

Executive

Thursday 3 September 2015

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Thursday 3 September 2015 at 6.00pm.

Membership:

Councillor A Mobbs (Chairman)

Councillor M Coker

Councillor P Phillips

Councillor S Cross

Councillor D Shilton

Councillor Mrs S Gallagher

Councillor P Whiting

Councillor Mrs M Grainger

Also attending (but not members of the Executive):

Whitnash Residents Association (Independent) Group Observer Councillor Mrs Falp
Labour Group Observer

Liberal Democrat Group Observer

Chair of the Overview & Scrutiny Committee

Councillor Boad

Chair of the Finance & Audit Scrutiny Committee

Councillor Barrott

Emergency Procedure

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

Agenda

1. Declarations of Interest

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

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

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

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

2. **Minutes**

To confirm the minutes of the meetings held on 29 July 2015 **(Item 2/Page 1)**

Part 1

(Items upon which a decision by Council is required)

3. **St Mary's Lands**

To consider a report from the Chief Executive **(To follow)**

Part 2

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

4. **Review of the Council's non-operational assets – Part A**

To consider a report from Deputy Chief Executive (BH) **(Item 4/Page 1)**

5. **Housing Stock Condition Survey & Strategic Asset Management**

To consider a report from Housing & Property Services **(Item 5/Page 1)**

6. **Sustainable Community Strategy & Fit For the Future Updates and Service Area Plans 2015/16**

To consider a report from the Deputy Chief Executive (AJ) **(Item 6/Page 1)**

7. **Rural / Urban Capital Improvement Scheme (RUCIS) Application**

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

8. **Public and Press**

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

Item Nos.	Para Nos.	Reason
11	1	Information relating to an Individual
11	2	Information which is likely to reveal the identity of an individual
9 & 10	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

9. **Review of the Council's non-operational assets – Part B**

To consider a report from Deputy Chief Executive (BH) **(Item 9/Page 1)**
(Not for Publication)

10. **Resolution of Rent Issues – Cadet's HQ Building**

To consider a report from the Chief Executive **(Item 10/Page 1)**
(Not for Publication)

11. **ICT Services - Establishment Changes**

To consider a report from ICT Services

(Item 11/Page 1)
(Not for Publication)

12. **Minutes**

To consider the confidential minutes of 29 July 2015

(Item 12/Page 1)
(Not for Publication)

Agenda published Monday 24 August 2015

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Royal Leamington Spa, Warwickshire, CV32 5HZ.

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

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

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

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

Executive

Minutes of the meeting held on Wednesday 29 July 2015 at the Town Hall, Royal Leamington Spa at 6.00 pm.

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

Also present: Councillors Ashford and Mann (observing).

Apologies for absence were received from Councillor Barrott, Chair of Finance & Audit Scrutiny Committee, Councillor Boad, Chair of Overview & Scrutiny Committee and Councillor Mrs Falp, Whitnash Residents' Association (Independent) Observer.

Prior to the commencement of the meeting, the Leader acknowledged the apologies from the Scrutiny Chairs and reminded those present that the comments provided by both Scrutiny Committees would be given due weight.

20. **Declarations of interest**

Minute Number 24 – Exemption from the Code of Procurement Practice – Provision of Support and Re-settlement Service

Councillor Shilton declared a pecuniary interest because he was a Warwickshire County Councillor and left the room whilst the item was discussed.

Minute Number 28 – Rural / Urban Capital Improvement Scheme (RUCIS) Application

Councillor Whiting declared an interest because he was president of the club in question and left the room whilst the item was discussed.

21. **Minutes**

The minutes of the meeting held on 16 June 2015 were agreed as written and signed by the Chairman as a correct record.

The minutes of the meeting held on 1 July 2015 were agreed with the following amendments;

To remove Councillor Gallagher from the list of Councillors present because she had submitted her apologies for that meeting; and
to remove the final bullet point of resolution (1) to Minute Number 10.

Part 1

(Items on which a decision by Council is required)

22. **Budget Review to 30 June 2015**

The Executive considered a report from Finance which updated Members on the latest financial position. The Council's Medium Term Financial Strategy had been updated since the 2015/16 Budget was agreed in February of this year in light of later Government announcements and other known changes. Various changes to 2015/16 budgets had been identified and were now presented to Members for approval.

The Council needed to find financial savings of £1.1m over the next five years for the General Fund as detailed elsewhere in the report. Officers reviewed current year budgets on a monthly basis at the same time as considering implications for the medium term. As a consequence, Members were updated on a quarterly basis.

The report outlined the latest variances to the General Fund 2015/16 that had been identified by managers. Where the variance was not self-explanatory, further detail was provided and included information on salaries and the New Homes Bonus returned monies.

The report went on to explain the details of the current year Contingency Budgets and the balance remaining and were shown in Appendix A to the report.

Information relating to the salary vacancy factor, Revenue Slippage-Earmarked Reserves, the Housing Revenue Account and Capital budget was provided in section 3 of the report.

The Medium Term Financial Strategy (MTFS) was addressed in section 3.7 of the report and encompassed Business Rated Retention, New Homes Bonus Returned, Revenue Support Grant (RSG) and other funding liabilities.

Monitoring expenditure and income and maintaining financial projections was good financial management and part of good governance. Therefore, no alternative options had been considered.

Rather than fund most of the projected revenue shortfall for the current year now, using the £250,800 appropriated as part of the Final Accounts, it was possible to continue to leave this shortfall unfunded. However, given the size of the shortfall and the main driver (NHB Returned), this position was not likely to change and to leave it may be regarded as imprudent.

The Council could choose to leave the Coventry and Warwickshire Business Rates Pool. This would exclude the Council from any future benefit from the additional retained levy, and the Council would need to repay the Safety Net payment.

The Council could choose to leave the Council's credit ratings criteria un-amended. This would limit the Council's future investment opportunities and potentially reduce the investment returns.

The Finance & Audit Scrutiny Committee noted the report.

The Portfolio Holder for Finance, Councillor Whiting, addressed Members, highlighted a number of sections of the report and advised that performance was broadly in line with expectations.

He reminded Portfolio Holders of the significance of recommendations 2.5 and 2.6, advising that finances were set to deteriorate significantly. As a consequence, he reminded them to work with their relevant Heads of Service to plan accounts and remain vigilant with their budgets, encouraging a focus on 'buildings, equipment and ICT'.

Councillor Whiting also stated the importance of remaining in the Coventry and Warwickshire Business Rates Pool for 2016/17, which allowed the Council to pay back a lower proportion of business rates as a result. Councillor Whiting proposed the recommendations as laid out.

This was duly seconded and the Executive therefore

Recommended to Council that

- (1) the latest projected variance for the General Fund for 2015/16 of £270,600 adverse, is noted and the budget changes detailed in paragraph 3.1 of the report, in respect of the General Fund totalling £270,600, funding of £250,800 from the General Fund Balance, are agreed and that £19,800 will currently be unfunded;
- (2) the changes to the HRA budget, outlined in paragraph 3.5 of the report, are agreed, and the contribution to the Housing Revenue Account Capital Investment Reserve is reduced;
- (3) the slippage in the Other Services Capital Programme as outlined in paragraph 3.6.2 of the report, is agreed;
- (4) the changes to the Housing Investment Programme outlined in paragraph 3.6.3/3.6.4 of the report, financed from the Major Repairs Reserve, are agreed;
- (5) the updated Medium Term Financial Strategy and the forecast required recurrent savings of £1.1m for the General Fund which will be addressed in a further report to Executive in September, are noted;
- (6) Portfolio Holders and Heads of Service review all planned and potential demands for future

revenue or capital funding so that the Council's financial projections are as inclusive and accurate as possible;

- (7) the Council should remain in the Coventry and Warwickshire Business Rates Pool for 2016/17 and that the Head of Finance, in consultation with the Finance Portfolio Holder, agrees any change to the Memorandum of Understanding; and
- (8) the Council's use of Support and Viability ratings in determining suitable credit rating criteria for its investment counterparties is discontinued with immediate effect and that the current Treasury Management Practices are suitably amended. All other credit rating criteria to remain as approved in the 2015/16 Treasury Management and Annual Investment Strategies.

(The Portfolio Holder for this item was Councillor Whiting)
(Forward Plan reference 694)

Part 2

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

23. Gypsies and Travellers – update on the progress of the Development Plan Document to allocate sites

The Executive considered a report from Development Services which informed Members of the current position with regard to the preparation of the Draft Development Plan Document.

The report also updated Members on opportunities for working with a housing provider to bring forward sites; the funding opportunities through the Homes and Communities Agency (HCA); enabled consideration of applying for HCA funding and working with a housing provider and possible future need for Council investment to deliver sites; enabled consideration of a previously approved approach to seeking Green Belt land; and enabled consideration of invoking the Council's powers of Compulsory Purchase Order to secure land for sites.

In March 2015 the Executive approved a new approach to the identification of Gypsy & Traveller sites by considering land currently within the Green Belt that could be removed from the Green Belt through the Local Plan process, so freeing up a suitable site for further consideration. To date, this search had not yielded any additional, suitable, potential sites, even if that land were to be excluded from the Green Belt.

Furthermore, the Government had tightened up the guidance on the allocation of sites within the Green Belt to accommodate Gypsies and Travellers and the 'exceptional circumstances' required to allocate such land did not include the lack of non-Green Belt sites (Planning Policy for Traveller Sites, 2012).

It was therefore recommended that given officers' fruitless search for Green Belt sites and the tightening of Government guidance, further resource should not be deployed in exploring this as an option.

However, previously reported and identified Green Belt land at Oaklands Farm, Birmingham Road, Budbrooke was still felt to be worthy of further consideration. It had the potential to accommodate 15 pitches, was currently for sale on the open market and discussions had taken place in the past with the landowner with a view to the provision of a Traveller site there.

At that same March 2015 meeting, the Executive approved that officers make an approach to the HCA with regard to potential funding for a Gypsy and Traveller site(s). Officers had since met with a representative from the HCA to discuss possible funding options.

An alternative option was to not allocate sites for Gypsies and Travellers, but this would be contrary to national policy and the Development Plan Document would be found unsound without a commitment to meeting the need demonstrated by the GTAA.

Another option would be to not consider using Compulsory Purchase Order powers to purchase land. There were known risks to the procedure outlined in paragraphs 3.4 and 6.3 of the report. There was therefore a high risk of failure with this strategy but it may also be the only way to deliver acceptable sites outside the Green Belt.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but had concerns about the wording of recommendation 2.4 regarding the use of compulsory purchase orders.

The committee therefore recommended that recommendation 2.4 be amended so that it was explicit that Compulsory Purchase Options should only be a last resort.

The Overview & Scrutiny Committee noted the report.

Councillor Phillips addressed Members and outlined his concerns regarding recommendation 2.3 (b) which related to land off Birmingham Road (Oaklands Farm). He advised that due to the issues raised by local residents, he would abstain from voting on this item.

Overall, Members felt unable to support the recommendation put forward by the Finance & Audit Scrutiny Committee because they felt that recommendation 2.4 was indicative of the situation the Council was in.

Members agreed that the Council had a duty to provide permanent and transit sites for Gypsies and Travellers and needed to relieve the existing problems caused by illegal encampments. In addition, Members were mindful that any decision on potential compulsory purchase orders would have to be agreed by the Executive and would automatically be scrutinised by both committees as part of the decision making process.

The Executive therefore agreed to dismiss the recommendation from the Finance and Audit Scrutiny Committee.

The Portfolio Holder for Development Services, Councillor Cross, endorsed the report and supported the wording of recommendation 2.4 remaining as written. He empathised with concerned residents who had suffered from poor experiences in the past and hoped that permanent sites would help give officers an element of control.

The Leader encouraged Members to pass any correspondence from concerned residents to the Executive to ensure all points of view had been considered.

The Executive therefore

Resolved that

- (1) the latest position in respect of Green Belt Gypsy and Traveller site provision, is noted and officers should not take any further proactive steps to identify potential Gypsy and Traveller sites in the Green Belt;
- (2) the funding that may be available from the Homes and Communities Agency and a housing association, is noted and business cases for site delivery that involve the use of Council funds, will be considered;
- (3) officers will progress Gypsy and Traveller options at the following sites:
 - a. Harbury Lane (Leamington Football Club) (see plan at Appendix 1);
 - b. Land off Birmingham Road (Oaklands Farm) (see plan at Appendix 2); and
- (4) the policy position in the Draft Local Plan that should any further non-Green Belt sites be identified as potential for Gypsy & Traveller provision is affirmed, any business case can include the option of Compulsory Purchase Order (CPO) and officers should reconsider non-Green Belt sites that were previously

discounted on the grounds that the owner would not sell;

- (5) the opportunity for a Gypsy & Traveller site (either permanent or transit) on land to the east of Europa Way (see plan at Appendix 3) is noted and officers will develop respective business cases for such provision with full details being brought to a future Executive meeting.

(The Portfolio Holder for this item was Councillor Cross)

(Forward Plan reference 705)

24. Exemption from the Code of Procurement Practice – Provision of Support and Re-settlement Service

The Executive considered a report from Housing and Property Services which sought approval for an exemption from the Code of Procurement Practice to extend the arrangements for the provision of a Support and Re-settlement Service to provide housing related support to homeless families, or those families at risk of becoming homeless, provided by Bromford Support until 31 March 2016.

The Support and Re-settlement Service to homeless families was funded primarily from Housing Related Support (Supporting People) resources provided by Warwickshire County Council (WCC) to Warwick District Council (WDC). WCC commissioned WDC to provide the service, which WDC had opted to do by outsourcing it to a third party. A three year contract to provide the service was let to Bromford Support in April 2012.

WCC had, since 2014, been reviewing the future of Housing Related Support (Supporting People) funding. As this work progressed, it was increasingly clear that there was little intention to continue funding for the Support and Re-settlement Service beyond March 2015.

WDC was however advised on the 31 March 2015 by WCC that the County Council was to extend funding for the Support and Re-settlement Service for a period of up to 12 months, expiring in March 2016.

The report therefore recommended that an exemption to the Code of Procurement Practice be granted to allow for the extension of the current contract for the provision of the Support and Re-settlement Service, to no later than 31 March 2016.

Members were also asked to note that the extension of the current contract was dependent on the continued provision of Housing Related Support (Supporting People) funding from Warwickshire County Council.

An alternative option was to not continue with the service beyond March 2015, however, this would have brought to an end a service that was helpful to the overall provision of services, reduced the opportunity to

maintain the current services and would have contravened the spirit of the agreement with WCC.

Another alternative was to retender the service, however, without clarity over long term funding this would result in a number of complex issues which were detailed in full at paragraph 7.2.1 of the report.

The Finance & Audit Scrutiny Committee expressed disappointment in another request for an exemption to the procurement practice. While it noted the late decision by Warwickshire County Council (WCC) on this matter, it felt this report could have come forward to the Executive earlier.

The Committee recognised that if the WCC removed this funding there would be tough choices on this area of work. That said the Committee supported the recommendations of the report.

Councillor Whiting addressed Members and highlighted the comments raised at Finance and Audit Scrutiny Committee. He felt the Committee's criticism had been harsh because exemptions should be used for exactly this situation.

The Portfolio Holder for Housing and Property Services, Councillor Phillips, thanked Councillor Whiting for his support and outlined the reasons for continuing with the existing supplier.

The Executive therefore

Resolved that

- (1) an exemption to the Code of Procurement Practice, is granted, to allow for the extension of the current contract for the provision of the Support and Re-settlement Service, to no later than 31st March 2016; and
- (2) the extension of the current contract is dependent on the continued provision of Housing Related Support (Supporting People) funding from Warwickshire County Council. The service will end when WCC's funding ends, unless alternative funding can be sourced.

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan reference 715)

25. Exemption from the Code of Procurement Practice – Cost Management Services

The Executive considered a report from Housing and Property Services which sought an exemption from the Code of Procurement Practice to extend the contract with Impart Links for open book cost management services to support the Council's housing repairs and maintenance service.

In 2012 the Council re-procured its principal housing repair and maintenance contracts. Partnering contracts, using an open book cost model, were procured for an initial five year term commencing on 1 April 2013 and expiring on 31 March 2018 with options to renew for two further five year periods.

To limit the disruption to the management of the partnership contracts and to enable training of staff, Housing & Property Services procured a contract for cost management services based on a twelve month call-off arrangement with an estimated value of £100,000.

The report explained that the Council needed to retain the specialist skills of a commercial cost consultant, with specific experience of open book target cost models, if it was to effectively complete the remaining three quarterly reconciliations for 2015-2016 and the annual final accounts of the open book contracts. The Council therefore had two options available; Re-procurement or extending the current contract.

The option of undertaking a procurement exercise had been considered. For the reasons offered in Section 3 of this report this option was not recommended.

The Council could decide not to extend the current contract and also not to re-procure the service, discontinuing the cost management support services. However, this would expose the Council to the risk of increased costs resulting from the inability to perform and reconcile annual account audits. If this was the preferred option, the Council would need to accept this risk and acknowledge that there may be increases in costs for repairs and maintenance that may not be justifiable.

In addition, Housing & Property Services were undertaking a review of contract pricing models that would determine the future of the open book contracts. The review was programmed to be completed in November 2015. If this review concluded that open book cost models should remain in place either for the remaining duration of the repairs and voids contracts, or for a period of transition to a different cost model, then re-procurement of cost management services for the appropriate period would be undertaken at that time, to cover works ordered from 1 April 2016 onwards until such time as the open book cost model came to an end.

The Finance & Audit Scrutiny Committee was of the opinion that this should have been identified from the Housing & Property Services contract register earlier and ideally before the contract expired in May 2015.

That said the Committee supported the recommendations of the report.

The Portfolio Holder for Housing and Property Services, Councillor Phillips, endorsed the report and felt it was the best option to remain with the existing supplier because they had the expertise to continue.

The Executive therefore

Resolved that

- (1) an exemption to the Code of Procurement Practice is approved under item 6.2.3 of the Code, to extend the Contract for open book cost management with Impart Links to 16 October 2016, to cover the reconciliation and final account of the 2015/2016 open book contracts; and
- (2) Housing & Property Services are currently undertaking a review of contract pricing models that will determine the future of the open book contracts. The review is programmed to be completed in November 2015.

(The Portfolio Holder for this item was Councillor Phillips)
(Forward Plan reference 723)

26. Pump Room Gardens Parks for People Project

The Executive considered a report from Neighbourhood Services which updated Members on the Pump Room Gardens restoration project and sought approval to proceed with a second round Heritage Lottery Fund (HLF) Parks for People bid. The report provided an overview of the project, highlighting the financial implications and the benefits of the project.

At its meeting of 10 July 2013, the Executive approved a first round application to the Heritage Lottery Fund (HLF) for funding to restore the Pump Room Gardens. Following this successful application, a development grant was awarded by the HLF. This had been used to progress detailed plans and proposals for the Pump Room Gardens and to develop the Council's second and final round application, which was due to be submitted by 31 August 2015.

Due to the unique nature of the Pump Room Gardens, significant funding was required to bring it up to the standard expected for an English Heritage Grade II Listed Garden.

The Friends of the Pump Room Gardens had worked in partnership with Warwick District Council and Warwickshire County Council to develop the detailed plans and proposals for restoring the Pump Room Gardens, with its members sitting on the Pump Room Gardens Project Steering Group and also the Pump Room Gardens Project Board.

The detailed plans and proposals had been informed by a robust evidence base. This had included extensive public consultation and engagement feedback, historical research, and a full range of site specific surveys, such as topographical, ecological and arboricultural surveys.

The information gathered had been used to develop the following which were needed to support the Council's second round bid application: Master plan drawings; a conservation management plan; a ten year costed management and maintenance plan; an activity plan and a cost plan.

A breakdown of the project costs and funding for the second round application was provided at paragraph 5.2 of the report and a timetable outlined the key milestones to be reached over the next two years. A decision on the second round bid would be available in December 2015.

An alternative option was that the Council could decide to stop the project and not apply to HLF for funding and deal with the significant repairs and maintenance problems facing the Gardens on an ad hoc basis. However, given the condition of the Gardens including the bandstand, footpaths and other infrastructure, this was not a feasible option if the Gardens were to be kept open to the public over the longer term. Furthermore, the Council would miss out on the opportunity to secure £912,200 of HLF and other external funding.

The Council could deliver a smaller project with no bid to HLF. This would include doing a basic makeover of the park with all of the capital and on-going revenue costs being met by the Council. This option gives little overall benefit other than to retain the park at its current offer. Again this option would miss the opportunity of external investment. It would however allow the gardens to remain open to the public.

The Portfolio Holder for Neighbourhood Services, Councillor Shilton, addressed Members and thanked the Friends of Pump Room Gardens for attending the meeting. He stated that the second funding bid had his full support and reminded Members that improvements to the Gardens would attract more visitors to the area and would benefit the District as a whole.

In addition, the Leader requested that the Friends of the Pump Room Gardens be formally thanked for their work and commitment to the project.

The Executive therefore

Resolved that

- (1) the Pump Room Gardens project designs and plans are approved. A Pump Room Gardens Masterplan showing the various capital improvements is included at Appendix A to the report;
- (2) the Head of Neighbourhood Services, in consultation with the Neighbourhood Services Portfolio Holder, is authorised to finalise the details to the project designs and plans between now and the submission date;

- (3) a submission for a second round Heritage Lottery Fund (HLF) Parks for People bid to be submitted by 31st August 2015, is approved; and
- (4) the Friends of the Pump Room Gardens are formally thanked for their work and commitment to the project.

(The Portfolio Holder for this item was Councillor Shilton)
(Forward Plan reference 718)

27. Significant Business Risk Register

The Executive considered a report from Finance which set out the latest version of the Council's Significant Business Risk Register for review by the Executive. It had been drafted following discussions between the Leader of the Council, Chief Executive, Monitoring Officer, Section 151 Officer, and the Audit & Risk Manager.

The Significant Business Risk Register (SBRR) was based on the Council's corporate priorities and key strategic projects that were reflected in Fit for the Future. The Fit for the Future programme was also based on an agreed set of values amongst which were the ones of openness and honesty.

The SBRR was reviewed quarterly by the Council's Senior Management Team and the Council Leader and then, in keeping with Members' overall responsibilities for managing risk, by the Executive. The latest version was set out at Appendix 1 to the report. In addition, a summary of the risks and their position on the risk matrix was attached at Appendix 2 and the scoring criteria were set out at Appendix 3 to the report.

The report advised that six months ago there were five risks in the "red zone" and it had been previously advised that two of those would have reduced scores taking them out of the red zone. Since then, an additional risk (Risk 4 – Risk of corporate governance arrangements not maintained effectively) had had its score reduced to move it out of the red zone.

The two remaining risks in this area were summarised in paragraph 10 and included a risk of insufficient finances (Risk 6) and a risk of the Local Plan being delayed (Risk 16).

This report was not concerned with recommending a particular option in preference to others so there were no alternative options proposed.

The Finance & Audit Scrutiny Committee asked the Executive to reconsider the wording on the register item for the Local Plan, because it had been found as unsound and there were risks now associated with this which should be recorded.

Members felt that the discussions at Scrutiny had centred around the wording of the description of the risk rather than the risk itself and agreed that it was the mitigation measures which were important.

In response to the comment from Finance and Audit Scrutiny Committee, it was agreed that officers would look at the wording relating to the description of Risk 16, to ensure clarity.

Councillor Mobbs endorsed the report and the Executive therefore

Resolved that the Significant Business Risk Register attached at Appendix 1 to the report is noted and no further actions should be taken to manage the risks facing the organisation.

(The Portfolio Holder for this item was Councillor Mobbs)
(Forward Plan reference 717)

28. **Rural / Urban Capital Improvement Scheme (RUCIS) Application**

The Executive considered a report from Finance which provided details of a Rural/Urban Capital Improvement Scheme grant application by Kenilworth Tennis, Squash and Croquet Club.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grant recommended was in accordance with the Council's agreed scheme and would provide funding to help the project progress.

The report advised that Kenilworth Tennis, Squash and Croquet Club submitted an application to refurbish five tennis courts that had reached the end of their life span. The project works included resurfacing of two courts, colour coating of three courts, new fencing installation, new gate installation, gate replacement and raising the height of the existing fencing.

The Club had committed funds to the project from its cash reserves which had been evidenced through its annual accounts and bank statements. An application had also been submitted to Kenilworth Town Council requesting a £100 contribution toward the project and was awaiting a decision. The Club had not previously had a RUCIS grant.

The report therefore recommended that the Executive approve an award of a Rural/Urban Capital Improvement grant for 50% of the total project costs up to a maximum of £28,995.

The Council only had a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes. However, Members could choose not to approve the grant funding, or to vary the amount awarded.

The Finance & Audit Scrutiny Committee asked the Executive that as there would be a significant underspend for this year, therefore would the Executive confirm whether this money would be rolled over to next year's budget?

In response, the Executive agreed that in light of the earlier budget report, and as it was only July, it would be premature to confirm that any monies would be rolled over to next year's budget.

Having considered the recommendations in the report, the Executive

Resolved that a Rural/Urban Capital Improvement Grant from the urban cost centre budget is approved for Kenilworth Tennis, Squash and Croquet Club of 50% of the total project costs to refurbish five tennis courts that have now come to the end of their life span, as detailed within paragraphs 1.1, 3.2 and 8.1 of the report, up to a maximum of £28,995 excluding VAT.

(The Portfolio Holder for this item was Councillor Whiting)

29. **Public and Press**

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

Minute No.	Para Nos.	Reason
31	1	Information relating to an Individual
31	2	Information which is likely to reveal the identity of an individual
30	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
30	5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

The full minutes for the following items would be set out in the confidential minutes of the meeting.

Part 2

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

30. **The Judicial Review of 2 Planning Decisions – Land at Plestowes Farm**

The Executive considered a report from Development Services.

The Executive

Resolved that the contents of the report, and the use of the Chief Executive's delegated powers (CE4), are noted.


(The Portfolio Holder for this item was Councillor Cross)

31. **Minutes**

The confidential minutes of the meetings held on 1 July 2015 were agreed as written and signed by the Chairman as a correct record with the following amendment:

To remove Councillor Gallagher from the list of Councillors present because she had submitted her apologies for that meeting.

(The meeting ended at 6.56 pm)

 EXECUTIVE 3rd September 2015		Agenda Item No. 3
Title	St Mary's Lands, Warwick	
For further information about this report please contact	Chris Elliott chris.elliott@warwickdc.gov.uk (01926) 456003	
Wards of the District directly affected	Aylesford	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Full Council 19 th November 2014, min 50 Executive meeting 1 st October 2014, min 56 Executive meeting 16 th April 2014, min 189 Executive meeting 11 th September 2013, min 55 Executive meeting 19 th June 2013, min 13 Executive meeting 12 th December 2012, min 107	
Background Papers	See above reports plus Submitted Version of Local Plan 2015; SML Management Plan 2006; SML Regeneration Masterplan 2004; and SML Strategy 1998	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	14.08.15	Author
CMT	14.08.15	Author, Bill Hunt, Andy Jones
Section 151 Officer	14.08.15	Mike Snow
Monitoring Officer	14.08.15	Andy Jones
Heads of Service	14.08.15	Tracy Darke, Rose Winship, Robert Hoof, Richard Hall
Legal Services	14.08.15	Ian Marriott, Peter Endall, Barry Jukes
Portfolio Holder(s)	14.08.15	Councillor Gallagher
Consultation & Community Engagement		
Consultation with the St Mary's Lands Working Party		
Final Decision?		
Yes other than where a further report is referred to within this report.		

1 SUMMARY

- 1.1 This report updates Members on the latest position in respect of the work on the St Mary's Lands (SML) area of Warwick which is a key project of the Council. The report recommends a number of steps:
- To commission a review of the overall strategy, regeneration master plan and management plan of SML;
 - To support the preparation of a comprehensive plan for the revitalisation of Racing Club Warwick Football Club (RCWFC) and some funding to support it;
 - To ask for a detailed proposal for improving the drainage of the football pitches in the centre of SML to be considered as part of the capital programme for 2016/17;
 - To consider the identification of a site for a new children's playground on land adjacent to RCWFC as part of the development of the SML Masterplan;
 - To modify a previous decision in respect of agreed funding for improvement works to the Warwick Corps of Drums;
 - To give landlord's consent for a series of works being proposed and funded by the Jockey Club for improvements to the racecourse.

2 RECOMMENDATIONS

- 2.1 That Executive:
- (i) Notes the latest position in respect of St Mary's Lands (SML) as set out in this report;
 - (ii) Agrees to commission a review (as per Appendix 2) of the Council's previous Strategy, Regeneration Master Plan and Management Plan from Plincke Landscape;
 - (iii) Agrees an exemption to the Council's Code of Procurement to continue to utilise the previous experience from this consultancy, at a cost of up to £20,000 to be funded from the Service Transformation Reserve; and,
 - (iv) That the review work is to be overseen by the St Mary's Lands Working Party.
- 2.2 That the Executive welcomes the letter received from Racing Club Warwick Football Club (RCWFC) attached at Appendix 3 and delegates to the Chief Executive in consultation with the Leader of the Council to draft and send a positive response.
- 2.3 That the Executive agrees to RCWFC's request for emergency funding of £20,000, as set out in Appendix 3, to be funded from the Contingency budget subject to completion of a grant agreement letter and paying of invoices as per the Council's RUCIS arrangements.
- 2.4 That the Executive agrees to authorise and fund the removal of a number of derelict and potentially dangerous buildings, making good the ground and to properly secure the area by way of new fencing, as per the Plans at Appendix 4, at an estimated cost of £55,000, funded from the Contingency Budget. The authorisation to proceed is delegate to the Chief Executive in consultation with the Leader and subject to them being satisfied on confirmation of changes in RCWFC's Trustees.

- 2.5 That subject to the prior submission of, and, agreement to a sound and credible business plan; and, confirmation of changes to Trustees, the Executive agrees in principle to consideration of providing match funding for a programme of necessary works including:
- replacement dug outs;
 - replacement floodlights;
 - putting in place new changing rooms; and,
 - fees, project resource and an overall contingency provision.
- 2.6 That the Executive in addition agrees that the Council should:
- Assist with raising funds from other sources (e.g. Football Association, King Henry VIII Charitable Trust, etc.) towards the costs;
 - Agree that its property staff manage the building works and contracts, if required in connection with 2.5 but for which financial provision will be needed;
 - Agree to give landlord's consent to the necessary alterations referred to 2.5 above and elsewhere in this report subject to the prior submission of appropriate details;
 - Agree to seek all appropriate statutory consents, including planning permissions, for the works described in this report where the club requires such help.
 - Agree to licence the land shown as area "X" on the plan attached at Appendix 4 for a nominal fee of £1 to RCWFC on an annual basis to allow the club to use it for "children's sporting activities", the club to be responsible for any works or alterations needed (and cost thereof) to make the land appropriate for such use.
- 2.7 That the Executive asks officers to investigate the causes of the poor drainage to the pitches in the centre of SML and to work up and cost a scheme that would make the pitches playable in order that members can then consider whether a proposal should be considered for inclusion within its capital programme for next financial year (2016/17).
- 2.8 That the Executive agrees to consider within the masterplan for SML, a proposal for the establishment of a children's play area on the land shown as "Y" on the Plan at Appendix 4, adjacent to the RCWFC ground, subject to the availability of Section 106 and other similar funds.
- 2.9 That the Executive modify the decision made in October 2014, from:
- "That Executive agrees to make available £50,000 from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services, as a pump-primer to help facilitate much needed investment in the Warwick Corps of Drums building."
- To:
- That the release of £50,000 from the Capital Investment Reserve to the Warwick Corps of Drums and landlord's consent for the proposed alterations referred to in Appendix 5 is delegated to the Chief Executive and the Portfolio Holder for Culture upon receipt of confirmation of the other necessary funding, a sound and credible business plan and that planning permission and any other statutory consents are obtained.
- 2.10 That the Executive note the proposals in paragraph 3.11 to be sought for planning permission from the Racecourse to make the course fit for use as a

"Jump only" course and grants landlords consent should they be given planning approval.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 In November 2014 the Council considered a petition in respect of SML and resolved that:
1. the Council notes the petition and that also a master plan for St Mary's Lands has yet to be developed;
 2. the development of the master plan be undertaken involving a reconstituted working party, including two representatives of the Friends of St Mary's Lands Group;
 3. the resultant draft master plan be the subject of widespread public consultation; and
 4. only following all of the above would a decision come before the Executive to be made on the master plan.
- 3.2 This followed a decision made by the Executive on the 1st October 2014 in relation to several matters being progressed. That Executive decision is attached at Appendix 1.
- 3.3 In response to the Full Council decision and following a reallocation of work at CMT level, the Chief Executive called a meeting of the reconstituted Working Party on 27th February 2015. Another meeting was to be arranged but delay has occurred initially whilst trying to find suitable dates; then the impact of the election results as there is only one Councillor on the Working Party remaining from before the election and nominations are still being sought; and now summer holidays. All have combined to cause a significant delay in progressing work on a masterplan.
- 3.4 In addition, the February 2015 meeting highlighted the very high extent of antipathy between a number of the attendees, making the Working Party as the engine to drive the preparation of the masterplan for SML, very fraught and difficult. It is suggested therefore that to help address this matter and to drive forward the work of developing a new master plan and to make up for lost time, a different approach is needed. In essence the proposal is to re-engage the consultants (Plincke) who assisted the Council in the original work on a Strategy, Regeneration Masterplan and Management Plan from 1999 to 2006. The Company and personnel have the background knowledge, experience and independence to assist with a more facilitative, rapid and inclusive development of the work needed which are not otherwise available within the Council.
- 3.5 The proposal is in 3 stages: (i) to review; (ii) to understand the issues; and, (iii) to build a consensus. These are explained in more detail at Appendix 2. A fourth stage may be anticipated once the outcome of the first 3 stages is complete. It is estimated that these 3 stages will cost up to £20,000 and could be funded from the Service Transformation Fund which has £589,000 available. If a fourth stage is required, further consideration and agreement will be needed as to how this is funded and procured. The timeframe for this work should mean that it is completed in January/February 2016. It is envisaged that the Working Party will re commence and would oversee the work of the consultants. **(Recommendation 2.1)**

3.6 However, since the discussion at Full Council in November 2014, a number of other elements have progressed and require decisions to be made by the Council in advance of agreement of an overall masterplan and will help to inform it. These relate to:

- Racing Club Warwick Football Club
- Improvements to two Council owned football pitches
- Installation of a children's play area
- Warwick Corps of Drums
- Warwick Racecourse

3.7 Racing Club Warwick Football Club (RCWFC)

3.7.1 Under the terms of its 1992 lease, RCWFC had the right to renew for a further 21 years. This right has been exercised and a new Lease was completed in June 2014. The only issue that remains outstanding is the amount of rent to be paid. This matter has been discussed by the representatives of RCWFC and Warwick District Council and is the subject of a separate report on this agenda.

3.7.2 The report to the Executive in October 2014 stated that RCWFC had developed its own proposals for consultation. These were as follows:

1. An all-weather pitch is created;
2. New changing-rooms, showering facilities and other functional rooms are created;
3. The Clubhouse is improved to offer an attractive function room for the local community.

3.7.3 The then representatives of RCWFC had worked very constructively on the previous Stakeholder Group which led to a decision that to help RCWFC achieve its ambitions, the Council's officers should provide the necessary support to assist with any funding bids. This came to an unfortunate end in March 2015 when a proposed report seeking a way forward had to be withdrawn because of a clear difference of views with the then RCWFC Chairman.

3.7.4 The back drop to that situation is that for a considerable period of time (since 2009) relations between RCWFC and the Council had not been amicable and no progress on any of the matters had been made other than (more recently) on the lease issue.

3.7.5 However, after the events in March this year, a dialogue re-opened with newer members of the RCWFC's Committee and in July the Leader of the Council received a letter from the new Chairman of RCWFC who is leading what is effectively a new Committee. New Trustees are planned at the time of writing this report. This letter, attached at Appendix 3, seeks a new and better relationship with the Council, putting aside old differences, including removing threats of legal action, which have stymied relations for many years. This positive approach deserves recognition and an appropriate positive response from the Leader of the Council and Chief Executive (**Recommendation 2.2**).

3.7.6 The letter also sets out the wide range of community activities RCWFC now runs and wishes to expand. However, it also makes it clear that RCWFC needs considerable help to develop its community hub work, especially with young people, and its sporting activities. This is against a backdrop of poor facilities and very limited revenue finance available. Its accounts for the last financial year have been shared with Council officers.

- 3.7.7 This new positive approach from RCWFC has led to several meetings with officers, offers of advice, re-establishment of relationships with the Birmingham County FA and constructive discussions about what is needed to help take RCWFC forward on a more sustainable basis. RCWFC is also widening its engagement with other organisations and, for example, is discussing charity matches with UNICEF and Warwick Castle.
- 3.7.8 As a matter of urgency a range of minor works are needed to keep RCWFC operational in the short term for which they have asked for £20,000. It is suggested that as a gesture of support that the Council agrees to this request to be funded from the Contingency budget which has £215,000 available **(Recommendation 2.3)**.
- 3.7.9 A matter arose when officers met with the new officials of the club concerning a number of outbuildings. There is a large portacabin on site, formerly owned and used by the boxing club (no longer in existence). The portacabin is not RCWFC's responsibility but is clearly being impacted by its derelict state and by its risk as a community safety nuisance and hazard. It is proposed therefore that as the freeholder of the land upon which it stands that the Council removes the building; makes good the ground (levelling and tarmac) and fences the area off to protect the area from further nuisance. As it would do this it makes sense and achieves economy to remove some other derelict buildings on site at the same time. The existing building layout, and as proposed after removal, are shown on the plan at Appendix 4. Prices from contractors indicate a cost of £55,000. This work will require a prior approval notification, already actioned, as the buildings are in a Conservation Area and to ensure there is no risk legally, the prior agreement of RCWFC's Trustees. This work may also be funded from the Council's Contingency Budget **(Recommendation 2.4)**
- 3.7.10 Discussions with officers and site visits have highlighted a number of critical issues with RCWFC's facilities which could have a serious impact on its future. One formal complaint from a match official about the state of its facilities has already been received this season and a Football Association Inspection is due shortly. Should RCWFC fail its inspection then this could lead at worst case to relegation for next season or immediately. The impact of this upon a F.A. Charter Standard Community club is that it would need to focus on raising the standard of the senior team to the detriment of its work with its youth teams and the wider community. This would undermine the approach that it is presently trying to develop as a community and sporting hub for the local community. At very worst case it may lead to the club folding and the Council then having to take responsibility directly for maintaining the ground. In such a scenario that Council would no doubt be liable for investing to upgrade the facilities since the rent level is so low that a rent reduction incentive in exchange for capital investment is not a viable proposition.
- 3.7.11 The condition of the sporting facilities is clearly poor and without immediate investment the continued operation of the club is at risk. Left as it is, the ground would reflect poorly as much on the Council as on the previous administration of RCWFC. Essentially, a number of things need to be put right and quickly:
- Replacing the dug outs – which do not conform to FA requirements
 - Replacing the flood lights – which are no longer technically repairable
 - Replacing the changing rooms

Planning permissions and perhaps other statutory consents will be required and therefore some fee cost, a project resource, as well as a contingency will be needed. Costs are estimated to be in the region of £250,000.

