

Cabinet Thursday 4 November 2021

A meeting of the Cabinet will be held in the Town Hall, Royal Learnington Spa on Thursday 4 November 2021, at 6.00pm and available for the public to watch via the Warwick District Council <u>YouTube channel</u>.

Councillor A Day (Chairman)

| Councillor L Bartlett | Councillor R Hales |
|-------------------------|----------------------|
| Councillor J Cooke | Councillor J Matecki |
| Councillor J Falp | Councillor A Rhead |
| Councillor M-A Grainger | |

Also attending (but not members of the Cabinet):

| Chair of the Finance & Audit Scrutiny Committee |
|---|
| Chair of the Overview & Scrutiny Committee |
| Green Group Observer |
| Liberal Democrat Group Observer |
| Labour Group Observer |

Councillor J Nicholls Councillor A Milton Councillor I Davison Councillor A Boad Councillor M Mangat

Emergency Procedure

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

Agenda

1. Apologies for Absence

2. **Declarations of Interest**

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

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

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

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

3. Minutes

To confirm the minutes of the meeting held on 23 September

(Pages 1 to 27)







Part 1

(Items upon which a decision by Council is required)

4. Adoption of revised Enforcement Policy and Business Charter

To consider a report from Health and Community Protection (Pages 1 to 49)

5. Fees and Charges 2022/23

To consider a report from Finance

6. **Review of Warwick District Council Members' Allowances Scheme**

This item was withdrawn following the publication of the agenda to allow Members further time to reflect on the report.

Part 2

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

7. Additional Grant to Community Village Shop, Norton Lindsay

To consider a report from the Chief Executive

8. Amendments to the Royal Learnington Spa Neighbourhood Plan

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

9. **Riverside House Development Brief**

To consider a report from Development Services (Pages 1 to 49)

10. Rural/Urban Capital Improvement Scheme (RUCIS) Application

To consider a report from Finance

11. **Climate Change Action Programme**

To consider a report from the Programme Director for Climate Change (Pages 1 to 7 and Appendices 1 to 5)

12. Significant Business Risk Register

To consider a report from Finance

13. Health and Well-being – South Warwickshire Place Arrangements

To consider a report from the Chief Executive

(Pages 1 to 56)

(Pages 1 to 23)

(Pages 1 to 70)

(Pages 1 to 18)

(Pages 1 to 13)

14. Public and Press

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to

Information) (Variation) Order 2006, as set out below.

| Item Numbers | Paragraph Numbers | Reason |
|-----------------|----------------------|---|
| 15,16, 17 | 3 | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |

Part 2

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

15. Lillington Health Hub / Valley Road Car Park

To consider a report from Development Services

(Pages 1 to 5) (Not for publication)

16. Confidential Appendix to Item 9 – Riverside House Development Brief

To consider a confidential appendix from Development Services

(Page 1) (Not for publication)

17. Minutes

To confirm the confidential minutes of the meeting held on 23 September

(Pages 1 to 11) (Not for publication)

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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 Cabinet at cabinet@warwickdc.gov.uk

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Cabinet

Minutes of the meeting held on Thursday 23 September 2021 in the Town Hall, Royal Learnington Spa at 6.00 pm.

Present: Councillors Day (Leader), Bartlett, Cooke, Falp, Grainger, Matecki and Rhead.

Also Present: Councillors: Boad (Liberal Democrat Group Observer), Kennedy, (Green Group Observer), Milton (Chair of Overview & Scrutiny Committee) and Nicholls (Chair of Finance & Audit Scrutiny Committee and Labour Group Observer)

42. Apologies for Absence

Apologies for absence were received from Councillors Hales and Mangat.

43. **Declarations of Interest**

There were no declarations of interest made

44. Minutes

The minutes of the meeting held on 12 August 2021 were taken as read and signed by the Chairman as a correct record.

Part 1

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

45. Service Integration and Joint Accommodation Work between Warwick District Council and Stratford-on-Avon District Council

The Cabinet considered a report from the Chief Executive, which sought the continuation of the process of service integration and of joint accommodation, irrespective of the decision on a political merger by the two Councils or by the Government. It sought further approval of the timetable for proposed service integration between the two Councils over the period until March 2024.

Attached at Appendix 1 to the report was a report considered and agreed by the Joint Advisory Steering Group (JASG) in July. The report addressed the central fact that to progress joint work, a decision to proceed needed to be made regarding the service integration process. This was independent of the decision to proceed to a political merger.

A similar decision needed to be made in respect of the two Councils seeking joint accommodation. The report at Appendix 1 to the report set out the reasons for the recommendation. This was also independent of the decision to proceed to a political merger.

Appendix 2 to the report contained a report considered by JASG at its meeting in September and set out a programme at Table 1 for the proposed service integration process over the period to 2024. It was proposed that this timetable should be agreed, subject to Recommendation 1 being approved by Council. The report at Appendix 2 to the report set out the reasons for the recommendation.

In terms of alternative options, the Cabinet could decide not to agree recommendation 1 and wait until after a decision was made in December on the proposition of a political merger or after the Government has decided if it agreed to a merger. However, the service integration process needed time to be completed properly. If it was to be done by March 2024, delaying the start until a decision was made in December would reduce the amount of time available by two months. If there was a delay until the Government decided, that would mean a delay of over a year. Service integration could happen separately from the political merger and so would not be tied to a decision on the political merger.

In addition, as Members had seen from another report on the agenda for the 23 September Cabinet meeting (Minute Number 48) on Shared Legal Service for Stratford-on-Avon District Council and Warwick District Council, given that amongst the first services proposed for integration was the Legal Service, a delay would create a significant problem as notice was served by WDC to WCC, who were currently providing that service. The notice period expired at the end of March 2022. Starting the service integration process in January 2022 was not sufficient time to meet the notice period and delaying until a Government decision would make the Legal Services proposal impossible.

The Cabinet could have also decided to vary the proposed timetable for service integration. It was not possible to do everything at once and so choices had to be made. The proposed approach reflected the approaching deadline Legal Services and the greater readiness of the two proposed services which would act as in effect "pilots" from which to learn for subsequent integrations.

