

Service Plan 23/24 & provisional 24/25

Service Area :	Place, Arts and Economy
Service Area Manager:	Philip Clarke
Deputy Chief Executive:	Dave Barber
Portfolio Holder(s):	Chris King / Ella Billiald
PABS	Development / Economy & Culture

Sections:

Links to council vision & corporate business plan
Service Delivery and Major Workstreams
Performance
Risk Management

Linkages to Council Strategy - Warwick 2030

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	We will ensure that as part of the delivery of planning policies to support sustainability and the climate change agenda, we develop appropriate monitoring and assessment tools. These will include ensuring that the South Warwickshire Local Plan, and other DPDs are subject to a full Sustainability Appraisal. In developing specific policies regarding climate change, we will put tools in place to ensure that the policies can be measured and managed (eg: energy statements for NZC buildings within the NZC DPD).	
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.		
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.		
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.		
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
We want to attract and retain the best talent to deliver our ambitions	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound	Supporting a "circular economy" is part of wider net zero ambitions for the Warwick District economy. This is being progressed through the South Warwickshire Economic Strategy and action plan.	
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.		
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		

<p>Explore multiple, innovative approaches to make it easier for others in the district</p>	<p>By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs</p>		
<p>Creating Vibrant, Safe and Healthy Communities of the Future</p>			
<p>Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment</p>	<p>Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.</p>	<p>A number of work streams within Place, Arts & Economy support this goal. These include the following: place making initiatives including the work of the Leamington Transformation Board, support for events in town centres to increase footfall, and delivery of key place-making and economic development programmes such as those under the Future High Streets Fund (including improvements to the Town Hall and various projects which also fall within the Creative Quarter programme). Furthermore, place making work is underpinned by the development of good planning policies for town centres.</p>	
	<p>Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.</p>	<p>The Investment Zone site within Warwick District focuses on the gigafactory site on land at Coventry airport. We will work to ensure that this helps to deliver a green economy and consider how this site sits alongside others in the district through the South Warwickshire Local Plan and South Warwickshire Economic Strategy.</p>	
	<p>Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities. Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council’s and Milverton Homes’ home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.</p>	<p>The South Warwickshire Local Plan and South Warwickshire Economic Strategy will support the delivery of this goal.</p>	
<p>Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.</p>	<p>Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.</p>	<p>The Arts Team within PAE will work with the Creative Compact to lead on the delivery of a review of the Creative Framework. This will provide strategic leadership for the district’s creative industries and a new platform to connect the sector. Warwick District Council will work with a wider range of partners to deliver this.</p>	
	<p>Build on our reputation as a home for national and international sporting events.</p>		
	<p>Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.</p>		
	<p>Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact</p>		
	<p>Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.</p>	<p>The preparation of the South Warwickshire Local Plan is a major work stream for the planning policy service. It will work with other departments of the Council as well as a wider range of stakeholders and colleagues and elected members from Stratford-on-Avon District Council.</p>	
<p>Enhance the Biodiversity of the District</p>	<p>Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.</p>		
	<p>Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities</p>		
<p>To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities</p>	<p>Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.</p>		
	<p>Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio-economic or isolated backgrounds.</p>		
	<p>Working with partners to deliver community safety interventions to address ASB and fear of crime.</p>		