3.7.12 However, RCWFC will be able to apply for grant aid to a number of bodies. The various eligible funds should be investigated and then the Council can consider how much may be needed to help with match funding. **(Recommendation 2.5)**. For example, RCWFC has in effect a pre-allocation from the Football Association under its Stadium Improvement Facility Fund of up to £100,000 but for which match funding of at least 30% is required. It is suggested that such match funding be considered also in the context of a sound and credible business plan.

3.7.14 Alongside the ground improvements, this RCWFC has altered and updated its constitution; it is looking to appoint new Trustees; and, it wants to develop a sound and credible business plan to put itself on a more sustainable financial basis so that it can more effectively operate as a local sporting and community hub. The lease it now has enables it to consider the use of the former Cadets building and in this respect they want to apply for planning permission for a children's nursery which they hope to sub-let to generate a financial return.

3.7.15 As well as making a financial contribution, the Council can also aid RCWFC by **(Recommendation 2.7)**:

- Assist with raising funds from other sources (e.g. Football Association, King Henry VIII Charitable Trust, etc.) towards the costs;
- Agree that its property staff manage the building works and contracts, if required in connection with 2.5 but for which financial provision will be needed;
- Agree to give landlord's consent to the necessary alterations referred to 2.5 above and elsewhere in this report subject to the prior submission of appropriate details;
- Agree to seek all appropriate statutory consents, including planning permissions, for the works described in this report where the club requires such help.
- Agree to licence the land shown as area "X" on the plan attached at Appendix 4 for a nominal fee of £1 to RCWFC on an annual basis to allow the club to use it for "children's sporting activities", the club to be responsible for any works or alterations needed (and cost thereof) to make the land appropriate for such use.

3.8 **Playing Pitches on SML**

There are two council owned pitches in the centre of SML that experience poor drainage which limits their use by the community. They are often rented by RCWFC or other clubs but only when playable. The drainage needs to be improved. More detailed work needs to be undertaken to establish the cost and what works specifically are needed. It is proposed that officers undertake this work with a view to a proposal being put forward for consideration by members for inclusion in 2016/17 financial year's capital programme.

(Recommendation 2. 7)

3.9 **Children's Play Area**

Additionally, officers of the Council's Green Space team have been looking for quite a while for a site for a children's play area to serve the Forbes Estate.

The proposed works to the RCWFC ground will free up some land shown as "Y" on the plan at Appendix 4. Whilst this is on the other side of Hampton Road to the Forbes Estate, as RCWFC is developing itself as a community hub for that estate in any case, it may make sense to bring community activities together. This site should therefore be considered as part of the master plan development. It could be paid for by S106 monies or similar when available.
(Recommendation 2.8)

3.10 Warwick Corps of Drums

3.10.1 At the Executive meeting of 16th April 2014 it was decided that if RCWFC was not prepared to agree to the Cadets constructing and occupying a new building on the land under their (RCWFC's) lease then all negotiations with RCWFC were to end and instead negotiations begin with Warwick Corps of Drums to enable the Cadets to build a new facility on the land currently under the Corps of Drums' lease. As RCWFC was not prepared at that time to agree to Executive's request then attention turned to the alternative option for the Cadets to be accommodated on the Corps of Drums site.

3.10.2 The planning application was successful but owing to projected cost over runs the Cadets are now looking to locate their facility on Aylesford School and now have planning permission for their proposed new site. The matter is now at the stage where the Secretary of State for Education's consent is being sought for the location of the facility on a school playing field. This Council is also seeking a legal agreement to protect its investment. Both processes will need completion before construction can start on site. It is not currently possible to give a timetable for such works being complete.

3.10.3 As a key stakeholder, Warwick Corps of Drums had developed its own proposals for public consultation. The proposals were as follows:

1. Structural improvements are made to deal with the building's water penetration;
2. Investment is made in the fabric of the building to provide better insulation;
3. Internal improvements to the building are made enabling multi-use;
4. The toilet and showering facilities are upgraded.

3.10.4 As part of the work to support the negotiations between Warwick District Council, Warwick Corps of Drums and the Cadets, officers undertook building survey work on behalf of the Corps of Drums to enable them to determine how much investment would be required to undertake the changes described in the proposals. A rough estimate of costs at that time was £155,000.

3.10.5 The Corps of Drums is a registered charity and so would have access to a number of grant schemes that could deliver the improvements to its building. Council officers have worked closely with the organisation, supporting them in establishing building improvement costs, writing funding bids and general process facilitation. To provide the Corps of Drums with a start to lever in further funding, it was agreed at the October 2014 Executive to approve the release of £50,000 (a third of the anticipated necessary investment) from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services.

3.10.6 Owing to the discussions ongoing with the Cadets there again has been a delay in progressing this piece of work but it is now probable that the Cadets will not now relocate to the Corps of Drums site. Consequently, the Corps of Drums

have now progressed their own specific proposals. The Corps of Drums has submitted details at Appendix 5 which it estimates will cost approximately £110,000. It is clear from parallel discussions, though not from the documentation submitted, that the Corps of Drums want to consider the use of part of the premises for other purposes, including a children's nursery. This will require planning permission and consent from OFSTED may also be necessary.

3.10.7 Given the lack of written detail of their ambitions and in line with emerging practice on other schemes where the Council is contributing significant financial support, the Council should amend the previous decision to delegate release of the funds and grant landlord's consent to the Chief Executive in consultation with the Culture Services portfolio holder (**Recommendation 2.9**) and that the Council also require the following details:

- A sound and credible business plan;
- Confirmation that the rest of the project funding has been secured;
- Confirmation of quotes received;
- Completion of a grant acceptance form (as was recently agreed for the St Chad's Centre in Bishop's Tachbrook);
- A standard draw down process of council funds as a proportion of overall cost e.g. if Council contribution is 50% overall then at each submission of builder's invoices the Council pays 50%.

3.11 Warwick Racecourse

3.11.1 Previous reports to Executive have painted a picture of a racing industry that is undergoing seismic changes due to the changes in Bookmaking (and consequently the Levy received from Government) and the various other leisure opportunities available to the paying customer. In fact, over the period 2005 to 2011, the Levy contribution to Warwick Racecourse had reduced by nearly £0.5m to £413k (a reduction of over 50%). This then has a knock-on effect on the level of prize money that can be offered and consequently the quality and number of racehorses entered for races. The manifestation of these challenges has been seen in recent years with the closures of Folkestone and Hereford racecourses and the proposed ending of flat turf racing and laying of an all-weather circuit at Newcastle and Catterick respectively. This is the landscape that has seen many British racecourses diversify into areas such as conferences, concerts and events as they can no longer survive as viable businesses on just their previously allocated 20-25 race days per year.

3.11.2 It is within this industry context, the failure to achieve planning permission for the hotel and the substantial investment that would be required to address concerns about the condition of the flat racetrack that The Jockey Club (parent company of Warwick Racecourse) has announced that after 307 years, Warwick will no longer host flat racing but solely jump racing. 17 race fixtures have recently been announced for the year ahead.

3.11.3 However, in order to pursue the business model based on the racecourse being for jump racing only, a number of physical improvements are absolutely necessary and indeed are a pre-requisite for the course continuing in operation. The course has had issues about the "ground condition" and about the curvature across part of the track giving rise to safety issues. In response it is proposed to extend the existing reservoir in the northern enclosure to allow for more water to be held to irrigate the course (this is in addition to the current works of repairs to the bank owing to damage by trees and removing silt) and to level the track from the start line up to the first bend on the eastern side, as

shown on the Plan at Appendix 6. The racecourse also wishes to improve the entrance (i.e. the turnstiles) to the course. These alterations will require planning permission and so will be subject to public consultation but will also need Landlords consent which it is recommended should be given if planning approval is given. **(Recommendation 2.10)** These proposals will represent an investment of several hundred thousands of pounds (£s) by Warwick Racecourse Company.

4 POLICY FRAMEWORK

4.1 Fit for the Future (FFF)

4.1.1 The FFF Programme is designed to deliver the Sustainable Community Strategy (SCS) for Warwick District and to that end it contains a number of significant projects. A report elsewhere on this agenda updates the FFF Programme and sets out an updated list of projects. St Mary's Lands is one of the Council's key projects in the FFF Programme. Therefore this report can be seen as the way forward for implementing one of the Council's key projects.

4.1.2 The FFF Programme has 3 strands and the impact of this report's proposals in relation to each of them is as set out below:

Maintain or Improve Services – the proposals, especially for RCWFC and the racecourse, will allow the existing facilities and services to continue to be operated and indeed they will be enhanced.

Engaged and Empowered Staff – the proposals will be helpful in engagement terms as they will involve a range of staff across the Council and to empowerment since they will be helping to deliver schemes of direct benefit to the local community.

Achieve and maintain a sustainable balanced budget – the proposals may help the Council in addressing its financial revenue situation via making better use of its physical assets.

4.2 Sustainable Community Strategy (SCS)

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

- Ensuring effective promotion of the district to attract growth;
- Making better use of public assets to increase financial rewards;
- Incentivising growth of existing businesses and attracting inward investment.

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

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

4.2.2 The Racecourse proposals are especially important to this theme given the significant impact it has on Warwick town's local economy by virtue of the numbers of visitors it attracts each year. It is important economically that the town enjoys the benefits of a continuing racecourse, as well as historically.

- 4.2.3 The proposals relating to RCWFC and the Corps of Drums are also relevant to the SCS in respect of its Health and Well Being theme since both organisations' activities encourage people to participate in sporting and cultural activities, especially for younger and older people. Moreover, the SCS seeks to aid those areas of social and economic deprivation in the District to improve them to the level of the District overall. The Forbes Estate is part of one such area of deprivation.
- 4.2.4 The proposals for the removal of derelict and potentially dangerous buildings (and making good the ground and fencing it off) is relevant to the Council's Community Safety theme of the SCS since it will remove a source of community safety nuisance (drug taking in the portacabin) and secure the club's boundary (it has had 4 break ins lately).
- 4.2.5 Part of SML is also designated as a Local Nature Reserve (LNR) and all of it is part of a Conservation Area. Consequently, the area is important to the Council's SCS agenda relating to promoting Sustainability. No impacts are likely in respect of the SCS's Housing theme.

4.3 Local Plan

- 4.3.1 The Council has also agreed a strategy statement "The future and sustainable prosperity for Warwick District" which amongst other things seeks to:
- Support the growth of the local economy; and
 - Maintain and promote thriving town centres.
- 4.3.2 The Council has determined that a spatial masterplan should be developed for St Mary's Lands via public consultation as it recognised that it is an essential community amenity that needs to receive the necessary investment to enable its attractions and operations to prosper.
- 4.3.3 The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands as follows:

"3.142 The Council will therefore work with the operators of the Racecourse to bring forward a Masterplan for the area which;

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

This requirement picks up the non-Local Plan overall strategy for SML adopted in 1998 and the regeneration master plan agreed in 2004 which both are proposed to be reviewed as per recommendation 2.1.

4.4 The Playing Pitch and Outdoor Sports Strategy

- 4.4.1 The Strategy highlights the need to support community football pyramid teams such as RCWFC with adjustments to facility provision where required. This is underpinned by a priority across the district to retain the number of grass pitches, improve the quality of these pitches, and provide more mini and junior pitches to meet demand now and in the future.

4.5 Code of Financial Practice

- 4.5.1 In accordance with the Council's Code, the £125,000 contribution towards the Capital works discussed in paragraph 2.5 requires the approval of Council, as well as approval of the use of the funding from the Castle Farm scheme.

5. BUDGETARY FRAMEWORK

- 5.1 In order to progress the work on an overall master plan for the SML area, it is suggested that £20,000 be provided from the Service Transformation Reserve which currently has £589,000 available. The purpose of this reserve is to enable the Council to take forward its key projects as set out in the FFF Programme, of which SML is one.
- 5.2 The emergency funding requested of £20,000 in recommendation 2.3 and the works envisaged in recommendation 2.4 (£55,000) are proposed to be funded from the Council's Contingency Budget which currently has an unallocated balance of £201,300.
- 5.3 Members will be aware of the financial pressure that the Council is experiencing generally and of the outstanding issue around funding for maintenance and improvement of its assets and will want to consider this wider context in making its decisions. As detailed in the FFF report elsewhere on the Executive agenda, the Council needs to secure significant savings if it is to continue to provide the same levels of service. In addition, further sums need to be secured to ensure the Council is able to invest in its own assets for the future provision of services. The Council has flexibility to choose how it uses its reserves, which may be towards the continued provision of its own services, or alternate schemes such as this. However, in respect of recommendation 2.4 there is a wider reputational risk of not dealing with an issue that is on Council owned land and for which in part (the portacabin) its tenant has no clear legal responsibility. In respect of Recommendation 2.5 this represents an opportunity to attract, significant sums as an investment into council owned premises from other sources which it would be unlikely to do be able on its own.
- 5.4 The various tenancies that the Council has on SML generate a significant rent roll of which the Racecourse rent is a significant proportion. In addition, SML is also the location for a number of Council car parks which help to generate a reasonable amount of income for the Council. Actions which therefore help to increase the attractiveness and therefore use of the area will help to both maintain the income the Council receives but may also hold the opportunity to the Council being able to raise further income via future rent reviews, increased car park usage and/or more economic use of its physical assets. Decisions to the contrary may have the opposite effect on the Council's revenue resources and may indeed add to the Council's asset liabilities if it had to take on the racecourse buildings, RCWFC and Corps of Drums.

- 5.5 Improvements to the two pitches in the centre of SML have been needed for quite a while. Officers will need to investigate in depth the cost of putting right the poor drainage and present this to members to see if they wish it to be part of the Council's capital programme for the next financial year (2016/17), subject to available funding.
- 5.6 The cost of a children's play area (circa £60,000) if agreed as part of the master plan would be funded from S106 monies or similar so should not represent an additional budget cost to the Council.
- 5.7 It should be noted that in another report on this agenda, the Executive is also asked to consider helping RCWFC in another way regarding its current rent. This is not an additional cost but represents a small amount of future income to be foregone until the next rent review in 2018.
- 5.8 Until the overall masterplan is prepared it will be impossible to identify any other opportunity for generating revenue or capital receipts or costs other than those specified in this report.

6 RISKS

- 6.1 The table below intends to summarise the key risks and mitigations relating to the proposals set out in this report.

Risks	Mitigations
1. That a masterplan cannot be agreed because of the relations between various parties on the SML Working Party deteriorate further and agreement cannot be reached.	1. The proposed approach seeks a facilitated approach to resolving the different views and priorities of various participants so this should minimise this risk but should it still remain then as landowner the Council will have to take the determining role.
2. That the Council and club cannot agree an action plan or timetable for the improvement works before for the FA Inspection, leading to relegation or closure of club.	1. Works to be agreed as per report and as per project plan.
3. That the project management of the works to RCWFC ground are not sufficient leading to cost over runs and/or poor quality/ineffective work.	1. Proper project management resource and processes administered by the Council, including project plan and joint project team meetings will be in place.
4. Planning permission or other statutory consents are not forthcoming for RCWFC meaning the club fails its forthcoming FA Inspection leading to relegation or closure of club.	1. Pre application advice has been sought to ensure any applications conform to requirements.
5. RCWFC cannot raise grants to cover the cost of the rest of the works necessary meaning the club fails its forthcoming FA Inspection leading to relegation or closure of club.	1. Council Officers will assist RCWFC in making its grant applications. 2. The Council does not release its funds until the other applications are submitted leading to the award of funds. 3. Some works could be deferred (though this is difficult).

6. RCWFC cannot raise grants to cover the cost of the rest of the works necessary in time, meaning the club fails its forthcoming FA Inspection leading to relegation or closure of club.	1. Council Officers will assist RCWFC in making its grant applications. 2. Some works could be deferred (though this is difficult). 3. The Council could consider forward funding against expected grant aid.
7. RCWFC Governance including its business plan are not sufficient to help it to continue to run the club properly and so Council investment may not secure the club's future.	1. Council Officers will provide support and advice to RCWFC's officials.
8. The Warwick Corps of Drums cannot raise grants to cover the rest of the costs of their proposed works.	1. Council Officers will assist the Corps of Drums in making grant applications. 2. The Council does not release its funds until the other applications are submitted leading to the award of funds. 3. The proposed works are phased.
9. Planning permission or other statutory consents are not forthcoming for the Warwick Corps of Drums leading to the closure of the organisation	1. Pre application advice has been sought to ensure any applications conform to requirements.
10. Planning permission or other statutory consents or landlords consents are not forthcoming for the Warwick Racecourse Company resulting in closure of racecourse	1. Pre application advice has been sought to ensure any applications conform to requirements. 2. Recommendations of this report re landlords consent are acted upon.

- 6.2 It is clear that there are a number of significant risks which if realised will have a very significant and adverse impact on St Mary's Lands, the town's economy and social facilities and upon the Council.
- 6.3 The development of a master plan for SML will be accompanied by a more detailed risk register as will each of the individual projects referred to within this report where the Council is to take the lead operationally.

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 The Council could decide not to pursue any or only a selection of the proposals referred to in this report, or defer them until the masterplan is prepared and agreed.
- 7.2 The Council could decide not to appoint consultants but it is clear that to take the masterplan scheme forward by a facilitated approach needs an additional resource input to the work that the Council does not possess internally. The Council could decide to tender for the consultancy work but the procurement timescale involved would delay the masterplan timetable much further into 2016.
- 7.3 The consequences of not taking those forward for RCWFC, the Corps of Drums and Warwick Racecourse or of delaying a decision is that it would place each of those organisations in jeopardy for their continued operation with far more risk and financial consequence to the Council. There could also be a harmful impact

on the local economy especially in respect of the rejection of Warwick Racecourse proposals if it then lead to its closure. The impact on the Council of the loss of all or any of these organisations would mean that the Council having to take on the responsibility for the properties without at this time having any clear alternative plan of action for them.

- 7.4 The Council could decide not to pursue the proposals for improvements to the two football pitches nor to identify the location for a play area but in respect of the former – the proposal in effect is simply to investigate further and bring a more detailed and costed project forward for consideration for the next financial year. In respect of the children's play area, officers have been seeking a site in the vicinity of the Forbes Estate without success and the timing of its identification is helpful coinciding with the development of a masterplan for the area. Neither are outright commitments at this point in time.
- 7.6 The other option was to consider inviting the Cadets to return to their original premises on RCWFC ground and using the £400,000 allocated to their new scheme on the works set out in this report. However, an early investigation by officers has ruled out this option owing to the irreparable damage incurred to relations between the Cadets and RCWFC.

List of Appendices:

1. Decision taken at October 2014 Executive
2. Brief to review the Strategy, Regeneration Masterplan and Management Plan for SML
3. Letter from RCWFC
4. Plan of RCWFC ground (Existing and as Proposed)
5. Plans showing works to Corps of Drums
6. Plan showing location of works to racecourse

Appendix 1 – Most Recent Decision of the Council on St Mary's Lands

At its meeting on 1st October 2014, the Executive of the then Council decided that:

- 2.1 That Executive notes the final GVA report and associated spatial masterplan at Appendix A and the draft consultation document from the work of the St Mary's Lands Stakeholder Group at Appendix B but determines that the previously agreed public consultation should not take place as envisaged.
- 2.2 That Executive notes the position of The Jockey Club in respect of the proposed hotel development at Warwick Racecourse following its decision to end flat racing at Warwick racecourse (see Appendix C).
- 2.3 That Executive notes the position in respect of the following matters relating to St Mary's Lands:
 - a) The legal ownership of St Mary's Lands, other land interests and the rights of third parties;
 - b) The Management Plan for St Mary's Lands;
 - c) The implications of the Warwick District Council Act 1984 on St Mary's Lands development;
 - d) The rejection of a proposed partnership agreement between Warwick District Council and The Jockey Club;
 - e) Warwick District Council's estimated annual investment in maintaining and managing St Mary's Lands;
 - f) Changes that have been made to St Mary's Lands over the previous 10 years.
- 2.4 That subject to agreeing recommendation 2.1, Executive agrees that officers continue to work closely with the stakeholders operating on St Mary's Lands and specifically bring forward detailed business cases to Executive in respect of:
 - a) The development of Warwick Golf Centre;
 - b) The development and expansion of the caravan park in the centre of the Racecourse;
 - c) Environmental improvements to various parts of St Mary's Lands, thereby enabling work which would in due course inform the development of a masterplan in accordance with policy CT7 of the draft Local Plan.
- 2.5 That Executive notes the latest position in respect of the West Midlands Reserve Force & Cadets Association's (hereafter referred to as the Cadets) relocation from Racing Club Warwick football ground to the land under the lease of Warwick Corps of Drums.
- 2.6 That Executive agrees to make available £50,000 from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services, as a pump-primer to help facilitate much needed investment in the Warwick Corps of Drums building.
- 2.7 That Executive agrees that officers work with Racing Club Warwick should they wish to bring forward proposals to access funding from the Football Foundation and/ or other charitable bodies."

Appendix 2 – Brief for Review of Strategy, Regeneration Masterplan and Management Plan for SML

Stage 1. Review

- Undertake a site visit to review the delivery of the Management and Maintenance Plan, including the status of the individual tasks and objectives
- Compile an updated assessment of the Common's ecological value, including a biological records search and a preliminary assessment of habitat groups and current status. Where required, make recommendations for any further more detailed habitat surveys
- Meet with WDC maintenance team to finalise the review of the MMP and discuss the constraints and opportunities of management going forward
- Compile the current strategic documents including the regeneration masterplan and Council's strategic vision for the site
- Liaise with the key stakeholder groups via a presentation and discussion at a St. Marys Lands Stakeholder Group meeting. The purpose of the meeting would be to explain the outcomes of the MMP review and agree the next stages.

Stage 2. Understanding the Issues

- Undertake a consultation process with key stakeholders to understand their specific aims and aspirations for the open space. I would propose that the stakeholders are consulted individually via a series of meetings / workshops to build up a detailed picture of the different agendas for the Common, including the racecourse, golf course, caravan club, and landscape / amenity groups. Allowance for up to 10-workshops of approximately 2.5 – hours each
- Prepare a summary report and SWOT analysis identifying the key areas of conflict, tension and agreement between the multiple stakeholder groups
- Benchmark the Council's current strategy and objectives of regeneration masterplan with the outcomes of the consultation responses
- Summarise a series of potential action points that could be taken to mitigate the areas of conflict / tension. Where the action points have a potential revenue or capital cost implication, provide an indicative cost estimate
- Issue the summary report for initial WDC officer comment.

Stage 3. Building Consensus

- Meet with WDC officers to review the outcome of the SWOT analysis and action points. Agree which recommendations can be developed in more detail
- Prepare any initial amendments to the regeneration masterplan and forward to WDC officers for comment
- Advise upon any sources of external funding or potential partnership arrangements that may help build capacity to respond to the identified issues and opportunities
- Attend a presentation to Council Members setting out a way forward including a more developed costed action plan, updated regeneration masterplan and outline programme
- Make any adjustments to the above following Councillors' review
- Circulate the action plan to the stakeholder groups as a proposed 'way forward' document and seek their comments / input
- Meet with WDC officers to report back on the consultees responses to the way forward action plan and agree revisions
- Prepare a final way forward action plan document and undertake a presentation to the stakeholder group to discuss the next stages and programme.
- Once stakeholder support is agreed, undertake a general consultation exercise to members of the wider community to build awareness of the masterplan and proposed action plan
- Finalise any further changes to the regeneration masterplan including the identification of potential works and sequencing to achieve the action plan outcomes based upon the outputs from all consultees.



21/07/2015

Dear Councillor Mobbs,

Racing Club Warwick FC - A New Beginning

I am writing to you in my capacity as the newly elected Chairman of Racing Club Warwick to bring you up to date with developments at the Club.

Firstly, at our AGM on 12th of July this year, the club elected a new committee comprised as follows:

Gary Vella (Chairman), Phil Haycock (Vice-Chairman), Robert Horley (Treasurer), Alison Scandrett (Secretary), Ruth Vella (General Manager), Debi O'Hare (Committee), Tim O'Hare (Committee), Andy Gelfs (Committee).

The Four Trustees of the Club will be reviewed, and replaced where agreed, at the next Committee meeting in August. I will inform you of the changes as soon as they happen.

I enclose a copy of our constitution for your information.

Secondly, the new Committee wants to develop a new and better relationship with the Council. Although not involved personally, I am conscious of the very negative relationship that there has been over the past few years between the Council and the Club. No one has benefited from it, a fact I understand that you also believe to be true. The new Committee want to change this negative relationship and work with the Council for the benefit of the local community, the Club and the Council. The recent relationship has only served to spoil attempts to work together, affecting the valuable service that the Club offers, but, I am confident from the meetings and discussions over the past few weeks, that our relationship will thrive moving forward and we can once again return the Club to a vital hub to the community. The members are fully aware of the change in position and are eager to see the Club back on the map.

Thirdly, we understand what the Council wants to achieve for the local sporting world, and for the local community in health and well-being and in community development terms. We wish to develop the Club in a similar way for the immediate local area in Warwick in which we serve. The Club therefore can act as an agent for the Council in many ways and in return the Council can help the Club return to its roots as an organisation serving the local community. I set out here what we are currently doing for the community as an indication of the route we wish to travel along. As I alluded to we intend to return the Club into a thriving community hub for all ages by supplying various activities each week. We have already restarted darts, pool, crib and domino teams as well as weekly bingo. We have a regular bottle club (who exchange old bottles and other memorabilia once a month) as well as our member bar on a Friday, Saturday and Sunday evenings. We intend extending opening to every night. We provide a function room for parties of all types and have in the last three month started a music night with the intention of supporting local talent. We provide Christmas, Bonfire and Presentation parties for the Children in our now thriving Junior Football section. We need to increase these activities but also provide new activities such as coffee mornings, keep fit classes, indoor bowls, yoga, IT classes, children's holiday clubs and more.

Our junior football section consists of 8 teams, aged from 7-16, with plans to start new teams. There are over 130 children who now play for Racing Club Warwick Juniors and it is clear that we are becoming THE club to entrust your children with. We held our first Junior football festival on the 23rd May 2015 and had over 40 junior teams and over 1000 children and parents attending on the day.

We have a Mini – Racers football section to introduce children to football and community activity from ages 4-7. This is run on Saturday mornings with our experienced coaches. We also, of course, have our Floodlit Youth Team and our first team. The last fixture of the season, saw over 220 people attend versus Bromsgrove, which is the biggest attendance for several years. The level of football the Club plays at, is a perfect foil for those not quite at the level that Leamington play at, and this gives the children and



young adults of Warwick, and the district as a whole, an ideal, and probably quite unique opportunity, to play football at differing, but high levels of football, according to their ability.

Fourthly, and in addition to the third point, the Council and the Club have a relationship as landowner and tenant and we believe that it is vital that if these points are to be realised that both organisations need to work together to improve the facilities, which can help put the club on a financially sustainable basis and to deliver the activities that the local community vitally needs. To that end, we would want to work up a business plan with the Council which can be used to secure financial resources from other bodies, e.g. Football Association, King Henry 8th Charity, as well as some financial help from the Council to help us towards our goals. I will ensure that any financial resource will be properly invested and recorded accordingly. Some recent research has shown that the social return on investment for an average community football club indicates that for every £1 spent to run a club, there is at least £4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status, employment outcomes, personal development, physical health, Civic pride and support of other community groups. We, at Racing Club Warwick, will ensure we become a vital community hub for many years to come and make people proud to be associated with us and our partners.

Finally, some resources, as you witnessed on your recent visit, are needed urgently if the Club is to be able to continue effectively in the short term and we hope that the Council can assist us in this respect, as you have indicated. The issues that need to be addressed, as a matter of urgency, are the old buildings removal which then requires tarmacking and fencing to provide boundaries, new changing rooms to replace the temporary cabins that the club were left with several years back, and of course, the upgrade of the floodlighting that we discussed during your visit. Hopefully all of this work can be authorised as part of the 'Stages' that have been outlined by Jaspal Rai.

I will forward a copy of latest set of accounts to demonstrate our financial position and you will see the Club is stable but that we do also require an additional revenue stream, on top of the vital ground works mentioned above, to flourish. You will be aware that our plans to open a children's nursery will solve this problem but the Club needs an injection of around £20k to cover some immediate costs and cosmetic upgrades until the nursery revenue kicks in later in the year. The community deserve something for their loyalty, which has been ignored in the past, and, as we start adding more and more members it is vital that the right impression and comfort are given. A lick of paint and new chairs and tables would go a long way in reviving the Clubs image and status. We also have a number of minor repairs to toilets, dugouts, fencing, plumbing, locks etc, all which are important in giving the community the basics.

The breakdown of the £20k injection is as follows: repairs to dugouts £600, pitch fencing £450, roof repair on stands and seating £800, toilets and hand dryers £500, security locks and shutters £1,000, plumbing £450, new tables and chairs/decorating £3000, setting up the nursery including fencing and play items for an outside play area £3,500. Around £10,000 will give us some cash flow for 5 months until we increase our income through the nursery and other community ventures.

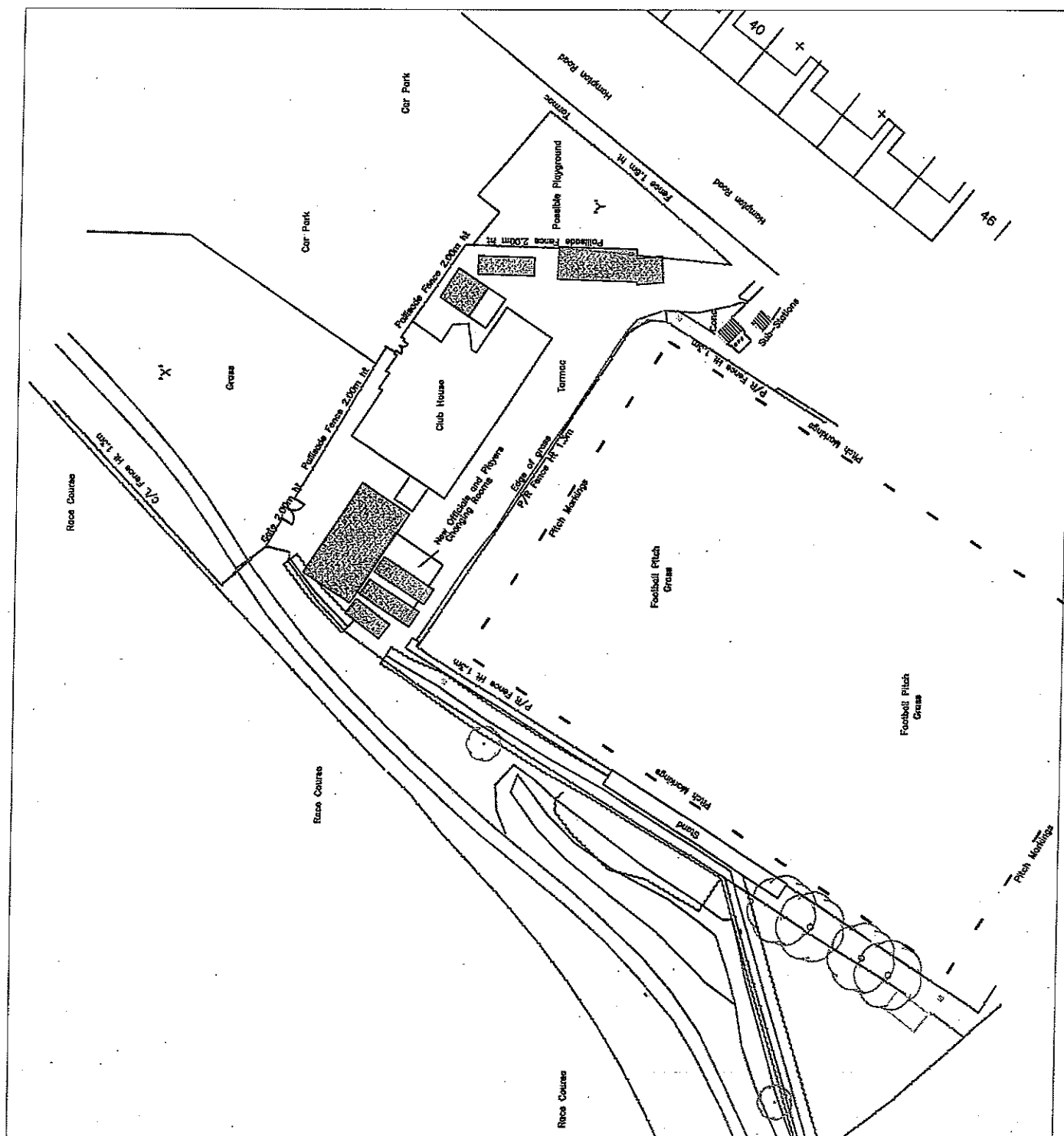
The Club needs an income of around £2000 a month to cover costs and since October 2014 we have achieved this, but, it leaves nothing for maintenance at this stage. We are determined to make this work but it will be a lot easier if we have some help and support from the council initially.

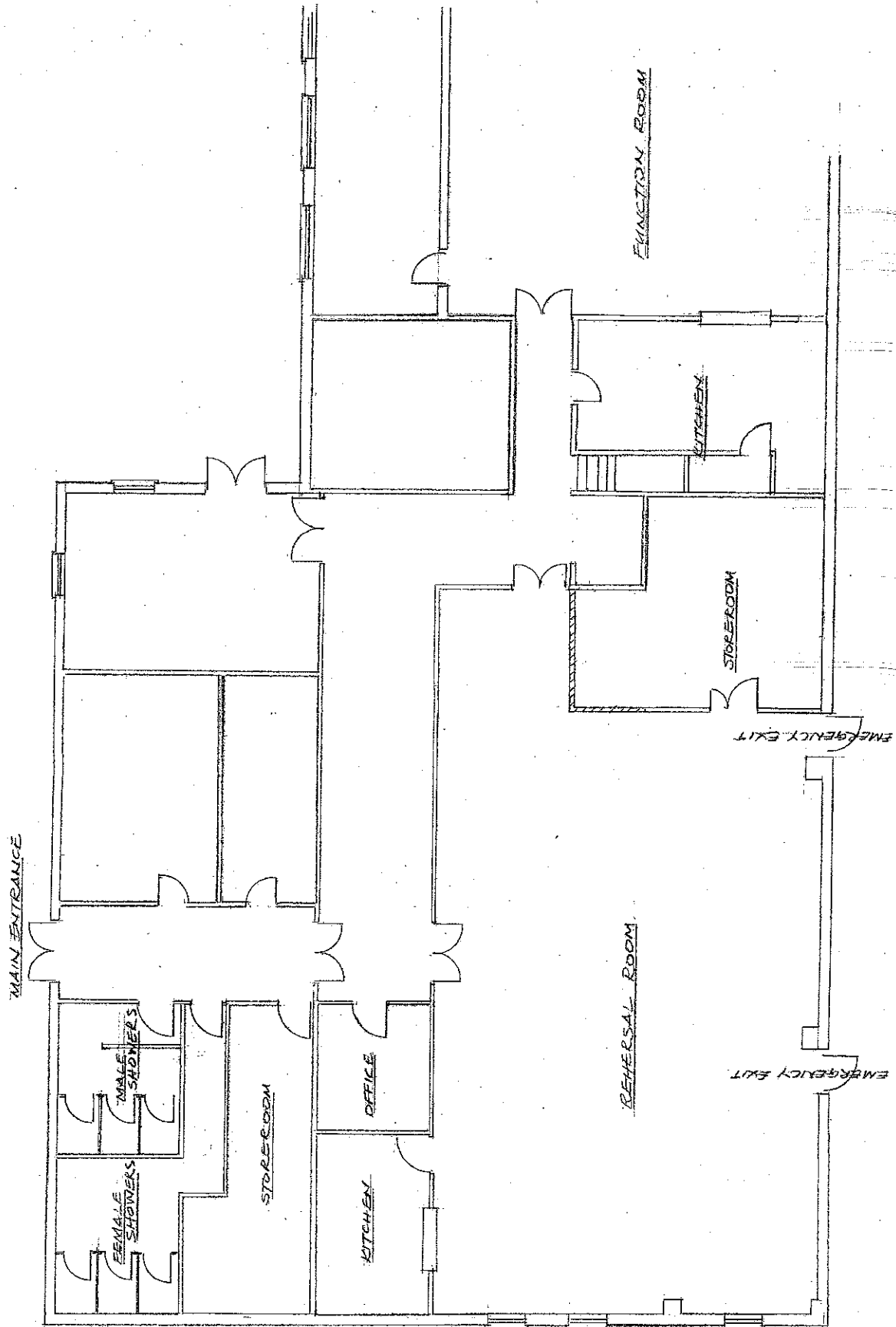
I will look forward to hearing from you on the start of a new and prosperous relationship for all concerned.