The Cabinet could decide to wait until a decision was made on the political merger before deciding on seeking joint office accommodation. However, a delayed decision would mean a delayed start and as both Councils were actively seeking to secure alternative office accommodation and both wished to seek savings as a matter of urgency, a deferral seemed contrary to both Councils interests and priorities.

The Overview & Scrutiny Committee supported the recommendations in the report, but also requested that a further recommendation be made to produce a summary of risks through a risk register due to the size and complexity of the project.

The Committee also requested that regular service level performance data should be available to Councillors on the Service Area Dashboard, providing comparison between current service area performance levels against the merged service areas.

In response to a comment about the merger's inevitability, Councillor Day recognised that it was not inevitable, but that there were several successful mergers across the country, but the WDC/SDC merger requires a lot more political work.

In response to the comments from The Overview and Scrutiny Committee, the Chief Executive agreed with the need for a summary of risks. He also stated that we could provide a performance baseline report, but highlighted that Stratford did not record the data in the same way, therefore it would be difficult to draw direct comparisons.

Councillor Cooke proposed, Councillor Rhead seconded, that the recommendation from Overview and Scrutiny Committee, approved.

Councillor Bartlett proposed, Councillor Rhead seconded, the report as laid out and it was...

Recommended to Council that irrespective of the decision relating to the full political merger of Stratford-on-Avon District Council and Warwick District Council (expected in December 2021):

- work progresses on the full-service integration of teams across Stratford-on-Avon and Warwick District Councils; and
- (2) work progresses on the identification of sharing civic and office accommodation between Stratford-on-Avon District Council and Warwick District Council.

Resolved that

- (1) the timetable for service integration, as set out in Table 1 in Appendix 1, be agreed; and
- (2) a summary of risks through a risk register due to the size and complexity of the project

(The Portfolio Holder for this item was Councillor Hales) Forward Plan Reference 1,243

46. Adoption of revised Enforcement Policy and Business Charter

Following further consideration by Officers and the Portfolio the report was withdrawn from the agenda.

A revised report would be circulated for consideration by Cabinet in November.

Part 2

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

47. Q1 Budget Report

The Cabinet considered a report from Finance, which provided an update on the current financial position as of 30 June 2021, both for the current year 2021/22 at the end of Quarter 1, and for the medium term through the Financial Strategy. Key variances and changes were highlighted to inform Members, with some recommendations also being put forward for their consideration. Variations were identified by the Accountancy Team in conjunction with the relevant budget managers, giving a favourable variance of £69k as of 30 June, with a forecast favourable variance for 2021/22 of £440k. A summary of this was provided below:

| 2021-22 | | | | |
|--------------------------|---------------------------------------|--------------------------|---|------------------|
| Service | Variation Description | Q1 Variation £'000 | Forecast Full Year Variation £'000 | Rec / Non-rec |
| General Fund | Staffing | £223 A | £100 F | Non-rec |
| Assets | Delays to PPM works | £385 F | - | Non-rec |
| | Riverside House L4 closure savings | £48 F | - | Non-rec |
| | Bereavement Activity reduced | £50 A | £150 A | Non-rec |
| Cultural Services | Closure of Concessions | £11 A | £100 A | Non-rec |
| | Arts staff Furlough | £18 F | £24 F | Non-rec |
| Development Services | Development Control Income | £33 F | - | Non-rec |
| | Building Control Income | £54 F | - | Non-rec |
| Finance | FMS | £57 A | £57 A | Non-rec |
| Housing Services - GF | B&B Accommodation | £100 A | £200 A | Non-rec |
| Strategic Leadership | COVID-19 Other Costs - Cleaning | £28 A | £100 A | Non-rec |
| • | COVID Contingency | - | £923 | Non-rec |
| TOTAL | | £69 F | £440 F | |

As part of the budget setting for the year, a change in the process for forecasting salaries was introduced.

For the previous few years, salary budgets were set with a 'vacancy factor' of 2.75% built in, with the aim of reflecting reductions in salary spend as a result of gaps in establishments throughout the year occurring during the recruitment process.

An example of how this was implemented is below:

| Post | Grade | Total Cost (Inc. Pension) | Vacancy Factor | Total Budget |
|------|-------|------------------------------|-------------------|--------------|
| Mr X | D | £45,219 | £1,244 | £43,975 |

As can be seen from the above, if the establishment remained complete throughout the year, there would be a shortfall in budget of £1,244. Conversely, if there was a gap due to a person leaving and their replacement not starting straight away, the vacancy factor might have been too small to reflect this effectively. This process worked best where there were larger teams, where turnover in staff was more likely to occur.

It was also found, having reviewed the data from the previous few years as part of budget setting, that 2.75% as a vacancy factor was low, with the Council averaging a 4% gap in their establishment year on year.

In order to reflect more accurately that there would be savings due to gaps in establishments throughout the year, but ensure that where establishments were complete, they were correctly budgeted for, officers moved to a centralised method of capturing these savings.

Vacancy Factor Budgets were established within each portfolio. These were set at 3.5% of the staffing establishment for each portfolio. For Q1, the following amounts were appropriated to the Vacancy Factor Budgets:

| Portfolio | Vacancy Factor Budget 21/22 | Budget Released Q1 |
|---------------------------------|--------------------------------|-----------------------|
| Assets | -£48,600 | £1,700 |
| Benefits & Customer Services | -£66,300 | £14,200 |
| Cultural Services | -£56,600 | £32,800 |
| Development Services | -£109,300 | £57,000 |
| Finance | -£39,800 | £500 |
| Health & Community Protection | -£55,200 | £6,200 |
| Housing Services - General Fund | -£38,200 | £0 |
| Housing Services - HRA | -£77,400 | £47,700 |
| ICT | -£42,900 | £6,500 |
| Neighbourhood Services | -£58,800 | £22,100 |
| People & Communication | -£36,500 | £1,000 |
| Strategic Leadership | -£46,400 | £3,100 |
| Total General Fund | -£587,400 | £145,100 |
| HRA | -£77,400 | £47,700 |
| Total | -£664,800 | £192,800 |

This enabled £145,100 (GF) and £47,700 (HRA) to be appropriated from Staffing budgets for months one and two as part of the new Salary Vacancy Factor process introduced for 2021/22. Overall, this equated to 25% of the GF Vacancy Factor budgets after two months, and 62% of the HRA Vacancy Factor Budgets.