Service Overview

Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests			
		Estimated Expected Workload	Notes		
Development	Development Management	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	Up to 2500 planning applications per year and 200 pre-application requests per year		
		Defending planning and enforcement decisions through the appeal process.	Approx 50 appeals per year		
		Addressing harmful unauthorised development through planning enforcement.	Up to 500 enforcement complaints per year		
		Protecting the historic heritage of the District through conservation work.	Key areas of work include advising on development proposals; advising on the protection of heritage assets; making and keeping under review Conservation Areas and the Local List of Buildings.		
		Protecting important trees which provide the character of the District through TPO and related safeguards.	Making TPOs and considering approximately 200 tree related submissions per year.		
		Supporting the housing market through processing property searches.	1600 full searches per year		
	Building Control	Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry.	3709 B/Regs applications received 2021/22		
		Providing expertise in dealing with dangerous structures, demolitions and safety at sports grounds.	90 Dangerous Structures in 2021/22 49 Demolitions Total in 2021/22		
		Number of Building Control Site Inspections	12,000		
		Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HMO's.	50 FRA's carried out in 2021/22 20 Advice HIMOS 2021/22		
		Implementation of new building regulations anticipated in 2022	New regulations relating to Part B and Part L expected in June and Dec 2022		
	Planning Policy & Major Site Delivery	Coordination of S106 contributions processes and monitoring of Section 106 contributions.	30-40 active agreements monitored per year		
		Processing CIL demands and liabilities	Approx 12 CIL demand notices issued per year		
		Contributing to the delivery of the Climate Change Action Programme, particularly the adoption and implementation of the Net Zero Carbon DPD, continuing with review of the Local Plan through the SWLP (which places the climate emergency at its heart) and work with WCC and other relevant organisations to develop a sustainable transport strategy for the District and the region	Identified as priorities in the Climate Change Action Programme (ambitions 2 (Low carbon South Warwickshire by 2030) and 3 (Adaption 2050).		
		Planning and funding for infrastructure including CIL spending plans (formerly the Reg 123 list) and the Infrastructure Funding Statement	Maintenance of the Infrastructure Delivery Plan, CIL Spending Plans and IFS to ensure £ms expenditure per year is focused on highest priorities. An estimated £23m (net) of CIL income 2022/2027.		
		Implementing the Local Development Scheme, including adoption of the Net Zero Carbon DPD and supporting SWLP.	As well as the SWLP, workload areas include adopting the Net Zero Carbon DPD, reviewing the Statement of Community Involvement and work on Purpose Built Student accommodation. The LDS needs updating to reflect the latest position on the SWLP.		
		Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements	Three strategic growth areas identified in district: (1) south of Warwick/Leamington, (2) Kenilworth, (3) south of Coventry		
		Support for masterplanning work in areas south of Coventry	Establishment of project board, appointment of officer to support work and commencement of work (year 1 of a 2 year initial project).		
		Supporting neighbourhood plans	10 Neighbourhood Plans "made" since 2016. A further 3 are currently in preparation.		
		Working with partners in the sub-region to deal with sub-regional strategic policy and development	Preparation of a joint evidence currently in progress to include sub-regional Housing & Economic Development Needs Assessment - due for completion summer 2022.		
		Monitoring of development and production of Authority Monitoring Report and Housing Trajectory	Housing trajectory to be completed July/August 22 and AMR by December 22.		
		Supporting DM with policy advice at pre-application and planning application stages	60-70 pa		
		Providing policy advice to the public, councillors, town/parish councils and to other departments within the organisation			
		Collaborative working with partner organisations to progress business cases and funding bids for major infrastructure projects	Project can vary but may include A46 Link Road; K2L; A452 Corridor Improvements; Europa Way;		
		Projects & economic development	Understanding & analysis of the local economy	Annual data provided by WCC	
			Close collaborative working with external partners in respect of Business Support and intelligence - Growth Hub, CWCC, WCC, WMCA (including the emerging Investment and Levelling Up Zones)	Proactive work	
			Active management and promotion of Town Centres through development and close joint working with key stakeholders, including Future of High St Fund	Proactive work	
	Manage programme of sustainable events. Markets, mops and TV and Filming production across the district.	Approximately 100-130 events per year			
	Targeted interventions in specific business sectors to enable growth and innovation, including encouraging a cluster of "environmental enhancing industries and companies" in the District	Annual event – Interactive Futures. Plus range of ongoing proactive work			
	Promotion of the District to attract and deliver Inward Investment opportunities including encouraging a cluster of "environmental enhancing industries and companies" in the District	Proactive work			
	Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan	Proactive work			
	Economic Development Strategy (across South Warwickshire - to include Stratford-on-Avon District).	Proactive work			
	Undertaking feasibility and other studies to support Council decision-making on key corporate project.	Projects have different milestones as set out in part 5 below.			
	Delivering key corporate projects working with partner organisations, landowners and developers	See key projects set out in part 5 below.			
	Coordinating the distribution and delivery of WDC's share of the UK Shared Prosperity Fund.	UKSPF projects have individual outputs and outcomes to be co-ordinated and reported to DHLUHC as well as to Cabinet annually and SLT quarterly			