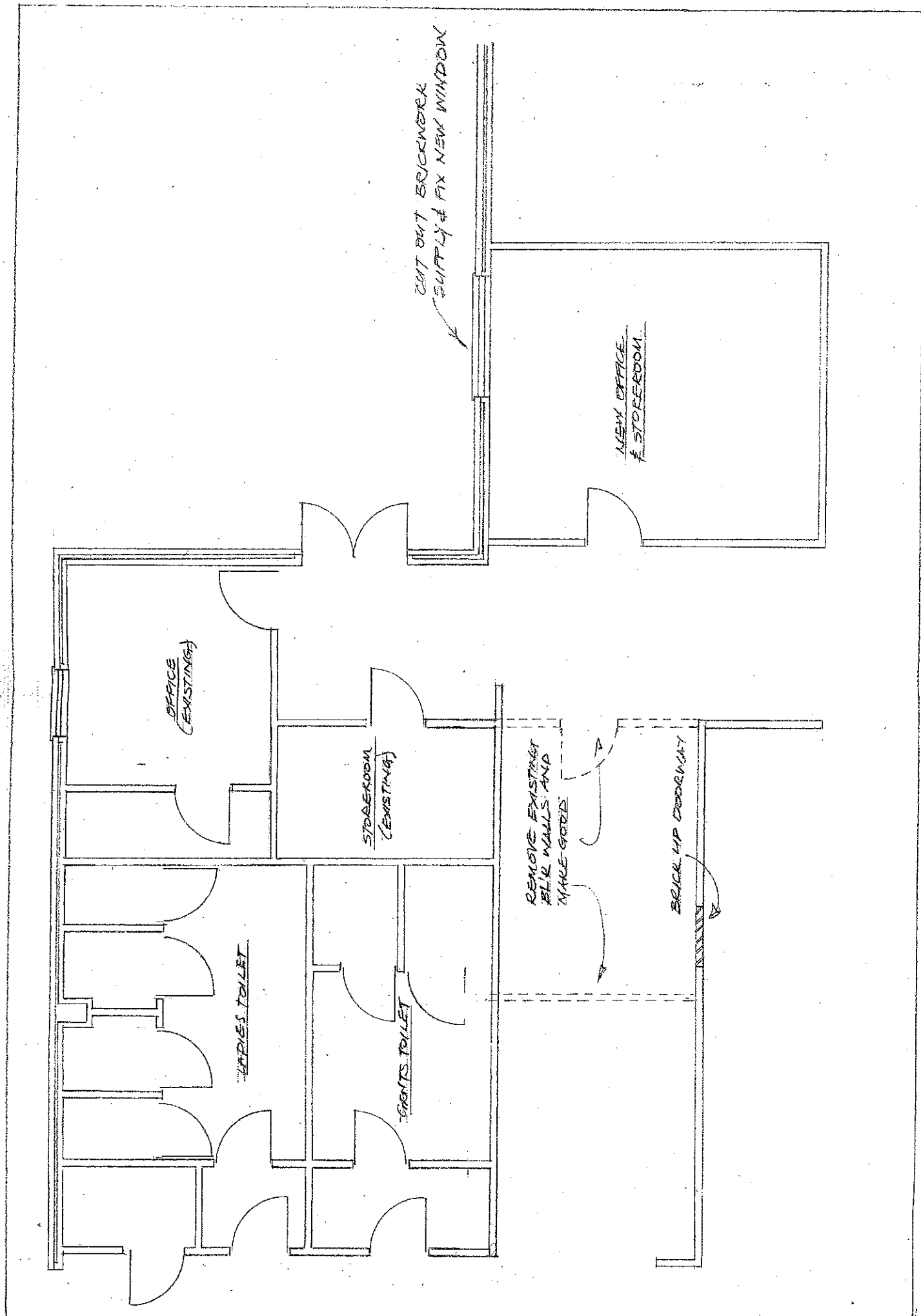
Yours sincerely,

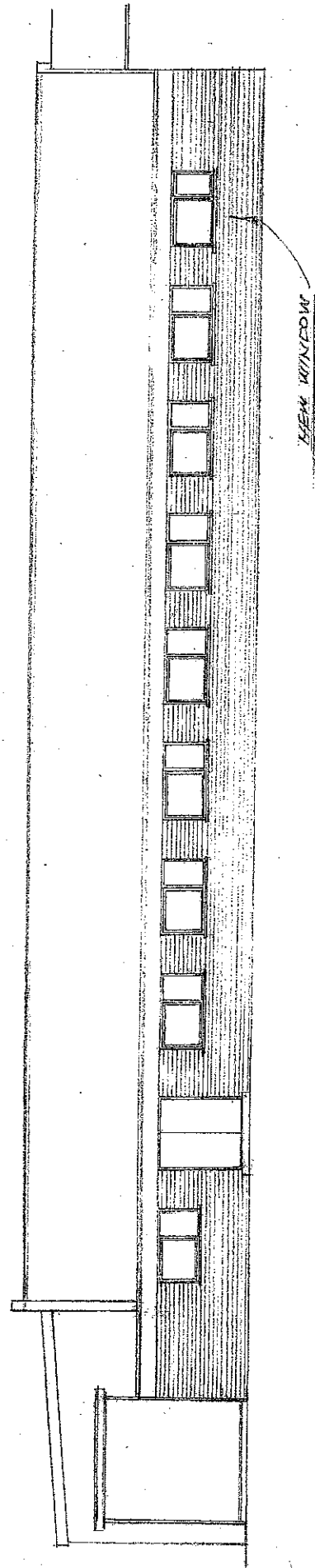
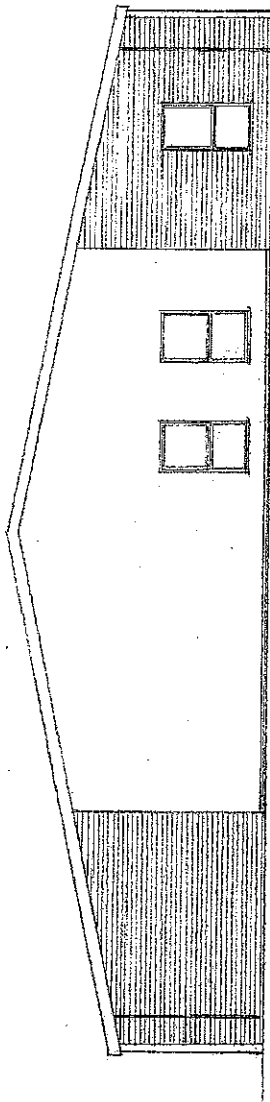
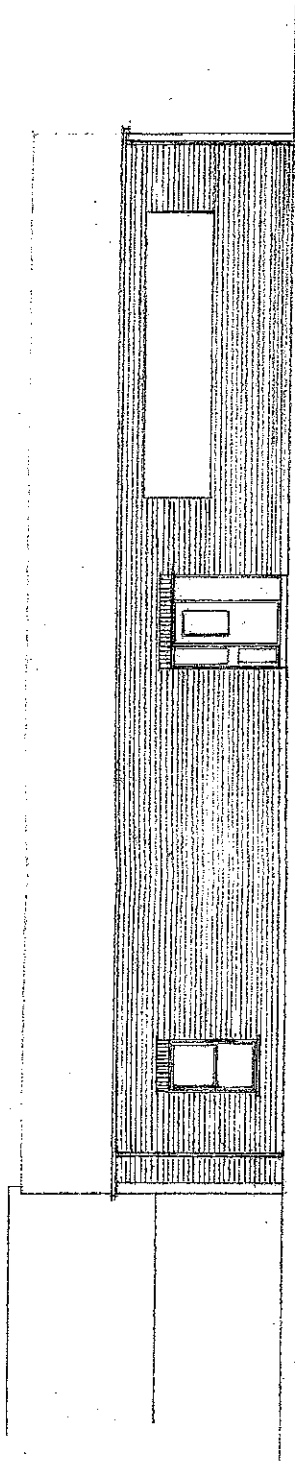
Gary Vella
Racing Club Warwick FC Chairman

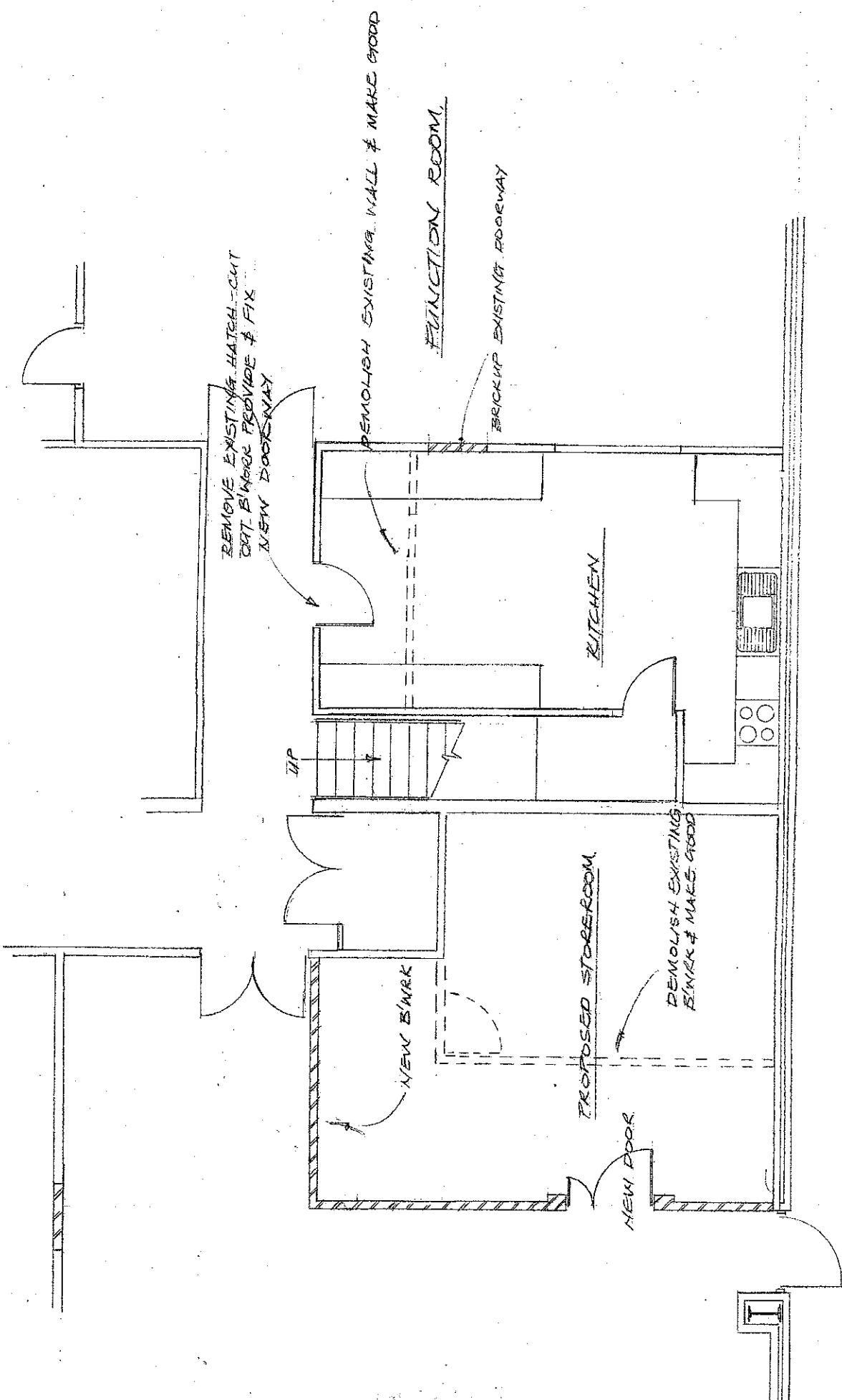
ORGANIZATION_NAME	
LEGEND	
ALL-HATCHED-BUILDINGS TO-BE-DEMOLISHED	
'X'-'Y'-REFER TO-REPORT	Appendix 4
NOT-TO-SCALE	
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	SHEET NUMBER
	1
PLOT DATE	24/08/15
FILE NAME	CNOP-B030-12696/RCWFEC

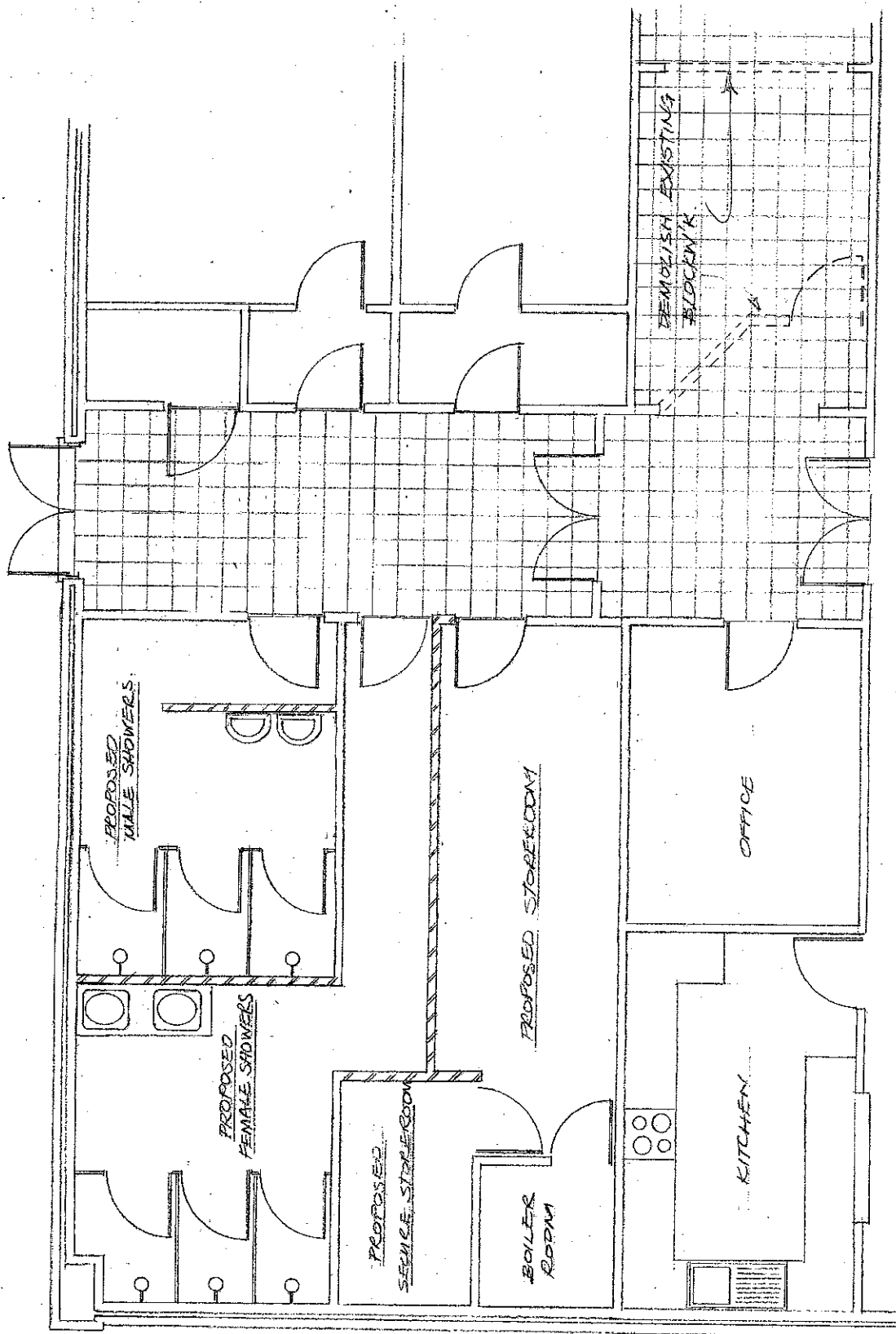















Title

Proposal For Conservation Area Hampton Street
and Warwick Common
(ammended 12-02-10)

SITE LOCATION PLAN

Scale	Plan	Drawn	Date	File	Tech Supp File	North
Not to scale	1	RFW/AM	12-02-10		C&D-AM-Ex to War.Cdr	

DEVELOPMENT SERVICES : P. O. Box 2178, Riverside House, Milverton Hill, Royal Leamington Spa. CV32 5QH
Switchboard: (01926) 450000 Facsimile: (01926) 456542

 Executive – 3 September 2015		Agenda Item No. 4
Title	Review of the Council's non-operational assets – Part A report	
For further information about this report please contact	Bill Hunt Deputy Chief Executive bill.hunt@warwickdc.gov.uk 01926 456014 Duncan Elliott Senior Project Coordinator duncan.elliott@warwickdc.gov.uk 01926 456072	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive, 5 November 2014, minute number 71, Executive, 12 February 2014 Executive, 12 December 2012, minute numbers 102 and 120.	
Background Papers	Future use of the Warwick Limited Liability Partnership, 5 November 2014; Assets Review Update Report, Executive, 12 February 2014; Assets Review, Executive, 11 December 2013; Proposals for a Limited Liability Partnership (LLP) to support asset management and regeneration, Part A and Part B, Executive, 12 December 2102; LLP Operations Board papers and minutes; LLP Members Board, papers and minutes.	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes, reference 721
Equality Impact Assessment Undertaken	No
The future use of non-operational assets will not impact in a way that requires one	

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive (BH)		Author

Head of Service		n/a
CMT	13/8/15	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	13/8/15	Mike Snow
Monitoring Officer	17/8/15	Andrew Jones
Finance	13/8/15	Mike Snow
Portfolio Holder(s)	17/8/15	Cllr. Mobbs; Cllr. Cross; Cllr. Whiting
Consultation & Community Engagement		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 At its meeting on 5 November 2014 Executive approved the recommendation for the Warwick Limited Liability Partnership (LLP) to undertake a review of Council owned non-operational asset and land holdings. This report sets out the outcome of that work and reports back the conclusions of the LLP.
- 1.2 There is a separate Part B report on the agenda that sets out specific recommendations arising from this work that are commercially confidential. The two reports should be read in conjunction.

2. **Recommendation**

- 2.1 That Executive notes the schedule of the Council's non-operational properties that have been considered by the LLP under this exercise, as set out at **Appendix One**.
- 2.2 That Executive notes the broad conclusion reached by the LLP as set out in paragraph 3.6.
- 2.3 That Executive agrees that, on an on-going basis, officers will continue to look at further opportunities within the Council's property portfolio and regeneration projects and that this will include continuing to work with the LLP to identify any new 'added value' opportunities. If any LLP propositions emerge as having further merit they will be reported back to Executive for consideration.

3. **Reasons for the Recommendation**

- 3.1 Members will recall that Executive considered and approved a proposal to create a Limited Liability Partnership (LLP) between Warwick District Council and Public Sector PLC (PSP) in December 2012. As a result, the Warwick LLP was established in early 2013 as a vehicle to unlock regeneration and assist the Council's asset management.
- 3.2 The list of the significant assets (including Housing Revenue Account (HRA) owned non-residential assets) that the Council owns is set out at **Appendix One**. Various initiatives are already underway to review the majority of the operational assets so the LLP's review was restricted to those non-operational assets highlighted in bold. The Council's non-operational portfolio of assets generates approximately £900,000 per year in rental income. The LLP was asked to review this portfolio to establish whether there were any opportunities for it to add value to this asset base in some form. Officers worked closely with the LLP's specialist staff, employed by PSP, on this feasibility work.
- 3.3 The LLP assessed the Council's non-operational building assets (the shops and buildings the Council owns but which are not used for delivering services) and evaluated their potential for:
 - Disposal, to create a capital receipt and/or increased revenue stream and/or reduction in future maintenance liabilities;
 - Inclusion in a regeneration scheme;
 - Alternative use to maximise revenue income;
 - Investment to maximise revenue incomeThe Council's land assets were also evaluated to determine their potential for:
 - Housing development
 - Inclusion in a regeneration scheme

- Disposal, to create a capital receipt and/or increased revenue stream and/or a reduction in future maintenance liabilities.

3.4 The methodology adopted by the LLP was to categorise the land and building assets into four sub-sets:

Income producing assets

This group contains 59 assets generating approximately £550,000 income per annum. The vast majority are either small offices or shops but this category also includes two cafes, three car parks, some leisure and clubhouse buildings and a few leases of open land.

Potential development site assets

This group contains 29 assets, all but four of which generate no income and most of which are open land. Income from the remainder is circa £16,000 per annum. Whilst the Council does own small tracts of open land this is typically public open space where development would be likely to be inappropriate and potentially undeliverable.

Ground rent assets

This group comprises some 78 assets and generates some £77,000 per year.

Local shopping centre assets

This group comprises some 50 assets spread across seven or eight different centres. It generates circa £261,000 per annum.

(NB: The income figures are based on gross rents and do not reflect the cost of collection, management of the properties or any arrears.)

3.5 The LLP's full report, which contains several commercially confidential elements, is set in the confidential Part B report elsewhere on the agenda.

3.6 The LLP's main conclusion is that the Council's portfolio is not substantial in terms of size of income and presents limited commercial opportunities where they could 'add value'. Although the LLP considers that it could not add general value at present the Part B report does contain three specific recommendations for areas where they consider the Council could use the LLP to create additional value that would otherwise potentially remain unlocked.

3.7 Although the review has identified relatively few value creating opportunities this will be kept under review on an on-going basis and where appropriate further advice will be sought from the LLP. The Warwick LLP is part of national LLP group of other 8 other Councils, each with its own LLP established with the same commercial partner, PSP. One of these LLP's is devoting considerable time and energy to see how the LLP might be able to add value to HRA non-residential properties, where the challenge is to for any external party to legally gain flexible and effective commercial control over a mixed housing and retail HRA block. If an attractive LLP proposition was to emerge it could potentially be applied to the HRA owned assets in Appendix One.

3.8 In tandem with this officers will also continue to identify and assess possible commercial opportunities involving the council's non-operational assets as and when they emerge. For example, this could include opportunities for, say, a new supermarket proposal being created out of a number of under-performing HRA shop units.

4. Policy Framework

4.1 The Council's Fit for the Future programme designed to ensure that the Council meets the challenges of decreasing finances, increasing expectations and changing demand.

- 4.2 The recommendations in this report are fully consistent with the Fit for the Future programme's principles. More efficient use of the Council's assets will enable service delivery to be reconfigured to the benefit of customers, facilitate behavioural change amongst the Council's workforce to the same end and deliver financial savings.
- 4.3 The principle of using assets efficiently and seeking regeneration opportunities is also consistent with the Council's vision and Sustainable Community Strategy's general focus of furthering economic, social and environmental well-being for the district and the specific focus on the town centres of Leamington, Warwick and Kenilworth to underpin and develop economic activity.

5. Budgetary Framework

- 5.1 There are no direct budgetary consequences arising from this report.
- 5.2 However the Assets Review report, presented to members in December 2013 and the subsequent Assets Review Update Report, presented in February 2014, identified a funding shortfall on the maintenance liabilities for the current asset base of £4.29m to March 2018 and £22.79m for the 30 year period to March 2044.
- 5.3 Consequently, all potential opportunities to increase the returns from non-operational assets and/or minimise future maintenance liabilities will continue to be explored.
- 5.4 The maintenance liabilities of the existing asset base, including non-operational assets, are currently only funded to the end of the current financial year. Officers will be presenting proposals for the funding of these liabilities in future years in a separate report to Executive later this year.

6. Risks

- 6.1 There are no risks arising from this report. The risks arising from the specific recommendations contained in the Part B report are examined in that report, elsewhere on this agenda.

7. Alternative Option(s) considered

- 7.1 No alternative options have been considered in respect of this report.

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
<u>General Fund</u>		
<u>OPERATIONAL ASSETS</u>		
<u>Car Parks</u>		
GF001	Bedford Street Surface	LSPA
GF002	Guy Street Surface	LSPA
GF003	Rosefield Surface	LSPA
GF004	Bath Place Surface	LSPA
GF005	Packington Place Surface	LSPA
GF006	Court Street Surface	LSPA
GF007	Adelaide Bridge Surface	LSPA
GF008	Covent Garden Multi/Surface	LSPA
GF009	St Peters Multi	LSPA
GF010	Priory Road Surface	WK
GF011	West Rock Surface	WK
GF012	The Butts Surface	WK
GF013	Castle Lane Surface	WK
GF014	New Street Surface	WK
GF015	Market Place Surface	WK
GF016	St Nicholas Park Surface	WK
GF017	St Marys Lands Racecourse/Golf Course	WK
GF018	St Marys Lands Members Surface	WK
GF019	St Marys Lands Saltisford Surface	WK
GF020	Myton Fields Car Park	WK
GF021	Linen Steet Multi	WK
GF022	Abbey End Surface	KEN
GF023	Square West Surface	KEN
GF798	abbey fields car park	KEN
<u>Public Conveniences</u>		
GF024	Abbey End Buildings	KEN
GF025	Abbey End Land	KEN
GF026	Crown Way Buildings	LILL
GF027	Crown Way Land	LILL
GF028	Covent Garden Buildings	LSPA
GF029	Covent Garden Land	LSPA
GF030	Regent Grove Buildings	LSPA
GF031	Regent Grove Land	LSPA
GF032	Brunswick Street Buildings	LSPA
GF033	Brunswick Street Land	LSPA
GF034	Market Place Buildings	WK
GF035	Market Place Land	WK
GF036	Pageant Gardens Buildings	WK
GF037	Pageant Gardens Land	WK
<u>Office Accommodation</u>		
GF055	Town Hall Buildings ex Let Out Areas	LSPA
GF056	Town Hall Land	LSPA
GF057	Riverside House Bldng Non-let Areas	LSPA
GF462	Riverside House Land	LSPA
<u>Parks & Open Spaces</u>		
GF058	Jephsons Gardens North Lodge	LSPA
GF059	Jephsons Gardens South Lodge	LSPA
GF060	Cottage 2, St Nicholas Park	WK
GF061	St Nicholas PC's Buildings	WK
GF062	St Nicholas PC's Land	WK
GF063	Tennis Courts (Land)	DIST
GF064	Football/Hockey Pitches (Land)	DIST
GF065	Cricket Pitches (Land)	DIST
GF066	Shrubland Play Area (Land)	LSPA
GF068	POS - Valley Road	LILL
GF069	POS - Adjoining 105 Cubbington Rd	LILL
GF070	POS-Adj 193 Cubbington Rd	LILL

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
GF071	POS-Midland Oak Gardens Cubbington Rd	LILL
GF072	POS - Campion Hills inc BMX track	LSPA
GF075	POS - The Dell	LSPA
GF076	POS - Newbold Terrace East and Welches	LSPA
GF077	POS - Millbank rear of Greville Rd,	WK
GF078	POS - Deansway	WK
GF079	POS - Priory Park	WK
GF080	POS - off Birmingham Road	WK
GF081	POS - near Edmondscote Sports Ground	LSPA
GF082	POS - Opposite Abbey Fields	KEN
GF084	POS - Red Lane	KEN
GF085	POS - Playing Fields Lime Grove	KEN
GF086	POS - St Johns Playing Fields	KEN
GF087	POS - Mill End Playing Fields	KEN
GF088	POS- Beehive Hill Playing Fields	KEN
GF089	POS - Crackley Woods	KEN
GF090	POS - Picnic Area Brome Hall	LAP
GF091	POS - School Lane	HUN
GF092	POS - Eagle Recreation Ground	LSPA
GF093	POS - Oakley Woods	BTACH
GF099	Victoria Park Lodge	LSPA
GF100	Abbey Fields Public Convenience Building	KEN
GF101	Abbey Fields Public Convenience Land	KEN
GF102	Boating Centre Jephson Gardens	LSPA
GF103	Jephson Gardens Restaurant	LSPA
GF104	College Area Temperate House Building	LSPA
GF105	Newbold Comyn Barn	LSPA
GF106	1,2,4 & 5 West Street land)	LSPA
GF107	Land at Dobson Lane	WHIT
GF108	Hatton Park Open Spaces	HAT
GF110	Land at Bates Memorial Park	KEN
GF111	Glendale Avenue Play Area	KEN
GF112	Newbold Comyn Public Conveniences Buildi	LSPA
GF113	Newbold Comyn Public Conveniences Land	LSPA
GF114	Avonside Playing Fields Riversleigh Road	LSPA
GF115	Calder Walk Play Area Sydenham	LSPA
GF116	Roxburgh Crofts Play Area	LSPA
GF117	Saxon Meadows Playing Area	LSPA
GF118	Villiers Street Recreation Ground	LSPA
GF119	Wych Elm Drive Play Areas	LSPA
GF120	St Nicholas Park - changing rooms	WK
GF121	St Nicholas Park - Paddling Pool	WK
GF122	St Nicholas Park - Ticket Kiosk Myton F	WK
GF123	St Nicholas Park Warwick - Ticket Office	WK
GF124	St Nicholas Pk - S Scouts Myton Fields I	WK
GF125	St Nicholas Park - Games Hut	WK
GF126	Land at Othello Avenue Warwick Gates	WK
GF127	Land at Ophelia Drive, Warwick Gates	WK
GF128	Land at Pattens Road/Oakwood Grove	WK
GF129	Sabins Drive Open Space and Playing Are	WUW
GF130	POS r/o College Drive and Onslow Croft	LSPA
GF131	POS at Chestnut Square	LSPA
GF132	Strip of land alongside Finham Brook	KEN
GF133	POS r/o Whitemoor Road	KEN
GF134	POS - Medley Grove	WHIT
GF135	POS - Davidson Avenue	LSPA
GF136	POS off Roseland Road/Chestnut Avenue	KEN
GF137	Wooded os to rear of 11-123 Blacklow Rd	WK
GF138	Land by brook to r/o 2 to 24 Brookside A	KEN
GF139	Land in Styles Cl, r/o Clapham Terr Sch	LSPA
GF140	Open space Blacklow Road	WK

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
GF141	Part Riverside Walk r/o and side of RSH	LSPA
GF142	Land north west of Wordsworth Drive	KEN
GF143	POS junc of Coventry Rd /Common Lane	KEN
GF144	Open space off Glasshouse Lane	KEN
GF145	POS at junc of Tulip Tree av/Windy Arbou	KEN
GF146	POS - Rear of Brookside Ave Kenilworth	KEN
GF147	Danesbury Cres nature reserve and brook	LSPA
GF148	Rushmore St Play Area	LSPA
GF149	POS - land at Whithorne Drive	LILL
GF150	Pitch & Putt/Putting & Crazy Golf (land	DIST
GF206	Abbey Fields Swimming Pool Café	KEN
GF209	Newbold Comyn Sports Centre Café,Kitchen	LSPA
GF244	Land at Edmondscote	LSPA
GF286	Land off Leam Road	LSPA
GF289	Amusement Site St Nicholas Park	WK
GF290	Boating Centre St Nicholas Park	WK
GF296	Allotments (land)	DIST
GF298	Cafeteria St Nicholas Park	WK
GF463	Jephson Gardens North Lodge Land	LSPA
GF464	Jephson Gardens South Lodge Land	LSPA
GF465	Cottage 2, St Nicholas Park Land	LSPA
GF467	Victoria Park Lodge Land	LSPA
GF468	Boating Centre Jephson Gardens Land	LSPA
GF469	Kenilworth Common	KEN
GF470	Land Strip Newbold Terr-Rosefield Pl.	LSPA
GF471	1,297 sq mtr open space in Avonlea Rise	LSPA
GF472	7,298 sq mtr Sydenham central open spac	LSPA
GF473	Riverside Wk - Riverside H to Railway Br	LSPA
GF474	Open Space & River Bank r/o Millhouse C	LSPA
GF475	Canalside land r/o Greenway to Cov Rd	WK
GF476	Land to rear of 42 Lillington Road	LSPA
GF477	Land behind 26 to 30 Beaconsfield St	LSPA
GF478	Land fronting Milford Court, Mill Road	LSPA
GF479	Land on East side of 5 New Street, L/Spa	LSPA
GF577	Amusement Site SNP - Land	WK
GF578	Boating Centre Land St Nicholas Park	WK
GF579	SNP Cafeteria Land	WK
GF595	Victoria Park Tennis Crts Floodlighting	LSPA
GF792	Jephson Gardens Tea Kiosk	LSPA
GF819	Garden Land off Abbey End Car Park	KEN
GF825	Land off Myton Road	LSPA
GF830	Land off Radford Road	LSPA
<u>Golf Complex</u>		
GF151	Golf Complex (Land)	LSPA
GF152	Golf Shop and Other Buildings	LSPA
<u>Edmondscote Athletics Track</u>		
GF153	Edmondscote All Weather Track ex land	LSPA
GF154	Edmondscote All Weather Track Land	LSPA
GF155	Edmondscote T - Garage & Store Bldgs	LSPA
GF156	Edmondscote T - Garage & Store Land	LSPA
GF157	Edmondscote Track-Pavilion Buildings	LSPA
GF158	Edmondscote Track - Pavilion Land	LSPA
GF159	Edmondscote Track - PC Buildings	LSPA
GF160	Edmondscote Track - PC Land	LSPA
GF583	Edmondscote Track-Gym	LSPA
<u>Royal Spa Centre</u>		
GF161	Royal Spa Centre Building	LSPA
GF162	Royal Spa Centre Land	LSPA
<u>Cemeteries</u>		
GF039	Cemetery Lodge Building, 16 Oaks Rd	KEN
GF040	Cemetery Lodge Land,16 Oaks Rd	KEN
GF051	Cemetery Lodge Buildings	MILV

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
GF052	Cemetery Lodge Land	MILV
GF053	Cemetery Lodge Buildings	WK
GF054	Cemetery Lodge Land	WK
GF163	Cemetery Chapel No.1 Building	LSPA
GF164	Cemetery Chapel No.1 Land	LSPA
GF165	Cemetery Chapel No.2 Building	LSPA
GF166	Cemetery Chapel No.2 Land	LSPA
GF167	Cemetery North Lodge Building	LSPA
GF168	Cemetery North Lodge land	LSPA
GF169	Cemetery South Lodge Buildings	LSPA
GF170	Cemetery South Lodge Land	LSPA
GF171	Cemetery - external works (walls etc.)	LSPA
GF172	Cemetery - Public Conveniences Building	LSPA
GF173	Cemetery - Public Conveniences Land	LSPA
GF174	Cemetery - external works (walls etc.)	MILV
GF175	Cemetery Chapel Building	KEN
GF176	Cemetery Chapel Land	KEN
GF177	Cemetery - external works (walls etc)	KEN
GF178	Cemetery - external works (walls etc)	WK
GF179	Cemetery Chapel no.1 Building	WK
GF180	Cemetery Chapel no.1 Land	WK
GF181	Cemetery Chapel no. 2 Building	WK
GF182	Cemetery Chapel no. 2 Land	WK
GF183	Cemetery Stores Building	WK
GF184	Cemetery Stores Land	WK
GF185	Cemetery - public conveniences buildings	WK
GF186	Cemetery - public conveniences land	WK
<u>Crematorium</u>		
GF187	Crematorium and Chapel Buildings	BTACH
GF188	Crematorium and Chapel Land	BTACH
GF189	Crematorium Lodge Building	BTACH
GF190	Crematorium Lodge Land	BTACH
<u>Leisure Centres</u>		
GF195	Harbury Lane Sports Pavilion and Pitches	WHIT
GF196	Lillington Recreation Centre (old libra	LILL
GF197	Castle Farm Skate Park	KEN
GF198	Castle Farm Sports Hall Buildings	KEN
GF199	Castle Farm Sports Hall Land	KEN
GF200	SNP Swimming Pool/Sports Centre Building	WK
GF201	SNP Swimming Pool/Sports Centre Land	WK
GF202	SNP All Weather Pitch	WK
GF203	SNP All Weather Pitch - Land	WK
GF204	Abbey Fields Swimming Pool Buildings	KEN
GF205	Abbey Fields Swimming Pool Land	KEN
GF207	Newbold Comyn Sports Centre Buildings	LSPA
GF208	Newbold Comyn Sports Centre Land	LSPA
GF480	Harbury Lane Pavillion Land	LSPA
GF481	Castle Farm Skate Park Land	KEN
<u>Cultural Quarter</u>		
GF210	Crown Building - former dole office	LSPA
GF211	North Hall Spencers Yard	LSPA
GF212	West Hall Spencers Yard	LSPA
GF213	United Reform Church	LSPA
GF214	Spencers Yd C Park & Paved/Perform Area	LSPA
<u>AIEC</u>		
GF215	Althorpe Innovation & Enterprise Centre	LSPA
GF482	Althorpe Innovation & Enterprise C Land	LSPA
<u>Depot</u>		
GF216	Oaks Road Depot	KEN
GF217	Oaks Road Depot Land	KEN
GF574	Oaks Rd Depot Office & Toilet Buildings	KEN
GF575	Oaks Road Depot Office & Toilets Land	KEN
<u>General Fund Housing</u>		

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE****Logotech Asset Reference****Asset Description****Location**

GF041	32 Market Place	WK
GF042	34 Market Place	WK
GF043	5 Market Street freehold reversion	WK
GF044	7 Market Street	WK
GF045	11 Market Street freehold reversion	WK
GF046	19 Market Street	WK
GF047	31 Market Street freehold reversion	WK
GF048	35 Market Street	WK
GF049	39 Market Street	WK
GF050	43 Market Street	WK
GF501B	Garage 2, Market St, Warwick	WK
GF501L	Garage 2, Market St, Warwick	WK
GF502B	Garage 1, Factory Yard, Priory Road, Wk	WK
GF502L	Garage 1, Factory Yard, Priory Road, Wk	WK
GF503B	Garage 2, Factory Yard, Priory Road, Wk	WK
GF503L	Garage 2, Factory Yard, Priory Road, Wk	WK
GF504B	Garage 3, Factory Yard, Priory Road, Wk	WK
GF504L	Garage 3, Factory Yard, Priory Road, Wk	WK
GF505B	Garage 4, Factory Yard, Priory Road, Wk	WK
GF505L	Garage 4, Factory Yard, Priory Road, Wk	WK
GF506B	Garage 5, Factory Yard, Priory Road, Wk	WK
GF506L	Garage 5, Factory Yard, Priory Road, Wk	WK
GF507B	Garage 6, Factory Yard, Priory Road, Wk	WK
GF507L	Garage 6, Factory Yard, Priory Road, Wk	WK
GF508B	Garage 7, Factory Yard, Priory Road, Wk	WK
GF508L	Garage 7, Factory Yard, Priory Road, Wk	WK
GF509B	Garage 8, Factory Yard, Priory Road, Wk	WK
GF509L	Garage 8, Factory Yard, Priory Road, Wk	WK
GF510B	Garage 9, Factory Yard, Priory Road, Wk	WK
GF510L	Garage 9, Factory Yard, Priory Road, Wk	WK
GF511B	Garage 10, Factory Yard, Priory Road, Wk	WK
GF511L	Garage 10, Factory Yard, Priory Road, Wk	WK

Royal Pump Rooms

GF191	Pump Rooms ex TIC, Cafe & Library	LSPA
GF192	Pump Rooms Land	LSPA
GF193	Pump Rooms TIC & Library	LSPA
GF793	Royal Pump Rooms Cafeteria	LSPA

Creative Arches

GF321	Court Street Railway Arches	LSPA
GF573	Court Street Railway Arches Land	LSPA

Community Assets

GF109	Abbey Fields Bowling Greens	KEN
GF323	Castle Farm Playing Fields, Fishponds Ro	KEN
GF324	Play Area Rushmore Street	LSPA
GF325	Open Space Sydenham (was play area)	LSPA
GF326	St Nicholas Park/Myton Fields	WK
GF327	Victoria Park	LSPA
GF328	Abbey Fields	KEN
GF329	Newbold Comyn Open Space	LSPA
GF330	Newbold Comyn Pavilion	LSPA
GF331	Jephson Gardens PC's	LSPA
GF332	Jephson Gardens Improvements 99/00	LSPA
GF333	Jephson Gardens Improvements 00/01	LSPA
GF334	Jephson Gardens Improvements 01/02	LSPA
GF335	Jephson Gardens Improvements 02/03	LSPA
GF336	Jephson Gardens Improvements 03/04	LSPA
GF337	Jephson Gardens Improvements 04/05	LSPA
GF338	Jephson Gardens Temperate House	LSPA
GF339	Jephson Gardens Improvements 05/06	LSPA
GF340	Jephson Gardens Improvements 06/07	LSPA
GF341	Jephson Gardens PC's refurbishment 05/06	LSPA
GF342	Abbey Fields Lake	KEN
GF343	St Marys Lands redevelopment 03/04	WK