Once the Vacancy Factor budgets were surpassed, additional budget that would be released would be returned to GF and HRA reserves made available to be used as necessary to meet other emerging challenges and opportunities.

Implementation of savings reviews was ongoing across services. Some reviews, notably Pest Control, Health & Community Protection Team and Sports & Leisure Team had their savings delivery forecasts changed. These could be seen in section 3.3 of the report and Appendix 1 to the report where the Budget Savings were discussed.

After the Vacancy Factor Adjustment was taken into consideration, salaries were \pounds 34k favourable against budget at the end of Q1. However, following the vacancy factor process and discussions with the relevant managers, it

was expected that this budget would be required to backfill where work was behind due to staffing, establishment, and recruitment issues.

The continued closure of parts of Riverside House, including level 4, resulted in further savings against a budget of \pounds 48k. It was expected that these costs would increase once the plan for Riverside House and its occupancy by more staff going forward was outlined and implemented.

There were delays to the Planned Preventative Maintenance (PPM) programmed works in year to date, resulting in a £385k Favourable variance. It was expected that the full allocation of budget would be used to meet the repairs necessary in order to maintain the corporate stock. It was expected that when the new Financial Management System went live in the Autumn, expenditure would appear in a timelier manner, as and when orders were raised, rather than only when they were paid. This would improve forecasting against the schedule agreed at Budget Setting in February.

Bereavement activity started to stabilise following a year of increased activity, with levels of burials and cremations being driven last year by COVID-19 related deaths, giving rise to additional income. Quarter 1 was £50k adverse against last year. The effects of the vaccination rollout programme, and other measures now in place would result in the service not running at maximum capacity, as it was for significant periods of the previous year.

Income from events and room bookings at sites including the Royal Spa Centre, Royal Pump Rooms and Town Hall was significantly down due to cancelled events as a result of the national restrictions. The income lost (£167k) was offset in part by a reduction in expenditure costs (£156k), such as bar supplies and Art booking fees, and also the receipt of Government grants. The Council continued to support casual staff through the closure, with the decision to furlough them from May 2020, resulting in WDC receiving Grant payments for Q1 totalling £18k. Furlough grants would continue to be claimed until August, from which point events and sites would start reopening / restarting as restrictions were eased. Heading into the Winter period, the number of events held typically increased, with the largest event each year being the Pantomime, so ticket sales would continue to be monitored over this period as part of the reopening plan.

A support package was agreed to support the Leisure Centre concession provider. As was the case in 2020/21, the concession fee, due to total \pounds 1.250m in 2021/22, was waived. In addition to this, up to a further \pounds 411k was agreed to support expenditure costs incurred by the provider, Everyone Active. Breakdowns of their accounts were to be provided to Warwick District Council on a monthly basis to support payments made.

The concession was not built into the 2020/21 budget, and the additional expenditure support package was supported through the use of reserves.

Development Control and building control income saw favourable uplifts (£33k and £54k respectively) in Q1 following sharp declines in 2020/21 due to the impact of COVID-19. It was anticipated that income should continue to show a positive contribution throughout the year as the sector returned to 'normal'.

Licence costs of running two Financial Management Systems (FMS) in parallel until the new FMS went live in the Autumn of this year were incurred, resulting in an additional cost of £57k.

Increased levels of temporary B&B accommodation were used since the start of the pandemic, to a cost of an additional £100k in Q1.

Car parks continued to see reductions in their use since the start of the pandemic. Restrictions continuing during Q1 saw income £293k below budget. However, at budget setting, it was projected that car parks would see a change in the level of their use going forward, driven by restrictions and also by the new ways of working adopted by many businesses in the District. Therefore, a contingency of £750k p.a. was incorporated to reflect the need to mitigate potential income reductions should restrictions continue as they did. While this contingency now had a reduced balance of £457k, it could be seen, even across the first quarter, that demand for car parking began to increase as restrictions were lifted and the Summer arrived. The requirement on this contingency therefore needed to continue to reduce throughout the year, with a current expectation that the initial forecast was met.

A number of other COVID-19 specific costs were incurred during the first quarter of the year, including the cleaning of a number of corporate sites, such as the Town Hall and Riverside House.

As part of budget setting for 2021/22, a COVID contingency of £923k was included. Based on initial forecasts, it was anticipated that this full allocation was not required, allowing for a surplus of circa £400k.

As it was early in the financial year, and owing to the fact that many external factors, predominately related to COVID-19 and the easing of restrictions were continually evolving, it was possible that the forecast outturn position could change substantially.

As the forecast favourable position was supported through the use of the in-year £923k COVID contingency budget, it was prudent to not reflect this in the updated strategy at this early stage in the financial year. Work was on-going by officers to continue to access the impact of changes in their service areas.

Variations were identified by the Accountancy Team in conjunction with the relevant budget managers, giving a favourable variance of £1.035m as at 30 June, with a forecast favourable variance for 2021/22 of £30k. A summary of this was provided below:

| 2021/22 | | | | | |
|---------|---|--------------------------|--|------------------|--|
| Service | Variation Description | Q1 Variation £'000 | Forecast Full Year Variation £ `000 | Rec / Non-rec | |
| HRA | Staffing (after Vacancy Factor Adjustment) | £39 F | £100 F | Non-rec | |
| | Council Tax vacant properties | £24 A | £70 A | Non-rec | |
| | Housing Repairs | £1,005 F | - | Non-rec | |
| TOTAL | | £1,035 F | £30 F | | |

There were a significant number of vacancies across the HRA, within Housing Strategy and Development, Business Development & Change, Landlord Operations and Lifeline services. Work was ongoing to ensure last year's Housing Restructure was established, with COVID-19 presenting further recruitment challenges.

