £29,000 funding from Contingency to cover the projected shortfall in savings.
  - Additional Recurring costs of £77,000 (2022/23) and £234,000 (2023/24 onwards), be included in the Medium Term Financial Strategy.

## 3. Reasons for the Recommendations

- 3.1 In February 2021 both Stratford on Avon District Council and this Council agreed to seek a merger by 1<sup>st</sup> April 2024. At the same meeting it was also agreed to seek a complete integration of the Heads of Service posts of both Councils. That work having in any case started in the summer of 2020 was roughly half completed by March this year and so the focus since has been to complete that process. The proposals to complete the work were approved by the Employment Committee on 15<sup>th</sup> June 2021.
- 3.2 In February 2021, the budget proposals made allowance for significant savings arising from having joint Heads of Service. Those were a broad estimate and related to the report produced by Deloitte that accompanied the report on the merger. More detailed work and changes to some assumptions has revealed some differences between the estimates at that time and those forming part of these current proposals.

Table 1

	2021/22	2022/23	2023/24
	£000	£000	£000
<b>WDC</b>			
Savings	-120	-147	-320
5% shared Head of Service	33	31	27
Planning Post – saving	-27	-41	-41
Savings on DCE	-106	-127	-127
Climate Change Director	0	0	59
<b>Total</b>	<b>-221</b>	<b>-283</b>	<b>-401</b>
Savings included in Budget/MTFS		-360	-635
<b>Variance</b>	<b>29</b>	<b>77</b>	<b>234</b>

- 3.3 Table 1 illustrates that compared to the original estimate in February 2021 the proposals will over the period to April 2024 will achieve just over £400,000 recurring savings. This is however, £29,000 less than estimated this current year, £77,000 less for 22/23 and £234,000 for 23/24.

- 3.4 It is proposed that these differences are addressed through the use of £29,000 from the contingency fund for this financial year and that the MTFS is updated to reflect the need for additional savings/income in 22/23 and 23/24. This will be considered in more detail alongside progress on other savings in the Q1 budget report to the August Cabinet.
- 3.5 Some of the differences can be accounted for as follows:
- Savings on overall Management Team costs are shared pro rata to the starting position – in this case 60/40 whereas the original February 2021 version assumed a simple 50/50 split. This reduces the savings to WDC but enables savings for SDC required to make it equitable for both parties. The 60/40 split is in line with the costs of Management Team ahead of the joint working and recognises the additional management costs associated with the Housing Revenue Account.
  - The Programme Director for Climate Change costs are included as a recurring cost from April 2023 (shared SDC/WDC). This had not been assumed in February 2021.
  - Heads of Service in shared posts have a 5% honorarium, pending future review of salaries in 2022. In the absence of any further information of what will come out of this review, the 5% has been included within the figures beyond 2022. This also was not assumed in February 2021.
  - The initial configuration of posts involves 12 Heads of Service, 2 more than anticipated to be the position come 23/24. This number will reduce over this period as will the Chief Executive positions from 2 to 1.
  - The Head of Place and Economy post involves savings from an existing Planning Management post but also involves initially a slighter higher cost. This had not been anticipated in February 2021.

## **4. Policy Framework**

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

- 4.1.1. **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 will contribute to enable the delivery **for implementing the Council's** vision by securing substantial savings.
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). Section 4.2 below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

### **4.2. FFF Strands**

#### **4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** – The proposal will not contribute to this directly.

**Services - Green, Clean, Safe** - The proposal will not contribute to this directly.

**Money- Infrastructure, Enterprise, Employment -** The proposal will not contribute to this directly.

4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – The proposals enable for an effective deployment of senior manager's resources to best serve the existing 2 Councils and to lay the foundation for a new merged Council.

**Services - Maintain or Improve Services** – The proposals will help to ensure that resources are saved so that both Councils can maintain or improve services.

**Money - Firm Financial Footing over the Longer Term** – The proposals will deliver a substantial level of savings which are part of both Council's plans to achieve financial sustainability.

4.3. **Supporting Strategies** - Each strand of the FFF Strategy has several supporting strategies. The MTFS is relevant in this context.