	Enterprise	Management of the Enterprise Projects and maximisation of their impact by extending support provision through a variety of interactions and interventions	Management of five enterprise sites (Althorpe Enterprise Hub, Court Street Creative Arches, 26HT, Spencer Yard and COWork). Active exploration of other opportunities.		
		Co-ordination and delivery of the joint authority Business Support Programme intervention	Businesses supported 25 /year		
Arts	Royal Pump Rooms	Provide quality Leamington Spa Art Gallery & Museum for members of the public and relevant groups 6 days a week. Maximise the opportunities for visitors to the venue to enjoy the collections - highest standard of customer care.	LSAG&M attendance in 2019/20: 137,715 LSAG&M attendance in 2020/21: unknown*	As per the Arts Marketing & Audience Development Strategy (*Footfall counters broken)	
		Provide a brave and ambitious programme of Learning & Engagement activities based on the LSAG&M collections & programmes which enhance access and participation - including formal education, and in-house / outreach events	Visitor feedback 2019/20: 95% Visitor feedback 2020/21: 93%	As per the Arts Customer Care Charter	
		Care and interpretation of the Council's visual arts and heritage collections (12,500 objects / £7m) and make new acquisitions to the collection	Number of collections enquiries 2019/20: 76 Number of collections enquiries 2020/21: 51	As per the Arts Collections Management Framework	
		Deliver a range of exhibitions and displays which: make use of our own collections, create meaningful engagement with our audiences, develop and grow audiences, create opportunities for collaboration, enhance our reputation, and are delivered to budget / attract additional income. 3 Temporary Exhibitions per year, plus multiple displays. Main Art Gallery re-hung every 2 years	Temp Ex attendance in 2019/20: 54,530 Temp Ex attendance in 2021/22: unknown*	As per the Arts Exhibitions & Displays Policy (*Footfall counters broken)	
		Deliver face to face visitor information for Leamington Spa, provide events ticketing, and retail.	Retail income 2019/20: £44,445 Retail income 2020/21: £37,652		
		Hire spaces within the Royal Pump Rooms, including the Assembly Rooms and Conservatory, to maximise access and income.	Number of events in 2019/20: 98 Number of Events in 2020/21: 67	As per Arts Venue Hire Policy & Procedures	
		Manage the Royal Pump Rooms Café and Library leases and work with tenants and cleaning contractors to deliver a high quality, cohesive experience to all visitors	RPR attendance in 2019/20: 400,480 RPR attendance in 2020/21: unknown*		
		Delivery of Arts Grants programme: £26,200		As per Arts Grants Programme Policy & Procedure	
	Strategic Leadership	The development of the District's arts infrastructure: Including delivery of Spark, Spark Ignite, Culture Fest, Creative Compact		As per Warwick District's Creative Framework: A strategy for creative sector growth 2020 - 2025	
	Royal Spa Centre	Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment	Tickets sold 2019/20: £1,131,102 / 79,173 Tickets sold 2020/21: £48,152 / 1,364	As per the Royal Spa Centre Programming Policy	
		Deliver professional service for customers, hirers, and performers	Visitor feedback 2019/20: 95% Visitor feedback 2020/21: 93%	As per Venue Hire Policy & Procedures	
	Leamington Town Hall	Manage the venue to accommodate the range of users including WDC democratic functions, Leamington Town Council, MP for Warwick & Leamington Spa constituency office, University of Warwick, Motionhouse, Leamington Music, Post Office; charities, commercial hires and other ad hoc bookings	Footfall 2019/20: 76,129 Footfall 2020/21: unknown	As per Venue Hire Policy & Procedures	
Service management	Procurement	Attendance of key officers at in-house Ongoing training			
		Regular meetings with procurement officers			
		Procurement project meetings for major projects including - Back office system procurement.			
		Planned Procurement exercises in year:			
		Commencement of replacement Development management and Building Control back office system.			
		Reprocurement of contracts relating to agricultural and viability advice in connection with planning applications			
		Retail planning advice. Contract expires November 2022.		Contract renewed for 4 years in May 2022. Contract also included town centres study for South Warwickshire Local Plan.	
		Service level Agreements			
		With Warwickshire County Council in relation to Ecological; Archeological and Landscape advice			
		Building Control SLAs for BC Consortium in place since April 2015			
		Consulting Structural Engineer Contract renewed April 2022 for 5 years, for Building Control.			
		Contract Management	No. Contracts due for renewal during the year (as identified above)		JNP (consulting structural engineers) renewed from 1/4/22
			Training in relation to contract monitoring		
			Quarterly update of the contract register		
Audits	Internal audit programme 2022/2023				
	Conservation and design (September 2023)				
	Community Infrastructure Levy and S106 Agreements (December 2023)				
	Planning policy (November 2022)				
Risk Register	Regular review at departmental management meetings				
	Annual review				
	Quarterly PH review				
	Peer Review at SMT, by Risk Manager and Insurance Officer				
	Implementation of mitigation and control				
Service Assurance	Actions arising out of Annual SA document include: -				
	Monitoring of customer measures				
	Refresher training in procurement and finance procedures, where appropriate				
	Update of Business Continuity Plan				
	Completion of the statutory returns.				
	Ongoing reviews of risk assessment (Covid and standard)				
	Assessnet Risk Assessments checked and updated regularly				
	Risk and liability assessments regarding events in our parks and gardens, road closures, etc. are carried out				