There was a continued high level of void properties during the first quarter, as Housing Services were incurring delays in being able to re-let properties due to COVID restrictions. Work to ensure that properties were up to the necessary standard, or to ensure the properties were clean could not take place as promptly as previously expected. When a property became void, the HRA had to bear the cost of the Council tax until a new tenant commenced occupancy. It was expected that the increased precautions when completing work would remain in place even after restrictions were lifted as part of safeguarding both contractors, colleagues, and tenants. Therefore, the forecast for voids during the year would need to be reviewed.

Housing repairs, both major and responsive, due to the nature of the Finance Management System (FMS) and its integration with Active H (the Housing Management System), typically only appeared in the ledger when an invoice was received, which could be many months after work was completed. It was expected that the full allocation of budget would be used to meet the repairs necessary in order to maintain our housing stock. It was expected that when the new FMS went live in the Autumn, expenditure would appear in a timelier manner, as and when orders were raised, rather than only when they were paid.

A number of works had been delayed from 2020/21, due to issues with access and contractor availability as a result of COVID-19. Major and cyclical repairs were affected by this, specifically some of the ongoing fire prevention works. A new Fire Safety Works manager had been appointed to ensure all works were completed in the current financial year.

Many of the significant additional costs falling on the Council and reduced income were as a result of the ongoing pandemic.

It would be seen from the significant variances detailed, in paragraph 3.1.1 of the report, that the most significant drivers of the Council's shortfall in the current year were income reductions, mainly from fees and charges. This was in common with most District Councils.

While contingency budgets were included to support income losses and additional expenditure costs in 2021/22 at budget setting, a number of these were held centrally due to the difficulty in forecasting and predicting when restrictions would begin to ease, and the impact these would have on services.

The Government last year announced an income loss scheme, which was detailed below:

- The local authority would absorb the first 5% of the loss.
- The Government would fund 75% of the loss thereafter.
- The losses were in respect of sales, fees and charges that were not recoverable (including the concession fee from Everyone Active)
- Rents, commercial income, and interest receipts were excluded.

A Quarter 1 2021/22 return was due to be issued in September for completion.

Within the latest Medium Term Financial Strategy, estimated income in respect of this scheme of £600k was included for Q1 2021/22.

Whilst local authorities would undoubtedly continue to incur additional costs and reduced income as a consequence of the pandemic, the Government had not intimated that any further funding would be available beyond that already announced.

Managers provided updates as to expected delivery against the Budget Savings Proposals agreed in December 2020.

The updates resulted in a reduction in expected delivery of these schemes in 2021/22 of £437k, with further recurrent reductions of £8k in 2022/23 and £322k from 2023/24.

Key schemes where there was a significant reduction in expected delivery include the service reviews (as discussed in paragraph 3.1.3.1 of the report) totalling £114k recurrently, Digital transformation savings £125k, and WDC / SDC integration work, totalling £169k in 2021/22, increasing by £48k and £157k over the following years. Savings on the HQ were significantly reduced £225k, and lease income (£110k) from the hotel on Europa Way was pushed back by a year.

Within the savings, a £500k 'in-year underspend' was allowed for. Being early in the financial year, nothing was explicitly allocated to this. However, as part of the on-going Budget monitoring throughout the year, any projected savings would be allocated against this heading.

Appendix 1 to the report included full breakdown of the Budget Savings Proposals.

Many of these savings still required much work to be carried out, so a more prudent stance was taken in projecting the likely savings from some initiatives. These savings were reviewed monthly by the Management Team who sought to ensure their savings were duly progressed.

The Medium Term Financial Strategy (MTFS) was last formally reported to Members in February as part of 2021/22 Budget setting. At that stage the profile of revenue savings to be found was as follows: -

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Deficit-Savings Req(+)/Surplus(-) future years | 0 | 0 | 178 | -30 | -216 |
| Change on previous year | | 0 | 178 | 0 | -186 |

Sections 3.2 and 3.3 detailed the key changes to the strategy as at Q1: the inclusion of COVID-19 Sales Fees and Charges grant relating to Q1 income losses and updated budget saving scheme profiles.

| | 2021/2 2 | 2022/2 3 | 2023/2 4 | 2024/2 5 | 2025/2 6 | 2026/2 7 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £′000 |
| Deficit-Savings Req(+)/Surplus(-) future years | -163 | 448 | 938 | 715 | 515 | 241 |
| Change on previous year | 0 | 448 | 490 | -223 | -200 | -274 |

Taking into account these changes, the savings to be found within the Medium-Term Financial Strategy were as follows: -

It was noted that 2021/22 presented a surplus position of £163k. Beyond this year, the figures in the above table were the estimated level of additional savings that the Council needed to find out of its General Fund revenue account. It was noted that savings totalling £448k needed to be secured to enable the Council to be able to set a balanced budget for 2022/23, with further savings required beyond this.

It was also noted that there would be further changes to the MTFS reflected in the Q2 Budget Report, due to be presented in November. These would include the interest being paid over and above borrowing costs for the recently agreed Housing Joint Venture, and also the forecast impact of the fire at the Stratford Recycling Centre.

Within the 2021/22 Budget agreed by Council in February there was a Contingency Budget of £200k for any unplanned unavoidable expenditure. To date £39k was allocated, leaving a balance of £161k to support any future developments for the remainder of the year, such as the payment referred to in Recommendation 2.4 in the report.

As part of the local Boundary Review in 2017, an area of Warwick Town Council was "moved" to Bishops Tachbrook Parish Council (BTPC). This should have been effective in the Parish Tax Base for 2017/18 and subsequent years. Unfortunately, this was not reflected in the tax base nor the Council Tax system. This was recognised and rectified in time for 2020/21 Budgets and Council Tax. As a result of this, BTPC's tax base was understated for the three years from 2017/18 to 2019/20 by an average of 450 Band D properties. Had BTPC had the higher tax base, a higher precept would have been issued for those three years. This would have resulted in additional precept income estimated at £66,791 for the period in total. For BTPC, this would represent an increase in the precept income of 38% over the three years. BTPC sought due recompense. With the properties not "moved" from Warwick Town Council (WTC), it might have been argued that WTC received too much Council Tax income. However, under the Council Tax and Collection Fund Regulations, there was no way to recover the income from WTC. It was likely to be met by opposition from WTC, especially as the Council had a reduction in its tax base as a result of the boundary change.