4.4. **Changes to Existing Policies** – The report does not propose any changes to existing policies.

4.5. **Impact Assessments** - No impact assessment has been undertaken for this report because the focus is on the internal structure of both Councils.

**5. Budgetary Framework**

5.1. The budgetary situation is set out in Section 3 of this report.

**6. Risks**

6.1. The proposals agreed by the Employment Committee deliver most of the savings now estimated. The remaining as yet undelivered savings represent the risk to the Council if they are not achieved as this will put pressure to realise savings elsewhere. Thus far the 2 Councils have been able to make **the changes without recourse to redundancy (with one exception in WDC's case)**. This helps to minimise redundancy costs which can be expensive. It is not anticipated that there will be any issues achieving the further envisaged further reductions and so achieve the revised level of savings.

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

7.1. There is in reality little other option given the course of action the Council has already decided in respect of Joint Heads of Service.

Cabinet  
8 July 2021

**Title:** Amendment to Community Infrastructure Levy (CIL) Projects List for 2021/22

**Lead Officer:** Chris Elliott, Chief Executive

**Portfolio Holder:** John Cooke

**Public report**

**Wards of the District directly affected:** Brunswick, Clarendon, Milverton, All Saints & Woodloes, Myton & Heathcote, Saltisford

Contrary to the policy framework: No

Contrary to the budgetary framework: No

Key Decision: Yes

Included within the Forward Plan: No

Equality Impact Assessment Undertaken: No

Consultation & Community Engagement: None

Final Decision: Yes

Accessibility Checked: Yes

**Officer/Councillor Approval**

Officer Approval	Date	Name
Chief Executive	28.06.21	Chris Elliott
Head of Service	28.06.21	Phillip Clarke/Rose Winship
CMT	28.06.21	Chris Elliott/Andy Jones/Dave Barber
Section 151 Officer	28.06.21	Mike Snow
Monitoring Officer	28.06.21	Andrew Jones
Finance	28.06.21	Mike Snow
Portfolio Holder(s)	28.06.21	Cllrs John Cooke and Liam Bartlett



## 1. Summary

- 1.1. The report sets out a revision to the CIL Projects list for 2021/22 from that approved by Executive on 18<sup>th</sup> March 2021. This introduces a new project - the Leamington Spa station forecourt enhancement project – and reallocates CIL funding from another project to fund this.

## 2. Recommendation

That Cabinet: -

- 2.1. Approves the addition of a new project, the Leamington Spa Station Forecourt enhancement project, to the existing CIL Projects List for 2021/22
- 2.2. Approves that the approach set out in section 3 below, and in particular in table 2, is used as the basis for distributing CIL receipts collected during 2021/22 and, where stated in table 2, 2022/23.
- 2.3. Notes the intention that this scheme represents but phase 1 of a much more ambitious proposal for the creation of a transport interchange.

## 3. Reasons for the Recommendation

- 3.1 In March 2021, Executive approved a CIL Projects List for 2021/22. It also approved the allocation of anticipated CIL funding in 2021/22 (and in some cases 2022/23) to these projects in accordance with table 1 below.

<b>Table 1: Distribution of CIL contributions in 2021/22 and partial distribution in 2022/23 as approved in Executive report of March 2021</b>		
<b>Infrastructure Project</b>	<b>21/22</b>	<b>22/23 (*)</b>
Bath Street improvement scheme	95,000	
Emscote Road corridor (cycleway improvements)	626,043	1,365,957
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	3,000,000	3,000,000
Medical facilities - N Leamington (Cubbington/ Lillington)	840,000	1,900,000
Wayfinding in Warwick town centre	35,000	
Europa Way bridge link	Nil	
St Mary's Land, Warwick	8,000	
Newbold Comyn	425,000	
Warwick Gates Community Centre	150,600	
Europa way spine road cycleway/ footpath link	Nil	
Relocation of athletics facility and creation of Commonwealth Park	Nil	
Commonwealth Park bridge	Nil	
Relocation of Kenilworth Wardens	Nil	
PLUS CIL Admin charge	73,000	73,000
<b>Total</b>	<b>5,252,643</b>	<b>6,338,957</b>

<b>Table 1: Distribution of CIL contributions in 2021/22 and partial distribution in 2022/23 as approved in Executive report of March 2021</b>		
<b>Infrastructure Project</b>	<b>21/22</b>	<b>22/23 (*)</b>
* It should be noted that those projects for which funding in 2022/23 is being confirmed now are those for which contracts of work may be let in 2021/22 which will run over two financial years. Where there is no money allocated against a project in 22/23, this does not mean that no CIL funding will be given during 22/23, only that the Executive is not being asked to commit to this at the present time.		