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE****Logotech Asset Reference****Asset Description****Location**

GF344	St Marys Lands redevelopment 04/05	WK
GF345	St Marys Lands redevelopment 05/06	WK
GF346	St Marys Lands redevelopment 06/07	WK
GF347	St Marys Lands redevelopment 07/08	WK
GF348	St Marys Lands redevelopment 08/09	WK
GF349	Cemetery Extension 00/01	KEN
GF350	Cemetery Extension 01/02	KEN
GF351	Cemetery Extension 02/03	KEN
GF352	Cemetery Extension 03/04	KEN
GF353	Large Cemetery Memorials refurb 05/06	DIST
GF354	Large Cemetery Memorials refurb 06/07	DIST
GF355	Public Arts Statues	LSPA
GF356	Victoria Park Cricket Pavilion and land	LSPA
GF357	Victoria Park Paddling Pool & Land	LSPA
GF358	St Nicholas Park Paddling Pool & Land	WK
GF359	Jephson Gardens Monuments	LSPA
GF360	York Road Gardens	LSPA
GF361	Christchurch Gardens	LSPA
GF362	Cemetery Land	LSPA
GF363	Cemetery Land	WK
GF364	Cemetery Land	KEN
GF365	Cemetery Extension land	KEN
GF366	Cemetery Land	WHIT
GF367	Cemetery Land	MILV
GF369	Holly Walk Obelisk	LSPA
GF370	Queen Victoria Statue	LSPA
GF371	Clock Tower	KEN
GF372	War memorial	KEN
GF373	Pump Room Gardens	LSPA
GF374	Pump Rooms Bandstand	LSPA
GF375	Pump Room Gardens Linden Arches	LSPA
GF377	Euston Place Gardens	LSPA
GF379	Abbey Fields Gatehouse	KEN
GF380	Mill Gardens	LSPA
GF382	St Nicholas Park Ticket Office	WK
GF384	St Nicholas Park - Games Hut	WK
GF489	Clarendon Square Gardens	LSPA
GF599	Linden Arches - Pump Rooms	LSPA
GF608	Civic Regalia	CENT
GF799	Leamington Cemetery Extension	LSPA

Bowls Complex

GF096	Victoria Park Bowling Green Pavilion	LSPA
GF097	Victoria Park Bowling Greens	LSPA
GF098	Victoria Park Store	LSPA
GF299	Victoria Park Café	LSPA
GF466	Victoria PK Pavillion (WDC) & Bgrns Land	LSPA
GF580	Victoria Park Cafe land	LSPA
GF581	Victoria Park Pavilion - land	LSPA
GF582	Victoria Park Store Land	LSPA

Public Service Centre

GF598B	Jubilee House Buildings	KEN
GF598L	Jubilee House Land	KEN

NON OPERATIONAL ASSETS**Surplus Assets**

GF218	St Peters Car Park PC buildings	LSPA
GF219	St Peters Car Park PC land	LSPA
GF220	Myton Fields PC buildings	WK
GF221	Myton Fields PC land	WK
GF222	Victoria Park PC buildings	LSPA
GF223	Victoria Park PC land	LSPA
GF226	Althorpe St land (former BT site)	LSPA
GF227	Old School House land Court St	LSPA

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
GF229	Milverton House Court Street (land)	LSPA
GF483	Old School House Building Court St	LSPA
<u>Investment Properties</u>		
GF038	Jephson Gardens East Lodge	LSPA
GF083	POS (grazing land) - Abbey Fields	KEN
GF094	Budbrooke Playing Field - Hampton Magn	HAMP
GF095	Hill Close Gardens	WK
GF194	Warwick Gates Community Centre	WK
GF230	Pageant House Warwick	WK
GF231	Car Park rear of 8 Jury Street Leased)	WK
GF233	Shops 1 & 2 Church Walk	LSPA
GF234	Shop 3 Church Walk	LSPA
GF235	Shop 4 Church Walk,	LSPA
GF236	1 to 23 Regent Grove (land only)	LSPA
GF237	4 Jury Street	WK
GF239	Iris Lees Day Club, 10-14 Chapel Street	WK
GF240	Old Folks Club Southbank Rd land	KEN
GF241	44 Regent Street	LSPA
GF242	46 Regent Street	LSPA
GF243	Over 44 to 46 Regent Street	LSPA
GF245	24 Hamilton Terrace	LSPA
GF246	26 Hamilton Terrace	LSPA
GF247	28 Hamilton Terrace	LSPA
GF248	30 Hamilton Terrace	LSPA
GF249	32 Hamilton Terrace	LSPA
GF250	6 Jury Street	WK
GF251	Bus Station Site land , Station Approach	LSPA
GF252	Alfonso's (Sarah's) Cafe Station App	LSPA
GF253	Whitnash Tavern (land only)	WHIT
GF254	Warwick Sports Club Hampton Road	WK
GF255	Lillington Community Centre land	LILL
GF256	Racing Club Hampton Road	WK
GF257	49 High Street	LSPA
GF258	Royal Naval Association Adelaide Road	LSPA
GF259	Canoe Club Adelaide Road	LSPA
GF260	Nelson Gym Adelaide Road land	LSPA
GF261	Ahmadiyya Centre Adelaide Road land	LSPA
GF262	Hybrid Arts Adelaide Road	LSPA
GF263	St Patricks Irish Club Adelaide Rd land	LSPA
GF264	Warwick Corps of Drums Hampton Road	WK
GF265	36 Market Place	WK
GF266	Shop 3 Market Street	WK
GF267	Shop 9 Market Street	WK
GF268	Shop 13,15,17,21 and 23 Market Street	WK
GF269	Shop 25 and 27 Market Street	WK
GF270	Shop 29 Market Street	WK
GF271	Shop 33 Market Street	WK
GF272	Shop 37 to 41 Market Street	WK
GF275	Budbrooke Community Centre Land	HAMP
GF276	Sea Cadets Club Adelaide Road	LSPA
GF277	Citizen Advice Bureau 10 Hamilton Terrac	LSPA
GF279	Former Fairview Car Park Kenilworth land	KEN
GF280	Europa Way Land(Mcdonalds and Tiller Pi	LSPA
GF281	Station Approach car parking land	LSPA
GF282	Westbury Centre land	LSPA
GF284	Land adjoining 69 Northumberland Road	LSPA
GF285	car parking land adj to 12 Wise Street	LSPA
GF287	Shop 8 Clarendon Avenue	LSPA
GF288	Car parking land in Millers Road	WK
GF291	Sea Scout Hut land St Nicholas Park	WK
GF292	Warwick Racecourse land	WK

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**


<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
GF293	Fishing rights	DIST
GF294	Saltisford Canal Trust land at Birmingha	WK
GF295	Warwick Golf Course & Driving Range	WK
GF297	Tree Nursery Offices and land Princes Cl	WK
GF300	Bridge Street Sub Station Site	WK
GF301	Princes Drive Sub Station Site	KEN
GF302	Unit 16 Althorpe St Industrial Estate	LSPA
GF303	Neilston St Sub Station Site	LSPA
GF304	Adelaide Rd Sub Station Site	LSPA
GF305	Covent Garden MSCP Sub Station Site	LSPA
GF306	Clarendon Sq Sub Station Site	LSPA
GF307	Mill Road Sub Station Site	LSPA
GF308	Victoria Road Sub Station Site	LSPA
GF309	Newbold Pavilion Sub Station Site	LSPA
GF310	Car Park r/o Pageant House	WK
GF311	Hampton Road Sub Station	WK
GF312	Theatre Street Sub Station Site	WK
GF313	Warwick Racecourse Sub Station Site	WK
GF314	Scar Bank Sub Station Site	WK
GF315	St Nicholas Park Sub Station Site	WK
GF316	Abbey End Shops frontage	KEN
GF317	Station Approach Sub Station Site	LSPA
GF318	Garden land between 37 & 39 High Street	KEN
GF319	Newbold Comyn Arms	LSPA
GF383	Myton Fields - Sea Scout hut	WK
GF572	Jephson Gardens East Lodge land	LSPA
GF576	Riverside House - Let out Areas	LSPA
GF787	Chase Meadow Community Centre	WK
GF790	Riverside House let area to England Bowl	LSPA
GF794	Town Hall Let Out Offices	LSPA
GF797	Unleased area Princes Close Gardens Wa	WK
GF810	Gdn land & car park off B'ham Rd Waiwicl	WK
GF820	Llewellyn Road sub station	LSPA
GF821	Millers Road sub station	WK
GF822	Dobson Lane sub station	WHIT
GF823	Newbold Comyn Pitch & Putt Stores sub st	LSPA
GF824	Sub Aqua Club Boat Store Riverside Adel	LSPA

HOUSING REVENUE ACCOUNT SHOPS

7641	Shop 1&2 St Margarets Road	WHIT
7642	Shop 3 St Margarets Road	WHIT
7643	Shop 4 St Margarets Road	WHIT
7644	Shop 5 St Margarets Road	WHIT
7645	Shop 6 St Margarets Road	WHIT
7646	Shop 7 St Margarets Road	WHIT
7647	Shop 7a and 8 St Margarets Road	WHIT
7648	Shop 25 Crown Way	LILL
7649	Shop 29 Crown Way	LILL
7650	Shop 31 Crown Way	LILL
7651	Shop 33 Crown Way	LILL
7652	Shop 35 Crown Way	LILL
7653	Shop 37 Crown Way	LILL
7654	Shop 39 Crown way	LILL
7655	Shop 51 Crown way	LILL
7656	Shop 53 Crown way	LILL
7657	Shop 55 Crown way	LILL
7658	Shop 57 Crown Way	LILL
7659	Shop 67 Crown Way	LILL
7660	Shop 69 Crown Way	LILL
7661	Shop 71 Crown Way	LILL
7662	Shop 73 Crown way	LILL

GENERAL FUND AND HRA NON OPERATIONAL ASSETS (at 31/3/2015)**APPENDIX ONE**

<u>Logotech Asset Reference</u>	<u>Asset Description</u>	<u>Location</u>
7663	Shop 83 Crown Way	LILL
7664	Shop 85/87 Crown Way	LILL
7665	Shop 89 Crown way	LILL
7666	Shop 22 Binswood Street	LSPA
7667	Shop 24 Binswood Street	LSPA
7668	Shop 26 Binswood Street	LSPA
7669	Shop 28 Binswood Street	LSPA
7670	Shop 30 Binswood Street	LSPA
7671	Shop 36 Kennedy Square	LSPA
7672	Shop 37 Kennedy Square	LSPA
7673	Shop 38 Kennedy Square	LSPA
7674	Shop 39 Kennedy Square	LSPA
7675	Shop 40 Kennedy Square	LSPA
7676	Shop 40a Kennedy Square	LSPA
7677	Shop 41 Kennedy Square	LSPA
7678	Shop 26 Shakespeare Avenue	WK
7679	Shop 28 Shakespeare Avenue	WK
7680	Shop 30 Shakespeare Avenue	WK
7681	Shop 32 Shakespeare Avenue	WK
7682	Shop 34 Shakespeare Avenue	WK
7683	Shop 36 Shakespeare Avenue	WK
7684	Shop Unit 1 Percy Estate	WK
7685	Shop Unit 2 Percy Estate	WK
7686	Shop Unit 3 Percy Estate	WK
7687	Shop Units 4,5 & 6 Percy Estate	WK
7688	Shop 83 Albion Street	KEN
7689	Shop 85 Albion Street	KEN
7690	Shop 87 Albion Street	KEN
7691	Shop 89 Albion Street	KEN
7692	Shop 31 Friars Street	WK

 Executive 3rd September 2015		Agenda Item No. 5
Title	Housing Stock Condition Survey & Strategic Asset Management	
For further information about this report please contact	Matt Jones/Andy Thompson	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	Executive 11th March 2015 HRA Business Plan Review for 2015/16 to 2061/62	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	21.08.15	Bill Hunt
Head of Service	17.08.15	Andy Thompson
CMT	21.08.15	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	17.08.15	Mike Snow
Monitoring Officer	21.08.15	Andy Jones
Finance	17.08.15	Sue Simmonds/Mark Smith
Portfolio Holder(s)	21.08.15	Cllr. Phillips
Consultation & Community Engagement		
n/a		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. Summary

- 1.1 This report sets out the rationale for undertaking a 100% stock condition survey of Housing Revenue Account (HRA) residential assets to collect condition data for a range of key building components. It sets out the requirement to invest in associated technology to support the survey and the ongoing maintenance of data and requests a budget of £378,000 for the projected cost of delivery of the survey, although all other associated costs will be met from existing HRA budgets. It also requests approval for an additional staffing resource to ensure that the survey process and the use of the resultant data collected is effectively managed.

2. Recommendations

- 2.1 That Executive approves a change to the current HRA budget for 2015/16 and 2016/17 to reduce the contributions made into the HRA Capital Investment Reserve by up to £378,000 to fund a 100% stock condition survey of HRA residential assets and allow a transition to Strategic Asset Management.
- 2.2 That Executive notes the estimated cost of £16,290 to purchase and the annual cost of £2,410 to maintain the hardware and software required to support the completion of the survey will be met from existing HRA budgets.
- 2.3 That, subject to approval by Employment Committee, Executive approves the transfer of £85,000 to the Asset Management staffing budget from existing non-staff HRA budgets to fund the appointment of a temporary surveyor post.

3. Reasons for the Recommendation

- 3.1 The Council currently formulates its HRA Housing Investment Programme annually, using a process of annual inspections to identify and prioritise properties for inclusion in cyclical maintenance and improvement programmes. These inspections are used to supplement existing stock condition survey which has historically been collected on a sample % of different stock types. This current approach of Annual Maintenance Management has several limitations:
- Annual programme setting limits the Council's ability to take a long term approach to forecasting future maintenance requirements and planning the deployment of budgets and resources.
 - The limited component age and condition data, based on sample stock condition survey information, hinders informed strategic decision making on the creation of long term maintenance programmes tailored to actual condition and lifecycles of the housing stock and its various components.
 - Annual Maintenance Management is resource intensive, reducing the capacity of the service to closely manage works programmes and respond promptly to enquiries and ad hoc work requests.
 - The lack of a long term programme is an obstacle in communicating future maintenance plans with and responding to enquiries from contractors and internal and external customers.
- 3.2 It is proposed that the Council should change to a process of Strategic Asset Management for its HRA stock. This is a business process with the underlying purpose of securing the best use of property assets and minimising the opportunity cost of resources tied up in property assets. This can only be achieved by fully understanding the condition of the stock and using that knowledge to put in place evidenced, targeted investment programmes to reduce the overall cost of keeping the stock in a usable condition. Full stock

condition surveys gather the intelligence and interactive databases allow for this information to be managed together creating an effective Strategic Asset Management process. By providing this knowledge and allowing it to be effectively managed to shape investment programmes and provide the foundation on which the Council can test and prioritise its maintenance and investment programmes.

- 3.3 The benefits of the proposed Strategic Asset Management approach include:
- The Council having the intelligence and the tools to test and prioritise its HRA maintenance and investment programmes
 - Use of medium and long term business and budget planning to enable the Council to prioritise resources based on actual need rather than historical expenditure
 - Supporting effective and pro-active communication between the Council and its customers and contractors and allowing the Council to be clearer when advising tenants and lease-holders works will be undertaken to specific properties.
- 3.4 Having a robust and interactive database in place allows the Council to assemble, maintain and interrogate data to produce intelligent maintenance policy and provide a basis for strategic decision making on where, when and how to invest in our housing. Maintaining the data base with up to date information is essential to ensure the success of Strategic Asset Management. This in turn provides opportunities to improve efficiency and generate increased value for money.
- 3.5 Officers in Housing & Property Services and ICT Services have developed the Council's ActiveH database and collated historical investment and maintenance data from a range of housing improvement programmes (for example, kitchen and bathroom replacement, window and door replacement). This information has already been uploaded into the ActiveH asset management database and has improved the quality of condition based data for a range of key building components.
- 3.6 However, to support a transition from Annual Maintenance Management to Strategic Asset Management the Council needs to:
- Collect a complete set of data on the presence, age and condition of key building components across its housing stock to create a base-line understanding of its assets, by undertaking a full (100%) survey of its HRA residential assets.
 - Allow for the data to be collected, assessed and used as quickly as possible and to ensure that the survey intelligence remains up to date by introducing mobile working practices and technology for Surveyors and Property Maintenance Officers.
- 3.7 Recommendation 2.1 provides for an estimated cost of the survey of £378,000. This is considered a prudent and realistic figure based on an evaluation of past costs. In 2010 the Council procured a decent homes survey of eight hundred and seventy nine properties. This cost £34,700, equating to circa £40 per property. Inflating this figure by an average of the Consumer Price Index for the period 2010 to 2015 (3% as calculated using data from the Office of National Statistics) increases the cost per dwelling to £46. The cost of a full 100% stock condition survey for all the HRA housing stock, currently 5,985 separate assets including individual dwellings and communal areas within blocks, based on this figure would therefore be £280,000. However, as this figure has not been market tested and the actual price will not be known until

the procurement process is complete it is considered prudent to allow for a contingency of 35% given that this will be a full survey, to a set specification using our own software and requiring considerable field work, taking the estimated cost to £378,000. If the procurement exercise leads to a cost below this figure the reduction in the contribution to the Housing Capital Investment Reserve would be reduced accordingly.

- 3.8 This estimated value of the survey exceeds the £173,000 threshold for service contracts and will therefore require procurement in accordance with by the Public Contract Regulations. There may be particular frameworks available to us to utilise that, if available will shorten the procurement process timescale however if not available then due to the estimated value of the requirement a full OJEU tendering exercise will be required with an potential time period of up to six months. It is intended that the survey will be completed by 31st March 2016 but this is subject to the availability of consultant resources following procurement and rates of access to properties. It is therefore possible that project may straddle the financial years 2015/16 and 2016/17.
- 3.9 The survey data will be used during 2016/17 by officers to shape the HRA Business Plan to support the investment needs of the Council's housing stock and to inform long term maintenance plans from April 2017 onwards. This will enable a holistic and all-embracing approach to be taken to reshaping the HRA Business Plan and its capacity to support investment needs, in response to the emerging thrust of national policy. At present the detail of the proposed introduction of Right-to-Buy for housing association tenants, funded by local authority stock sales and reductions in rent from 2016/17 onwards for four years and the potential impact on rent collection of proposed changes to welfare budgets will be clearer. Until a greater understanding of these changes is known and has been modelled, it is not going to be possible to undertake in the current financial year more than an interim review of the Business Plan.
- 3.10 To ensure that the survey effectively collects all required information in the format required for storage and assessment it is proposed that new mobile working technology is deployed. The Council's current preferred mobile software is Total Mobile. Officers within H&PS and ICT are currently developing Total Mobile survey templates and software that ensures survey data can be collected electronically and uploaded to the ActiveH database without the need for manual data entry. The specification for the Stock Condition Survey will stipulate the use of this technology by the successful surveying contractor.
- 3.11 The Total Mobile survey package is not only necessary to support the initial survey but is also essential for Council officers to maintain the stock condition data on an on-going basis. Licences are required to use the Total Mobile Software, sold as bundles of ten at a cost £750 per licence. Handheld ICT equipment is also required to complete the survey electronically. It is estimated that ten handheld units will be required at a cost of £240 per unit. It is also necessary to purchase a mobile data contract for each of the handhelds at an estimated cost of £48 per handheld unit per year. The total initial cost to invest in the mobile technology to support the survey is therefore circa £10,500 based on these estimates. Each software licence costs £75 a year to maintain; therefore the estimated reoccurring annual cost to maintain the software licences and mobile data contracts is circa £1,300. It should be noted that the technology is flexible and once the Survey is complete it will be used to support other working processes, for example, housing repairs inspections and Tenancy Officer Visits.

- 3.12 To make best use of the data to plan medium and long term investment programmes within necessarily limited and finite budgets, the Council needs to be able to test the future maintenance requirements of the HRA assets based on various scenarios to prioritise maintenance plans, identify opportunities to create value and produce need based budget forecasts to support more intelligent procurement and business planning. This can be efficiently undertaken using the ActiveH Smoothing and Modelling module. This software will allow the Council to model the long term maintenance needs of assets based on stock condition data held in the ActiveH database. The cost to purchase and install the module is £5,890. The annual maintenance costs for the module is £1,160. These costs are based on a quotation from ActiveH which is valid for ninety days from the 21st July 2015.
- 3.13 Managing the proposed stock condition survey and also completing the separate comprehensive structural survey of HRA multi-storey tower blocks and other properties of non-traditional construction types (as approved by Executive 11th March 2015) will require effective management that will require an additional temporary staffing resource.
- 3.14 It is proposed to recruit, subject to approval by Employment Committee, a 2 year surveyor post at a cost of £85,000. This post, which will be funded from existing non-staffing budgets within the HRA, will enable a permanent member of the current staffing establishment to be assigned to:
- Oversee and manage the Stock Condition Survey
 - Oversee and manage the Structural Condition Survey
 - Manage the collation, development and initial implementation (including any necessary procurement) of a long term planned and preventative maintenance programme to inform a revised HRA Business Plan
 - Complete other supporting work, such as developing and implementing a new Voids Standard and taking forward any stock rationalisation opportunities that may arise from the survey work.
- By utilising a permanent member of the team for this work rather than the new temporary post the knowledge and intelligence gained will be embedded within the organisation and the work itself is managed with a view to the long term use and value of the projects..

4. **Policy Framework**

- 4.1 The internal element of the Fit for the Future programme has the three objectives of improving the quality of the range of services offered by the Council whilst achieving value for money and developing people. These recommendations directly support each element, including encouraging new ways of working, more effective and productive use of technology where that improves our efficiency and tailoring investment to evidenced needs.
- 4.2 The recommendations are consistent with the need to ensure that the Council's investments in technology allow it to collect, maintain and use data to inform strategic business planning and support efficient working practices.
- 4.3 The recommendations will also make sure that the Council invests available resources where they have the most benefit and establish maintenance strategies that secure the future of the Council's property assets.

5. Budgetary Framework

- 5.1 The tables below summarise the investment needed to support the proposed survey and transition to Strategic Asset Management:

Initial Investment

Description	Budget Estimate (£)
Full 100% Stock Condition Survey	378,000
New surveyor post to allow backfilling to enable the survey to be effectively managed	85,000
Initial Total Mobile Software Licences (x 10)	7,500
Handheld Units (x 10)	2,400
Handheld Mobile Data Contracts for first year (x 10)	500
ActiveH Smoothing & Modelling Module	5,890
Total Initial Investment	479,290

Annually Reoccurring Costs

Description	Budget Estimate (£)
Annual Total Mobile Licences (x 10)	750
Annual Handheld mobile data contracts (x 10)	500
Annual ActiveH Smoothing & Modelling Licence	1,160
Total Annually Reoccurring Costs	2,410

- 5.2 By structuring the HRA Business Plan so that no debt is repaid until 2052/53, the HRA produces an annual surplus. Any amount above that needed to maintain prudent working capital is transferred to the HRA Capital Investment Reserve to fund the development of the housing landlord service, including the provision of additional council housing; a £4.9m contribution is budgeted in 2015/16.
- 5.3 It is proposed that the one-off cost of the 100% Stock Condition Survey itself, estimated at £378,000, will be funded by reducing the contribution into the HRA Capital Investment Reserve. Therefore if the full £378,000 cost was incurred in 2015/16 this would reduce to £4.22m. The balance in this reserve was £21.6m on 1st April 2015, of which approximately £14.6m is committed to the development of Sayer Court and the acquisition of shared ownership homes in south-west Warwick.
- 5.4 The additional HRA resource needed to manage the work detailed in this report equates to 1 FTE employee over a period of two years. The cost of employing a surveyor for two years to enable backfilling to allow a permanent member of staff to oversee the Stock Condition Survey and associated works would be £85,000 in total. Existing HRA non-staffing budgets, particularly consultancy, can be reduced across the financial years 2015/16 to 2017/18 and transferred to create a budget to fund this post with no increase to the overall HRA budget.
- 5.5 All other initial costs (£16,290) and the annual, on-going, revenue cost of equipment and licences to allow officers to maintain up-to-date asset data (£2,410) can be met from existing HRA budgets.
- 5.6 It should be noted that this work is additional to the Structural Condition Survey of high-rise and non-traditional homes, approved in March 2015 with a budget of £120,000.

- 5.7 Completing the stock condition survey to have an evidenced long term programme of planned and preventative works will improve the value for money secured by the Council from its investment in its housing stock. While it is difficult to quantify these savings, it is expected that they will soon more than outweigh the costs of the survey. This is because having in place an evidenced Strategic Asset Management programme will allow the Council to:
- Reduce spending on components that do not need replacing as it will know which are in a good enough condition to continue to remain in service
 - Reduce spending on voids as the Council will know when future works, such as kitchen and bathroom upgrades, will be done and will therefore be better placed to avoid ad hoc works
 - Reduce responsive repairs as the Council will be better able to reference responsive requests against a planned programme and instruct contractors accordingly
 - Secure savings in the cost of planned works by being able to offer to market longer term, more structured contracts
 - Allow for evidenced consideration of a stock rationalisation programme.

6. Risks

- 6.1 It is possible prices returned by tendering organisations exceed the budget estimates provided in this report. The survey estimate is based on evidenced information, adjusted for inflation and the type of survey being commissioned and so represents a sensible and informed estimate. However, it has not been subject to market testing as for such a specialists commission costs can best be secured by undertaking a formal procurement exercise which properly and robustly allows the market to determine the actual cost of the work. It is therefore possible that such a procurement exercise may lead to a price above that set out in this report. If that is the case, then the award of contracts would be deferred and further approval would be requested from the Executive before officers proceed with commissioning the survey.
- 6.2 If the council were to decide not to undertake the recommended survey or invest in the technology required to support the strategic asset management system it would need to accept the potential opportunity cost and limitations of the current traditional maintenance management system as set out in Section Three of this report.
- 6.3 The Council may find it hard to recruit an appropriately qualified surveyor to establish the capacity needed to take this project forward. This may mean a delay in commissioning the work if the recruitment exercise needs to be extended to allow for greater time to test the employment market. If the Council is unable to recruit a surveyor, then the survey and associated work will be put on hold until such time as a surveyor can be recruited. This means that the Council may have to revise its timetable to fully review the HRA Business Plan and establish a Strategic Asset Management based investment programme and continue as an interim to use the Annual Maintenance Management approach.

7. Alternative Options Considered

- 7.1 Officers had earlier this year considered the option to undertake the survey using only in-house resources. This option was reported as being the preferred option in the HRA Business Plan Review Report, considered by Members in March 2015.

- 7.2 At that time, it was not yet clear whether or not a sample or 100% survey would be needed. Undertaking a sample survey was considered as an option. However, this would not have given the Council the detailed base-line knowledge of each of its properties it needs to be able to plan on an evidenced basis future planned maintenance programmes. A sample survey assumes that properties of a certain age and type share not only similar types of construction but also similar components by reference to type, condition and age. Because properties are constantly being repaired, are subject to void works and have in the past may have benefitted from works undertaken as part of Annual Maintenance Management based programmes, this is not necessarily the case. As a result, future planning will include a degree of assumptions about properties that may result in programmes not being sufficiently well targeted to secure value for money and investment where it is most needed on a home-by-home basis. Moreover, a sample approach would not create a solid foundation within the database upon which to build an accurate and on-going knowledge of the condition of all our homes. The value of constantly updating what may not necessarily be an accurate base-line database will therefore be compromised. Accordingly, a sample survey is not recommended.
- 7.3 Further investigation into the extent of the field work needed to achieve the desired outcome of a survey of as close as possible to 100% of the Council's homes showed that it would not be possible to undertake such a survey using only the Council's in-house resources. The need to devote asset management team resources to other priorities, including reviewing and implementing changes to the way the Council delivers day-to-day repairs to its housing stock and supporting the Leisure services Review, and the need to maintain at time of unfilled posts within the department the capacity to deal with responsive repairs across the corporate and municipal housing stock mean that this option would not have been feasible if the Council wished to have the project completed by the end of 2015/16. The in-house is therefore not recommended. However, because the survey template and database have been designed the Council and the project will be overseen by the Asset management team the Stock Condition Survey will still be able to benefit from local knowledge and sensitivities.
- 7.4 An option to undertake the survey in-house and recruit additional temporary surveying resource to reduce the disruption to core service needs has also been considered. This option is also not considered to be feasible because of the additional temporary increase in management responsibilities, the risks of unsuccessful recruitment processes and the probable distraction of officers from current operational priorities.
- 7.5 The Council could decide not to undertake a survey of key building components and continue with the current annual maintenance management processes. This option is not recommended for the reasons set out in Section Three of this report.
- 7.6 The Council could decide not appoint a temporary surveyor for two years to provide the capacity to undertake a range of high profile, resource intensive projects essential to secure effective long term management of the Council's assets. However, this option has been rejected as it would require a reassessment of existing priority work and could potentially adversely impact on projects such as the Leisure Options review, development of the Asset Management Strategy as well as meaning the current inefficient methods of allocating programmed work for the HRA stock would need to be maintained.



Title	Sustainable Community Strategy & Fit For the Future Updates and Service Area Plans 2015/16
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk
Wards of the District directly affected	All
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	Executive meeting 29 th July 2015; Executive Meeting 30 th July 2014; Executive Meeting 11 th December 2013
Background Papers	See above

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes Ref 724
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	27 th July 2015	Chris Elliott
CMT	27 th July 2015	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	12 th August 2015	Mike Snow
Monitoring Officer	23 rd July 2015	Author
Portfolio Holder(s)	17 th August 2015	Cllr Mobbs & Cllr Coker
Consultation & Community Engagement		
N/A		
Final Decision?		Yes

1 SUMMARY

- 1.1 This report asks Executive to approve changes to the Council's Sustainable Community Strategy, Fit For the Future programme and agree the Service Area Plans for 2015/16.

2 RECOMMENDATIONS

- 2.1 That Executive agrees the additional priorities for the Council's Sustainable Community Strategy (SCS) as described at paragraph 3.3.
- 2.2 That subject to agreeing recommendation 2.1, Executive agrees the Fit For the Future (FFF) change programme and corporate projects/ feasibility studies described at paragraphs 3.4 and appendix A respectively noting that the change programme will be subject to ongoing review.
- 2.3 That subject to agreeing recommendation 2.2, Executive agrees the Service Area Plans (SAP's) at Appendices B to H with any minor alterations to these delegated to the relevant chief officer in consultation with their Portfolio Holder.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 At its Council meeting of 22nd January 2014, Warwick District Council agreed a refreshed SCS based on five themes:

- Prosperity;
- Health & Wellbeing;
- Housing;
- Safer Communities; and
- Sustainability

Each of these themes has its own strategic aims and priority areas for action which have underpinned Council officers' day-to-day work. (The Sustainable Community Strategy can be found [Here](#)).

- 3.2 With the formation of a new administration following the Council elections in May, officers have been working with the Portfolio Holders to develop further actions to help deliver the new Executive's aspirations. These actions have been based on the following principles:

that the Council should be commercial in its outlook through raising revenue and reducing cost;

that the Council should encourage economic growth throughout the district;

that the Council should partner with other organisations and share services where there is an evidence-based business case; and

that all the district's residents should be able to access the necessary advice and support from the Council.

- 3.3 From these overarching principles, the Council's Executive asked that a programme of work was developed that is complementary to the current SCS priorities but which clearly sets out what it wants to achieve over the next four years. Working with Portfolio Holders, officers have therefore drawn-up additional SCS priorities for the Executive's approval:

Recommended Priorities	Specific Actions	SCS Theme

We will support all town centres to flourish	<ul style="list-style-type: none"> • We will support and promote the tourism and retail offering of the District • We will review our economic development functions • We will assist the Town Councils with production of their neighbourhood plans 	Prosperity
We will support the District's economically disadvantaged residents	<ul style="list-style-type: none"> • We will support our residents in accessing appropriate welfare assistance such as benefit entitlements, tax credits and food banks whilst making available funding for employment initiatives to support those who can work 	Prosperity
We will review our activities to ensure they maximise the opportunity for income generation	<ul style="list-style-type: none"> • We will review our: <ul style="list-style-type: none"> ◦ Investment strategy; ◦ Assets/small landholdings; ◦ Marketing/sales strategy; ◦ Approach to benchmarking and learn from best practice; and • Ensure that our operations are run on a sound commercial basis 	Prosperity
We will help mitigate the impact of HS2 on our communities	<ul style="list-style-type: none"> • We will work with local residents and business to ensure that issues are addressed on an ongoing basis 	Sustainability
We will adopt a Local Plan that balances the needs of all stakeholders	<ul style="list-style-type: none"> • We will develop masterplans for the major allocated sites addressing housing, business and infrastructure needs; • We will meet the needs of the Gypsy and traveller communities 	Prosperity Housing Sustainability Health & Well being Safer Communities
We will help to attract inward investment to the District	<ul style="list-style-type: none"> • We will review our economic development functions; • We will work closely with the LEP; • We will source government and agency grants; • We will "be at the table" to help lead the Combined Authorities debate 	Prosperity
We will review our options for WDC HQ Relocation bringing forward a recommendation at the earliest possible opportunity	<ul style="list-style-type: none"> • We will review the option of not moving; • We will review discarded options; • We will ensure parking issues are fully addressed; • We will consider all tenure types 	Prosperity Sustainability
We will review the Council's transport support for residents	<ul style="list-style-type: none"> • We will include in the scope of the review: <ul style="list-style-type: none"> ◦ The current taxi token 	Health & Well being

	<ul style="list-style-type: none"> ○ scheme; ○ The demand created by medical/hospital appointments; ○ The needs of disabled/infirm residents 	
We will review the CCTV service	<ul style="list-style-type: none"> • We will ensure that a comprehensive review considers: <ul style="list-style-type: none"> ○ Outcomes for our residents and business; ○ Value for Money; ○ Views of stakeholders 	Safer Communities
We will review the size of the Council	<ul style="list-style-type: none"> • We will review the number of Councillors in step with the recently completed review of the County Council's Division boundaries 	Prosperity
We will review our Car Parking Strategy	<ul style="list-style-type: none"> • We will ensure that a comprehensive review considers: <ul style="list-style-type: none"> ○ Outcomes for our residents and business; ○ Value for Money; ○ Views of stakeholders 	Prosperity

3.4 FFF Change Programme

3.4.1 The SCS is this Council's commitment to residents, businesses, visitors and investors. To deliver on the commitment the Council needs to have the appropriate resources in place. Since 2010, the Council has been running a FFF programme to bring about organisational change. That programme has been extremely successful with savings/ income generation of £3m; a basket of services that is largely undiminished; and a review of every service area within the Council to ensure that it is working as effectively and efficiently as possible. However, it is clear that against a national backdrop of public expenditure reduction, the Council's need for a programme of change remains and that the next chapter of FFF needs to be developed.

3.5 Members will be aware from the *Budget Review to 30th June 2015* report of 29th July, 2015 that the current financial projections indicate an ongoing saving requirement/ income generation of £1.1m by 2020/21 but with just under £1 million of that by April 2016. The full savings profile can be seen in the table below.

3.5.1 Medium Term Financial Strategy Savings Profile

Ongoing savings required	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Additional savings	0	977	-195	228	-15	92
Cumulative savings	0	977	782	1,010	995	1,087

3.5.2 Officers have therefore been compiling a programme of work for Members' consideration which they believe can meet the financial challenge whilst at the same time protecting the vast majority of the Council's services. This programme is based on discussions with Portfolio Holders and the proposed priorities as set out at paragraph 3.3. Executive is therefore asked to endorse the following programme but recognising that many of the initiatives will require business cases and Executive agreement:

3.5.3 Staff

- Negotiate with trade unions to secure changes to car allowances and mileage rates - Potential saving £145k. £100k has already allowed for this within the financial projections above in 2018/19. However, it is now estimated that there may be additional savings, and that these should be able to be secured earlier.
- Amalgamate management of the Council's Arts and Entertainment Services - Potential saving £40k
- Review Service Structure in Health & Community Protection - Potential saving £70k
- Review Senior Management Team - Potential saving £70k
- Undertake Support Services Review - Potential saving £100k
- Restructure Land Charges function - Potential saving £20k

3.5.4 Services

- Provide investment in the Council's leisure centres to enable income to be maximised and costs reduced - Potential saving/ income £500k
- Provide investment in the Council's information technology to enable more services to be accessed on-line (Digital by Default) - Potential saving £100k
- Council's phone and one stop shop services reviewed - Potential saving £170k
- Review housing advice contract arrangements - Potential saving £20k
- Review transport support for residents - Potential saving £40k
- Review car parking strategy - Potential income £50k

3.5.5 Assets

- Transfer/ disposal of the Town Hall to another body - Potential saving £85k

3.5.6 Councillors

- Review the number of Warwick District Councillors in tandem with the recently completed review of the County Council's Divisional boundaries - Potential saving £80k
- Review the role of the Council's Chairman - Potential saving £20k

3.5.7 Miscellaneous

- Secure cheaper price for Council's new energy contracts - Potential saving £320k
- Review various financial contingency provisions - Potential saving £50k
- Consider alternative investment instruments - Potential income £50k
- Reduce "discretionary spend" budgets by 5% - Potential saving £415k. 2.5% increases have already been factored into the financial projections for 2016/07 and 2017/18. It is now proposed that these are amalgamated into savings to be included within the 2016/17 Budget.

3.5.8 Should all of the aforementioned initiatives be achieved then officers estimate that savings/ increased income would total £1.83m over and above current

MTFS forecasts. This is in excess of the savings requirement currently shown in the financial projections by £743k.

3.5.9 However, Members should also note that in addition to the projected shortfall, the following items are currently unfunded from the base annual budget in the medium term:-

- £250k for ICT equipment replacement
- £100k general equipment replacement
- £150k Rural/Urban Capital Investment Scheme
- £50k Historic Buildings Grant

If all the savings discussed above materialise, this should enable £550k per annum to be included within future Budgets for these items.

3.5.10 However, this would still leave the Capital Investment Reserve and Corporate Asset Reserve with no ongoing stream of funding. Officers will propose options to address this in a future report.

3.6 The proposed programme of work is in addition to the following projects that are currently work in progress not all of which will realise savings and so only the first bullet point below has a potential saving against it:

- Relocation of the Council's Headquarters - Potential saving £300k (already included within the financial projections within para 3.5.1)
- Review of Historic Building Grants/ Heritage Open Days
- Review of Sports, Arts and small grants
- Review of Concurrent Services
- Review of Council's assets
- Review of Economic Development functions

3.7 Taken together, the proposed and current programmes of work would realise savings/ increased income of £2.645m. This level of savings would give a "cushion" of circa £200k or 20% of the overall savings requirement within the financial projections.