It was recommended that the Council should agree to compensate BTPC for the $\pounds 66,791$, funded from the 2021/22 Contingency Budget.

Appendix 3 to the report included further details on the use of delegated powers for these two matters, both relating to the request for financial assistance

Warwick District Council was committed to the ongoing sustainment of its tenancies whilst also recognising the importance of early intervention and a robust approach to rent arrears and debt recovery. Since 2017 rent arrears rose, with a sizeable increase as a result of the pandemic, arrears at the end of 2020-21 were 5.23% of the annual debit.

The COVID-19 pandemic saw substantial financial pressures on families and businesses, this resulted in our customers having less income and having to learn a new way to manage their money, and one of the outcomes of this situation was that rent arrears would increase if there was no intervention from officers.

Investment in the Mobysoft, RentSense solution, which used a series of complex algorithms and analytical applications which predicted which tenants would fall into arrears, provided an opportunity to target the approach to debt recovery, concentrating on those accounts which needed attention at an early stage, contacting the right tenants at the right time to reduce arrears and increase collection rates. It would add efficiencies to the current debt recovery process, reduce caseloads, meaning that officers would be able to complete arrears caseloads each week, contact the right tenants at the right time, address those accounts in arrears and reduce debt owed to the Council, and be in a position to provide more tailored support for those more vulnerable customers

The cost of entering into a two-year contract was £128,533 (Year 1 \pm 70,635, Year 2 \pm 57,898). The business case provided by Mobysoft anticipated a return on investment in year one of £310,406, without the need to increase staffing numbers, so became self-financing. It was expected that further savings would be made in the following year. However, the cost of the contract could be met from the HRA CIR from savings made in 2020/21. The contract was to be procured through the G-Cloud framework and was initially for 2 years with the ability to extend or end after the initial time period. This contract would need to be entered into with Mobysoft prior to the Rentsense software being installed.

RentSense could help mitigate further financial risk as failure to have a robust arrears management system which was able to predict and recommend targeted debt recovery actions would result in increased rent arrears. Officers needed to ensure that we they supporting customers to pay their rent and to clear arrears, and the ultimate sanction for customers was that legal action could be taken to gain possession of their home due to their non-payment of rent due. If this course of action was taken, Part 2 of the Pre-Action Protocol for Possession Claims by Social Landlords Issued by the Ministry of Justice, required landlords to work proactively with tenants who fell into rent arrears to solve their arrears problems. This included, by making alternative payment arrangements, reviewing a tenant's financial circumstances and engaging with the Department of Work and Pensions (where appropriate) and assist with claims for financial support. The Pre-Action Protocol made clear that litigation should be a last resort. As such, any tools which could predict and/or identify tenants who might fall into arrears and enable the Council to take proactive steps to engage with those tenants would assist the Council in complying with its obligations under the Pre-Action Protocol.

In turn, this should lessen the number of rent arrears cases that might need to be progressed through the court and, of those that do go to court, improve the process for obtaining the necessary court orders for recovery of the rent arrears and possession of the property. RentSense provided a software solution that would increase cash flow, reduce arrears, create sustainable communities, reduce abandonments, and the need for court action and evictions. It would reduce caseloads for officers who would be able to concentrate their efforts on authentic debt cases without having to substantially increase staffing numbers.

There were no alternative proposals presented.

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

Councillor Matecki explained that the Housing team were aware of financial challenges faced by residents and there was software being introduced, which would ensure the most vulnerable are identified through improved use of data held by the Council

Councillor Day commended Councillor Hales for his hard work, and proposed the report as laid out and it was seconded by Councillor Rhead.

Resolved that the-

- latest current year Financial position for both Quarter 1 (General Fund £69k Favourable and Housing Revenue Account £1.035m Favourable) and forecast for the year (General Fund £440k Favourable and Housing Revenue Account £30k Favourable), along with the key variations that drive these positions, be noted;
- (2) updated profile of Budget Saving schemes originally approved in December 2020, be noted;
- (3) impact that on the Medium-Term Financial Strategy due to changes detailed in the report, and how these changes are expected to be accommodated, be noted;
- (4) payment of £66,791 to Bishops Tachbrook Parish Council in lieu of the impact on the parish boundary changes for the period <u>2017</u>/18 to

<u>2019</u>/20, funded from the <u>2021</u>/22 Contingency Budget, be approved;

- (5) use of Chief Executive delegated powers as provided by CE(4) in the Scheme of Delegation in respect of matters relating to financial assistance with burial fees and site "clear-up", details of which can be found at Appendix 3 to the report and that the costs will be covered from the Council's Contingency Budget, be noted; and
- (6) use of Chief Executive delegated powers as provided by CE(4) in the Scheme of Delegation to enable Housing Rent arrears software to be procured and implemented, be funded initially in the HRA by the HRA Capital Investment Reserve, with a view of becoming self-funding during the year, be noted.

(The Portfolio Holder for this item was Councillor Hales) Forward Plan Reference 1,191

48. Shared Legal Service for Stratford-on-Avon and Warwick District Councils

The Cabinet considered a report from the Deputy Chief Executive (AJ) which explained the current arrangements for the provision of legal services to Stratford-on-Avon and Warwick District Councils and set out a business case for the creation of a single shared legal service for both authorities.

The proposal was part of the wider transformation programme across the two Councils, driven by a need to ensure that both Councils could deal with the financial challenges of current and future years.

Warwick District Council (WDC) did not have an in-house legal service, with legal services being provided by Warwickshire Legal Services (WLS), the in-house legal team of Warwickshire County Council (WCC).