- 3.2 Members will also be aware that there is a project to improve the forecourt of Leamington Spa station. This is being funded in large part by the **Government's Local Growth Fund through Coventry and Warwickshire Local Enterprise Partnership (CWLEP)** to support the successful delivery of the 2022 Commonwealth Games. The Commonwealth Games organisers are keen that as many people as possible travel to Games venues by public transport, and as such grant funding through the CWLEP was given to support measures to enable this – by supporting improvements to Leamington station and also other wayfinding and other measures to assist visitors to navigate the town when they arrive. These improvements will have lasting benefit for town well beyond the Games themselves.
- 3.3 The station forecourt proposals are progressing with a scheme designed and public consultation undertaken on it. This project is being led by Warwickshire County Council. It has become apparent, however, that increasing construction cost pressures and the requirements of Network Rail are impacting on the total cost of the scheme which is exceeding the funding that is available from other sources, even with some scheme revisions. It is therefore proposed to increase the funding by £500,000 to enable the scheme to progress and deliver an enhanced environment for the station forecourt area and underpass. If delivery of the scheme is to be guaranteed in time for the Commonwealth Games and to meet the grant requirements of the CWLEP, it is essential that a source for this funding is found and that this is available this financial year.
- 3.4 Officers have been in discussion with colleagues at Warwickshire County Council about this matter. The County Council considers that it would be possible to re-profile work on another CIL funded project, the Emscote Road corridor improvements, and to re-profile the total cost of that project by £500,000, allowing this funding to be re-allocated to the Leamington Station Forecourt Enhancement project. This would therefore see the previous amount of CIL funding allocated the Emscote road project in 2021/22 of £626,043 reduced to £126,043.
- 3.5 The revised allocation of CIL funding for 2021/22 would therefore be as set out in table 2 below. It should be noted that there is no overall change to the total level of CIL contributions. It should also be made clear that there is no change to the funding of any other projects which were agreed by Executive in March 2021.

<b>Table 2: PROPOSED REVISED distribution of CIL contributions in 2021/22 and partial distribution in 2022/23</b>		
<b>Infrastructure Project</b>	<b>21/22</b>	<b>22/23 (*)</b>
Bath Street improvement scheme	95,000	
Emscote Road corridor (cycleway improvements)	126,043	1,365,957
NEW PROJECT: Leamington Spa station forecourt enhancements	500,000	
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	3,000,000	3,000,000
Medical facilities - N Leamington (Cubbington/ Lillington)	840,000	1,900,000
Wayfinding in Warwick town centre	35,000	
Europa Way bridge link	Nil	
St Mary's Land, Warwick	8,000	
Newbold Comyn	425,000	
Warwick Gates Community Centre	150,600	
Europa way spine road cycleway/ footpath link	Nil	
Relocation of athletics facility and creation of Commonwealth Park	Nil	
Commonwealth Park bridge	Nil	
Relocation of Kenilworth Wardens	Nil	
PLUS CIL Admin charge	73,000	73,000
<b>Total</b>	<b>5,252,643</b>	<b>6,338,957</b>
* It should be noted that those projects for which funding in 2022/23 is being confirmed now are those for which contracts of work may be let in 2021/22 which will run over two financial years. Where there is no money allocated against a project in 22/23, this does not mean that no CIL funding will be given during 22/23, only that the Cabinet is not being asked to commit to this at the present time.		