3.8 Members will note that the proposed change programme will still leave a deficit of £182k in year 2016/17. This figure will undoubtedly change as the financial year progresses and officers will continue to develop proposals to meet this shortfall although the Council does have the benefit of being able to use reserves as a one-off contribution.

3.9 At its meeting of 30th September 2015, Members will receive a report on the Council's proposed Fees and Charges for 2016/17. Officers will be working to ensure that a commercial approach is taken to the setting of fees and charges whilst at the same time ensuring that the more economically disadvantaged residents are not excluded from services.

3.10 The proposed programme of work at 3.5 is the inward-facing element of FFF, however, over a number of years officers have also been working on an outward-facing programme which is bringing or would bring about change in the district. Details of this element of the programme are detailed at Appendix A. This programme has been reviewed to ensure it is aligned with the proposed priorities of the Executive and has the appropriate resources available for delivery. Members are asked to endorse these projects and feasibility studies.

- 3.11 At Appendices B to H are the proposed SAP's for 2015/16. They have been produced following discussion between the relevant Service Head and Portfolio Holder and are consistent with the proposed work programme described in this report. Members are asked to agree the Service Area Plans with any minor alterations being agreed with the appropriate Portfolio Holder.

4 POLICY FRAMEWORK

- 4.1 The Sustainable Community Strategy underpins the work of the Council and informs the Fit For the Future programme of work. Each year Service Area Plans are developed in line with the FFF programme detailing which measures will be used to understand how effective the Council is being in delivering FFF and setting out the key projects/ feasibility studies for the year.

5 BUDGETARY FRAMEWORK

- 5.1 As discussed in section 3, the Budget Review report to Executive in July highlighted that savings of approaching £1m need to be secured for 2016/17, with this figure increasing to around £1.1m by 2020/21.

- 5.2 In coming to this requirement, some savings have already been factored into the projections.

- Office move £300k (2018/19)
- Revised staff terms and conditions)£100k (2018/19)
- Reductions in discretionary spend £415k (2016/17 and 2017/18).

If these savings are not made, the level of further savings needed to be secured will increase if services are not to be impacted.

- 5.3 As discussed in the Budget Review report there is still significant uncertainty over the Council's future financial support. The two main risks are:-

- 5.3.1 Revenue Support Grant (RSG). The projections do factor in assumed significant reductions in future years. However, the current Government has not formally given any indication of the size and timing of further reductions.

- 5.3.2 Business Rates Retention. There continue to be risks attached to business rates, especially with the significant number appeals still awaiting considerations by the Valuation Office Agency.

- 5.4 Whilst the projections have been prudently prepared, it is quite possible that the current savings requirement may increase in the future as more information becomes available.

- 5.5 The projects discussed within this report, assuming they make the savings estimated, and all other things being equal, the Council should be able to continue to balance its Budget in future years. This is shown within Appendix I.

6 RISKS

- 6.1 There is a risk that the proposed amendments to the SCS and FFF programme do not address the needs of our local communities. It will be important for Service Heads to measure what is being achieved to determine whether specific actions are "making a difference".

- 6.2 There is a risk that the financial position of the Council deteriorates either due to the non-delivery of the change programme and/ or a worse than expected Spending Review settlement in November of this year. Officers will need to monitor and review the position on an ongoing basis bringing any significant variations to Members' attention at the earliest opportunity particularly in light of the Chancellor's statement that he was asking Government Departments to model savings of 40% over the life of the Parliament.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Executive members have asked officers to develop a programme of work that details their priorities. The table at 3.3 is thought to describe this and so no alternative options were considered.
- 7.2 The Council's FFF change programme has been running since 2010 and has proven to be successful in meeting the financial challenge whilst continuing to invest in services and staff. The updated programme could contain initiatives very different from those proposed; however, it is thought that the programme best reflect the Executive's priorities.

FIT FOR THE FUTURE – Key Projects and Studies

D= Doing

E= Enabling

F= Feasibility

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
Prosperity					
Coventry & Warwickshire Gateway (E)	Bill Hunt Phil Clarke	Subject to adoption of the Local Plan to help facilitate delivery of major sub-regional site that forms part of the CWLEP strategy and would deliver 235 ha of B1, B2 and B8 employment land. The site is currently within the Green Belt surrounding Coventry airport and a planning application was previously refused by the Secretary of State.	Bill	<u>Costs</u> Total estimated cost (to developer = £250 million WDC cost = Nil. (Note however that we did receive fee for planning application (£204k) but have subsequently spent a significant amount on processing application and running subsequent "call-in" inquiry.) <u>Financial benefits</u> Gateway scheme will generate up to 10,000 new jobs, with consequential	Subject to progress on Local Plan and whether site is approved in Local Plan. Once site is approved in Local Plan, delivery of whole project is estimated to take 10 years. First buildings will be completed within 9 months of planning consent.

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				multiplier effect on local economy (however note that this will be shared with other local authority areas, esp. Coventry) Business Rates Retention amount to WDC estimated to be £2.5 million per annum.	
Station Approach (E) & (D)	Bill Hunt Phil Clarke	<p>A proposal to regenerate the area around Leamington station to develop new housing, station car parking, employment and environmental improvements to this important gateway location.</p> <p>The north side of the railway, accessed from Station Approach will become a brownfield housing development of c210 homes by the W2 Partnership (c75%</p>	Phil/Bill	<p><u>Costs</u> Total cost – tbc but the cost of relocating the Stagecoach depot (a pre-requisite to the comprehensive housing proposals) is significant.</p> <p><u>Financial benefits</u> New Homes Bonus on c200 homes once development completed.</p> <p>The wider development of the area will feed into Business Rates</p>	<p>Planning application received on 5/6/15. Subject to receiving planning permission, development could commence in early 2016. The car park will be provided as phase 1 of the development. All affordable housing will be completed by 31/3/18, as required by the HCA.</p>

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		<p>affordable) with car parking serving the station and old town and environmental and cycleway improvements.</p> <p>The wider project involves the completion of the Station Area masterplan following the closure of the Ford Foundry. To date this has seen the development of the Morrisons supermarket and Vitsoe will shortly be on site to develop the area between Morrisons and Princes Drive as the UK HQ and manufacturing base.</p> <p>Proposals are also well advanced for the former Travis Perkins site on the Old Warwick Road to be made available for station car parking (planning</p>		Retention with likely returns dependent on the final site occupations.	

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		consent given). Redevelopment of the former Foundry car park site to the east of Princes Drive is also anticipated in the near future.			
Chandos Street (F)	Bill Hunt Phil Clarke	A redevelopment of land focussed on the Chandos surface Street car park in Leamington town centre to introduce new retail and other uses to support the vitality and viability of the town centre.	Phil	<u>Costs</u> Total cost of 2010 "Clarendon Arcade" scheme was estimated at £90m. <u>Financial benefits</u> Original "Clarendon Arcade" proposal would yield an estimated £500k pa in Business Rates Retention. Any alternative proposal for the site (for example which may have with less commercial but more residential uses) would yield an equivalent amount of BRR and New Homes Bonus.	Currently delivery of this project is uncertain given the economic climate and the impact of this on new retail and other town centre investment.
Kenilworth Neighbourhood Plan	Andrew Jones Dan Robinson	To support the Town Council in bringing	Andy J	Ongoing officer support for the	Neighbourhood Plan designation to be sought

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
(E)		forward a neighbourhood plan for referendum.		Town Council who is taking the lead on the project.	autumn 2015.
Leamington Town Centre Vision (E)	Bill Hunt Duncan Elliott	To develop, with key stakeholders, a new development vision for the town centre.	Bill/Duncan	No direct capital costs. This 'Vision' to set policies and strategies to guide and stimulate private (and public) sector development investment activity. This would be for the main town centre development sites.	<ul style="list-style-type: none"> • Current: Initial buy-in of the various key stakeholders being sought. • Public consultation methodology/timing to be agreed. • Likely Vision completion: December 2015 (tba).
Creative Quarter (F)	Bill Hunt Duncan Elliott	To create a deliverable vision and proposals for new Creative Quarter in Leamington with the private sector, and build flexibility and development opportunities for the Silicon Spa gaming cluster..	Duncan	<p><u>Costs:</u> We are looking for c. £5-10m private sector development investment.</p> <p>WDC cost: To secure this private sector investment we might have to input our non-operational properties in the project area. They have the combined Asset Value of</p>	<ul style="list-style-type: none"> • Soft market testing of private sector interest completed. • Report on outcomes scheduled to be presented to 30 September Executive. • Subject to Executive backing we could have a developer partner in place within say 1 year. • Phased investment could follow-on from say summer 2017 onwards. Probably a 5-year regeneration/developme

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				<p>£1.12m.</p> <p><u>Financial benefits:</u> Completely scheme dependent, but:</p> <ul style="list-style-type: none"> • Increased business rates from new business units created. • Customer spend in the new trading units. • Leverage from other capital investment that should be stimulated and follow in the Old Town area. 	nt programme (including potential CPO)
St Mary's Lands Business Strategy (F)	Chris Elliott	A working party has been set up to develop a strategy/ master plan and to undertake necessary feasibility studies for the long term future of St Mary's Lands – a large open space in Warwick which also has some commercial uses – racecourse, golf	Chris	<p>Total Cost – unknown</p> <p>WDC committed to £50k for Corps of Drums</p> <p>WDC has committed £400k to replacement Cadets building off site</p> <p>WDC has £10k allocated for feasibility work on whole area.</p>	Timescale varies for differing elements but feasibility study will probably take a year.

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		course and some social/sports activities – racing club warwick, cadets, corps of drums, hill close gardens – within it.			
Kenilworth Public Service Centre (F)	Chris Elliott Tim Hepworth	A detailed feasibility study to assess the cost of constructing a new civic and cultural hub linking Jubilee House with Kenilworth library/ Warwickshire Direct. The building would provide a single front door entry to public services and include a community theatre which would become the new home of the Talisman Theatre.	Tim	<u>Costs</u> Current budget for feasibility work £116k Cost estimates will be confirmed by current feasibility study <u>Financial benefits</u> Estimate that the evening economy will benefit to the tune of £160k pa Many other community benefits to which a monetary figure cannot be attached	Current phase of feasibility should be complete by autumn 2015. If progressed, building complete by 2019
Stratford Road (F)	Bill Hunt Duncan Elliott	Development to maximise the value of the WDC land at Stratford Road which is an allocation for employment use	Bill	<u>Costs</u> Scope and costs will be scheme dependent, and on the outcome of potential	Timetable and even whether the project will proceed is directly affected by the progress of the Local Plan

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		within the Local Plan.		discussions with adjoining land owners. These costs could include the site investigations required to bring the site to market. <u>Financial Benefits</u> Also scheme dependent but Business Rates Retention (not yet known) for a development for employment use	
Fen End (E)	Bill Hunt Gary Fisher	Delivery of highway improvements to fulfil a City Deal commitment and development of an appropriate development plan for employment growth and increased use of the JLR owned site	Bill	<u>Costs</u> JLR have yet to finalise their plans for the site which will see significant employment growth and the creation of c30sqft of new R&D/office space, a £multi-million investment. To service the site a new roundabout on the public highway and link road across the site is required. Cost of development	Ecological and site surveys for highways work underway with enabling works scheduled to start Q3 and final completion by end of Q4 15/16 Discussions on-going with JLR on wider plans for the site. Presentation made to Development Review Forum July 2015, planning application likely to be submitted during Q3.

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				to WDC is nil, but we are holding £559k of City Deal capital funding as a contribution towards the cost of the roundabout which will be c£1.1m. The cost of the link road, also c£1m and the remainder of the roundabout costs will be borne by JLR <u>Financial Benefits</u> Planning fee income and future Business Rate Retention dependent on final scheme proposals	
Housing					
Strategic Opportunity Proposal (F)	Chris Elliott Tim Hepworth Andy Thompson Mike Snow Mark Smith	Assessing the feasibility of acquiring land and bringing forward a residential housing scheme for development. The scheme offers an opportunity for the Council to grow and expand its role as	Tim	<u>Costs</u> Budget for current feasibility work £140k If project progresses, total cost will depend on the size of the development site and the number of	Report on feasibility 9/15 Delivery of whole project is estimated to take 7 years +

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		the district's leading social landlord.		affordable homes eventually acquired <u>Financial benefits</u> Rental income from social and affordable tenancies. Capital appreciation, rent and initial stake purchase of shared ownership properties	
Sayer Court (D)	Andrew Jones Richard Jones Matt Jones Jacky Oughton	A scheme providing 81 new council homes for tenants aged 55 and over. The sustainable scheme sports a biomass boiler and solar panels, and the dwellings will be built to Lifetime Home standards. This flagship scheme will help to address the housing need of the district by providing either affordable or social rents to our tenants.	Richard	Costs Total approved budget funded entirely by WDC.	Currently estimated to be complete in August/September 2016. Contractor timescales are currently being reworked following issues with the mobile phone masts.
Council Development	Andy Thompson Abigail Hay	A council-owned company able to	Andy T	Total Cost/WDC Cost: £10,000	Exec Report requesting final approvals for

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
Company (F)	Mike Snow	invest in economic development and housing projects that can be most effectively delivered through an arms-length enterprise.		maximum to register a company and complete the relevant business case and legal work (including officer time). Final cost likely to be below this. Benefits are the provision within the Council's structure of an arms-length vehicle, owned and controlled by the Council, to deliver projects. Note that each project will be presented, with project specific financial implications, to Council on a case-by-case basis for consideration.	establishing the company: November 4th, 2015
Lillington Regeneration (F)	Andrew Jones Phil Clarke Andy Thompson Jo Dagg	A project to explore how WDC and its partners can best address issues of localised deprivation within Crown ward. The Council is currently considering	Phil	<i>NB: Note that all figures are part of feasibility exercise only at this stage.</i> Total cost - £64m WDC cost (from HRA) - £47m	Estimated timescale for delivery (if whole project is implemented) is estimated as 7-10 years. This is in part predicated on the adoption of the Local Plan however elements could take place

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		the feasibility of a major regeneration whereby approximately 300 council homes will be demolished and re-provided, together with a new "community hub" incorporating a library, Youth & Children's Centre and new Primary Care Centre.		Estimated that new properties will "payback" capital contribution in 85 years (compared to 60 years recommended in HRA Business Plan). More modelling currently being undertaken.	before then.
Delivery of allocated Kenilworth sites (E) & (F)	Andrew Jones Dan Robinson	Subject to adoption of a local plan to help facilitate the delivery of the allocated sites.	Andy J	Ongoing Enabling and feasibility work with only staff costs at this point.	To be confirmed.
Delivery of Gypsy & Traveller sites (E) & (F)	Andrew Jones Lorna Coldicott	Subject to adoption of a Development Plan Document to help facilitate the delivery of the allocated sites.	Andy J	Ongoing Enabling and feasibility work with only staff costs at this point.	To be confirmed.
Health and Well Being					
Pump Room Gardens improvement (D)	Rob Hoof	Working with the Friends of the Pump rooms in a bid for £1 million Heritage Lottery Fund monies to carry out	Rob	<u>Costs</u> £100k of Service Transformation Funding allocated to the project in July 13.	Report agreed by Executive 29/7 Bid submission August 2015

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		improvements to the bandstand and surrounding gardens. The Phase 2 submission is being prepared ready for August this year, with a decision on whether the bid has been successful by Christmas.		<p>£10k of this was drawn down in April 14 to supplement £48k of Heritage Lottery Fund development grant allocated for bid development</p> <p>The remainder is held as match funding against the sums raised by the Friends group to deliver the project</p> <p>The bid for Parks for People funding is likely to be for c£1m+ funding.</p> <p><u>Financial Benefits</u> Indirect through increased tourism and visitor spend in the town and reduced maintenance costs for footpaths and the Band Stand.</p>	<p>Delivery of project is planned to begin April 2016</p> <p>Capital works to start Sept 2016</p>
2nd Warwick Sea Scouts new buildings (E)	Chris Elliott Tim Hepworth	Supporting redevelopment of facilities within St Nicholas Park,	Tim	<p><u>Costs</u> Total cost to 2WSS £1.6m</p>	

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		Warwick through negotiation of two new ground leases and associated development agreements. Associated works include relocation of skate park and restoration of sailing club site in Myton Fields to parkland.		WDC has agreed to contribute £50k towards scheme – most of which will be used to cover the cost of re-locating the skate park <u>Financial benefit</u> Ground rent £2.7k pa	
Whitnash Community Hub (F)	Andrew Jones	A study into the feasibility of the Acre Close site for a community hub considering what facilities can be provided, the investment requirements and funding possibilities.	Andy J	WDC has invested £15,000 in a feasibility study with a report due by the end of June.	Report likely to a autumn Executive.
Community Stadium (F)	Paddy Herlihy Tim Hepworth	Supporting Leamington FC to bring forward proposals for development of a new community stadium on land at Europa Way.	Paddy	A total of £5,000 has been agreed from the site delivery fund, to be spent on a 50/50 basis with the Club. Architect to quote for next section of work.	Report to September 30 th or November 4 th Executive
Sustainability					

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
Oakley Wood Crematorium improvements (D)	Rob Hoof Richard Jones Pam Chilvers	A series of improvements at the crematorium to address long standing issues of overcrowding. The project will double the number of parking spaces, extend the smaller of the two chapels, provide new offices, a customer reception area, and increase the size of both chapel waiting rooms. All of this whilst enhancing the unique ecology of the site.	Richard	Costs £1.2million funded entirely by WDC Financial Benefits Nominal financial benefits from reduced upkeep costs on aging assets. Reduction in loss of future income by keeping the crematorium fit for purpose. The project is designed to protect existing income streams (approx £400K surplus pa) which were vulnerable from newer facilities opening in Rugby and existing competition in Coventry and Redditch.	Main works to be completed October 2015. N.B. the ecological improvements will be delivered through the implementation of a 15 year woodland management plan.
Leper Hospital site development (F)	Andrew Jones	To identify the preferred option for specialist housing with care for the site both in terms of use,	Andy J	WDC has invested £15,000 in a feasibility study which has enabled a grant of £30,000 to	Report likely to a autumn Executive.

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		master planning and delivery to achieve a viable and sustainable solution.		be realised from Historic England.	
Safer Communities					
St John's flood alleviation scheme (E)	Richard Hall Grahame Helm Paul Taylor	Having successfully completed the Cubbington Flood Alleviation Scheme we are working with the Environment Agency to bring forward a funding bid for flood alleviation which will benefit approx. 300 households and businesses in the Woodloes and St John's areas of Warwick.	Richard	Total cost approx. £1m match funding with Environment Agency. Possible contribution expected of WDC in order of £100,000 but there is a large degree of uncertainty at this stage.	We'll know whether this is proceeding within 6 months. Overall timescale is likely to be 2-3yrs from approval of scheme.
Organisational Change					
Digital by Default (including CSC Review) (D)	Andrew Jones Ty Walter Fiona Clark Elaine Priestley Rob Hoof	WDC currently operate a shared Customer Service Centre with Warwickshire County Council. A review is currently underway focusing on service quality, resources,	Rob	Investment will be required in new software application and relocating the delivery of a phone service but the business case is still in production and definitive costs and	Report to September Executive.

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		costs, operating models, and the potential benefits that can be achieved through developing better on line services.		benefits cannot be given at this time.	
Leisure Options (F)	Andrew Jones Rose Winship Padraig Herlihy Stuart Wilmslow Matt Jones Jenny Clayton	A series of feasibility studies on the options for future management of leisure centres and associated investment opportunities.	Rose	<p>Not possible at this early stage to out costs or savings to this piece of work.</p> <p>Revenue savings to WDC will depend on decisions re externalisation or in house. Also depend on outcome of Support Service review.</p> <p>Capital cost to WDC depending on decision re investment in facilities. Initial estimate c£13m (prudential borrowing, CIL/s106 contributions and grants)</p>	<p>Executive report for decisions on</p> <ul style="list-style-type: none"> - Investment - Service specification - In house option - To test the market or not <p>Report due 30th Sept but may be delayed to November 2015 due to resource issues delaying 2 strands of work</p>
HQ Relocation (F)	Bill Hunt Duncan Elliott	Examination of options to reduce	Duncan	<p><u>Brief:</u> Save £300k pa.</p>	Report to 30/9 Executive

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
		the future revenue costs of our HQ building. To be delivered through relocation (or redesign) of our current offices to a new, smaller, more efficient facility.		<p>revenue costs.</p> <p><u>Option 1</u> New-build elsewhere + sell R/House site for residential development: New development costs c£7.5 - £9.5m. R/House capital receipt (to be clarified and commercially confidential)</p> <p><u>Option 2</u> Refurbish R/House: Initial cost estimates yet to be clarified. Further work on specification required to review options.</p> <p>= Funding gap yet to be clarified LLP considering how we could close likely funding gap by bringing in other</p>	<p><u>Option 1</u> Submit p/application July 2016. Works start Feb 2017 Occupy July 2018</p> <p><u>Option 2</u> Works start say July 2016 (tbc) Completion July 2017 (tbc) (Best guess dates at present).</p>

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				development/receipt opportunities.	
Asset Review (F)	Bill Hunt Duncan Elliott	Development of a comprehensive asset management strategy to address the current funding shortfall on future maintenance costs and, through our LLP, identify any commercial opportunities from our 'non-operational' property portfolio.	Bill	<p>Council's non-operational portfolio generates c. £900k p.a.</p> <p>Possible LLP initiatives:</p> <p>(i) A range of potential commercially confidential development opportunities arising from our non-operational portfolio.</p> <p>(ii) Potentially adding commercial elements to any new HQ office development proposal. Such 'added value' initiatives yet to be assessed.</p> <p>(iii) Residential development of</p>	Report to September Executive

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				<p>Court Street car park, only in the event that this site is formally discounted for our new HQ offices. Feasibility underway.</p> <p>Too early to put definite figures to any of the above. All work underway at present.</p>	
Economic Development Review (F)	Bill Hunt Tracy Darke	Review of our strategic approach to economic development and consequent impact on staffing structures	Tracy	<p><u>Costs</u> Dependent on finalisation of redesign proposals and formal consultation but aim will be to deliver cost neutrality as a minimum, savings preferably.</p> <p><u>Financial benefits</u> Direct if savings can be achieved (This will be dependent on decision making regarding current</p>	Report to January Employment Committee and Executive

Project	Current resource	Commentary	Contact	Total cost; WDC cost; Financial benefit	Timescale for delivery
				temporary posts). Indirect through increased capacity and capability to deliver strategic projects, 'land' inward investment, support local businesses to remain and grow in the area and work in partnership with the CWLEP to stimulate economic growth with consequent benefits for Business Rates Retention	

CXO Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 – Managing Service Delivery

Part 3 – Managing and Improving People

Part 4 – Budget

Part 5 – Managing Planned Changes/Projects

Service Area :	Chief Executives Office
Service Area Manager:	Chris Elliott
Deputy Chief Executives:	Andrew Jones, Bill Hunt
Portfolio Holder(s):	Cllr Andrew Mobbs

1 Purpose of the Services Provided

To provide comprehensive, professional and customer-focused support services in accordance with the corporate objectives of the Council through the provision of cost effective and high quality services

Warwick District Council External Customers (Citizens) – We will

- enable the creation of a customer focussed Council, supporting joined up services and facilitating the creation of more efficient processes.
- improve customer access to Council services, taking advantage of electronic channels of contact and delivery
- ensure all new developments achieve Value for Money for the citizens of the district;
- support transparent government and enable the democratic process.

Warwick District Council (Corporate) – We will

- support the delivery of the Council's corporate strategy and service priorities through the development and implementation of relevant strategies e.g. ICT/People
- ensure the effective and efficient delivery of support services
- provide appropriate data security and continuity of service delivery
- create a technology capability to exploit joined up working, including shared services
- establish and exercise effective strategic and service governance and management

- research and implement effective ways of reducing energy use and carbon emissions through the use of technology
- support transformational and incremental improvement interventions
- ensure that key programmes and corporate projects are run effectively and deliver benefits to staff and customers
- support leaders of the organisation by collating and providing relevant data about the customers and the community
- help the organisation and people in it to develop, learn and improve
- support transformational change interventions
- ensure staff are treated with respect and courtesy; promoting fairness and preventing discrimination at work

Warwick District Council Internal Customers (Users of the Service) – We will

- provide high quality and responsive support services to officers and members
- deliver high levels of service availability
- empower staff to make better use of Council resources, ICT, Human and Financial, through the provision of training and development e.g. Self Service
- undertake a programme of Continual Service Improvement supported by the monitoring and reporting of service performance
- provide professional high quality advice appropriate to the needs of Council
- provide HR related correspondence timely and 'right first time'

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing		
Prosperity		
Safer Communities		
Health and Well Being		
Sustainability		
Involving Communities		
Supporting Families		
Rural Issues		

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand	
	ICT Services	Develop and manage the ICT Strategy to meet the Council's priorities		
		Develop and monitor the Information Security Policy to ensure the Confidentiality, Integrity and Availability (CIA) of Council data.		
		Develop and rehearse the ICT Business Continuity Plan to ensure the continuity of Council services		
		Develop and monitor the ICT investment plan to maintain a stable and secure platform for current service delivery and to meet the future needs identified in the ICT Strategy		
	Desktop Services	Provision of first line and second line Desktop Support, including the provision of a Helpdesk Service, to minimise the disruption caused by service incidents and to improve personal productivity through the adoption of technology.	14,000	No. of Helpdesk calls per annum, excluding Face-To-face, and emails. The team also has project work.
	Applications Support	Provision of support services to users of the Council's line-of-business applications to maintain system availability and to ensure that the applications are exploited to the benefit of the Council and the citizen.	3,200	Ad-hoc requests per year, although the majority of the work is project based
	Infrastructure	Provision of a stable, secure, performant network, storage, server and telephony services stable operating environment for all the IT functions using the technology		Primarily project based.
	Geographical Information Systems	Provision and maintenance of the Council's Local Land & Property Gazetteer (LLPG) is a statutory requirement and one which provides an authoritative address database for the Council and its systems;	23,000	Approx. number of address creations/updates for the current year
		Delivery of a corporate geographical information service to the Council is designed to capture, manage, analyse and present all types of spatial and geographical data that it holds – equating to over 80% of all information held by a local authority		
		The provision of a Street Naming & Numbering Service is a statutory requirements.	150 £35,000	Requests per annum Income target

	Electoral Services	To deliver and maintain the electoral register for Warwick District, in line with the requirements for Individual Electoral Registration	106,000	Number of electors
		To deliver the requirements placed on this Council in the Police & Crime Commissioner Election in May 2016, Neighbourhood Plan referendums (Autumn 2015 & Spring 2016)		
	Civic & Committee Services	To administer all information requests, associated reviews and work with the Information Commissioner.	700	Requests for information per year
		To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	180	Committee meetings per year
		To administer all Stage 1, Stage 2, LGO and HO complaints about this Council	100	Complaints per year
		To manage & support the Chairman of the Council, at the functions they host and attend.		
	Payroll Bureau	To liaise with Coventry City Council to co-ordinate payroll and hr transactional services		
		To ensure people management information – vacancies, absence etc is up to date at all times		
		To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		
	Self Serve	As part of new Payroll Bureau continue the roll out of Self Serve to all staff and Councillors to include Expenses, Overtime, Time sheets and Mileage (Councillors)		
		To ensure full training and support is available to support self serve initiative		
	Different Ways of Working	To ensure the work of the engagement group continues into its next phase to drive different ways of working throughout the council		
	Terms & Conditions	As part of cost saving initiative review terms and conditions in line with existing consultation – E.g. Mileage, Essential Car User		
	Restructures	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
	Learning & Development	Review IIP Triggers from report and Staff Survey to link into People Strategy		

	Complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		
	Review ICT training resource implications: Metacompliance, Total, Self Serve, Intranet		
	Update training needs for Safeguarding children in line with Action Plan; review DBS process to ensure efficient and effective response times		
	E-Learning to be introduced as part of DWOW and blended learning solutions for all staff and managers across the Council		
Equality & Diversity	Review of Action Plan for E & D priorities: set up E & D group, implement training for EQIA's and link to Public Sector Equality Duty		
Organisational Development	To develop and report the Corporate Performance Management Measures for FFF To manage key corporate FFF projects		
Media	To coordinate and manage all corporate communications to and from the council, providing advice and assistance where necessary and in line with the council's communications strategy To provide marketing support across the council To provide a comprehensive graphic design service to all service areas		WDC residents
Document Management Centre	To provide a same day document processing service and to manage the corporate scanning project		
	To provide an accurate same say cash receipting system		
	To provide an efficient postal system offering timely delivery		
	To manage the Travel Token service in conjunction with the One Stop Shops		
Website	To manage the corporate website, developing best practise and ensuring service areas present information appropriately for our customers		

2.2 Measures

Key Corporate Measures – (Do we include trend data?)

Customer Measures – those important to the people/organisations who use our services				
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qrt 1	2	3	4
Service Availability				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.				
Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
%age of Missed Service Desk Calls				
Completion Rate for Support Calls within SLA				
LLPG Positional Accuracy (National Gold Target 99.00%)				
LLPG Completeness (National Gold Target = 99.00%)				
Number of Corporate Complaints received				
Number of Corporate Complaints responded on time				
Number of Corporate Complaints upheld (S1 or S2)				
Number of Complaints to Ombudsman upheld				
Number of Freedom of Information Requests Received				
Number of Freedom of Information Requests Responded to on time				
Number of Subject access requests received				
Number of subject access requests responded to on time				
No. of Councillor misconduct cases commenced				
No. of Councillor misconduct cases upheld				
No. Premature LGO complaints				
HR - staff satisfaction and engagement levels via:				
• Annual Staff Turnover				
• Sickness absence levels				

• Exit interviews completed				
HR – workforce planning measures via:				
• % workforce with a disability				
• % of workforce from an ethnic minority				
• % appraisals undertaken				
• Consistent or reduced spend on agency staff				
• Consistent or reduced spend on advertising				
• Training undertaken				
Website - Number of visits to WDC website				
Media <ul style="list-style-type: none"> • Number of Twitter followers • Number of Rumour Mill questions • Core brief stats; no of clicks • Press coverage; articles published 				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> • Monthly budget monitoring as part of Finance's corporate budgetary control. • Achievement of 5% savings target • Review of further savings • Bi-Annual review of the ICT Equipment Reserve • Review of impact of Payroll bureau on resources 	
Procurement	<ul style="list-style-type: none"> • Ongoing software licence renewals/hardware purchases/hr systems and training contracts in accordance with the Council's Code of Procurement practice. 	
Contract Management	<ul style="list-style-type: none"> • No contracts for renewal this year <ul style="list-style-type: none"> ○ Although Procurement exercise started for Postal Vote/Ballot Paper/ Poll Cards & Electoral Canvas printing contracts which expire in 2016 ○ Print Framework due for renewal 2016 	

	<ul style="list-style-type: none"> • Ongoing contract management: <ul style="list-style-type: none"> ○ Data centre contract (Servers, Storage, Backup & Virtualisation) ○ Network contract (WAN, LAN, Voice and security) ○ Microsoft support contract (3rd Line Support) ○ Business Continuity Contract ○ Astech (Committee System Contract) ○ Express/Idox (Elections system) ○ Payroll Bureau ○ Occupational Health ○ Fortis ○ JADU – website ○ Post contract with Birmingham mail ○ Stationery contract ○ Print Framework ○ Copier Replacement Plan ○ Dot mailer 	
Audits	<ul style="list-style-type: none"> • Strategies and Policies • Data Security • Public Services Network • Data Protection • Elections • Electoral Registration • Payroll • Equality & Diversity • Recruitment • Performance management • Communications 	
Risk Register	<ul style="list-style-type: none"> • Bi-annual review of the Service Risk register • Team Operational Plan risks are reviewed monthly by the management team. • Technical and operation risks are managed according to areas own risk management policy • Review of Risk register ¼ at One to One with Deputy Chief Executive/CXO 	
Service Assurance	<ul style="list-style-type: none"> • No actions 	
Corporate Health & Safety	<ul style="list-style-type: none"> • Links with Corporate Health & Safety Group 	

	<ul style="list-style-type: none"> Review of Health & Well Being Actions as part of People Strategy 	
People/Cultural Change	<ul style="list-style-type: none"> Review 'Different ways of Working' as second phase of engagement programme Summary of Actions against IIP surveys to link with People Strategy, monitored by People Strategy Steering Group with key themes: <ul style="list-style-type: none"> Leadership & Organisational Development Workforce Planning & Performance Learning & Development Communications & Involvement Equality & Diversity Employee Well-being, Reward & Recognition 	
Equalities Impact	<ul style="list-style-type: none"> Review of E & D Agenda to include training on EQIA's and increased awareness of Public Sector Equality Duty 	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Ty Walter	Recruitment of additional Helpdesk post as a replacement for the ICT Trainer	Small saving <5k to be transferred to corporate training function.	Increase the hours of the Learning & Development Officer's post by the equivalent of half a day per week.	June Employment Committee Review of impact of hours as part of HR review Sept
	Graham Leach	Retirement of the Chairman's attendant	Nil as budget allocated for team member	None	Unclear as confirmation of retirement date has not been given.
2. Skills, Training, Competency Needs	Ty Walter Graham Leach Tracy Dolphin	Completion of the PDPs as part of the appraisal process.	Align training needs to the available budget, also considering training required to deliver	None	September Review of Appraisal completion

			key projects		
3. Service Changes – Demands on staff resource	Ty Walter	Review the Application Support Team, in response to increased demand and to support DbD and DWoW.	Possible salary saving, but overall increase in cost to GF by taking resource that is currently recharged to HRA	Possible reduction of dedicated resource to Housing & Property Services.	
	Tracy Dolphin/Fiona Clark	Review the HR/Media/DMC reporting lines and resource required based on new Payroll system/different ways of working in Media/links of DMC to Democratic Services for increased resilience.	Possible salary saving/efficiency in working practices.	Increased use of Self Service facility	Ongoing review

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Seek 5% saving on discretionary budgets	Ongoing challenges to find the savings without impacting on service delivery or income levels	£9,695	£53,000	£9,100
Replacement of the Storage Area Network	Funding identified in the ICT Equipment reserve, but an options appraisal is yet to be undertaken		£110,000	

Network refresh	Funding identified in the ICT Equipment reserve. However, this may need to be brought forward due to equipment exceeding manufacturers support. The renewal has been deferred as long as possible in the hope that it would not need replacing before an office move.			£195,000
Expected saving from Payroll Bureau System	The review may take longer due to impact of lack of dedicated payroll resource			

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Corporate Projects					
Digital by Default To assist in the definition and scope of the DbD programme and to act as the project lead.	Ty Walter	Unknown as the approach has yet to be agreed.	Potential to impact all services.	Plan to be developed.	
ICT Governance & Management					
ICT Strategy 2015-19 To produce a new ICT Strategy aligned the Council's corporate objectives	Ty Walter	Unknown, although the majority of corporate expenditure is likely to be aligned to DbD and DWoW	Potential to impact all services.		
Update the ICT Business Continuity Plan	Ty Walter	None	None		

To redesign the ICT BC Plan in conjunction with the Civil Contingencies Officer to make it a stronger operational document.					
Evaluate Moving the WDC Datacentre to the Cloud To review, before significant on-premise investment is made, whether moving the Council's data centre to the Cloud provides savings.	Ty Walter	Costs benefits unknown at this stage, but only likely to be considered if it generates a saving to the service.	None	Project kick-off meeting 05 Aug 2015	
Evaluate & Implement Self Service Training. With the deletion of the ICT role, a self-service offering needs to be put in place in conjunction with HR	Ty Walter / Lee Millest	Service likely to form part of the broader e-learning solution sourced by HR	All service areas		
Security & Compliance					
PSN CoCo Retain PSN CoCo compliance for Warwick District Council	Ty Walter	Costs likely to be contained within existing budgets	None	Agreed with GDS to have all High & Medium issues contained within the ICT Health Check to be complete by the end of July 2015	
PCI DSS Secure PCI DSS compliance for Warwick District Council	Ty Walter	Unknown. Dependant on the outcome of the CSC review	All services taking electronic payments	CSC decision – Sept 15	
Update & Promote the ISCP Review existing policies for consistency and update with any changes. Reformat the main ISCP and create a summary document. Look at restructuring the Intranet pages, promote the policy, including monthly security updates and get staff & members to resign.	Ty Walter	None	All services	On-going	
Business Continuity	Ty Walter	None – Annual rehearsal	None	2015 rehearsal date to be	

<ul style="list-style-type: none"> Retest recovery of email and the Council's new web site. Validate the items in the inventory Focus on user connectivity 		forms part of the contract		agreed.	
Evaluate the Implementation of Rights Management. Enforcement of data handling procedures by preventing emails and attachments, where appropriate, from being forwarded, printed, etc.	Ty Walter	None – Existing licence	All services		
Desktop Projects					
Snow Asset Management To ensure that SNOW accurately reflects the Council's software licensing position.	Lee Millest	None	None	Jul 2015	
Evaluate and develop the Members' ICT Solution Work with Committee Services and members to enhance the members ICT experience	Lee Millest	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	Members / Committee Services	On-going	
Application Support Projects					
Corporate Development To deliver the projects authorised in the ICT Steering Groups development plan	Tass Smith	Funding usually forms part of the sponsoring service area business case	All services	On-Going	
Infrastructure Projects					
Windows Server 2003 Migration Windows Server 2003 goes end-of-life in 2015 and so all 2003 servers need to be migrated to an appropriate OS that is supported by the business applications.	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve		End-of –Life 14 July 2015	
Evaluate SIP Trunks	Richard Bates	Unknown – Potential	None		

Look to change the Council's telephone lines from ISDN30 to Session Initiation Protocol (SIP). This will improve service resilience, simplify future changes and hopefully reduce costs.		transition costs			
Upgrade Wireless Infrastructure Existing infrastructure has gone end-of-life. The upgrade will also support greater throughput as the demand for wireless increases. Also required for PSN compliance	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None	Project Complete	Jun 15
Upgrade VMWare/View Existing infrastructure requires upgrading for PSN compliance. However, it hoped the upgrade will deliver VoIP connectivity for VDI home workers.	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None	Upgrade Complete Jun 15 Transitioning Jul-Oct	
Evaluate Migrating the HP Backup Solution to MS DPM MS DPM is provided as part of the MS Enterprise agreement. If this can be used to replace our existing backup solution it has the potential to save licence costs	Richard Bates / Lee Millest	Subject to evaluation Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None		
Evaluate Moving Email Routing via O365 Directing the Council's email stream directly to O365 should create additional resilience in the event of a disaster and also has the potential to reduce costs. E.g. removal of the on-premise SPAM filter.	Richard Bates	Subject to evaluation Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None		
Network Review Due to the delays in the RSH move project, a significant proportion of the Council's network equipment will be out of support before any potential move	Richard Bates	Costs unknown until the review is complete, although provision has been made ICT Equipment Reserve. However, funding may need	None		

takes place. A review of the network needs to be undertaken to identify the best way forward.		to be brought forward.			
GIS					
Implement Community Map Mobile with appropriate data sets for Members Improved self-service access to Council data sets for members via an iPad App.	Mark Barnes	None.	Some Service Areas may need to agree to provide data sets.	In progress	
Evaluate the adoption of Community Map Pro Improved Intranet mapping capabilities by replacing eGGP	Mark Barnes	None	Training for service area staff who use eGGP. Planning staff will continue to use GGP	In progress	
Evaluate the adoption of Report IT and Find IT Improved Council Internet mapping services for citizens by replacing eGGP	Mark Barnes	None	None	Evaluation complete. Agreed to proceed with Find It to replace current eGGP mapping on the Council's web site. Awaiting implementation date.	
Evaluate replacing the Property Portal with Location Report Improved provision of Council property data for citizens	Mark Barnes	None	None	Evaluation complete. Project closed.	Jun 15

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Electoral Services					
Publication of the 2016 Electoral Register Canvas for all 60,000 homes and 106,000 residents in the District along with associated media campaigns and	Gillian Friar	Circa £40,000 budget allocation provision for postage and printing	CSC & Onestop shops through increased customer enquiries Increased demand on website for	6 August HEF forms sent out October/November Personal canvas 1 December publish register	1 Dec 2015

staffing.			information.		
Elections 2015 To complete the accounts and review of the 2015 elections	Gillian Friar				Nov 15
Boundary review To consider the Council's position in response to the agreed changes to the WCC divisional boundaries and implement any residual Parish/Town boundary changes as a result of the Community Governance Review	Graham Leach		At this stage none	Report to Licensing & Regulatory Committee on 7 October to consider way forward.	