The contract with WLS would expire on 31 March 2022, WCC had been advised that WDC would not be renewing its contract and instead would support the creation of an in-house legal service shared with Stratford-on-Avon District Council (SDC).

The sharing of an in-house legal service accords with resolutions relating to shared working was approved by both Councils. Full Council at WDC considered and approved the following on 5 August 2020:

That the principle of shared working with Warwick District Council be confirmed as part of the adopted policy framework; and

That agreement(s) be entered into with Stratford-on-Avon District Council pursuant to Section 113 of the Local Government Act 1972 and all other enabling powers so that employees can be placed at the disposal of the other Council as may be required, subject to the (Cabinet) endorsing business cases for any such services. A full detailed Business Case for the shared legal service (which was exempt from publication) was attached in the confidential Appendix A to the report- Minute Number 55.

The Public Contracts Regulations 2015 provided that, subject to compliance with certain conditions, a contract concluded exclusively between two or more contracting authorities' as public/public cooperation fell outside the requirement to advertise and run a competitive procurement process. The Business Case was designed to ensure that these conditions were satisfied and therefore took advantage of the exemption.

The Head of Law and Governance and Legal Services Manager conducted meetings with WDC Heads of Service to ascertain their current and future demand for legal services, and the feedback received was instrumental in designing the new service.

The proposed size of the new shared legal team comprised a Legal Services Manager, two Lead Solicitors and 12 other lawyers (1+2+12=15). The team would be divided into two functional areas.

The current legal team at Stratford-on-Avon District Council (SDC) would need to increase in size to provide an effective service to both SDC and WDC. It was noteworthy, for example, that unlike SDC, WDC had its own housing stock. The work arising from this alone generated a significant demand for legal services.

Up to four members of staff at WCC were in scope for Transfer of Undertakings (Protection of Employment) regulations (TUPE) and could transfer to the new shared legal service. This would not be known for certain until closer to the 'go live" date of 1 April 2022. Even if four personnel did come across pursuant to TUPE, there would still be a significant requirement to recruit staff into the new legal team.

Several benefits arose from a shared District Council legal team. These included the ability to:

- Reduce the overall cost SDC and WDC pay for legal services.
- Build a critical mass of legal expertise dedicated to District Council functions by increasing opportunities to develop specialist knowledge.
- Build closer working relationships with clients. For example, WDC would obtain the advantages of an in-house service without concern that every contact with a lawyer was "on the clock".
- Increase development opportunities for legal team staff, leading to improved staff retention. In particular, the creation of Team Leader posts would create career progression opportunities.
- Increase efficiency and reduce duplication through standardisation of policies and procedures.
- Increase team resilience and flexibility. The absence of a member of staff in a small team like the SDC legal team was keenly felt and detrimental to client departments.

The proposals had been considered and supported by the Joint Arrangements Steering Group, which met on 23 August 2021.

In order to ensure that that the team was in place for 1 April 2022, staff recruitment needed to commence imminently. This meant that staffing and related costs would be incurred prior to the new financial year. A very rough estimate for this cost was £50,000, although it was difficult to estimate what this cost might be. It was anticipated that much of this cost would be able to be accommodated from WDC placing less work with WCC ahead of 31 March 2022, with SDC picking up this work where possible. To accommodate those costs, it was recommended that £50,000 from the Contingency Budget was utilised.

In terms of alternative options, WDC could continue to outsource its legal service to WCC or elsewhere. However, whilst WDC's experience of WCC Legal Services was positive, this option would not achieve the benefits to both Councils outlined above and nor would it contribute to the shared working commitments of both Councils, pending the long-term potential of a full merger.

Councillor Cooke proposed a motion of thanks to WCC Legal for their support to this Council. This was, seconded by Councillor Matecki. Councillor Day then proposed the report as laid out that was seconded by Councillor Cooke.

Resolved that

- the creation of a single shared legal service serving Stratford-on-Avon and Warwick District Councils, as set out in the Business Case, be approved, subject to similar consideration and any necessary approval by Stratford-on-Avon District Council;
- (2) the release of funding from the Contingency Budget of £50,000 to ensure that there is a smooth introduction of the new arrangements, be approved; and
- (3) Warwickshire County Council legal services team be thanked for their work as legal advisors to Warwick District Council

(The Portfolio Holder for this item was Councillor Day) Forward Plan Reference 1,240

49. Events Manual / Events Review

The Cabinet considered a report from Development Services which provided an update on the action plan which arose from the Events review agreed by Executive in February 2018. Specifically, it addressed matters relating to the creation of an Events Manual and proposed a parks protocol and series of revised fees and charges for events on Warwick District Council land. It was intended to bring in these changes for the events taking place in 2022.

As part of the Events review, which was undertaken in 2017 and 2018, it was agreed that an events manual would be produced to assist event organisers and particularly signpost them to the correct steps they needed Item 3 / Page 15

to undertake to organise a successful and safe event. In doing so, the Business Support & Events Team were mindful that events could range in scale from very local community-based events which might only attract a relatively small number of people, to large commercial events which might attract many thousands of visitors. The production of an events manual was agreed by the Council following consultation with a range of stakeholders. Importantly, it was recognised that an events manual needed to:

- Set out deadlines for event's organisers so that all proper documentation could be completed in good time to ensure that events can operate in a safe manner.
- Incorporate formal maps to identify specific areas within parks which could be used by event organisers.
- Include protocols (prepared in conjunction with the Council's Green Space Team) that would govern the use of parks for events.

Substantial progress was made on the Events Manual prior to the pandemic. Since that time, the work of the Business Support & Events Team was focussed very much on supporting businesses through the pandemic, including supporting the re-opening of town centres and paying of business grants. Furthermore, since no events were taking place, the need for a published manual was less urgent. The Manual was completed as events began to take place again over the summer of 2021.