Corporate Health and Safety	Events staff trained in risk management and health and safety		
	Ensure Health and Safety is a standing item at team or section meetings		
	BC site visits health and safety policy in place. Work to align with Daventry District Council's requirements completed Feb 2021		
	Ensure Lone Worker protocols that are in place for each section are being operated effectively		
Workforce Planning and Development	Establishment		92
	Vacancies (April 2022)		16
	Recruitment to vacant posts.		
	Planning for career development and any loss of staff through retirement.		
	Continue to "grow our own" at all levels through training, development		
	Continue to support professional qualifications (see below)		
	Consider whether a minor review of staff structure in Building Control, can help to address difficulty in recruiting at SBCO level		
	New: Further consideration of staffing levels within development management and planning enforcement to ensure sufficient resourcing in perpetuity; eliminate the risk of backlogs building up and build resilience to ensure high level service provision and address issues with staff health and well-being.		
	Continuing development of post holders		
	Explore case for market supplements to recruit and retain key staff.		
			This was reviewed and managed, where BC recruited from the bottom and officers are phased and training and studying at Degree level.

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
South Warwickshire Local Plan	Philip Clarke / Andrew Cornfoot	Currently £400k identified.	Housing; SCLE, Neighbourhood & Assets	Preferred Options	Q2 2023/24	Amber	Issues and Options consultation took place in Spring 2023. Timetable is likely to be revised to take account of work required on the evidence base and officer capacity. A full timetable for the SWLP can be found on the SWLP website. SWLP links with commitments and actions in the CCAP (ambitions 2 and 3).
Preparation of Net Zero Carbon DPD (See CEAP Work package)	Andrew Cornfoot	Unknown, potential for requirement for additional	Housing; SCLE	Milestones included in LDS		Green	Currently on target. Due to be adopted in Q3 of 2023.
Preparation of PBSA DPD	Andrew Cornfoot	None	Housing	Milestones included in LDS	Consultation - Q3 2022/23	Red	Date as set in current Local Development Scheme. This project has been impacted by staffing / resource shortages and prioritisation on other projects. Officers and councillors currently reviewing alternative approaches to manage PBSA development in the district.
Identification of Gypsy and Traveller sites to meet need for negotiated stopping; transit and permanent...leading to preparation of Gypsy and Traveller DPD	Andrew Cornfoot	To be confirmed. Likely to require additional planning resources within Planning Policy Team	Housing	Milestones included in LDS		Amber	This is being reviewed as part of the South Warwickshire Local Plan. A new Gypsy & Traveller Accommodation Assessment is being undertaken across South Warwickshire.
Review of Statement of Community Involvement	Andrew Cornfoot	None	None	Milestones included in LDS		Green	A review of this is underway following approval by Cabinet in July 2023.
Work with Warwickshire County Council and other relevant organisations to ensure that the CCAP ambition of driving less (within ambition 2) is delivered.	Phil Clarke	TBC (unknown at this stage)	Finance; SCLE, Neighbourhood & Assets	TBC once work has been scoped		Green	Ambition within CCAP is to work with our partners and communities to increase the percentage of journeys undertaken by foot, bicycle or public transport from 20% to 25% by 2030. Much of this will be delivered through the SWLP by prioritising alternatives to car-borne travel.