Election 2016 Preparation work for the 2016 PCC election, delivery of Neighbourhood Plan referendums and involvement in early stage planning for EU referendum.	Gillian Friar	Cost neutral as funding provided for this. Level of funding as yet to be confirmed	Potential staffing impact for assisting on election work.	January 2016 joint officer meeting across County to discuss arrangements.	
Contracts Procurement for new contracts to deliver ballot papers, postal ballots, polling cards and electoral canvas.	Gillian Friar		Procurement team for advice and support	October 2015 Design Spec and timetable for procurement. Re-let contracts by May 2015.	
Electoral Services Review of elections and electoral services process and resources	Andrew Jones	Costs unknown until the review is complete		31 August 2015 – Scope 31 December – Review complete 28 Feb – Any actions approved by Committee & executive	

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Civic & Committee Services					
CMIS (Committee Management System) To provide a paper identifying the potential savings against potential investment required to develop the workflow modules within the CMIS	Graham Leach	Costs unknown until the review is complete		Present paper to Deputy Chief Executive by November 2015 for evaluation	
Complaints To introduce the new complaints policy To amend the procedures for handling complaints within the Council	Graham Leach	None or funded within current budgets.		April 2016 September 2015 by brining all administration within Democratic Services	

Information Requests To complete the associated documents and process for data handling, and sharing To investigate an improved reliance for handling requests within the Council	Graham Leach	None Costs unknown until the review is complete		October 2015	
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Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
HR					
People Strategy Review of People Strategy Action Plan as part of IIP surveys, themes to include: <ul style="list-style-type: none"> - Leadership & Organisational Development - Workforce Planning & Performance - Learning & Development - Communications & Involvement - Equality & Diversity - Employee Well-being, Reward & Recognition 	Tracy Dolphin	Unknown until action scoped	Impact across levels of Staff and Manager	Report due Review and scope Plan to SMT/Unions Members	August Sept Oct Dec
Management of Payroll Bureu/Implementation of Self Serve Continued roll out of Self Service to ensure empowerment and ownership of claims within Service Areas and	Tracy Dolphin	£22K for 2015/16 ongoing savings unknown until review is complete	Different ways of Working for claims; Saves time/increased ownership/real time information Impact on HR team	Absence Expenses/Overtime Mileage (related to mileage review) – Training Payslips	June August March 16 Dec July

increase efficiencies and management information to Service Areas			increased resource to manage implementation and overall project		
ICT Training Support: Metacompliance/Total/Intranet Ongoing review of key information to be circulated to the organisation as part of overall compliance and legislative requirements. To be linked to Induction of new staff. Resource for ICT training	Karen Weatherburn	Review of impact related to resource and capacity to support	Different way of working to ensure key information is reviewed	Ongoing, planned roll out for Meta: Code of Conduct Data Protection Freedom of Information Dignity at Work Health & Safety	
Equality & Diversity Working with partners to ensure Council is training and aware of its E & D responsibilities	Tarandeep Mahal	Actions to be planned within budget parameters	Awareness across the council of our responsibilities	E & D Group set up Training scoped and planned EQIA training scoped and planned Dignity at Work policy delivered	Oct Oct/Nov Dec Sept Emp Com
Learning & Development initiatives: <ul style="list-style-type: none"> - Safeguarding Children - Corporate Training needs analysis - IIP review, staff survey - E Learning 	Karen Weatherburn	Subject to scoping of needs and information from surveys	To be co-ordinated across all service areas – communication and requirement for initiatives	IIP Reports - Training needs Analysis from PDP's Link E- Learning to new Training Module as part of Self Serve	August Sept Dec
Terms & Conditions Review	Elaine Priestly/Sue Firminger	As part of cost savings review	All areas		
Project	Sponsor /	Budget Impact	Impact on other	Milestones	Date

	Lead Officer	Services			
Intranet replacement	Ema Townsend	Funded within existing budgets	To be co-ordinated across all service areas – communication and		Autumn 2015
Election communications	Fiona Clark	Funded within existing budgets	To deliver a comprehensive communication plan for customers, members and media for Election 2015.		May 2015

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Cultural Services
Service Area Manager:	Rose Winship
Deputy Chief Executive:	Andy Jones
Portfolio Holder(s):	Cllr Mrs Sue Gallagher

1 Purpose of the Services Provided

To provide a range of quality cultural services with opportunities for residents and visitors to participate in the activity of choice. Provision will reflect the principles of the Sustainable Community Strategy. These will include:

Sports and Leisure:

To provide facilities, activities and support to encourage people from all sectors of the community to start, sustain and improve active lifestyles.

Royal Spa Centre and Town Hall:

To provide a programme of film and live theatre events that attracts a wide range of audiences from across Warwick District and beyond, in a way which delivers a positive customer experience; and to become a key resource for Warwick Districts amateur theatre and community groups.

Arts and Heritage:

'To provide accessible, varied and vibrant arts and heritage activities for present and future residents and visitors to the district'

All Cultural Services:

To contribute to the tourist economy by helping make the district a top visitor destination.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing		
Prosperity		Contribution to thriving economy and vibrant areas; tourism and visitor economy through diverse and quality cultural offering
Safer Communities		Diverse range of opportunities for all sectors of community – including those normally unwilling to participate
Health and Well Being	Active lifestyles; increased well being and mental health. This includes the contribution made through active living but also through the opportunities for the community to participate in and benefit from the diverse arts and cultural activities in the district.	
Sustainability		Openness to new technologies and products in the design and operation of buildings.
Involving Communities	Encourage volunteering including work with Town Councils and Community groups.	Support for Community Forums etc
Narrowing the Gaps		Range of concessions available; range of targeted activities for specific sectors or groups
Supporting Families		Awareness raising of opportunities available for families including those experiencing levels of deprivation
Rural Issues	Arts and Sports outreach activities initiatives	

2 Managing Service Delivery

2.1 Service Overview

Summary of the main aspects of service delivery during the year

	Service Being Delivered	Priorities	Service Demand	
	Art Gallery & Museum	Provide quality Art Gallery and Museum for members of the public and relevant groups 6 days a week	Satisfaction rating – positive comments in Visitors book	90%
		Curate and manage various temporary exhibitions throughout the year	No. of days of temporary exhibitions in 2014/15	290
		Deliver range of art and craft workshops for all ages	Attendances at workshops, exhibition openings etc	7,100
		Support the development of the emerging Arts Strategy		
		Market the venue to maximise attendance	Annual Visitors 2014/15	120,000
	Arts Development	Manage the Arts Grants process allocating small grants across the district	22 applications, 16 awards in 2014/15	Value of £15,025
		Monitor performance of key clients receiving grant funding from WDC	Key Client grants	£17,000
		Support a diverse range of local and arts projects		
		Advise on corporate cultural projects		
		Support the development of the emerging Arts Strategy		
	Royal Spa Centre	Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment	Attendances 2014/15	93,000

	Develop cinema attendances	Total Cinema/studio attendances 2014/15	£58,212
		Cinema only income	£40,000
	Implement new ticket booking system		
	Maintain the venue in a safe and comfortable condition		
	Market the venue to maximise attendance and income	Total income 2014/15	£870,000
	Town Hall Manage the venue to accommodate the range of users including WDC democratic functions, Leamington Town Council, University of Warwick, Bromford Housing, charities, commercial hires and other ad hoc bookings	Visitors 2014/15	55,000
		Income 2014/15	£106,000
	Maintain the venue in a safe and comfortable condition		
	Sports and Leisure Manage 4 main leisure centres plus 2 dual use sites with associated facilities to offer diverse range of activities to the local population and other users.	Total no. of swimmers	262,000
		Total no. of gym visits	90,000
		D/D membership income	£475,000
	Maintain the venues in a safe and comfortable condition		
	Ensure staff renew qualifications and attend ongoing mandatory training for their roles	Hours of staff training pa (lifeguards, first aid etc)	2,640
	Market the venue to maximise attendance and income	Total no. of visits pa	500,000
		Approx annual income	£2,000,000
	Deliver range of holiday activities for youngsters		
	Operate GP Referral scheme	No. of GP Referrals 2014/15	500
	Monitor Newbold Comyn golf contract		
	Sports Development Manage the development of holiday activities programme for youngsters	Outreach sessions in the community pa	70

	Coordinate programme of coach education courses for local sports clubs	Coach Education courses pa	6 workshops 108 attendees
	Advise local sports clubs on funding applications, coach education, child protection	Database of sports clubs and other agencies Annual Sports Development Evening	250 on database 45 clubs attended
	Contribute to Coventry, Solihull and Warwickshire County Sports Partnership		
	Manage the Sport Grants process allocating small grants across the district	No. of projects supported Total grant awarded	29 £18,800
Events	Coordinate and support a diverse programme of events across the district. Contribution from Events officers varies significantly from being event organisers, to advisers, to processing licence application & road closures.	No. of events 2014/15	100
	Support the delivery of the National Bowls Championships	Economic impact of event	£1.7 mill
	Coordinate bookings of bowling greens at Victoria Park		
	Advise community organisations and individuals on event planning and represent the Service area at Safety Advisory Groups	No. of events supported by EDC that required SAG	39
	Oversee the operation of Edmondscote Athletics Track	Income generated	£11,000
Business Support Team	Monitor Catering contract		
	Provide financial and admin support for service area		
	Undertake mailshots and marketing admin for service area		
	Manage bookings for outdoor sports facilities		

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services				
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qtr. 1	2	3	4
Visitor Footfall – Spa Centre (previous years in red)	20566 25592			
Footfall – Town Hall	15504			
Visitor Footfall – Art Gallery & Museum (previous years in red)	27713 32451			
Visitor Footfall – Royal Pump Rooms (previous years in red)	104932 105087			
Visitor Footfall – Leisure Centres (previous years in red)	228527 No readings in 2014			
Active People Survey - % active at least 3x per week (Annual Sport England Survey)				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.				
Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4
Total DD income (Sports & Leisure)	£127219 £120840			
Total headcount – swimming activities	65668 70503			

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	(E.g. – Regular budget monitoring, Training of budget managers etc etc) Implementation of OLR at sites – increased efficiency of reconciliation process, and more accurate budget information for managers	
Procurement	Ongoing training with specific reference to “contract management” <u>Major procurement during 2015/16:</u> <ul style="list-style-type: none"> - Bowls car parking - Full tender - Athletics equipment (Equipment Renewal Reserve) – 3 quotes - RSC Dimmers and motors (Equipment Renewal Reserve) – Full Tender - RSC/Town Hall ticket booking system - TBC 	Depending on the outcome of the Executive consideration of the Sports and Leisure Programme (30 th Sept 2015) there may be some significant procurement activity within the service area ie investment in existing leisure centres and the future management model for delivery of these services.
Contract Management	Contracts coming up for renewal within the year: <ul style="list-style-type: none"> - Climbing wall maintenance - Town Hall AV system - Pantomime - Disabled persons hoists and lifts maintenance Ongoing monitoring of major contracts <ul style="list-style-type: none"> - Newbold Comyn Golf Course – Mack Golf Catering – Royal Pump Rooms and Jephsons - Kudos 	As above
Audits	Golf Course – contract management Outdoor Recreation Facilities Royal Pump Rooms incl Art Gallery & Museum Castle Farm & Abbey Fields Swimming Pool Actions from previous audit to complete:	

	<ul style="list-style-type: none"> - Ongoing work at leisure centres re control mechanisms - Spa Centre reconciliation processes – OLR 	
Risk Register	<p>Report to F&A – July 2015</p> <p>Actions being addressed within the year:</p> <ul style="list-style-type: none"> - Monitoring of Golf and Catering contracts - Plant failure – liaison with H&PS; impact of Sport & Leisure investment plans - Leaks and flood risk – RPR – under ongoing review - Replacement for Databox system 	
Service Assurance	<p>Actions within year:</p> <ul style="list-style-type: none"> - CSMT team development - Procurement/contract management training - OLR implementation 	
Corporate Health & Safety	<p>Roll out of MIS to building managers to allow them to see compliance certificates etc</p> <p>Completion of new style Fire Risk Assessments across all corporate buildings</p>	<p>Working in conjunction with colleagues in H&PS; monitored by Corporate Compliance Group</p> <p>FRA undertaken by Building Control and logged on Assessnet with allocation of actions.</p>

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Stuart Winslow	Replacement of Operations Manager (St Nicholas Park LC)		None	Employee leaves end July 2015
	Jeff Watkin	Maternity leave cover	None	None	Autumn 2015
	Rose Winship	Retirement of Arts & Heritage Manager (summer 2017)	TBC	None	Review Spring 2016
2. Skills, Training, Competency Needs	Rose Winship	Development of training matrix across Cultural Services to identify training needs and inform budget allocation	Within existing budget	HR as required	Main allocations after appraisals. Ongoing review through year
	Bill Hunt	Safeguarding and CSE training for frontline staff	Corporate training budget	Working with L&D Manager	Review Sept
	Tracy Dolphin	Contract Management training – to ensure all contract managers aware of responsibilities	Corporate training budget	Working with L&D Manager	Review Sept

3. Service Changes – Demands on staff resource	Rose Winship	Leisure Development Programme	Programme budget allocated (£300,000 plus £50,000 contingency)	Support Service review – across Council Property, Finance, HR, Legal, Planning – officer time from all these areas	Late Sept 2015 – Executive report
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Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Seek 5% saving on discretionary budgets	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	21,800	£28,000	NIL
Leisure Development Programme	Series of feasibility studies to consider business case for significant investment in council leisure centres. In parallel to the above, progress work to inform Cllrs of the considerations that need to be taken in deciding whether to test the market and seek external operators for Council leisure centres	N/A	TBC	TBC
Income generation	Various initiatives in Entertainment and Sports & Leisure to drive up attendances and income and consequently reduce Council subsidy for these services	TBC as projects evolve	TBC	TBC
Replacement of motors and dimmers at Royal Spa Centre	Allowance made within the Equipment Renewal reserve – but need to bring forward. Procurement process will delay implementation to 2916/17	Repairs – £ unknown Motors service summer 2015 - £3,500	Motors - £180,000 Dimmers - £150,000	N/A

	Allowance needs to be made in 2015/16 budget for repairs required prior replacement			
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Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Sports and Leisure Programme	Andy Jones (Sponsor) Padraig Herlihy (Programme Manager)	Unknown	Programme Board includes reps from Finance, H&PS, Neighbourhood, Planning with input from WCC Legal team. Depending on the progress of the programme leading up to Executive on 30 th Sept and beyond there will be significant impact on these services.	Executive report – 30 th Sept 2015
Strategic projects (related to the item above but being managed outside of the Programme)	Tim Hepworth Chris Elliott Andy Jones	Unknown	Europa Way/Myton School/track – work with Planning, H&PS &WCC Legal Kenilworth School – possible relocation of Kenilworth sports facilities to new school site – Planning & WDC Legal Castle Farm – possible asset transfer to Kenilworth Wardens – WCC Legal.	Various
Service Improvement Plan – Sports & Leisure	Stuart Winslow	Unknown – increased income	Will require input from support services ie HR, H&PS, Finance	Outline plan prepared for inclusion in Sept 30 th

				Executive report
Arts Strategy	David Guilding	N/A	No direct impact Cross reference to emerging work on Creative Quarter	Complete Strategy – Sept 2015

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Development Services
Service Area Manager:	Tracy Darke
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Stephen Cross

1 Purpose of the Services Provided

Helping to deliver safer and attractive development, in the right place and at the right time in a timely manner, to meet the future needs of the residents, visitors and businesses within the district.

Providing support to businesses in the town centres and rural areas and attracting inward investment.

Ensuring that our heritage assets are protected.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	The development and implementation of policies that guide and direct housing meeting the needs of the communities and ensuring the delivery of high quality residential environments.	The provision of a high quality responsive building control service

	Provision of suitable sites for the delivery of housing to meet local housing need.	
Prosperity	<p>The development and implementation of the strategy for economic growth and inward investment into our district</p> <p>Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need.</p> <p>Promotion of vital and vibrant town centres</p>	<p>Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district.</p> <p>The development and implementation of policies to support investment and growth.</p>
Safer Communities	<p>Assisting in the design process of developments to ensure that they provide safe environments for our communities.</p> <p>Adoption of Policies to enable community safety to be taken in to account in new developments</p>	Assisting in purple flag status
Health and Well Being	<p>Supporting the delivery of development which supports and assists the health and well-being of our communities and encouraging investors and developers to incorporate such considerations into their proposals.</p> <p>Adoption of Policies to enable health and wellbeing to be taken in to account in new developments</p>	The development and implementation of policies and guidance which support this. Providing a vibrant economy, creating additional jobs and consequently contributing to Health and Well-being.
Sustainability	<p>The provision of infrastructure through Section 106 contributions to provide community facilities</p> <p>Sustainability appraisal for all major site allocations and development strategy</p> <p>Adoption of Policies to enable sustainability</p>	<p>Policies through our local plan</p> <p>Building Control Regulations</p>

	to be taken in to account in new developments	
Involving Communities	In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters Joint working with communities to ensure best outcomes as a result of HS2. Engagement with and assistance to business communities in the district	
Narrowing the Gaps	Development of schemes such as Job Clubs and Local Labour agreements. Provision of Gypsy and Traveller sites to meet the needs of this community. Ensuring that there is adequate provision of affordable housing.	Ensuring that there is community cohesion when considering development proposals. Assisting in delivering better living conditions through high quality design
Supporting Families	Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.	Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.
Rural Issues	Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing Support for businesses in the rural areas through mechanisms such as the Rural Growth Network and the Growth Hub.	

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with justification)	Service Demand	
Development Management	<p>Processing planning applications to deliver timely decisions in supporting quality development.</p> <p>Defending planning and enforcement decisions through the appeal process.</p> <p>Addressing harmful unauthorised development through planning enforcement.</p> <p>Protecting the historic heritage of the District through conservation work.</p> <p>Protecting important trees which provide the character of the District through TPO and related safeguards.</p> <p>Supporting the housing market through processing property searches.</p>	<p>1800/year</p> <p>60/year</p> <p>250-300 complaints /year</p> <p>1,000-1,500/year</p>	
Planning Policy	<p>Implementing the Local Development Scheme, including the Local Plan</p> <p>Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements</p> <p>Supporting neighbourhood plans</p>	No. of plans in preparation	
Economic Development	<p>Understanding & analysis of the local economy</p> <p>Assessment of economic impacts (and TC Health Checks)</p> <p>Active management of Town Centres (TCs) via Development and delivery of Action Plans – creation of vital and vibrant town centres</p>		

	<p>Support for the tourism industry via tourism company(Shakespeare's England Ltd) – development and delivery of Destination Management Plan</p> <p>Development of policy to increase economic impact of WDC (both economic and social)</p> <p>Management of the Enterprise Projects and maximisation of their impact</p> <p>Development & Delivery of strategic asset plan Management of the Non-Operational Estate</p> <p>Co-ordination and delivery of the authorities skills intervention Providing assistance to businesses Promotion of the District and attracting investment into the district (with partners)</p>		
Building Control (Shared Service)	<p>Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry</p> <p>Providing expertise in dealing with dangerous structures, demolitions, safety at sports grounds.</p> <p>Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HIMO's</p>	3,000-4,000/year	

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4

Building Regulation Applications acknowledged within 3 working days (% overall)				
Building Completion Certificates issued with 5 working days of final inspection (% overall)				
Dangerous structures attended to within 2hrs (Imminent danger), within 24hrs (non-imminent)(% overall)				
Customer questionnaires returned satisfied with the Building Control Service(% overall)				
Number of Corporate Complaints received				
Number of Corporate Complaints upheld (S1 or S2)				
Number of Complaints to Ombudsman upheld				
Number of planning applications determined within the statutory timeframe (%)				
Time taken to process minor amendment/discharge of condition applications(no. of days average)				
Time taken to resolve enforcement enquiries – see charter(no. of days average)				
Time taken to validate all types of planning applications(no. of days average)				
No. of dwellings granted planning permission				
No. of dwellings with extant planning permission				
Number of years housing land supply				
Hectares of employment land with extant planning permission				
Hectares of B Use Class employment land granted planning permission during period				
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.				
Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
% of Conservation Grants Fund spent				
Amount spending on historic buildings – levered as				

a result of Conservation Grants				
% of vacant non-operational property				
Property income expected vs performance %				
No. of Neighbourhood Plan areas designated				
No. of Neighbourhood Plans adopted				
Amount of S106/CIL contributions due to be paid(£)				
Percentage of S106/CIL contributions paid but not yet spent(£)				
Appeal decisions contrary to WDC decision				
Time taken to determine planning applications(no. of days average)				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
		Corporate issues to be dealt with at DS Team meetings; expected dates below:
Budget	Regular budget monitoring, Training of budget managers Better day to day management of budgets, ie. PO's/invoice	Monthly
Procurement	Close working with procurement officers in improving procurement processes	DS Team Meeting: July, Oct, Jan
Contract Management	Ensure Contract Register is updated regularly. Follow up any actions following report to Finance and Audit Scrutiny in June 2015	DS Team Meeting: June, September, December, March
Audits	Internal audits programmed in the year: <ul style="list-style-type: none"> - Section 106 contributions - Building Control - Land charges - Estates management Check audit plan and ensure actions are implemented	

Risk Register	Regular review of register at management meetings Local Plan identified as significant risk (red). Mitigation to be put in place.	DS Team meeting: May, August, Nov, Feb
Service Assurance	Procurement/contract register management training	
Corporate Health & Safety	Health and Safety Assessments to be regularly checked and updated	Annually

Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 61 posts in the department.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Tracy Darke	Planning for career development and any loss of staff through retirement. Planning for more generic planning and administration officer roles	Within existing budgets	Support from HR	On-going
2. Skills, Training, Competency Needs	Service Managers	Develop a service area training plan from appraisal PDPs	Budget for training needs to be adequate to support officers in doing professional courses	None	
	Bill Hunt	Child safeguarding training – basic awareness	Corporate training budget	Working with HR	Dec 2015

3. Service Changes – Demands on staff resource	Tracy Darke/Service Managers	Skilling the teams to be able to be more flexible to change.	Within existing budgets	None	
		Economic Development Review	tbc	tbc	Dec 2015
		Building Control Review	tbc	None	Dec 2015

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
5% discretionary budget reduction	Ongoing challenges to budget managers to address savings without affecting service delivery	22,000	21,900	21,900
Cost of significant appeals as a result of the local plan	Unable to predict	tbc	tbc	tbc
Additional work following the outcome of the local plan	May require topping up reserves for further up to date evidence work	tbc	tbc	tbc
Review of Building Control salaries due to difficulty In recruiting as directly competing with the private	Building Control account is ring-fenced and service has to be cost neutral	tbc	tbc	tbc

sector				
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Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Pre-application charging project	Gary Fisher	Initial cost of additional post to carry out the work, although this will be recovered through the charging mechanism for the service	Will impact on internal and external consultees on planning applications	Executive approval in July 2015	Sept 2015
Introduction of Accredited Agents Scheme	Gary Fisher	None	None		Oct 2015
E D & R Review	Tracy Darke/Joe Baconnet	This will evolve through the review	Parameters of the review to be defined	Employment committee Nov 2015	Jan 2016
Local Plan Adoption	Chris Elliott	Significant cost in preparation, examination and adoption. Significant financial opportunities to fund infrastructure	Significant financial opportunities to find infrastructure	Currently being revisited in response to inspector's letter	Earliest date for adoption would be by Q4 of 2015/16

CIL Charging Schedule	Tracy Darke	Significant financial opportunities to fund infrastructure	Significant financial opportunities to find infrastructure	Currently being revisited in response to inspector's letter.	Earliest date for adoption would be Q4 of 2015/16
CIL Transition Project	Tracy Darke	Cost approx £10,000 Significant financial benefits expected by ensuring effective collection of CIL.	Will require input from finance	To be in place alongside adoption of Local Plan and CIL Charging Schedule	
Delivering significant housing schemes south of the district	Dave Barber	MSMO fund until 21/3/17 Included within established delivery fund	Will involve housing, neighbourhood services, Culture	Specific milestones predominantly driven by planning applications. Projects need to be established and able to progress without additional support by 2017	
Develop and implement the IDP	Dave Barber	Significant financial benefits expected by ensuring effective collection of CIL.	Neighbourhood Services, Culture	To align with Local Plan.	
G&T DPD	Dave Barber	There may be costs associated with establishing sites (still to be determined)	Housing	To align with Local Plan	
Building Control Joint Service re-structure	Denis Maddy	Need to be determined when structure	None	Employment committee in November 2015	Dec 2015

Appendix D

		established			
Review of development monitoring	Dave Barber	None	None		End Mar 2016
Update of Property Systems	Joe Baconnet	Streamlining / prioritisation of workload Robustness Potential costs of digitisation of property records ahead of property move	H&PS, Neighbourhood, Culture, Legal, finance	Programme developed by Sept 2015	Delivery end 2016
Development of Prosperity Plan	Bill Hunt/Tracy Darke	Potential implementation costs	All service areas	tbc	
Business satisfaction survey	Tracy Darke	Costs of development, postage, analysis		Annually	Oct 2015

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Finance
Service Area Manager:	Mike Snow – Head of Finance
Deputy Chief Executive:	Andrew Jones
Portfolio Holder(s):	Councillor Peter Whiting

1 Purpose of the Services Provided

- To seek to ensure that the Council's finances to be well managed, in accordance with best practice whilst ensuring best value for money is always obtained.
- To ensure that suppliers can do business with the Council and be able to tender fairly on an equal basis along with all other prospective businesses.
- To provide sound and understandable financial advice and a responsive support service to enable me to make the right decisions and to ensure the Council's services are properly managed.
- To seek to provide assurance that all risks are being properly managed and controls are in place.
- To provide the right benefits that claimants are due at the right time.

1.1 Linkages to Sustainable Community Strategy

	Direct Contribution	Indirect Contribution	
All Themes		The support services within Finance (Accountancy, Audit/Risk, Procurement, FSTeam),	

	Direct Contribution	Indirect Contribution	
		and Council Tax/Business Rates indirectly contribute to all the themes by providing finance and support services for the Council's services.	
Prosperity		Benefits and Procurement assist in providing funding which will circulate in the local economy.	
Health and Well Being	By assisting tenants with their housing, Benefits is contributing to the health and well-being of those households.		
Sustainability			
Housing	Benefits service assists tenants afford their homes		
Safer Communities			

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand	
Accountancy	Budget/Council Tax Setting	Ensure council tax and budget setting complies with legislation, meets Council priorities and is within available resources.		Statutory Requirement

	Service Being Delivered	Priorities (with Justification)	Service Demand	
	Budget Review	To monitor income and expenditure on an on-going basis and assess implications for medium term financial strategy, reporting regularly to SMT and members.		11 Budget Review Reports to SMT, 5 Reports to Executive
	Final Accounts	Ensure annual accounts closed down correctly and promptly. Production of Annual Statement of Accounts. Liaison with external auditors.		
	Treasury Management	Manage the Council's investments to minimise risk whilst securing the optimum return. Manage the Council's borrowing. Funding the Council's Capital Programme.		£55m invested as at 31/3/2015
	Financial advice	Advice officers and members of the financial implications of proposed actions and decisions and provide appropriate challenge.		
	Financial Planning	Forecast the Council's income and expenditure for the General Fund and Housing Revenue Account as part of the Medium Term Financial Strategy and HRA Business Plan.		
	Parish/town council support	Arrange payments to parish/town council in respect of concurrent services and grants in respect of council tax.		
Audit & Risk	Internal Audit	Provision of comprehensive internal audit service for management in line with the Internal Audit Strategic Plan.		Statutory requirement.
	Risk Management	Promote and advise on good risk management across the authority.		Statutory requirement. Effective corporate governance.
	Insurances	Ensure that the Council is appropriately insured in the provision of its services and manage any resulting claims.		Effective corporate governance.
	Investigations	Undertake ad-hoc internal investigations on behalf of management.		Effective corporate governance.
Benefits & Fraud	Housing Benefits	Assessment and payment of claims for housing benefit in line with DWP scheme.	25,500 2,100	Changes processed p.a New claims determined p.a
	Council Tax Reduction	Assessment of council tax reduction claims in line with Council's scheme.	18,000 2,200	Changes processed p.a New claims determined p.a
	Fraud investigation	Undertake investigations into fraud against the council in respect of services such as council tax, business rates, house lettings. Promotion of fraud awareness.		New post not known as yet

	Service Being Delivered	Priorities (with Justification)	Service Demand	
Exchequer	Collection of Council Tax	Maintenance of council tax records, award of reliefs, calculation of tax due, billing and recovery thereof.	61,000 22,500	Council tax payers Reliefs & discounts
	Collection of Business Rates	Maintenance of business rates records, award of reliefs, calculation of rates due, billing and recovery thereof.	4,700 2,500	Business Rate payers Reliefs & discounts
	Recovery of CT, BR and Benefit overpayments	Take appropriate action to recover sums due to the Council, including use of magistrates courts.	6,000 25,000 150 million	Summonses Reminder notices Collectible per annum
	Payment of suppliers	Arrange payment to suppliers for goods ordered.	10,000 48 million	Transactions Paid to suppliers
	Recovery of sundry debts	Raise sundry debt accounts for sums due to the Council, and recovery thereof.	17,200 7.7	Transactions Million collected
	Rural and Urban Capital Initiatives Scheme	Manage the Council's RUCI scheme, making recommendations to Executive on grant awards, payment and monitoring of awards agreed.	150,000 10-12	Budget Applications per annum
Procurement	Lead/advise on procurement and tenders	Advise and assist officers in the procurement of goods and services in line with the Council's Code of Procurement Practice and EU Regulations.		
	Maintain contracts registers	Work with officers across the Council to ensure that the Council's contract register is correct, is duly published, and contracts within the register are appropriately managed.		Approx 250 contracts on Contracts Register
	Manage corporate procurement	Review and develop the Council's approach to procurement, management of the Council's Procurement Strategy and completion of the Procurement Action Plan.		

2.2 Measures

Key Corporate Measures – (Do we include trend data?)

Customer Measures – those important to the people/organisations who use our services				
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qrt 1	2	3	4
Average number of days from receipt of all information to determine new benefit/reduction claims.	7			
Prompt payment of invoices within agreed payment terms				
Unqualified audit statement on Statement of Accounts				
Average number of days from receipt of all information to determine changes to benefit/reduction claims.	13			
Timely and informed Budget and Financial Forecasts				
Number of Benefits/Revenues calls to Customer Service Centre.	12,189			
Efficient & timely CTax processing (Age of oldest item) Days	41			
Efficient & timely NNDR processing (Age of oldest item) Days	22			
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.				
Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
Sundry Debt balance outstanding over 90 days	£208,105			
Numbers of transactions – orders, creditor invoices, sundry debtor invoices	7,370			
Council tax collection rate	29.45%			
NNDR collection rate	28.22%			
Business Rate Growth (Rateable Value)	-887,960			

Completion of Internal Audit Plan (percentage variation to profiled plan)	0%			
No of Outstanding appeals (Business Rates)	668			

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> Regular budget monitoring Achievement of 2.5% savings target for 2015/16 and plan for 2016/17+2017/18 	
Procurement	<ul style="list-style-type: none"> Management of corporate procurement Provision of Procurement training workshop 1 and assist with contract management training. Attendance of key officers at in-house training Maintenance of Finance and Council Contract Register 	Workshop 1 complete, Contract Management planned for September 2015
Contract Management	<ul style="list-style-type: none"> Attendance of appropriate officers on Contract Management training. 	
Audits	<ul style="list-style-type: none"> Internal Audits of various Finance functions scheduled for year in accordance with Internal Audit Plan. External Audit of Statement of Accounts and grant claims. 	
Risk Register	<ul style="list-style-type: none"> Risks reviewed at management team meeting and on on-going basis Quarterly risk register review with portfolio holder. 	
Service Assurance	<ul style="list-style-type: none"> Actions arising out of Annual SA document include: - Provision of sundry debtor training Provision of Procurement training Update of Business Continuity Plan 	
Corporate Health & Safety	<ul style="list-style-type: none"> Completion of H&S Assessments. 	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Head of Service and Divisional Managers	Encourage training, coaching etc of staff assist them to maximise their potential and roles within the organisation.		Support from HR	On-going
2. Skills, Training, Competency Needs	Head of Service and Divisional Managers	Formal staff training/professional qualifications to encourage them to maximise their potential.	Cost of professional training courses.	Support from HR	Staff commencing formal training. Staff completing formal training.
		On-going CPD training for staff.	Met out of existing budgets.		On-going, March 2016
3. Service Changes – Demands on staff resource	Benefits & Fraud Manager	Review of Benefits Team in light of Universal Credit.		Support from HR.	Staff consultation process.

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Need to achieve 5% savings	None achieving savings will increase savings to be found across the Council, with potential impact upon services.			
Potential reductions in Government grants/subsidy above reductions currently projected.	Will increase savings requirement of Council and potential impact upon service provision.			
Court fees income continuing to be volatile.				
Benefits/Benefits Overpayments -				

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Sundry Debtor training	Strategic Finance Manager		Relevant for all services raising sundry debts	Initial pilot course and subsequent course programme.	March 2016
Review of Concurrent Services and parish support	Strategic Finance Manager	Potential savings £100k.		Paper to PFH and Leader. Potential subsequent Executive report.	To be determined by November 2015
Review of Active H/Total interface and associated working practices	Head of Housing & Property Services.		Joint project with H&PS, requiring some support from ICT.	Meeting 3 August	March 2016
On-line Returns	Strategic Finance Manager		Culture, Neighbourhood	Rollouts for Spa Centre, Leisure Centres, followed by feasibility Car Parks	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Benefits – E-Forms	Benefits & Fraud Manager		DMC, CSC, Font Line	Initial rollout, active promotion working with CSC and Front Line	June 2015. March 2016
Review of potential changes to Council Tax Reduction Scheme	Benefits & Fraud Manager		CSC, Front line, ICT	2015/16 fact finding and analysis, and monitoring impact of UC.	Executive report Spring 2016
Discretionary Rate Relief Policy for new businesses	Exchequer Manager			Report for CMT consideration	Autumn 2015
Auto-matching feasibility for Creditor invoices	Exchequer Manager		DMC, All Services	Feasibility by end of September	December 2015
Review usage being made of Procurement System with a view to its use being made across the Council in managing contracts and procuring services.	Procurement Manager		All Services	Feasibility, plan, roll-out	March 2016
Procurement Training for officers across the Council	Procurement Manager		All Services	Workshop 1 on-going, Support to contract management training	July 2015, December 2015
Prepare for 5 yearly review of Internal Audit during 2016/17	Audit & Risk Manager			Produce Plan of how to undertake it	March 2016
Promotion of Risk Management and RM initiatives.	Audit & Risk Manager		All Services	Risk Management Annual report to Finance & Audit Scrutiny Committee	September 2015

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Health & Community Protection
Service Area Manager:	Richard Hall
Deputy Chief Executive:	Andy Jones
Portfolio Holder(s):	Moirra-Ann Grainger

1 Purpose of the Services Provided

Purpose – To protect individuals and the community from harm, improving their health & wellbeing and the quality of the environment.

I want protection from practices, nuisance, infection and pollution which could have an adverse effect; and support for the disadvantaged in the community towards improving health & wellbeing. This includes:-

- Effective and fast response to environmental health, nuisance, animal welfare and public protection issues.
- Effective use of regulatory and licensing controls to ensure business practices are appropriate and comply with legislation and guidance
- To provide high quality services which support sustainable development, mitigate flood risk, maintains safety & security in the public domain and delivers effective solutions to meet the customer's needs.
- Support for local community and voluntary sector engagement, in particular for the most disadvantaged communities.
- Making my neighbourhood feel safer.
- In the event of Civil Emergencies, a quick and co-ordinated incident response with recovery, help & assistance to the community, whilst still being able to access Council services.
- Prompt and professional advice for businesses on legislative issues related to food safety, health & safety and environmental emissions; and to individuals across a wide range issues affecting health & wellbeing
- A dog warden service providing effective control over stray dogs and dog fouling
- A pest control service providing prompt and effective response to pest infestations having a public health significance, at low or no cost to those on low income

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>Health & Wellbeing Lead Officer working with staff with regard to 'making every contact count' and other H&W issues.</p> <p>Joint working on Priority Families county-wide programme and Anti-social behaviour issues.</p>	<p>Some overlap through Health, Safer Communities and Sustainability agendas. Determining where best to put new housing outside of flood risk areas.</p> <p>Designing out crime from new developments</p>
Prosperity	<p>Regulatory Services work directly with local businesses providing advice and guidance.</p> <p>Seeking Purple Flag accreditation to support the evening economy</p> <p>Heads of Service Group working with LEP towards 'Better Business for All' agenda.</p>	<p>Encouraging greater use and diversity of our town centres attractions in a safer environment through the tackling of the issues below in the Safer Communities section.</p>
Safer Communities	<p>Lead responsibility for this priority.</p> <p>Licensing and enforcement of premises and taxis. ASB interventions</p> <p>Resilience to ensure safe & secure Events programme of WDC and third party events across the District.</p> <p>Community Safety multi agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership, namely;</p> <p>Individuals, parents, householders, vehicle owners and business owners to take greater responsibility. The Community Safety Partnership will work with the voluntary sector and Neighbourhood Watch to reduce the opportunity</p>	

	<p>for crime and disorder.</p> <p>To mitigate against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners</p>	
Health and Well Being	<p>Lead responsibility for this priority.</p> <p>Much of the work of the department has a direct link to health & wellbeing. There are strong links with the new Health agenda</p> <p>Mitigating flooding to property in flood risk areas. Quick and co-ordinated response with remedies to any Civil Emergency incident and recovery help & assistance.</p> <p>To promote greater responsibility including a good neighbour guide and Going Out & Staying Safe.</p>	
Sustainability	<p>Lead responsibility across the Council for this priority.</p> <p>Public Confidence Agenda</p> <p>Promoting Parish Emergency Planning</p> <p>Civil Contingency and Flood Management work</p>	<p>Ensure new developments adopt sustainable urban drainage techniques</p> <p>The design & construction new Council projects where they add value and meet invest to save criteria.</p>
Involving Communities	<p>Community Partnership Team (CPT) works with voluntary and community sector, managing grants and funding for voluntary and community sector.</p> <p>Support for Community Forums.</p>	General service delivery
Narrowing the Gaps	<p>Particularly in relation to the health & wellbeing agenda and health inequalities.</p> <p>The work of the CPT on Financial Inclusion</p>	
Supporting Families	<p>Particularly in relation to the health & wellbeing agenda and health inequalities.</p>	General service delivery

	The work of the CPT on Financial Inclusion Priority families partnership work	
Rural Issues	The work of the CPT in administering funding and grants towards rural inequality etc. Rural Community Forums	General service delivery

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand/Service Requests	
Community Partnership Team	Support for Community forums	7 Locality areas 4 meetings a year for 5 of these 3 for others Dealing with grant applications and monitoring delivery and spend		
	Voluntary and Community sector funding support	Monitoring VCS main funded contracts		
	Small grants	Dealing with XX grant applications Monitoring delivery of projects		
	Community Development Work	Two CDWs in the community. Working out of 4 community hubs Support for corporate projects eg Lillington regeneration		
Environmental Sustainability	Civil Contingencies	Work to support statutory local authority duties as Category 1 responder.		