The final Events Manual was attached as Appendix 1 to the report. It covered a wider range of matters which event organisers would need to consider when organising events. These included the production of Events Management Plans, the need for traffic management plans, the role of safety stewards, premises licenses, environmental health, medical and food safety issues. Members' attention was particularly drawn to the guidance on events in parks and open spaces which was drawn up by the Council's Green Spaces Team. This included event site plans for Jephson Gardens, Pump Room Gardens, Victoria Park, St Nicholas Park and Abbey Fields, as well as specific requirements relating to trees and standpipes.

Members were asked to note and approve the charges for events set out in Appendix 1 to the report. These would update those agreed in November 2020 when Cabinet approved the Fees and Charges for 2020/21. The changes were as follows:

| Event classification | Fees (£) | | |
|--------------------------------------|----------------------------|---------------------------------|--|
| | Nov 21 | Events Manual (proposed) | |
| Local Charitable/Community Events | By negotiation if ticketed | 115 per day | |
| Small/local commercial events | By negotiation if ticketed | 230 per day | |
| Large/national commercial events | By negotiation if ticketed | By negotiation | |
| Funfairs and circuses (7 days) | 2,127 | 2,130 | |
| Filming | By negotiation. | 250 (1/2 day) 500 (full day) | |

The main changes introduced were to set a fixed charge for commercial events. Commercial events were defined in the Manual and constituted any event or activity that had a commercial benefit to a profit-making organisation. Warwick District Council was one of few Councils that did not charge event organisers for using Council land and this additional charge was considered to be both fair and proportionate.

By way of comparison, benchmarking with local authorities in the surrounding region was undertaken and the charges associated with events was shown at Appendix 1 to the report.

It was also worth noting that the decision not to charge for events in Warwick District was made as part of the Events Review in 2017/18. Members approved that recommendation in the Executive report in March 2018. The primary reason for that decision was to attract as many events as possible to the District so that the town centres would benefit from the economic impact of events and the additional footfall generated by them. Since that review, the number of events grew significantly, and the costs borne by the Council also grew in tandem with the increase in events. For this reason, it was recommended that the charges outlined above, and also in relation to waste collection in the following paragraphs, were implemented.

It was not felt that these charges would have any detrimental impact on the scale of events in the District. Warwick District was seen as an attractive location to hold events and initial discussions with some of the larger scale event organisers about the implementation of charges shows that this was an expectation given that most if not all other local authorities did impose fees and charges.

At this time, Warwick District Council paid all costs relating to the collection of waste at events. This was the agreed approach following the previous review of events in February 2018. At the time, the cost of this to the Council was estimated at approximately £3,000 per year. With the growth in the number of events since that time (setting aside the impact of the pandemic) this became as much as £11,610 (2019) per year and rising. In other local authorities, waste provision was something that event organisers expect to have to pay for, and budget for accordingly.

It was therefore proposed that the Council should adopt the approach as set out in the Events manual, which was that Warwick District Council could provide a waste collection service for events, including the provision of wheeled bins, however this would only cover public waste and would be supplied at a cost to the Event Organiser. It was proposed that if waste collection was needed for trader's waste, Event Organisers must provide this separately. The manual also made clear that event organisers were not obliged to use WDCs waste management collection service and were free to outsource this facility themselves.

In terms of alternative options, WDC could charge for the use of WDC land for events, but still provide waste provision for some community events. WDC could charge for the use of WDC land for events, but charge half of the cost to the event organiser for providing waste provision. Councillor Cooke noted that the Council needed to further look infrastructure required to ensure local events are environmentally friendly. He also noted that the collection of waste after events would now be charged for. He then proposed the report as laid out.

Resolved that

- the work to produce an Events Manual to enable the Council to work with event organisers to better support events across the District, be noted.
- (2) the Events Manual, attached as appendix 1 to the report, including the proposed approach to the use of parks and open spaces and the revisions to fees and charges for event organisers, be approved; and
- (3) Warwick District Council no longer pays for all waste services at events in the District, and the approach set out in Appendix 1 to the report towards waste management and recycling at events, be agreed.

(The Portfolio Holder for this item was Councillor Cooke) Forward Plan Reference 1,126

50. **Royal Leamington Spa Town Centre Transformation**

The Cabinet considered a report from Development Services. Given the challenges facing the town centre had accelerated as a result of the pandemic, and following the debate at the Council meeting on 28 July 2021 in response to a petition regarding the pedestrianisation of the Parade in Royal Learnington Spa, the report sought approval to note the current extent of investment planned or carried out, to agree that the existing Town Centre Vision be reviewed and updated, and note other funding bids and that a bid be made to the Levelling Up fund. It also sought to progress the formation of a Royal Learnington Spa (RLS) Transformation Board and associated governance structure to lead and oversee production of a Transformation Framework for the town centre and funding bids, including the Levelling Up Fund.

There were a significant number of projects and development activities taking place concurrently in and around Royal Learnington Spa (RLS) town centre. This included:

- the various elements of the Creative Quarter (Spencer Yard, Court Street);
- the Future High Streets Fund (Town Hall, Old Post Office, Sustainable Movement Network);
- the Kenilworth to Learnington cycle way;
- the Emscote Road/Warwick Road cycle scheme;
- the Development Brief for Riverside House consultation;
- the Bath Street Area Improvements (led by WCC Highways funded by WDC Community Infrastructure Levy (CIL);

- evaluation of the potential of creating a highline scheme on the old railway line from Learnington Station and a bus/rail exchange in Bath Place;
- the electric bus scheme to extend services out from Coventry to Leamington Town Centre;
- the park and ride scheme at Greys Mallory delivering (electric) bus services into Leamington Town Centre (and Warwick);
- the Commonwealth Games work which included the Improvements to Victoria Park (WDC led) and the Rail Station Forecourt Improvements (WCC led) as well as the Wayfinding Improvements (WDC led);
- the CIL scheme for the Commonwealth Park to relocate the athletics track and create a new open space westward toward Warwick;
- the agreed masterplan for Newbold Comyn and the cycle scheme recently approved and funding won for it.
- redevelopment of the Kwik fit site on Warwick Road for affordable housing by WDC;
- survey of car park structure and evaluation of Covent Garden car park site;
- painting/improvement of the rusty rail bridge over Princess Drive; and
- improvements to the roundabout to the junction of Old Warwick Road and Princess Drive.