Develop a Transport Strategy to support the district's town centres	Phil Clarke	TBC (unknown at this stage)	Finance; SCLE, Neighbourhood & Assets	TBC once work has been scoped		Green	Supporting WCC in terms of the Local Transport Plan (LTP4). Further specific work will be undertaken in Leamington town centre as part of work by the Leamington Transformation Board.
Facilitating and supporting the delivery of significant housing schemes in the district including Housing Delivery Test	Philip Clarke / Andrew Cornfoot	Fund for monitoring contribu	Will involve Housing, SCLE, Neighbourhood & Assets	Specific milestones predominantly driven by Housing projects and planning applications.		Amber	Ongoing. The service continues to work to support the efficient delivery of new homes including on significant sites. Officer capacity has been impacted by vacant Site Delivery Officer posts however two of these posts have now been filled.
Work with Director for Climate Emergency to identify projects within the CCAP for sustainable transport initiatives that could be funded (maybe in part) by Section 106 and CIL funds.	Phil Clarke	CIL expected to provide appr	All services	Report to Cabinet	Q4 2022/23	Green	Several projects currently identified in CCAP (ambition 2) including exploring options for cycle route through Abbey Fields in Kenilworth, Park & Ride initiatives in Warwick / Leamington,
Work with businesses and organisations to initiate and share Circular economy initiatives	Martin O'Neill / Joanne Randall	Unknown	All service areas	Draft Economic Strategy to Cabinet Q3 2023.		Green	Supporting the "circular economy" (where products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting) is a strand in the South Warwickshire Economic Strategy as part of its wider ambition to support low carbon technologies.
Infrastructure Delivery (including IDP update)	Andrew Cornfoot and Site Delivery Officers	None (mainly funded through CIL/Section 106)	SCLE, Neighbourhood & Assets	Various	Ongoing	Green	Ongoing. There is need also to refresh the Infrastructure Delivery Plan until this is superseded by a wider IDP for the SWLP.
Major Growth Areas: south of Warwick and Leamington	Chris Elliott / Site Delivery Officer	TBC	NS, CS, Finance			Amber	Ongoing. Officer capacity has been impacted by vacant Site Delivery Officer posts. Recruitment is currently underway for these however all posts are not currently filled.
Major Growth Areas: Kenilworth	Andy Jones / Site Delivery Officer	TBC	NS, CS, Finance			Amber	Ongoing.
Masterplanning area immediately South of Coventry	Chris Elliott / Site Delivery Officer	TBC	NS, CS, Finance			Green	Approval given to commence this project in April 2022 with funding secured from other partners (WCC, Coventry CC and the University of Warwick). Management and governance arrangements currently being agreed between partners.
Leamington Transformation Board	Martin O'Neill / Mark Brightburn	None	Neighbourhood & Assets	Ongoing	Ongoing	Green	Milestones and dates to be set by Project Board.
Prepare South Warwickshire Economic Development Strategy for South Warwickshire (SWES - prepared jointly with SDC) to support inward investment and ensure climate adaptation and resilience are embedded within the strategy (CCAP ambition 3).	Martin O'Neill / Joanne Randa	Unknown	All service areas	Draft Strategy to Cabinet	Q3 2023/24	Green	Ongoing. Consultation on draft SWES completed in March 2023. Proposal to bring revised SWES to Cabinet (and also Cabinet at SDC) in Q3 2023. relocation of innovative low carbon technology enterprises engaged in the low carbon energy, transport and construction sectors.