Section			
	Review and testing of Emergency Plan and Business Continuity Plans	-	Annual Review
	Representing the Council at Warwickshire LRF Tactical Group and chairing the LRF Communications Sub-Group	-	Monthly meetings
Engineering	Review of planning applications to assess flooding impact	-	
	Land drainage complaint investigation and enforcement	-	
	Civil engineering support for Council projects	-	
	Flood mitigation work. Working on major schemes.	-	Liaison with EA to produce a scheme for St Johns Brook
	Management of pumping stations and trash screen clearance	-	Monthly
Corporate Health & Safety	Programme of H&S Audits within the year	10	Internal audits of services or processes
	Review and ongoing updating of H&S policy and procedures	-	
	Accident investigations reports		Numbers of incidents reported
	Monitoring, review and reporting on management systems	-	
	Training and induction	30	Number of training sessions delivered
Sustainability	Roll out of strategic plan actions	-	
	Heat Network Mapping project		Project plan timetable
	Energy Efficiency identification of projects and schemes	-	
	Investigation of options for renewable energy projects	-	
	Working with Planning to review climate change and sustainability policy	-	
Environmental Protection	Advice to Planning on Environmental Protection issues	-	
	Expert noise input on HS2	-	As required
	Contaminated Land advice and monitoring	20	Requests for detained

				site information
	Investigation of complaints relating to commercial and industrial premises		200 80	Noise Air/smoke
	Monitoring of air quality – Operation of monitoring stations and equipment, preparation of reports as required by legislation.		60 (approx.) 3	Diffusion tubes Monitoring sites
	Advice to Licensing as a ‘responsible authority’ (public nuisance)		-	
Regulatory Section	Food Safety	Food business inspection programme as part of FSA agreed work plan	1300 400	Planned interventions Revisit requests
		Investigation of food complaints	20	Food complaints etc
		Food Safety advice, enquiries, registrations etc	320 500	Planning enquiries Registrations and advice
		Response to imported food notifications	100	
		Other enquiries	300	
	Health & Safety Enforcement	Interventions (visits for a variety of reasons)	180	
		Complaints and enquiries	450	
		Other topics	50	
		Accident reports	120	
	Licensing	Dealing with licensed Premises	650	Application Variations
		Dealing with Taxi Licenses	400 525 66	Driver licences Vehicle licences Operators (Private hire and Hackney combined)
		Dealing with complaints and enquiries	200	
		Personal treatment registrations	750	
		Temporary Event Notices	500	Applications
Safer Communities		CCTV	13,000 (approx.)	Incidents observed

Section		350	Arrests due to CCTV support
	Crime & Disorder - Includes support of Community Safety Partnership, Operational Group with support for action plan in reducing violent crime. Organise 4 x Operational Your Town, Your Choice events in July, September, December and March. Tender for the weekend Street Marshal Service (September) and carrying out Domestic Homicide Reviews.	-	
	Dog Warden Service	300 180 100	Stray Dogs Dog Fouling Others
	Domestic Noise	800	
	General Nuisance/Accumulations	150	
	Lead agency in tackling Anti-Social Behaviour reducing incidents, reducing the risk of 80% of high risk cases and producing new policy following legislation.	116 396	Perpetrator cases with warning letters sent. Victim profiles created.
	Dealing with planning applications	100	
	Support for Community Safety Partnerships	-	Attendance at meetings, preparation of data and reports etc
	Licensing Policy – Amendments and updating of policy areas		Purple Flag Accreditation Gambling Act review SEV
	Permitting of polluting businesses (EPA Part 1)	36	Number of permits currently
	Pest Control Service	1,600	enquiries and requests for treatment
	Public Health Funerals	10	Tender for public health funerals (September)

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Average time taken to resolve noise nuisance service requests	53.4			
Average time taken to resolve pest control, dog warden and nuisance (excl. noise) service requests	19.5			
% Food businesses with '5' score in Food Hygiene Rating Scheme	73.4			
% Food businesses which are 'broadly compliant'	93.8			
Reduce the risk of 80% of all ASB victims assessed as high				
To reduce the number of violent crimes across the District				
Number of actions delivered in support of the Council's strategic approach to sustainability & climate change.				
Percentage of monitoring sites exceeding national air quality standards (measured quarterly).				
Percentage of Planning consultation requests responded to within target time.	21.5			
Number of initial inspections undertaken of hackney carriage private hire fleet per quarter (Target 40)	30			
% premises compliant with their license at compliance visit	90.4			
Overall % of Community Forum and Small grants spent				
Number of community groups in receipt of grant				
% of VCS spend (6 monthly)				
Number of community initiatives supported				
% of Community Forum priorities delivered				

Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
% Requests for Service received responded to within target time	84.3			
% Requests for service received completed within target time	78.2			
To increase the No of arrests from CCTV incident information				
To increase the No of crime incidents observed by CCTV Control Room				
% actions within the Financial Inclusion Partnership completed on track				
% actions within the HIWEB action plan on track				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> Regular budget monitoring Achievement of 2.5% savings target Review of further savings 	
Procurement	<ul style="list-style-type: none"> Attendance of key officers at in-house training 	
Contract Management	<ul style="list-style-type: none"> No Contracts for renewal during the year Deliver H&S training in relation to contract monitoring 	
Audits	<ul style="list-style-type: none"> Internal audit of Health & Safety in Commercial premises Internal audit of Energy Management 	

	<ul style="list-style-type: none"> • Inter-authority audit of Food Safety function 	
Risk Register	<ul style="list-style-type: none"> • Regular review at management meetings 	
Service Assurance	<ul style="list-style-type: none"> • Actions arising out of Annual SA document include: - Amendment of customer measures Refresher training in procurement and finance procedures, where appropriate Review of Community Partnership Team following WCC funding changes Update of Business Continuity Plan 	
Corporate Health & Safety	<ul style="list-style-type: none"> • H&S audit programme • Training schedule • Satisfactory completion of Corporate Compliance Group actions. 	

Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 45.7 FTE posts in the department.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Pete Cutts	CCTV – Changes resulting from retirement of team manager	Saving of approx. £15,000	Within service	Completion by end of July
	Andy Jones	Head of Service retirement	Not yet known	To be confirmed	March 2016
2. Skills, Training, Competency Needs	Richard Hall	Ongoing CPD requirements for professional and technical staff.	Within budget	In liaison with H/R	March 2016
	Marianne Rolfe	Competency training to meet Food Standards Agency requirements	Within budget	N/A	Ongoing
	Richard Hall	Organising Corporate H&S training for contract management etc	Within budget	In liaison with H/R and other service areas	March 2016
3. Service Changes – Demands on staff resource	Marianne Rolfe	Review of Licensing team roles	Not yet known	Within service	Staff Consultation process Employment Committee 16.9.15

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Changes to Licensing Team	Within self-financing Licensing budget	-	-	-
Delivery of Sustainability projects	Heat Network Mapping. Budget already in place.	£15,000	-	-
Review of Case Management software costs	To be considered within 2.5% savings	Approx £5K	Approx £5K	Approx £5K
Discretionary Budget savings	Additional savings are needed to be found following integration of CPT into service.	£16,600	£33,200	£0

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
St John's Warwick – Flood mitigation project	Grahame Helm/Paul Taylor	Nothing in 2015/16	Finance	Completion of survey work Report to EA Board	July March
Review of Community Partnership Team following changes made by WCC	Richard Hall	Not yet known	Cross-cutting	Recommendations reported	Sept
Purple Flag Accreditation	Jayne Bailey	None	Development Services	Submission of application	August
SEV Policy review	Marianne Rolfe	None	Corporate and Committee Services	Policy report to Executive	August
Health & Wellbeing <ul style="list-style-type: none"> Dementia Friendship status for Council Walking for Health schemes 	Rob Chapleo	Not yet known	Cross-cutting		

<ul style="list-style-type: none"> Health & Wellbeing Charter accreditation 					
Sustainability policy project <ul style="list-style-type: none"> Travel Plan Heat network mapping E-vehicles 	Richard Hall Project leads Sue Smith and Grahame Helm	£15,000 match funding currently Full extent not known	Cross-cutting work. Need for regular updates to SMT	Travel Plan report Heat Network – Stage 1 report E-vehicles decision on implantation.	Sept May May
Re-acting to budgetary pressures following corporate decisions	Richard Hall	Unknown	Unknown	Unknown	
Total mobile/scanning					
Contribution to Lillington regeneration project.					

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery












Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Housing & Property Services
Service Area Manager:	Andy Thompson
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Councillor Peter Phillips

1 Purpose of the Services Provided

-  Supporting the economic and social sustainability of Warwick District by developing affordable and secure Council-owned homes and, where necessary enabling alternative housing providers to develop affordable homes, both to rent and to buy
-  Support long term economic prosperity and community stability by helping people buy and keep a home of their own
-  Maintaining the value, viability and utility of Council owned corporate and housing assets through cost effective and timely repairs and maintenance
-  Effective management of municipal tenancies to help create and support stable and sustainable households and communities
-  Effective and cost effective management of services to the Council's residential leaseholders
-  Maintaining the financial viability of the Council's landlord services and Housing Revenue Account by timely collection of all income due to Housing & Property Services and prudent management of all expenditure
-  Supporting people to have independent lives by providing supported housing accommodation, lifeline services (Warwick Response), the provision of Disabled Facilities Grants and for Council tenants an Aids and Adaptations service
-  Encouraging and supporting decent standards of housing in the private rented sector by licensing Houses in Multiple Occupation and taking enforcement action to deal with sub-standard privately rented properties
-  Helping people to find and keep a home by providing effective housing advice and homelessness services
-  Management and administration of the Council's Allocations Policy, including letting Council-owned properties and nominating tenants to housing associations
-  Help rural communities to remain viable and able to support local services and employment by encouraging the development of affordable homes

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<ul style="list-style-type: none"> • The Council directly provides 5,500 homes which accounts for 10% of all homes in the district. • Our Housing Revenue Account (HRA) Business Plan has been structured to make sure Warwick District Council (WDC) can continue to meet the Decent Homes Standard in all its residential properties between now and 2062. During 2015/16 we will complete a 100% survey of the condition of our homes and revise the Business Plan to take account of the findings of this research. • We encourage the provision of affordable homes, to buy and to rent, by working with developers to make the most of the housing planning obligations agreed as part of S.106 agreements. • We are developing new Council-owned affordable and secure housing, starting with the Sayer Court scheme which will provide 76 purpose built flats for the active elderly and five family bungalows. In South Warwick, sixteen shared ownership homes and five rented houses came on stream in the summer and autumn of 2015. Housing and Property Services (H&PS) are now looking at potential sites, both council and privately owned which can be used to deliver more new council homes. • We are investigating a variety of approaches to provide more homes, including the use of existing Housing Revenue Account funding and the potential for a Council Development Company to increase the number of council-developed homes in the district, including for people with low and middle incomes homes to buy as well as secure rented accommodation. However, the extent of our ability to 	

	<p>continue to develop new homes will depend upon the detail of forthcoming legislation extending the Right to Buy for housing association tenants.</p> <ul style="list-style-type: none"> • The W2 Joint Venture between the Council and Waterloo Housing Association has so far delivered 139 new affordable homes in the district with a further 280 in the pipeline (subject to planning permission). In July 2014 it was extended for a further three years to allow it to remain as a vehicle to deliver affordable housing alongside the Council's own plans for a development programme of council-owned homes. • The district has a large and transient student population due to the close proximity of the University of Warwick and the University of Coventry. • In Warwick district, 18% of households live in private rented accommodation (more than live in social housing). To raise the standards of accommodation to a level acceptable to the council and residents requires a range of activities. We support a landlord steering group and a landlords' forum as well as maintaining the capacity and capability to take legal action where necessary to resolve problems. We have secured some high profile prosecutions of landlords who fail to meet their legal obligations. In 2014 we prosecuted five landlords, with one landlord receiving a fine from the Magistrates of over £50,000. This has demonstrated to the community at large that the Council does not and will not tolerate poor housing conditions and the breaching of legal obligations by landlords operating in the district. • We provide a Housing Advice and Homeless Service, focussing on the prevention of homelessness. In line with the national trend, over the past few years we have witnessed an increase in the number of people approaching the Council for advice and assistance. Not all approaches become formal homelessness cases as 	
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	<p>we are able to help many people with tailored advice. A total of 729 homeless decisions were made in 2013/14 and 594 in 2014/15. There was an increase in the number of homelessness acceptances from 131 in 2013/14 to 148 in 2014/15. Demand for these services in 2015/2016 has continued to grow.</p> <ul style="list-style-type: none"> • We have completed the review of our Allocations Policy and this will be implemented in full in April 2016. We are planning to introduce at the same time on-line application forms for HomeChoice (the Council's housing letting system) and using the Allocations Policy as a vanguard, begin the roll out of Plain English kite-marked booklets and information sheets. • We have agreed a revised Homeless Strategy to run until 2017. These policies will support the Council to prevent homelessness at the earliest opportunity and allocate in a fair and transparent way affordable housing to those who will benefit most from these homes. • We nominate people from our Housing Register to the majority of housing association properties in the district, helping applicants to, where practical have a choice of homes and landlords. We support residents to sustain their tenancies, helping new tenants (around 300 new tenancies with the Council are created each year)¹ to have the skills and knowledge they need to maintain their tenancy. We do this through an in-depth pre-tenancy interview which makes sure that the property is affordable for the household that tenants are aware of their obligations and responsibilities of holding a tenancy and which identifies any support needs that the tenant will require to help them make a success of their new home. This is followed up by a post-tenancy visit to make sure that the tenant has 	
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¹ Actual figures for new lettings per year by Warwick District Council: 2012/13-299; 2013/14-356; 2014/15-315. Three year average: 323

	<p>settled into their new home. On-going support is available throughout a tenancy for all our tenants, delivered by our Housing Support Team.</p> <ul style="list-style-type: none">• We provide discretionary grants to owner occupiers where the condition of their home is dangerous but they do not have the means or capacity to resolve the situation for themselves. This allows residents to remain safely and healthily in their homes.	
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Jobs, Skill and Economy	<ul style="list-style-type: none"> • Our Procurement Strategy gives weighting to organisations who commit to using the local labour force. • Our repairs and maintenance contracts have so far delivered two apprenticeships on a two year contract exclusively for Warwick District residents. The intention is for the apprenticeships to lead to permanent employment. • Our 'Breathing Space' project helps residents who are struggling financially by offering debt advice as well as referrals to the Job Club. It is operated in partnership with other housing associations providing homes in the district. 	<ul style="list-style-type: none"> • Installation of energy efficient components in our planned maintenance programme will contribute to an increase in household disposable income, through savings to the household on energy consumption. In Council-owned homes, we routinely install A rated boilers as opposed to the standard B rated boilers and have also piloted renewable energy initiatives such as the installation of 194 PV Panels and 37 domestic Biomass Boilers. • By increasing the efficiency rating of components such as boilers, and investing in renewable energy it will contribute towards tackling the number of households suffering from fuel poverty and reducing CO2 emissions from domestic energy use. • Our Affordable Rent Policy, which requires 60% of all new affordable housing developments to have properties available to let at a Social Rent, 25% at the Warwick Affordable Rent and 15% for shared ownership, helps people with low and middle incomes be as self reliant as possible when it comes to making their rent payments and also makes a positive contribution towards reducing the risk of households falling into poverty as a result of high rents. By reducing the amount households need to spend on rent, the Council is helping release household income for spending in the wider economy where it can contribute towards increasing and sharing prosperity. • The Council's own properties are let at social rents, making a further substantial contribution towards increasing prosperity by helping spread spending by households across businesses and enterprises working in the district.
Safer Communities	<ul style="list-style-type: none"> • Our Tenancy Enforcement Officers work alongside the Community Safety Team to improve the way, through coherent and targeted action, that we resolve and reduce Anti-Social Behaviour. 	<ul style="list-style-type: none"> • Using Secured by Design doors and windows in municipal homes has reduced the effects of crime. Doors used under the Secured by Design initiative are certified to British Standard PAS 24-1 'Doors of Enhanced Security'.

		This ensures that the door, frame, locks and fittings have been attack tested.
Health and Well Being	<ul style="list-style-type: none"> • Our housing investment programme, which is designed to keep all council-owned housing compliant with the Decent Homes Standard, will: <ul style="list-style-type: none"> ○ Improve the quality of living by reducing the risk of damp and poor quality housing; ○ Contribute towards reducing costs to the NHS of treating ill health resulting from sub-standard housing. ○ Help to create a more conducive atmosphere to learning and family life through investment in the fabric of the building, heating systems, kitchens, bathrooms and other internal and external improvements. • We are now carrying out regular routine tenancy visits to all WDC tenants to assess support needs and make sure that they are supported to sustain their tenancy. • We carry out aids and adaptations so that residents can remain in their homes safely and for longer, helping to reduce the number of admissions to hospitals and care homes. We spend around £1m per year on adapting council houses and grant fund circa £0.5m for adaptations in private owner occupied or rented homes. • Warwick Response Lifeline Service provides support and reassurance to over 3,000 older and vulnerable people enabling them to remain living longer in their own home, delaying the need for nursing care and enabling people to leave hospital earlier. • Our Sheltered Housing for older people provides independent living, with social activities that improves residents' mental and social wellbeing. The schemes provide facilities and amenities to enable residents to live 	<ul style="list-style-type: none"> • The Council continues to offer secure tenancies to all tenants. Secure tenancies offer the security needed by households to invest in their homes and communities, build healthy and sustainable lives and avoid disruption to family life. They also help reduce void losses and additional administrative costs reducing the ability of the HRA to fund improved housing conditions for our tenants. We are exploring how we can extend this, using planning policy, to affordable housing provided by other landlords. • We work in partnership with the NHS, Public Health, the Alcohol and Drug Support Services, to support our tenants to choose healthier lifestyles. We do this by identifying support needs and making referrals where necessary and by close partnership working with relevant agencies to support individuals to live a healthier lifestyle and in many cases therefore be better able to sustain their tenancy.

	<p>in a secure environment but also have the support and network opportunities to live independently and to make their own choices. We have 185 tenancies in our five Sheltered Schemes. We also have community centres situated across the district serving both older residents and the wider community.</p>	
Sustainability	<ul style="list-style-type: none"> • Implementation of the decent homes work and the installation of energy efficient measures have improved the Standard Assessment Procedure (SAP) rating of homes and residents' quality of life - addressing damp and poor quality housing over the period of the investment. • Ongoing energy management of our housing schemes and the installation of renewable energy initiatives will further reduce CO2 emissions. We have plans in place to implement further renewable energy initiatives, including a district heating scheme at Radcliffe Gardens and Christine Ledger Square which will result in a single biomass boiler servicing all communal areas and individual flats. • We have installed two commercial Biomass Boilers, one at Oakley Wood Cemetery and one at Tannery Court sheltered scheme. The recently installed Biomass boiler at Tannery Court has exceeded its target for gas usage. It was anticipated that the biomass boiler would generate 70% of energy and the remaining 30% would be gas, however to date the biomass boiler has been providing for 95% of energy resulting in only 5% gas usage. This has resulted in significant reduction in energy costs to the Council. • The development at Sayer Court is being built to extremely high energy efficiency standards, including a biomass boiler. • We are working with other service areas to develop initiatives to improve the energy efficiency of the 	

	Council's corporate stock, for example, the introduction of a programme to reduce water consumption across the portfolio, Energy Performance Contracts and the installation of solar panels as well as a plans to reduce the Council's day-to-day use of energy in its buildings.	
Involving Communities	<ul style="list-style-type: none"> We engage with our residents on a regular basis and in a range of ways to seek their views and opinions including satisfaction surveys, options on planned programmes, localised newsletters, Cyclical tenancy visits etc. 	
Narrowing the Gaps	<ul style="list-style-type: none"> The Council's support for low cost home ownership (in summer 2015 the Council will complete its first directly provided shared ownership homes – 15 in total) helps narrow the gap between those who own property and those who hitherto may not have been able to make such an investment in the future security of their household. We hope to develop and encourage further initiatives and options to help people with low and middle incomes buy their own home in what is one of the most expensive housing markets in England. 	
Supporting Families	<ul style="list-style-type: none"> H&PS is hosting the Warwick District Priority Families Programme officer. 	
Rural Issues	<ul style="list-style-type: none"> The Council directly provides affordable homes in many villages in the district. 	

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with Justification)	Service Demand (Annual figures based on first quarter out-turns for 2015-2016 unless otherwise stated)

Homelessness and Housing Advice	Prevent people from becoming homeless or when that is not possible help them find a new place to live as quickly as possible by providing a homelessness service that is compliant with the legal requirements placed upon the Council to help those who are homeless.	Total number of homeless acceptances per year	336
	Support social and household stability by helping people, who are for whatever reason unable to buy or rent homes in the open market, secure and retain suitable and affordable homes by providing tailored and relevant advice and assistance. For those who can afford market rents but are unable to raise deposits, we offer rent bond scheme.	Total number of advice and assistance approaches per year	772
	Reduce the time people have to spend waiting for a new home and reduce income loss to the Council's landlord service by letting empty homes to new tenants as quickly as possible	Total number of voids per year	376
Private Sector Housing	Increase the quality of life for individual households by encouraging higher standards of property maintenance and management by private landlords in both non licensable and licensable Homes in Multiple Occupations (HMO's). Ensuring that all (HMO's) which by law require a licence are issued with one and that they are renewed as necessary.	Total number of licensable HMO's in the district	332
		Total number of non-licensable HMO's in the district	1,300
	Increase the quality of life for individual households by encouraging higher standards of property maintenance and management by private landlords by responding positively to complaints and concerns raised by residents about the quality of their homes.	Total number of service requests per year	492
	H&PS respond to reports of Gypsies and Travellers settling on unauthorised sites such as country parks, highway and privately owned land, taking direct action in respect of land owned by the Council and supporting with advice encampments on land owned by other landholders. If the encampment is on District Council land the Private Sector Housing Team are responsible for initiating any legal action to gain vacant possession of the land. Should the encampment be on County Council, we work with our partners from other authorities to monitor the situation.		
Special Needs Housing	Support residents with disabilities to live as independently, safely and comfortably as practicable in their homes by providing aids and adaptations for tenants of the Council and the statutory Disabled Facilities Grants programme for people whose homes are privately owned or in some cases	Total number of adaptations completed per year	480 (based on DFGs accepted)

	when their landlord is a housing association		
	Support independent lifestyles to help older people live and participate in their local neighbourhoods by providing a lifeline service (Warwick Response).	Number of Warwick Response clients	2,500 Private Sector 1,000 WDC
Service Improvement	Shape and design housing and property related services offered by the Council to be relevant and of use to clients (internal and external) through ongoing client and tenant engagement and research.		
	Provide the evidence to allow for effective deployment of resources and creative development of policy and practice by administering, analysing and reporting on performance.		
Business Administration	Maintain the day-to-day ability of the H&PS to operate effectively by administering the service's income and expenditure, including rental income from our tenants.		
Strategic Housing	Make a strong and meaningful contribution to wider social and economic prosperity by encouraging the development of affordable homes to buy and to rent in the district, by the Council and other providers.	Number of planning applications required for comment	38 (2014-2015)
		Number of affordable homes developed	
	Encourage effective investment in housing and property services by making sure that the Council is up to date on and able to take advantage of local, regional and national legislation, policies and opportunities.		
Housing Repairs & Maintenance	Increase the quality of life for individual households by making sure that all the homes provided by the Council are maintained to a good standard.	Value of Responsive and Void investment per annum	£2,004,100 (Budget for 2015-2016 – Responsive Repairs)(of which £867,000 voids)
		Total number of repairs completed per year	20,224 (routine) 4,508 (emergency)

	Make sure that tenants of the Council are safe in their homes by making sure that all properties provided by the Council are fully compliant with all statutory requirements for gas, electric and asbestos.	Total number of gas and electrical safety checks completed per year	Gas: 2,126 in Q1 2015-2016 Electrical: 486 in Q1 2015-2016 HRA Gas (Communal): 12 sites per annum
	Make sure that the Council can continue to provide decent homes at a reasonable cost by developing and delivering an evidenced and needs-lead planned maintenance programme.	Total Value of planned programme	£3,323,200 (Budget for 2015-2016 – Major Repairs)
Corporate Asset Maintenance	Allow the Council to have the facilities it needs to provide services to the community by making sure that assets and properties are safe and maintained to a good standard.	Total number of repairs requests received	2,748
	Support overall financial viability of the Council by effectively managing and reducing the Council's need for energy to operate its assets and buildings.	Total energy costs	£846,749 (General Fund)(2014-2015)
Housing Management	Encourage stable and popular neighbourhoods by helping tenants maintain their homes and tenancies in accordance with their tenancy agreements.		
	Maintain the Council's ability to continue to provide its landlord service by making sure that all income due to the Council is collected promptly.	Total annual rent roll (HRA)	£24,530,000 (net income/expenditure) (Budget Book 2015-2016)
	Help residents to live in safe, peaceful and pleasant environments by providing proactive and effective estate management.		
	To deliver support to tenants who require it so that they may live safely and independently within their communities.		

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Communication and Engagement				
Total number of Tenancies which have received a Bi-Annual Tenancy Update Visit (Target: 8 per quarter per officer; total 48)	154			
Providing More Homes				
Number of empty homes brought back into use as a consequence of PSH team activity (Target: 1 per quarter)	10			
Total number of affordable homes completions	0			
Accessing Homes				
Total number of people registered with Home Choice	3430			
The average number of days applicants remain in Band 1	57			
The average number of days it took to let each property (Target: 30)	34.91			
The percentage of decisions on each homelessness case accepted within 33 days (Target: 66%)	66%			
The average number of weeks each homeless applicant spends in temporary accommodation (Bed and Breakfast) (Target: six weeks)	N/A			
The average number of weeks each homeless applicant spends in temporary accommodation (Self Contained) (Target: six months)	N/A			
Percentage of calls to Lifeline answered within one minute (Target: 97.5%)	98.07%			
Percentage of visits in which an officer arrived within 45 minutes	N/A			
Raising the Standards of Homes				
The percentage of private sector housing service requests resolved within target	98%			
The number of Homes in Multiple Occupation Licences which were relicensed	9			
The average number of days to deliver disabled adaptation (Target: 380 days)	270			
Maintaining the Council's Assets				

Number of routine repairs requests which were completed on time (as agreed with the tenant) (Target: 86%)	69.34%			
The percentage of repairs requests that were subject to a recall (Target: 1%)	1.02%			
Number of emergency repairs requests which were completed on time (Target: 97%)	99.65%			
Percentage of gas service inspections completed within 12 months (Target: 99.9%)	99.87%			
Percentage of dwellings with an electrical test (Target: 97.7%)	97.94%			
Percentage of dwellings with an asbestos management survey (Target: 93.94%)	94.46%			
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
Value for Money				
Total Rent Arrears as % of rent debit (Target: 3.75%)	4.47%			
Tenants seven or more weeks in arrears (Target: no more than 599)	588			

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	<ul style="list-style-type: none"> Maintain close liaison with trade bodies (e.g. ARCH²) and professional bodies (e.g. CiH³) on the detail of 	

² ARCH: Association of Retained Council Housing

³ CiH: Chartered Institute of Housing

	<p>housing policy changes announced in May 2015 (RTB for HAs⁴) and July 2015 (Rent Reductions)</p> <ul style="list-style-type: none"> • Monthly review of H&PS budgets with Portfolio Holder • Regular budget review meetings between budget holders and accountants • Improvement of interface between Active H and Total to enable better understanding of commitments 	
Procurement	<ul style="list-style-type: none"> • The following contracts will be procured during 2015/16: <ul style="list-style-type: none"> ◦ Disabled Adaptations for council homes contract ◦ Electrical contract ◦ Asbestos removal contract ◦ Biomass Crematorium maintenance contract ◦ Engineer's framework ◦ Energy supply to the Council (gas and electricity) • All budget managers will attend corporate procurement training programme 	
Contract Management	<ul style="list-style-type: none"> • Quarterly reviews of Contracts Register at Housing & Property Management Team meetings. 	
Audits	<ul style="list-style-type: none"> • Internal Audits scheduled for 2015/16: <ul style="list-style-type: none"> ◦ Private Sector Housing Grants ◦ Estate Management ◦ Plant Maintenance ◦ Highways Functions ◦ Energy Management ◦ Housing Investment and Maintenance Programme ◦ Housing Stock Asset Management ◦ Building Cleaning Services 	
Risk Register	<ul style="list-style-type: none"> • Quarterly reviews of the Risk Register by the Housing & Property Management Team will take place with the first scheduled for July 2015 • The actions contained within the risk register as reviewed by Finance & Audit Scrutiny Committee in April 2015 will be completed 	

⁴ RTB for HAs: Right to Buy for Housing Associations

Service Assurance	<ul style="list-style-type: none"> • The Housing Advisory Group which includes elected members and tenant representatives will consider and advise Housing & Property Services on policy and practice relating to the way the Council discharges its duties and responsibilities. • Procurement, Budget Management and Contract Management training to be provided to all budget holders. 	
Corporate Health & Safety	<ul style="list-style-type: none"> • The Corporate Compliance Group chaired by Health and Community Protection considers all corporate compliance matters. Representatives of Housing and Property Services attend this group and continue to contribute to technical and legislative discussions on the continuous review of the corporate approach to compliance and health and safety 	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Abigail Hay	Arrange temporary cover for the maternity leave of Senior Housing Advice and Allocations Officer.	None	None	Employee due date is end of December 2015
		Recruit new Housing Advice and Allocations Manager			Current post holder will leave October 2015
		Review capacity of Housing Advice and Allocations service to cope with increasing demand (homelessness)	To be assessed		February 2016
	Housing and Property Management Team (HPMT)	Continue to create training manuals for key service area payment processes	None	None	Complete by March 2016
2. Skills, Training, Competency Needs	Andy Thompson	Procurement Training for all budget managers	Corporate Budget Training	None	Complete by March 2016
	Andy Thompson	Total Training for all budget managers	Corporate Budget Training	None	Complete by March 2016
	Andy Thompson	Contract Management	Corporate Budget Training	None	Complete by March 2016

		Training for all budget managers			
3. Service Changes – Demands on staff resource	Jacky Oughton	Estate Supervisors Redesign	May be one off redundancy costs (HRA)	Human Resources support will be required to manage possible redundancies	Staff consultation – June to August Employment Committee approval – September New service launched – December
	Jacky Oughton	Loss of Housing related Support (Supporting People) Grant from Warwickshire County Council (WCC)	Not yet confirmed but could be circa £500kper annum	None	There may be changes to the management of designated dwellings following the outcome of Housing Related Support (HRS) changes at WCC. These will be agreed by WCC in September 2015, after which it will be possible to assess the impact and draw up future service plans to manage the changes.
	Jacky Oughton	Lifeline Services Redesign	Not yet known, impact of loss of SP grant, one off redundancy payments	Human Resources support will be required to manage possible redundancies	Staff consultation – August to October Employment Committee Approval – November New Service launched February 2016
	Matt Jones	Review of housing repairs process	Not yet known	None at present but may require support from Procurement Team if it is necessary to re-procure repairs contracts.	Complete by December 2015
	Matt Jones	Review of capacity to deliver	Estimates currently being prepared	HR	CMT Review September 2015

		corporate priorities relating to corporate assets and housing maintenance changes required to regain control over expenditure and works and prepare for an evidenced PPM	(September 2015)		Exec September 2015 Additional Resources in place December 2015
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Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
General Fund				
Identify 5% savings on discretionary budgets	Ongoing challenge to find savings without impacting upon statutory service delivery	-£4,100 achieved	-£8,200 (Target set for H&PS General Fund)	Moved to 2016/17
	Ongoing challenge to reduce the Council's need for energy	-£21,500	-£43,000 (Target set for Corporate Fuel)	Moved to 2016/17
	Ongoing challenge to maintain the utility of the Council's assets	-£26,600	-£53,200 (Target set for Corporate R&M)	Moved to 2016/17
Medium term financial strategy savings	To identify how Housing & Property Services is able to contribute towards achieving the Council's savings targets whilst maintaining statutory services.	Unknown	Unknown	Unknown
Housing Revenue Account				
Impairment - Land	Under the terms of the 2012 Self Financing Settlement agreement if the HRA pays for land the value of the land is re-valued to reflect its intended use (affordable/social housing). If the HRA pays market	Unknown. Any impairments will depend upon the amount of land the Council may decide to purchase.	Unknown. Any impairments will depend upon the amount of land the Council may decide to purchase.	Unknown. Any impairments will depend upon the amount of land the Council may decide to

	prices for the land, this will result in a sizeable impairment which cannot be 'reversed out' of the HRA because the value of land for social homes is lower than the value of such land on the open market. High value impairments may not be sustainable within the current financial limits of the HRA, limiting the ability of the Council to purchase land to provide new homes or to maintain its current housing stock if it decides to make large scale land purchases			purchase.
Impairment - Dwellings	Under the terms of the 2012 Self Financing Settlement agreement the ability to 'reverse out' impairments for the difference between the market and social value of affordable homes is only in force until March 2017. If this ability is not extended beyond this date, the liabilities on the HRA of such impairments may exceed its capacity to fund them.	Unknown. Any impairments will depend upon the number and value of new homes the Council may decide to provide.	Unknown. Any impairments will depend upon the number and value of new homes the Council may decide to provide.	Unknown. Any impairments will depend upon the number and value of new homes the Council may decide to provide.
Right to Buy for Housing Associations	The Government is intending on introducing new legislation which will give tenants of Housing Associations the Right to Buy. It is intended that this will be funded through the forced sale of high value council homes when they become void. The detail of this policy has not yet been provided. However this policy will have an impact on the Housing Revenue Account. Under current proposals, the Council could be required to sell circa 30% of its voids in the	None	Unknown	Unknown

	<p>first year with the financial recompense for such sales yet to be determined. This policy could also mean that new build properties in higher value areas of the district may also have to be sold when they are void.</p> <p>Assessing the financial impact of this policy at this time, in the absence of any further detail on the policy, would be largely speculative.</p>			
Housing Related Support	<p>WCC is proposing to end its current Housing related Support (Supporting People) grants which are paid to providers to deliver services to people who need help to live independently. Housing and Property Services received £30,600 to provide a Support and Re-settlement Service for families at risk of homelessness, and circa £482,000 per annum to provide Housing Related Support to residents living in our sheltered schemes and dwellings designated for older people. WCC will be re-procuring some services to replace these and until the detail of the new provision and funding is known assessing the financial impact of these changes would be largely speculative</p>			
Rent reductions	<p>In the July 2015 Budget, a reduction of 1% per annum in rents for all social housing</p>	None	£8.5m over four years	

	<p>providers was announced. This will run for four years, starting 2016-17. The Council can absorb this cut if it reduces its programme of new home development to circa 12 per annum. Alternatively, it could reduce other costs (e.g. repairs and maintenance, management and services) to allow for a greater number of new homes to be built. However, it is not yet clear whether or not the Council would be allowed to keep and let newly built homes if they are considered to be of sufficiently high value to have to be sold to fund the RTB for HAs policy.</p>		
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Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Effective use of IT to raise productivity, make customer access easier and have the management information readily available to improve services	Jacky Oughton	Majority of work should be delivered within existing budget however, additional resources may be required to deliver infrastructure to some degree however costs not known at this time. Estimated £22,500 needed to finance software licences (30x£750) and £6000 needed to purchase	ICT resources are required to implement IT changes. This will be managed through the Housing & Property Services Strategic IT Board and linked into the Corporate ICT Steering Group as required.	Three H&PS IT priorities: <ul style="list-style-type: none"> o Active H Programme Module for Planning Maintenance – introduction by the end of quarter two of 2015-2016 o Total Mobile for PMOs and Building Surveyors – introduction by the end of quarter two of 2015-2016 o E-applications for Home Choice – introduction by the end of quarter two of 2015-2016 	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
		hardware to allow for mobile working, starting with the Stock Condition Survey. Cost of data contracts are to be confirmed			
Implement a procurement review process that ensures the requirements of each service or product purchased is understood, aligned with the Corporate Procurement Strategy.	Matt Jones	None	Procurement Team support required	Need, value, term and market to be reviewed for all procurement activities as part of the standard procurement process. Milestones are specific to each individual procurement task.	March 2016
Review of Maintenance contracts and cost management models. Agree strategy for implementing review outcomes. Implement strategy.	Matt Jones	None	Procurement Team support required Legal Services Support Required	Review of contracts to be completed by October 2015. Strategy and plan for implementing review outcomes to be agreed by January 2016 Strategy to be implemented by 1 st April 2016.	Jan 2015
Review management of leaseholder properties including consideration of revision to charges to reflect actual costs	Abigail Hay	None	None	Transfer of billing and collection – April 2015 Integration of ongoing management of leaseholders across the service – September 2015	September 2015
Resident and Client Participation and Engagement - revised approach to focus on widening both scope of and opportunities for participation and contribution in developing services and standards	Abigail Hay	None	None	Introduction of localised newsletters – March 2015 Recruit members for the Housing Advisory Group (HAG) – August 2015	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
				Develop linkages between HAG representatives and the wider tenant base – March 2016	
Review and amend the information provided to tenants and applicants to make it clear, attractive and accessible	Abigail Hay	None	Media Team	Collate database of all existing materials – August 2015 Review and amend content of information – October 2015 Test information with tenants and leaseholders – December 2015 New information produced – March 2016 Secure Plain English kite-mark – March 2017	March 2017
Roll out Annual Tenancy Visit to help develop and improve council-tenant relationships and increase our understanding of what is important to our tenants	Jacky Oughton	None	None	Visits commenced March 2015. To be part of the Total Mobile project (see IT)	March 2016
Develop effective ways to inform and advise private landlords and tenants of their rights and obligations.	Abigail Hay	None	Media Team	Review of effectiveness of existing communication channels – August 2015 Implement any changes or additional channels – December 2015	December 2015
Develop formal reporting process to complement existing working relationships and informal working updates for corporate repairs clients	Matt Jones	None	Cultural Services, Neighbourhood Services, Health & Community Protection,	Corporate Asset Maintenance Group established in March 2015. Will meet quarterly.	September 2015