3.6 In assessing all CIL Projects, the Council has asked how these impact on climate change. The enhancement of the station forecourt area can be argued to support and complement other climate change initiatives by providing an improved and more welcoming sense of arrival in the town for those visiting by train, thereby enhancing and promoting use of public transport. As noted earlier, the enhancement to the station forecourt area is part of a wider package of measures at and near to this important public transport hub which will support pedestrians, cyclists and those arriving by bus.

3.7 Cabinet is also asked to note the comments made in paragraph 3.18 of the March Executive report. This stated:

"It needs to be recognised that it is possible that actual CIL income during 2021/22 will be less than that projected. This occurred during 2020/21, in part owing to a slow-down in development (commencements on site) arising from the pandemic. Whilst it is hoped that development rates will bounce back, this cannot be guaranteed. The latest housing trajectory for Warwick District

(prepared in discussion with major developers) does suggest that over the next five years Warwick District will continue to see the level of development (and therefore CIL income) that has previously been expected. It does suggest, however, that this housing growth will be re-profiled. In the event that our income in 2021/22 does not meet our best estimates, it is recommended that the amount given to the Kenilworth Leisure (Phase 2) project in 2021/22 is given first priority for funding, and that other projects are supported only once sufficient CIL contribution to support the Kenilworth Leisure project has been received. If this happens, however, any shortfall in payments in 21/22 for these other projects will be rolled over to 2022/23 (and, where relevant, added to the amount awarded to these projects in that year)."

- 3.8 The recommendations in this report will need to alter this principle set out above and agreed in March 2021, to give a priority to the Station Forecourt scheme as the works are needed to be complete by next summer. It is not anticipated though that this would jeopardise the funding for the Kenilworth Leisure scheme. However, as a risk mitigating step negotiations will be held with WCC on the issue of forward funding and be reported to the Cabinet at its meeting when considering this issue.
- 3.9 The revised CIL Projects List for 2021/22 will therefore be as set out in appendix 1.
- 3.10 The intention to improve the Station area has long been a community ambition. Recent discussions about what can/should be done have taken on a scale and complexity that necessitates a phased approach to delivery. It should be recognised that this project therefore will take the area someway to realising that ambition but represents but phase 1.

## **4. Policy Framework**

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

- 4.1.1. **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.
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found [on the Council's website](#). The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

### **4.2. FFF Strands**

#### **4.2.1 External impacts of proposal(s)**

**People - Health, Homes, Communities** - Will help co-ordinate the timely provision of infrastructure such as community spaces, sports and medical facilities that are essential to enable the growth required in the Local Plan.

**Services - Green, Clean, Safe** - Will help co-ordinate the timely provision of infrastructure such as new parks, play areas and open spaces that are essential to enable the growth required in the Local Plan. As part of the **Council's ambitions for a Carbon Neutral District by 2030, the criteria against** which CIL Projects are assessed includes how the project supports the **Council's objectives** as set out in its declared climate emergency. Where projects support transport improvements, this will be to ensure that priority is given to multi modal/active travel. Where projects support other infrastructure (e.g. leisure facilities) this will seek to make these zero carbons or as close to this as possible.

**Money- Infrastructure, Enterprise, Employment** - Will help co-ordinate the timely provision of infrastructure that are essential to enable the growth required in the Local Plan.

#### 4.2.2. **Internal impacts of the proposal(s)**

**People - Effective Staff** – None.

**Services - Maintain or Improve Services** - Focusing on our customers' needs; Continuously improve our processes.

**Money - Firm Financial Footing over the Longer Term** - Better return/use of our assets; maximise income earning opportunities; seek best value for money.

#### 4.3. **Supporting Strategies**

- 4.3.1. Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here. The CIL Project List aligns with the Infrastructure Delivery Plan which formed a key part of the Local Plan evidence base. The CIL scheme ensures the delivery of appropriate infrastructure to enable the growth required through the plan period. It therefore directly supports the Local Plan

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

- 4.4.1. None.

#### 4.5. **Impact Assessments**

- 4.5.1. None. The relevant impact assessments will be carried out on projects funded through CIL contributions.

### 5. **Budgetary Framework**

- 5.1. The budgetary implications of the CIL Projects list were set out in the relevant section of the March 2021 Executive report. In summary this states that there no direct budgetary implications associated with the recommendations. Nothing in this report changes this advice.