Leamington Future of the High Street Fund (FHSF) and associated projects	Martin O'Neill / Mark Brightburn	Budget agreed and kept under review.	All service areas	First project (Spencer Yard) to commence on site.	Q1 2022/23 (completion in 23/24).	Amber	Projects to include Town Hall & Stoneleigh Arms PH. WDC is required to seek approval from Government (DHLUC) where we wish to transfer funding between projects, and this has led to some of the fund from Year 1 being carried over to year 2 as these projects progress accordingly. (see also "improvement works to Leamington Spa Town Hall" below
Delivery of other Creative Quarter projects in conjunction with development partner.	Martin O'Neill / Mark Brightburn	Specific projects may have a budget impact and this will be considered on a case-by-case basis by the Council.	Culture, Neighbourhood Services	Detailed proposal being drawn up for Stoneleigh Arms PH (see also FHSF).		Green	These are initiated through the Creative Quarter Programme Board. See also above. Spencer Yard and Stoneleigh Arms are also FHSF projects.
Provision of project support for health improvements in Lillington	Andrew Jones / Phil Clarke	Funding available through CIL	Finance, Neighbourhood Services	Project on site Q3 2022/23 (completion scheduled for 2023/24)		Green	CIL funding agreed for 2022/23 and 2023/24 at Cabinet in March 2022. Support for SWFT (which is leading on delivery of this project) continues.
Support Riverside and Covent Garden Projects	Chris Elliott / Heather Johnson	Not known at this stage	All service	Not known at this stage		Green	Ongoing as advised by members.
Working with WCC to support the timely delivery of highways advice on planning applications	Gary Fisher	None - although may impact on Planning Performance Agreements	None	No specific milestones yet agreed		Amber	The impact of a delay in getting prompt highways comments on (particularly major) planning applications is becoming a significant challenge with impacts across the service and beyond. It could ultimately impact on the delivery of the housing trajectory and 5 year housing land supply.
Continue the ongoing review of conservation areas	Gary Fisher/ Rob Dawson	None	None	No specific milestones yet agreed		Green	
Consideration of the need for guidance relating to renewable/energy efficiency projects for heritage buildings and structures	Gary Fisher/Rob Dawson	None		In progress		Green	
Canal CA Management Plan	Gary Fisher / Rob Dawson	None	None	TBC		Green	
Review of unauthorised HMOs Project	Will Holloway / Kalvarn Birk	None	Housing	Well advanced		Green	
Consider the potential to identify Proceeds of Crime from enforcement	Will Holloway / Kalvarn Birk	None during 2023/24. Potential additional income thereafter.	None	Recruitment underway to additional posts that will facilitate this.		Green	
Commence procurement of a new IT system to replace Acolaid and identify referred supplier	Philip Clarke / Gary Fisher / Phil Rook / Andrew Cornfoot		Housing, SCLE, Neighbourhood & Assets	Commenced. Procurement of new system by June 2024. Migration of data and implementation by summer 2025.	See milestones.	Amber	This is a major project for the service and will require additional resources to deliver. Procurement underway with a view to a new supplier being approved by March 2024. There will then be a period of data transfer, configuration and testing before the new system is live - later in 2024.
Complete Competency Training for all surveyors at all levels.	Phil Rook	Mainly Funded by Central Government although there has been an impact on resources for the service due to staff on courses and away from their desks and not available for site visits	None	Surveyors to be registered with BSR between Oct 2023 and March 2024	Cut off date is March 2024	Amber	All Building Control Officers need to be registered with BSR between October 2023 and end of March 2024, having completed training and passed exams/validation process at that level, to evidence competency and to subsequently practice. Concerns will be if officers fail test of competence and are unable to practice at that level. Assumed they will be able to resit validation exams as appropriate.
BC Budget Pressures		Failure to meet budget over 3 year cycle, would put the service in deficit, impact staff and service levels.	None	Income Measures - against annual budget target and in comparison with previous years, WBC Market Share	31/03/2024	Amber	Income and Market share monitored monthly. Review fees with neighbouring Authorities and adjusted/raised by 10% overall Sept/Oct 23, decision not to immediate recruit to some posts to offset the loss of income Market share consistent for last 8 years at 69%. As of Sept 23 sits at 71.6%. Send out marketing letters on planning apps, attend Key site meetings chase up projects, chase up outstanding fees. Provide efficient service respond to clients
Phase 1 improvement works to Leamington Spa Town Hall as part of FHSF project.	Mark Brightburn		Governance	Contract awarded October 23 / Contract start Oct 23 / anticipated completion August 24	Aug-24	Amber	At present time, no contract awarded and so timelines are estimates only. Listed Building Consent secured June 23.
Repair to roof of Royal Pump Rooms	Russell Marsden / David Guiding	£528,800 (from Corporate Assets Reserve)	Assets	Contractor appointed Aug 23 / works to commence Oct 23 / completion June 24.	Jun-24	Green	This scheme has been funded in large part by the Arts Council England Museum Estate & Development Fund (MEND) which awarded £2,283,821. The balance of £528,800 is match funding from WDC including elements which were not covered by the MEND grant.
Programme Co-Ordination of WDC allocation of UKSPF	Martin O'Neill / Shalina Janar	£3.5million over 22/23 - 24/25	All	Annual project and spend profile met	by March 2025	Green	UKSPF funding from Government commenced in 2022/23 and runs to March 2025. New Programme Co-Ordinator in place to manage the fund and ensure dealines fro spend are met and all monitoring and evaluation returnto Govt on time