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
			Development Services		
Reviewing and updating our strategy for bringing empty homes back into use.	Abigail Hay	Additional resources may possibly be required, if so request will be submitted for resources from Executive	Council Tax	<p>Review and consider proposals from Stratford District Council for shared service – January 2016</p> <p>Analyse potential options for delivery of strategy –August 2016</p> <p>Present new strategy and request for any additional resources to Executive for approval – September 2016</p>	September 2017
Refreshing our approach to the provision of rural housing, taking account of the new scheme for neighbourhood planning and reviewing our approach to the allocation and letting of rural homes.	Abigail Hay	None	None	New contract entered into for Rural Enabler Service – June 2015	March 2016
Investigating the best way of financing the development of homes by the Council	Andy Thompson	None	<p>Support required from Finance</p> <p>Support required from Legal Services</p>	<p>Preparatory work to establish company – August 2015</p> <p>Consultation with Councillors and Housing Advisory Group – September/October 2015</p> <p>Executive report on CDC – November 2015</p> <p>If approved by Council, Company established – March</p>	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
				2016	
Reviewing the Housing Allocations Policy, giving consideration to prioritising existing tenants, local connection policies, the potential use of fixed term tenancies and the handling of applicants with no housing need.	Abigail Hay	None	None	Executive Approval – July 2015 Implementation – March 2016	March 2016
Review Of services to sheltered and designated dwellings for tenants over 60 years of age, including Lifeline 'Warden-Call' Service – (to include a review of client experiences of the changes in terminating warden provision) to inform service changes in response to possible reductions in Housing Related Support (Supporting People) funding	Jacky Oughton	Not yet known	Will impact on Warwick Response Lifeline Service	To be agreed once we have a final decision from WCC on the detail of the changes to be made.	September 2015
Implement necessary changes to Sheltered Housing Services	Jacky Oughton	Not yet known	Will impact on Warwick Response Lifeline Service	To be determined following review of service	March 2016
Review of Lifeline Services including consolidation of current working arrangements	Jacky Oughton	Not yet known	None	Consultation with staff August to October 2015	September 2015

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
and re-procurement of equipment/services and accommodating changes to Housing Related Support (Supporting People) funding				Employment Committee Approval November 2015 Implementation of new service February 2016	
Implement necessary changes to Lifeline Services	Jacky Oughton	Not yet known	None	Changes other than those to staffing structures such as changes and implementation of charges to Exec by end of 2015	March 2016
Working with Warwickshire County Council as it identifies its priorities for housing-related support services that have in the past been funded by the Supporting People regime, such as people with mental health problems, people suffering domestic abuse, substance mis-users, and homeless people with support needs.	Abigail Hay & Jacky Oughton	Circa £500k but exact amount as yet unknown.	There will be an impact on the services we deliver to our residents in sheltered schemes and dwellings designated for older people, the Warwick response and Lifeline Service, the provision of the Support and Re-settlement service for families facing homelessness, increased use of the Housing Advice Service and possible increase in Homelessness within the District	To be agreed once we have a final decision from WCC on the detail of the changes to be made.	March 2016
Working with our partners across all sectors to support people in financial difficulties.	Jacky Oughton & Abigail Hay	None	Partnership working with members of the Corporate Financial Inclusion Group (Benefits,	To be agreed by Corporate Financial Inclusion Partnership	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
			Community Involvement, Economic Development		
Continuing to provide grants/loans to help low-income owner-occupiers with essential repairs or to rectify dangerous conditions.	Abigail Hay	2015/16 Capital budget has been reduced to a level which will support the likely policy changes	None	Review eligibility criteria and structure of grants – August 2015 Draft revised policy – October 2015 Present new policy to Executive for approval – December 2015	December 2015
Working with partners to raise awareness and educate residents on energy efficiency issues, assisting with grants and loans where appropriate and seeking to raise energy ratings, particularly in the private rented sector using the Housing, Health & Safety Rating System.	Abigail Hay/ Sustainability Officer	None	Sustainability	Ongoing	March 2016
Building on our working relationship with the University of Warwick and other agencies letting/managing student housing in the district.	Abigail Hay	None	None	Ongoing communication and engagement with University of Warwick	March 2016
Completing a pilot scheme remodelling housing aids and adaptations services on a cross-tenure basis across southern Warwickshire and evaluating the results.	Abigail Hay	Unknown	None	Review of outcome of pilot project and alternative delivery options – July 2015 Consult with stakeholders – August 2015	December 2015

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
				<p>Present report to Executive for approval of delivery model – November 2015</p> <p>New service launched – April 2016 (subject to agreement with relevant partners)</p>	
Complete the re-procurement of disabled adaptations contracts for WDC Stock and DFG funded adaptations.	Abigail Hay	Unknown	Support for procurement process required from Finance.	<p>Draft specification, invitation to tender and contract documents – July 2015</p> <p>Issue Invitation to tender – July 2015</p> <p>Appoint contractor – October 2015</p> <p>New contract starts – April; 2016</p>	March 2016
Contribute to/facilitate Corporate Assets Review (CAR). Use PPM and CAR to produce Housing & Property led elements of the Corporate Asset Management Strategy and Plan	Matt Jones	Unknown	Cultural Services, Neighbourhood Services, Health & Community Protection, Development Services	Subject to Asset Steering Group programme.	March 2016
Improved Cleaning and Estate Management Support Service	Jacky Oughton	Unknown	Support for procurement required from Finance	Subject to review of Estate Supervisors/Estate Management redesign	September 2015
Asset Management Team re-design – Resources, Tools, Systems & Processes	Matt Jones	Unknown	Unknown	<p>CMT Review September 2015</p> <p>Exec September 2015</p> <p>Additional Resources in place December 2015</p>	March 2016

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Review housing repairs process to ensure that WDC have control of quality and cost of housing repairs	Matt Jones	Unknown	Unknown	Due to be completed by October 2015	October 2015
Invest in a robust stock condition database and the collection and collation of accurate stock condition data to underpin the generation of a long term Asset Management Plan and an initial detailed 5 year programme of planned and preventative works effective from April 2016	Matt Jones	Unknown	Unknown	Development and testing of Total Mobile software – Aug 15 Executive report September 2015. Survey Programme to be confirmed	March 2016
Reviewing the Housing Revenue Account Business Plan to ensure that our approach to managing, maintaining and improving our own stock remains relevant and up-to-date.	Abigail Hay	None	Support required from Finance	Review all assumptions – November 2015 Prepare a new Business Plan Model - January 2016 Report revised Business Plan to Executive for approval – March 2016	March 2016
Develop a robust Asset Management Plan/Strategy that clearly reflects the direction of the Housing Revenue Account Business Plan and provides a framework for balancing commitments to new build, stock reform, stock investment, planned and preventative maintenance programmes and responsive maintenance	Matt Jones	Unknown	Unknown	Development of Asset Management Strategy is dependent on completion of the housing stock condition survey. Milestones to be confirmed once survey programme is confirmed	March 2017

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Review and redesign of Estate Services	Jacky Oughton	None, possible one off redundancy costs	None	<p>Staff consultation June to August 2015</p> <p>Employment Committee Approval September 2015</p> <p>Implement new service December 2015</p>	March 2016

Service Area Plan 2015/16

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Neighbourhood Services
Service Area Manager:	Rob Hoof
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Cllr David Shilton

1 Purpose of the Services Provided

To provide a range of front line services that have a direct impact on making the district a great place to live work and visit including:-

Waste Collection

As the designated Waste Collection Authority the Council is responsible for providing a range of waste collection and recycling services.

Street Cleansing

As the designated Litter Authority the Council is responsible for ensuring that street cleansing is carried out across the District.

Grounds Maintenance

Responsible for the provision of good quality parks and open spaces across the district contributing to a high quality local environment, promoting healthy lifestyles, and supporting a range of local activities.

Off-Street Car Parking

Providing car parks that meet the needs of residents, workers and visitors to the District, in order to support the local economy.

Bereavement Services

Providing burial and cremation services to residents of the District and beyond.

Customer Service Centre/One Stop Shops

Providing access to a range of council services via the telephone, on-line and face to face, in partnership with Warwickshire County Council.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>Grounds maintenance and cleansing operations on housing areas delivered by external contractors and managed by the Area Officers.</p> <p>Review of poor quality open spaces may identify sites that would be suitable for housing development.</p>	Working with Housing Officers and tenants to identify a range of issues that impact on the quality of the local environment.
Prosperity	Provision of sufficient car park spaces for shoppers and visitors.	Inclusion of apprenticeship schemes as part of Waste / GM contract re-let based on local employment via the contract.
Safer Communities	The provision of a Ranger Service, as an operational resource, which provides signposting for customers, enforcement powers and a key link with other agencies such as the police.	Via work undertaken by Area Contract Officers with community forums aimed at keeping the district clean and safe.
Health and Well Being	Implementing the Green Space Strategy and Play Area Improvement Programme, improving the quality of parks, play areas and open spaces, encouraging greater use by all parts of the community.	<p>Supported by encouraging the use of parks and open spaces for events and leisure activities.</p> <p>Maintaining a clean and safe environment. Effective waste management policies and collection arrangements.</p>
Sustainability	<p>WDC contributes to the Warwickshire Waste Partnership which aims to increase the level of reuse and recycling and minimise the amount of waste going to landfill/incineration.</p> <p>Introducing more environmentally friendly horticultural practices, and development of wildlife habitats in partnership with the Warwickshire Wildlife Trust.</p> <p>Supporting the delivery of a green travel plan, and use of electric vehicle charging points in car parks.</p>	Investigating opportunities with WCC and other organisations to use/recycle waste using existing and emerging technologies.

2 Managing Service Delivery

2.1 Service Overview

	Service Being Delivered	Priorities (with Justification)	Service Demand	
CS1	Waste Collection	WDC is the designated Waste Collection Authority. Collection of residual waste in wheeled bins/sacks, bulk collections, clinical waste, commercial waste, and events	No. of collections per annum	4 Million
			Income	£450k per annum
CS2	Recycling Services	Required to meet English Recycling Targets, collection of dry recyclables, green/food waste, bring banks, recycling from flats and schools. (target 50% by 2020)	WDC Recycling rate	56%
CS3	Street Cleansing Operations	WDC is the designated Litter Authority. Cleansing of parks open spaces and highway land at various frequencies across the District. Removal of fly tipping, graffiti and fly posting.	Carried out 365 days a year	Supported by Ranger Service and Rapid Response Teams
CS4	Car Parking Management	Provision of off-street car parks, managing income and parking enforcement. Managed service on behalf of Royal Priors Shopping Centre.	3 multi storey and 24 surface car parks	Income £2.6 to £2.9 million per annum
CS5	Grounds Maintenance	Grass cutting, shrub bed maintenance, hedges, highway verges	Area maintained	550 Hectares
CS6	Children's Playgrounds	Maintenance of children's play equipment.	Checked weekly	49 No.
CS7	Ranger Service	Generic role that encompasses operational activities in parks and open spaces, signposting for residents and visitors, supporting community groups and other agencies, and enforcement.	Ranger Posts	15
			Supervisors	2
CS8	Abandoned Vehicles	Removal of abandoned vehicles from public land.	Reported each year	Approx. 200

	Green Space Development			
GS1	Project Management	Projects to improve the quality of parks, open spaces and playgrounds	Planned this year	6 no.
GS2	Technical Role	Management of the technical aspects of the parks service including, bowling green maintenance, sports pitch maintenance, bedding, sustainable planting, tree and woodland management, and nature reserves.		
GS3	Technical Advice	Advice provided on planning applications/ 106 agreements, planning policy, commuted sums and delivery of open spaces on new developments.		
	Bereavement Services			
BS1	Oakley Wood Crematorium	Provisions of cremations, woodland burials and garden of remembrance in a peaceful and tranquil setting.	Burials Cremations Income	280 per annum 1800 per annum £1.3 million per annum
BS2	Cemeteries and Closed Churchyards	Legal obligation to maintain if not carried out by other bodies.	No.	6
	One Stop Shops			
OS1	Warwick, Leamington, Whitnash, Kenilworth, Lillington	Provided jointly with Warwickshire County Council in order to give residents access to both district and county services in one place.	Visits	75,000 per annum
	Customer Service Centre			
CS1	Shire Hall and Bedworth	Provided jointly with Warwickshire County Council in order to give residents access to both district and county services via a single point of contact.	Calls	375,000 per annum

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

	Qrt 1	2	3	4
Number of off-street parking Penalty Charge Notices (PCN) issued.				
Number of appeals received as a % of PCNs issued				
Response time in days to PCN challenges.				
Number of incidents within parks and open spaces reported and dealt with by Ranger Service.				
Average time in working days that enquiries are responded to by Contract Area Officers.				
Percentage of bins, bags and boxes delivered within 5 working days				
Percentage of serviceable play equipment in use				
Percentage of waste collections not completed as scheduled.				
Percentage of waste collections rectified within specified period				

Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.

Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.

	Qrt 1	2	3	4
Percentage of street cleansing operations completed as scheduled				
Percentage of rescheduled street cleansing operations completed within specified period				
Percentage of grounds maintenance operations completed as scheduled				
Percentage of rescheduled grounds maintenance operations completed within specified period.				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	Regular budget monitoring and day to liaison with Accountancy Close monitoring of income figures Achieving 2.5% savings on 2015/16 discretionary budgets Identifying 5% savings on 2016/17 discretionary budgets	Variations reported as identified Included in 2015/16 budget To be confirmed in budget setting
Procurement	Procurement of specialist contractor to carryout structural repairs to multi-storey car parks. Day to day discussions with Procurement Team Updating and review of the NS Contract Register	Aim for a November Report As required Ongoing
Contract Management	Use of performance measures Joint inspections Health and safety audits Monthly contract liaison meetings Annual partnership meetings Customer enquiries/complaints	Monitored monthly Throughout the year Throughout the year With the 3 major contractors With the 3 major contractors Ongoing
Audits	Off-street car parking Performance Management	February 2016 June 2015 (part of Corporate Audit)

Risk Register	<p>Reviewed monthly across all areas of service.</p> <p>Reviewed monthly with Portfolio Holder</p> <p>Reviewed annually by Finance & Audit</p> <p>Representative on the Corporate Risk Management Group</p> <p>Key risks included within Service Plan and Team Operational Plans</p> <p>Included within corporate management information</p>	<p>Management Team Agenda Item</p> <p>Part of Portfolio Holder Briefing</p> <p>Date tbc</p> <p>Head of Neighbourhood Services</p> <p>Shared corporately and with Members</p> <p>Reviewed quarterly by SMT</p>
Corporate Health & Safety	<p>Roll out of MIS to building managers to allow them to see compliance certificates etc</p> <p>Completion of new style Fire Risk Assessments across all corporate buildings</p> <p>NS has a representative on the Corporate Health and Safety Group</p> <p>Possible inspection by Health & Safety Executive on waste services</p> <p>Planned health and safety audits.</p>	<p>Working in conjunction with colleagues in H&PS; monitored by Corporate Compliance Group</p> <p>FRA undertaken by Building Control and logged on Assessnet with allocation of actions.</p> <p>No current issues highlighted</p> <p>Part of national inspections programme</p> <p>St. Peter's Car Park Covent Garden Car Park Linen St. Car Park</p>

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning	Dave Anderson	Recruit Green Space Development Officer	None, in budget.	Supports Development Services in commenting on planning applications and 106 contributions	Interviews planned for July 2015
	Gary Charlton	Complete recruitment to Ranger posts	None, in budget	Supports work of Health and Community Protection	Interviews planned for July/August 2015
	Gary Charlton	Recruit Business Support officer	None, in budget	Supports the Customer Service Centre	Interviews planned July/August 2015
2. Skills, Training, Competency Needs	Bill Hunt	Safeguarding and CSE training for Community Ranger	Corporate training budget	Working with L&D Manager	Review Sept 2015
	Tracy Dolphin	Contract Management training – to ensure all contract managers aware of responsibilities	Corporate training budget	Working with L&D Manager	Review Sept 2015
	Rob Hoof	Carryout review of NS management team skills/behaviours	None	Working with L&D Manager	October 2015

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Need to identify 5% saving for next financial year	None unless saving is not identified	£29k	£60k	NA
Replacement costs for waste receptacles	Overspend capital money available	£50k	£50k	£50k
Repair of Multi Storey Car Parks	Currently unfunded	TBC	TBC	TBC

Part 5 – Managing Planned Changes, Major Workstreams and Projects


Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Multi-storey car parks	Gary Charlton	TBC	All	Report to Councillors in regarding costs.	Nov 2015
Ranger Service	Gary Charlton	None	Supports the work of Cultural Services H&CP	Final stage of recruitment	Aug 2015
Pump Room Gardens Phase 2	Dave Anderson	£1 million HLF Grant if successful	Cultural Services (events)	Phase 2 bid to be submitted	Aug 2015
Review of Customer Service Centre	Andy Jones	TBC	All Service Areas	Report to Councillors	Sept 2015
Green Space Strategy Eagle Rec, Wychelm Drive, Roxborough Croft, Farmer Ward Road, Redland Rec., Victoria Park and Cubbington Waterworks	Dave Anderson	£500k approx. funded through the Public Amenity Reserve and 106s	Supports the work of Cultural Services H&CP	Various	March 2016

Oakley Wood Crematorium Improvement Works	Rob Hoof	£1.2 million expenditure (Funded)	None	Project due to be completed	Oct 2015

Ref	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000	Responsibility
Saving needed in each year	977	-195	228	-15	92	1,087	
Add back (recurring):-							
CT Increase	151	157	162	161	162	793	
Office Move			300			300	
Terms & conditions			100			100	
2.5% savings	210	205				415	
Adj Revenue savings profile	1,338	167	790	146	254	2,695	
Unfunded items (recurring):-							
ICT Reserve				250		250	
Equip Reserve				100		100	
Asset Review work						0	See covering e-mail
RUCIS			150			150	
Historic Buildings		50				50	
Saving needed in each year	1,338	217	940	496	254	3,245	
Savings Proposed 1-30 below	1,156	449	945	726	162	3,438	
Cumulative Net Difference	182	-50	-55	-285	-193	-193	
1 CT increase @ 1.99% each year	151	157	162	161	162	793	Mike
2 HQ Relocation			300			300	Bill
3 Revised terms & conditions - travel and mileage	100	45				145	Tracy Do
4 Leisure Options			250	250		500	Rose
5 Town Hall Transfer			85			85	Bill/Rose
6 Restructure Arts and Entertainments		40				40	Rose
7 Senior Manager Review	70		35	35		140	Chris
8 Support service Review	50	50				100	Andy J
9 Digital by Default	50	50				100	Andy J
10 Repatriate Phone Calls from WCC	70	100				170	Andy J/Rob
11 Member Allowances and Civic Support	20			80		100	Andy J/Graham
12 HR/OD Interim restructure	0					0	Already in strategy Tracy Do
14 Capitalising revenue items	0					0	Mike to investigate Mike
15 Change Energy supply process		207	113			320	Andy T to investigate Andy T
17 Restructure of land charges delivery	20					20	Tracy Da
18 Cessation of Housing Advice contracts	20					20	Andy T
19 Stop travel Tokens	40					40	Andy J
20 Increase car park charges	50					50	Rob to investigate Rob
21 Inflation/ Training Contingency Review	50					50	Mike/Tracy to do further work Mike/Tracy
23 Borrowing costs for asset maintenance liabilities							Approach to funding to be investigated Mike/Bill
24 Treasury Management - consideration of alternative investment instruments.	50					50	Mike and Councillor Whiting investigating Mike
27 EDR Review	0					0	Bill and Tracy leading Bill/Tracy Da
29 Extend Temp Posts		-200		200		0	one year more using service transformation reserve and then two year costs only, becomes a saving after year 3. CMT/Mike/Tracy Do
30 5% reductions to discretionary spend	415					415	We do it one year instead of 2 Everyone

Ref	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000	Responsibility
Saving needed in each year	977	-195	228	-15	92	1,087	
Add back (recurring):-							
CT Increase	0	0	0	0	0	0	
Office Move			0			0	
Terms & conditions			0			0	
2.5% savings	0	0				0	
Adj Revenue savings profile	977	-195	228	-15	92	1,087	
Unfunded items (recurring):-							
ICT Reserve				250		250	
Equip Reserve				100		100	
Asset Review work						0	See covering e-mail
RUCIS			150			150	
Historic Buildings		50				50	
Saving needed in each year	977	-145	378	335	92	1,637	
Savings Proposed 1-30 below	795	87	383	565	0	1,830	
Cumulative Net Difference	182	-50	-55	-285	-193	-193	-12%
1 CT increase @ 1.99% each year	0	0	0	0	0	0	Mike
2 HQ Relocation			0	0	0	0	Bill
3 Revised terms & conditions - travel and mileage - savings brought forward	100	45	-100			45	Tracy Do
4 Leisure Options			250	250		500	Rose
5 Town Hall Transfer			85			85	Bill/Rose
6 Restructure Arts and Entertainments		40				40	Rose
7 Senior Manager Review	70		35	35		140	Chris
8 Support service Review	50	50				100	Andy J
9 Digital by Default	50	50				100	Andy J
10 Repatriate Phone Calls from WCC	70	100				170	Andy J/Rob
11 Member Allowances and Civic Support	20			80		100	Andy J/Graham
12 HR/OD Interim restructure	0					0	Already in strategy Tracy Do
14 Capitalising revenue items	0					0	Mike to investigate
15 Change Energy supply process		207	113			320	Andy T to investigate Mike Andy T
17 Restructure of land charges delivery	20					20	Tracy Da
18 Cessation of Housing Advice contracts	20					20	Andy T
19 Stop travel Tokens	40					40	Andy J
20 Increase car park charges	50					50	Rob to investigate Rob
21 Inflation/ Training Contingency Review	50					50	Mike/Tracy to do further work Mike/Tracy
23 Borrowing costs for asset maintenance liabilities							Approach to funding to be investigated Mike/Bill
24 Treasury Management - consideration of alternative investment instruments.	50					50	Mike and Councillor Whiting investigating Mike
27 EDR Review	0					0	Bill and Tracy leading Bill/Tracy Da
29 Extend Temp Posts		-200		200		0	one year more using service transformation reserve and then two year costs only, becomes a saving after year 3. CMT/Mike/Tracy Do
30 5% reductions to discretionary spend - savings brought forward	205	-205				0	We do it one year instead of 2 Everyone

Ref	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Saving needed in each year	977	-195	228	-15	92	1,087
Savings/ income to be considered						
1 Revised terms & conditions - travel and mileage - savings brought forward	100	45	-100			45
2 Restructure Arts and Entertainments		40				40
3 Staffing review - H&CP	70					70
4 Staffing review - CMT			35	35		70
5 Support service Review	50	50				100
6 Restructure of land charges delivery	20					20
7 Leisure Options			250	250		500
8 Digital by Default	50	50				100
9 CSC/OSS Review	70	100				170
10 Cessation of Housing Advice contracts	20					20
11 Review transport arrangements	40					40
12 Increase car park charges	50					50
13 Town Hall Transfer			85			85
14 Member Allowances				80		80
15 Civic Support	20					20
16 Change Energy supply process		207	113			320
17 Inflation/ Training Contingency Review	50					50
18 Treasury Management - consideration of alternative investment instruments.	50					50
19 5% reductions to discretionary spend - savings brought forward	205	-205				0
Savings Proposed 1-18 above	795	287	383	365	0	1,830
Adjusted savings requirement (-surplus)	182	-482	-155	-380	92	-743
Unfunded items (recurring):-						
ICT Reserve				250		250
Equip Reserve				100		100
RUCIS			150			150
Historic Buildings		50				50
Total Unfunded Items	0	50	150	350	0	550
Adjusted savings requirement (-surplus)	182	-432	-5	-30	92	-193

 Executive – 3rd September 2015		Agenda Item No. 7
Title	Rural/Urban Capital Improvement Scheme (RUCIS) Application	
For further information about this report please contact	Jon Dawson Finance Administration Manager 01926 456204 e mail: jon.dawson@warwickdc.gov.uk	
Wards of the District directly affected	Leek Wootton (Shrewley)	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Rural/Urban Capital Improvement Scheme details. Rural/Urban Capital Improvement Application file no. 206 onwards; correspondence with Applicant.	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	17.08.2015	Chris Elliott
Head of Service	17.08.2015	Mike Snow
CMT	17.08.2015	Chris Elliot, Bill Hunt and Andy Jones
Section 151 Officer	17.08.2015	Mike Snow
Monitoring Officer	17.08.2015	Andy Jones
Finance	17.08.2015	Mike Snow
Portfolio Holder(s)	17.08.2015	Cllr Whiting
Consultation & Community Engagement		
Community Partnership Team and Manoj Sonecha (Active Communities Officer); Copy of report forwarded 6 th August 2015.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report provides details of a Rural/Urban Capital Improvement Scheme grant application by Shrewley Village Hall to refurbish their kitchen that has now come to the end of its life span.

2. **Recommendation**

- 2.1 It is recommended that the Executive approves a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Shrewley Village Hall of 50% of the total project costs to refurbish their kitchen that has now come to the end of its life span, as detailed within paragraphs 1.1, 3.2 and 8.1, up to a maximum of £8,154 including VAT.

As supported by appendix 1.

3. **Reasons for the Recommendation**

- 3.1 The Council operates a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grant recommended is in accordance with the Council's agreed scheme and will provide funding to help the project progress.
- 3.2 This project contributes to the Council's Sustainable Community Strategy as without the Village Hall there would be fewer opportunities for the community to enjoy and participate in arts, cultural and physical activities which could potentially result in an increase in anti-social behaviour and disengage and weaken the community. If the kitchen isn't refurbished the facility will eventually need to be closed on Health & Safety grounds which would likely lead to reduced bookings and impact on the financial viability of the hall, detrimental effects may include:
- Potential increase in anti-social behaviour as there would be less opportunity for the community to participate in arts and cultural activities; currently there are regular garden society meetings, social club nights, "live and local" performances and ad-hoc events such as quiz nights, barn dances, flower shows etc which would cease if the hall became unviable
 - Potential increase in obesity, including in children, as there will be less opportunity for the community to be active; currently there are weekly keep fit classes and children's dance classes which would cease if the hall became unviable
 - Potential disengagement and weakening of the community; the club is managed and run by a wide range of volunteers from across the community and the activities noted above bring people together from across the community which would cease if the hall became unviable

4. Policy Framework

4.1 The Rural and Urban Capital Improvement Scheme supports the Sustainable Community Strategy and the cross cutting themes which form the priorities for funding areas as follows:-

- Community Engagement & Cohesion (including Families at Risk)
- Targeting disadvantaged rural locations
- Reducing inequalities

5. Budgetary Framework

5.1 The budget for the Rural/Urban Capital Improvement Scheme applications for 2015/16 is £150,000 (£75,000 for rural projects and £75,000 for urban projects).

5.2 In addition there is the unallocated budget from 2014/2015 of £131,040 which sits within a separate cost centre budget; this could then be used for either rural or urban schemes once the 2015/16 budget has been used.

5.3 There is £67,360 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the rural cost centre budget in 2015/16. If the application within this report from Shrewley Village Hall of 50% of the total project costs, up to a maximum of £8,154 is approved, £59,206 will remain in the rural cost centre budget.

5.4 There is £46,005 available to be allocated for Rural/Urban Capital Improvement Scheme Grants from the urban cost centre budget for 2015/16.

6. Risks

6.1 There are no main risks for this proposal.

7. Alternative Option(s) considered

7.1 The Council has only a specific capital budget to provide grants of this nature and therefore there are no alternative sources of funding if the Council is to provide funding for Rural/Urban Capital Improvement Schemes.

7.2 Members may choose not to approve the grant funding, or to vary the amount awarded.

8. Background

8.1 Shrewley Village Hall has submitted a RUCIS application to refurbish their kitchen that has now come to the end of its life span. The application is for 50% of the total project costs up to a maximum of £8,154.

8.2 Shrewley Village Hall has committed £8,054 to the project from their cash reserves. These funds have been evidenced through their annual accounts and the provision of a recent bank statement; a current snapshot of the account shows cash reserves of £17,653 before deduction of the club's contribution to the project.

8.3 Shrewley Village Hall is not vat registered; they will not be reclaiming vat in connection to this project therefore the award will be including vat.

8.4 The RUCIS scheme allows for the applying organisations remaining cash reserves to be no more than one year's operating costs; this criterion was added to the scheme in 2013 to prevent organisations that are easily able to afford to pay for projects themselves from obtaining a grant thus retaining budget for organisations that are not financially as well placed.

- The recent bank statement provided (dated 20th July 2015) shows an account balance of £17,653
- After deduction of the Village Hall's £8,054 contribution to the project (49.4%) the remaining bank balance would be £9,499
- This amount is higher than the £7,272 operating costs noted in the most recent accounts provided (2013)
- However, the current bank statement is simply a snapshot of finances at this point of the financial year. In the 2013 accounts the "cash at bank" figure is noted as £15,523; if we deducted the Village Hall's £8,054 contribution to the project (49.4%) from this amount the remaining figure of £7,469 is only £197 higher than the 2013 operating costs.

I am therefore satisfied that the hall's cash reserves meet the spirit of the scheme criteria.

8.5 Three separate quotes have been provided; an initial review of the quotes appeared to show that the Village Hall was choosing the most expensive of the three quotes as their preferred supplier ("company A"). This has been challenged and a rationale for this obtained; closer scrutiny of the quotes shows that there are slight differences in what is supplied and when adjustments are made to reflect this "company A" are the second cheapest by a negligible amount of £286. The Village Hall have chosen "company A" rather than the slightly cheaper best quote as "company A" have been more diligent in their assessment of requirements and the quotation provided. I am therefore satisfied that the preferred supplier/quote meets the spirit of obtaining three separate quotations to ensure best value.

8.6 Shrewley Parish Council has agreed to contribute £100 towards the project.

8.7 Shrewley Village Hall has previously had RUCIS grants:

- June 2008 - 50% grant awarded which equated to £14,500 for a new ceiling and an extension.
- April 2010 – To enable the ceiling and extension project to be completed a further award of £8,915 was approved. This was to pay for additional electrical work required due to the new ceiling and to cover an increase in labour and material costs for the extension.
- January 2011 – During the final stages of the extension a major issue was discovered with regards to the existing sewer drains; they were found to be broken and had been leaking into the soil for a number of years. An additional grant was required to stop the closure of the Hall on health and safety grounds; an award of £5,573 was approved.

- March 2013 – 48% grant awarded which equated to £1,100 to reinforce the driveway at the side of the hall to improve access to the rear field for outdoor summer events and provide an additional parking area for all-year round indoor events.

This application meets the criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before re-applying for a new grant.

It is therefore recommended that the Executive approves an award of a Rural / Urban Capital Improvement grant to Shrewley Village Hall of 50% of the total cost of the project including vat subject to a maximum of £8,154.

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 3RD SEPTEMBER 2015 EXECUTIVE :

Applicant :**Shrewley Village Hall****Description of scheme:**

Kitchen refurbishment; the last refurbishment was over 20 years ago, as a result of this the hygiene standards do not meet what is now required in 2015. The project plan is to strip out the majority of the existing kitchen and replace with furnishings and equipment to current acceptable standards. This includes; new hob, dishwasher, work tops, undercounter fridge, sink, microwave, water boiler, cupboards, shelving and flooring.

Evidence of need:

There is a visible Health & Safety need; no matter how often the kitchen is cleaned and redecorated, dirt accumulates in inaccessible corners and as a result of this there has been occasion where committee members have had to scrape mould from skirting boards under the worktops. Letters of support for the project have also been provided:

- Simon Lister (Shrewley Village Social Club) - dated 14th June 2015
- Stephanie Hill (President of Shrewley W.I.) - dated 10th June 2015
- Jean Dance (Shrewley Garden Society) - dated 9th June 2015
- Beverley Baker (Secretary, Village Hall Management Committee) - dated 8th June 2015

The Village Hall Committee have often received complaints about the condition of the kitchen and, though they have not been recorded, there have been occasions where prospective hirers have declined to book the hall because of the kitchen inadequacies.

3 years accounts received?

2011 - 2013 accounts have been received, along with a recent bank statement dated 20th July 2015 covering the period 6th to 16th July 2015; this evidences sufficient cash reserves to meet the contribution stated on the application form.

Financial Performance; minus figure = deficit

Year ended 31/12/13	Year ended 31/12/12	Year ended 31/12/11
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£3,638	£5,563	£1,569
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Available Funds (cash and reserves)

Year ended 31/12/13	Year ended 31/12/12	Year ended 31/12/11
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£15,523	£13,124	£7,475
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Details of membership, fees etc:

There are no membership fees although there are hire charges; main hall is £12 per hour and the committee room is £6 per hour

Details of usage:**Regular usage includes:**

- Shrewley Parish Council - committee meeting every 2 months (approx. 20 people)
- Shrewley Women's Institute - Formal monthly meetings (over 40 people) and monthly committee meetings (approx. 10 people)
- "Keep Fit" classes - every Wednesday (approx. 25 people)
- Shrewley Garden Society - Monthly meetings (approx. 40 people)
- Shrewley Social Club - Club nights at 6-week intervals (between 40-80 people) and preparatory & feed-back meetings - over 12 per annum (approx. 10 people)
- Children's extra tuition classes - 4 nights a week except for school holidays (approx. 10 children)
- Children's dance classes - every Sunday (approx. 20 people)
- "Live and Local" performances - at least 2 per annum (approx. 80 people) and admin committee meetings (min 2 meetings per performance approx. 10 people)
- Sundry quiz nights, barn dances, beetle drives etc; at least one per annum (each attended by over 80 people) and associated preparation meetings
- NAFAS flower shows - approx. twice a year (approx. 60 people) and associated preparation meetings
- Shrewley Village Show - annual, visited by over 200 people
- British Legion Women's section "Soup Kitchen" - annual, attended by over 50 people

Ad-Hoc Hiring:

- Local birthday parties, anniversary celebrations etc - approx. one per week, each attended by on average 50 people
- Motor-Cycle Action Group - approx. twice a year for conferences (approx. 40 members present)
- Antique Horological Society - conferences twice a year (approx. 30 people)

Details of Organisations equalities policies:

The hall has no formal equality policy, however, it is available for hire by any respectable individual or organisation; the hall reserves the right to decline an application for hiring if they suspect that there is any dangerous practice or criminal act likely to take place, or if there is a possibility of damage to the fabric of the hall. There is no religious discrimination: all peace-loving members of society are welcome.

3 quotes provided:

Yes - three quotes have been received.

Which of the Council's Corporate Priorities are met?**Reduce anti-social behaviour****Evidence**

Whilst the kitchen refurbishment project doesn't directly affect this issue, the village hall provides a variety of activities for the whole community such as:

- Keep fit classes
- Dancing school sessions
- Children's extra tuition classes
- Meeting place for W.I., Shrewley Social Club and Shrewley Garden Society

The refurbishment of the kitchen will help to keep the hall a viable facility; provision of these activities helps towards reducing anti-social behaviour.

Reducing obesity, particularly in children

Whilst the kitchen refurbishment project doesn't directly affect this issue, the village hall provides a variety of activities for the whole community such as:

- Keep fit classes
- Dancing school sessions

The refurbishment of the kitchen will help to keep the hall a viable facility; provision of these activities helps towards reducing obesity, including children.

Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities

The kitchen refurbishment will encourage people to make more use of the hall; a successful project will remove the risk of potential hirers not making bookings because of kitchen inadequacies and Health & Safety concerns. If the refurbishment isn't carried out the kitchen will at some future stage have to be closed on health and safety grounds; if the kitchen was to close the community will have a much reduced opportunity to participate in physical, arts and cultural activities.

Engaging and strengthening communities

If the hall isn't maintained and the kitchen becomes unusable there is a risk that activities will cease which will potentially disengage and weaken the community. The facility is managed and run by a wide range of volunteers from the local community and the activities that are available also bring together a wide range of people from the community, this all helps to engage and strengthen the community.

Total cost of scheme (including VAT where appropriate)

£16,308 Including VAT

Funded by:

Status

Parish Council

£100

Own Funds

£8,054

Total RUCIS

£8,154

equates to

50.0%

Summary of Financial Impact of Approving Scheme

Scheme Description	RURAL	URBAN	SLIPPAGE	TOTAL
<u>Original 2015/16 Budget</u>	£75,000	£75,000	£0	£150,000
<u>Resources brought forward from 2014/15 to 2015/16</u>				
Total Slippage from 2014/15 to 2015/16	£0	£0	£294,562	£294,562
Rural/Urban Capital Improvement Grants already approved 2014/15	£0	£0	-£163,522	-£163,522
Rural/Urban Capital Improvement Grant unallocated balance 2014/15	£0	£0	£131,040	£131,040
				<u>£281,040</u>
 <u>1st July 2015 Executive</u>				
Cubbington Village Hall	-£7,640			-£7,640
 <u>29th July 2015 Executive</u>				
Kenilworth Tennis, Squash and Croquet Club		-£28,995		-£28,995
 <u>3rd September 2015 Executive</u>				
Shrewley Village Hall (proposed)	-£8,154			-£8,154
 <u>Projects Closed - Underspends and Withdrawn 2015/16</u>				
Kenilworth Town FC (withdrawn - no longer required)			£13,250	£13,250
Whitnash TC - Measured Mile - Third Party Payment (underspend)			£28	£28
Barford Playing Fields (withdrawn- replaced by New Homes Bonus grant)			£30,000	£30,000
 Remaining Budget	<u>£59,206</u>	<u>£46,005</u>	<u>£174,318</u>	<u>£279,529</u>