## **6. Risks**

- 6.1. There is no change to the risks identified in the March 2021 Executive report. However, specifically in relation to this amendment to the CIL list the risk is that funding for the station forecourt may be required to be drawn down in advance of receipts being received or sufficient receipts being received or that the receipts received does jeopardise the priority for the Kenilworth Leisure scheme. The intended mitigation action is to negotiate some form of forward funding arrangement with WCC to offset these risks.

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

- 7.1. The Council could choose not to support the addition of this project to the CIL Projects List and not to support the allocation of CIL funding to the project. This option is not supported as it would seriously threaten the ability of the project to be delivered to enhance the station. The grant funding from the CWLEP is predicated on delivering this project within a limited timescale and in time for the Commonwealth Games. There is the very real risk that without this additional funding, the existing grant funding would be lost, and project could not proceed.
- 7.2. The Council could agree to fund this project from other Council resources. This option is not supported as there is no provision for this opportunity within the budget for this year.

## APPENDIX 1

**Warwick District Council**  
**Community Infrastructure Levy**  
**REVISED CIL Projects List 2021/22**

Infrastructure Project	Project Description
Bath Street Improvement Scheme	<p>The Bath Street Improvement Scheme also known as the Bath Street Gyratory Scheme is a transport infrastructure proposal that delivers a host of much-needed highway and transport improvements in the Bath Street area of Leamington Spa.</p> <p>The proposed infrastructure is fundamental to alleviating the Bath Street area's known air quality issue, (which is an Air Quality Management Area (AQMA)); it provides better accessibility to Leamington Spa's railway station and Leamington South, for all modes of transport, and gives vitality to this area of Leamington.</p>
Emscote Road Multi Modal Corridor Improvements	Multi modal improvements, including improved cycle infrastructure, improvements to Portobello Bridge, carriageway improvements and junction improvements to the following: St Johns/Coventry Road, Emscote Rd / Greville Road, Rugby Road/Warwick New Road & Princes Drive/ Warwick New Road.
Leamington Spa station forecourt enhancement	Improvements to the station forecourt which will create an enhanced public realm space at the station forecourt including new waiting areas for buses and taxis, improved existing pedestrian and cycle infrastructure, refurbishment of the station underpass and provision of new wayfinding signs within the public realm space.
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	The Council is committed to improving leisure facilities in Kenilworth including the facilities at Castle Farm as part of phase II of its Leisure Development Programme.
Medical facilities - N Leamington (Cubbington/Lillington)	New GP surgery in north Leamington Spa (Cubbington/Lillington); / new health hub (incorporating primary medical care and community services) in north Leamington Spa (Cubbington/Lillington).
Wayfinding in Warwick	Review and replacement of pedestrian / cycle signage and way marking in Warwick town centre.

Infrastructure Project	Project Description
Europa Way Bridge Link	A new pedestrian and cycle route bridge across Europa Way. In addition to providing a gateway feature for Leamington, Warwick and the Tach Brook Country Park, the new bridge will provide improved and more sustainable link across Europa Way between the new residential developments on either side, the new Country Park and the proposed new Secondary School and Sixth Form at Oakley Wood Road.
St Mary's Land, Warwick	A range of measures to support the delivery of the St Mary's Land masterplan approved in 2017.
Newbold Comyn	Improvements to Newbold Comyn Park.
Warwick Gates Community Centre	Reconfiguration of the centre and addition of a function room to increase capacity of building.
Europa way spine road cycleway/ footpath link	A cycle/pedestrian path from the Stadium (Fusilier's Way) through to Myton Road.
Relocation of athletics facility and creation of Commonwealth Park	Relocation of the athletics facility from Edmondscote Road to new location by proposed Community Stadium. Edmondscote Road to be used as public open space (Commonwealth Park).
Commonwealth Park bridge	A new footpath/cycleway bridge connecting the north & south side of River Leam at Victoria Park.
Relocation of Kenilworth Wardens	To purchase land, enable site access and essential supporting site infrastructure thereby enabling Kenilworth Wardens Cricket Club to relocate from its current site.