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress	Comments	Current Status	Lead Officer	Reporting Month
									April-23
PA&E1	Maintain or Improve services	No	Customer Questionnaires returned satisfied with overall Building Control Service	80%	0%	0		Phil Rook	Q4 Jan - Mar
PA&E2	Firm Financial Footing over long term	Yes	Income Measures - against annual budget target and in comparison with previous years	85%	0%	0		Phil Rook	Q4 Jan - Mar
PA&E3	Firm Financial Footing over long term	Yes	WBC Market Share	68%	0%	0		Phil Rook	Q4 Jan - Mar
PA&E4	Health, Homes and Communities	Yes	Number of planning applications determined within the statutory timeframe (%)	90%	0%	0		Gary Fisher	Q4 Jan - Mar
PA&E5	Health, Homes and Communities	No	Time taken to determine planning applications (no. of days average)	0	0	0		Gary Fisher	Q4 Jan - Mar
PA&E6	Health, Homes and Communities	No	Time taken to determine major planning applications (no. of days average)	0	0	0		Gary Fisher	Q4 Jan - Mar
PA&E7	Health, Homes and Communities	No	% of planning applications refused permission	20%	0%	0		Gary Fisher	Q4 Jan - Mar
PA&E8	Health, Homes and Communities	No	% appeal decisions contrary to WDC decision	25%	0%	0		Gary Fisher	Q4 Jan - Mar
PA&E9	Health, Homes and Communities	No	Number of Enforcement Notices issued.	0	0	0		Gary Fisher	Q4 Jan - Mar
PA&E10	Health, Homes and Communities	No	Proportion of Searches issued with 10 days	100%	0%	0		Gary Fisher	Q4 Jan - Mar
PA&E11	Firm Financial Footing over long term	No	Royal Spa Centre Ticket Sales Income	72000	97994.76	0		David Guilding	As Heading
PA&E12	Maintain or Improve services	No	Royal Pump Rooms Footfall	40300	0	Apr. Counter not working	green	David Guilding	As Heading
PA&E13	Maintain or Improve services	No	Leamington Town Hall Footfall	4300	5653	0	green	David Guilding	As Heading
PA&E14	Maintain or Improve services	No	Customer Feedback Score	0%	0.9	#N/A		David Guilding	Q1 Apr - Jun