In addition, there was also an extensive number of private sector interests on sites in the town centre which were at various stages of maturity. For example, The Hide on Oxford Row which was almost at the point of completion. There were also various planning permissions which had not yet been implemented and the Local Plan call for sites had also generated other sites to be identified by landowners/developers. There were in addition other public sector owned sites which deserved further consideration of their opportunity value.

The proceeding paragraphs illustrated a significant picture of real and potential capital investment in the town centre. It raised the challenge though of how best to co-ordinate that investment to maximise the potential benefit for the wider business and resident community and to ensure that the investment contributed toward the vitality and viability of the town centre and helped to achieve the previously agreed vision.

Roval Learnington Spa Town Centre last went through a Visioning process culminating in the publication of A Vision for Learnington Town Centre, that was attached as, (Appendix 2 to the report,) in March 2018. This involved a Learnington Town Centre Forum formed of key organisations involved in the management of the town centre. The Vision set out six "big ideas" to drive change in the town centre. Much had moved on in the town centre since 2018 and the Vision now needed reconsideration and refreshing in light of the accelerated changes to the retail sector, other lifestyle changes that occurred because of Covid as well as other major considerations such as economic recovery, the ongoing impact of air pollution and the Climate Emergency. There had already been the start of a significant public debate about the future shape of the town centre where a petition was received by the Council from members of the public requesting the permanent pedestrianisation of the Parade. This was considered at the Council meeting on 28 July 2021 which unanimously voted to refer to WCC with wording defined via the Leadership Co-ordinating Group.

It was suggested that a 'Framework' process was needed to co-ordinate all this activity across the town centre. A Framework was a strategic level plan which collated all the activity to enable joined up decisions to be taken on town centre aspects. It was crucially not a masterplan and was therefore not fixed in the same way but was able to flex and respond as the conditions and opportunities in the town centre also flex and evolve over time. The on-going process was as important as the plan itself.

WDC officers researched current best practice via the High Streets Task Force which collated activity across all town centres who were also grappling with similar change and transformation. Oxford Street in London, as 'the nation's High Street', in February 2021 produced a Framework for the Oxford Street District. This set out a Vision for that District based on a greener, smarter, future, together and summarised what they would do. A Framework Plan set out an approach based on three centres to focus investment and activity within a partnership arrangement. A Delivery Plan then set out the high-level aspects that would be addressed by 2030. Such a 'Framework' was seen as a live document, to bring together stakeholders and inform the direction of travel of the area, inform bids/funding, and guide/attract external investors.

The area proposed to be covered by the Transformation Framework was envisaged to include the town centre area including Christchurch Gardens in the north and the Grand Union Canal in the south, the new proposed Commonwealth Park in the west and Jephson Gardens in the east. It encompassed all the town centre as identified in the current Local Plan but also the additional land to the west along the river for which proposals were emerging including those related to the Commonwealth Games and east to Newbold Comyn.

Initial scoping plans and an indicative draft structure for a Transformation Framework document were prepared to inform this process and would be shared with the Board once established. These showed that from this collation of activity across the town centre, strategic plans and concept approaches would be developed to bring aspects together, such as the north/south spine 'High Street' formed by the Parade, Bath Street and Clemens Street which complemented the east/west ribs of 'Parks and Gardens' and along the Grand Union Canal, together, these combined to form the main components of the 'Place' in Leamington Spa's town centre.

This conceptual approach enabled activities along these spines to be conceived and co-ordinated to deliver a holistic vision of how these areas could be used and developed as the town transformed in the future. Development sites in the town centre would then be influenced to seek to secure support from aspects such as Community Infrastructure Levy (CIL) to make funds available to support the public realm transformation. Key concerns such as accessibility for the elderly and restricted mobility, location of bus stops, reduction of pollution and noise, movement over the river and the role of markets, would be addressed in a place-led process. Highways works would enable this but not lead it. It was within this context that the "debate" about the Parade needed to be considered and not in a binary and narrow argument to pedestrianise or not.

Funding was a key aspect of the implementation of the intended Framework for RLS town centre would address, but it was also significant that a Framework would help funds to be made and supported. Central Government had various funds relating to town centre aspects which appeared at various times. In addition to the Future High Street Fund Bid, the Council had also supported bids by WCC for cycleways along Harbury Lane and Radford Road and for an Expression of Interest in a "Mini Holland" scheme around the town centre.

The town centre would therefore benefit from there being a plan in place to enable the thinking and collaborative working to be in place to be ready to respond to these funding opportunities as they arose and ensure that each funding bid contributed to delivery of the whole and that the right priorities were taken forward by each funding pot. The Levelling Up Fund for example was anticipated to be launching a Round 2 to be submitted in Spring 2022 and ideally Leamington would have a plan in place as context from which then to draw agreed projects from as part of that bid.

The Levelling Up Fund sought bids of up to £20m and which could be implemented reasonably quickly, which was where having the Transformation Framework in place helped as possible projects and their priority was already identified and had support. It was suggested that a bid to this Fund be progressed for Spring 2022 in tandem with the review of the Vision and the development of the Transformation Framework.

The Council had already proposed the deployment of CIL funds over several years to assist several of the projects listed in paragraph 3.1 of the report. This might have also been matching funds for some funding bids to be made, including the Levelling Up Fund. There would also be opportunity to use Section 106 funds as they arose and looking forward, if significant town centre residential schemes were anticipated then this would generate additional CIL above and beyond that already forecast; this could have been ring fenced to assist town centre infrastructure improvements and to act as a substantial source of match funding. Of course, the significant private sector interest would also lead to other investment that could in some cases also act as match funding.

To oversee the preparation of the Transformation Framework and to seek funding for its delivery, it was proposed that a Transformation Board was established as part of a governance structure, led by the three tiers of local government working closely together on these inter-related town centre aspects and involving local stakeholders in the process to inform decision making by elected Members. Appendix 1 to the report – Governance Structure set out the proposal for Cabinet approval.

It was suggested that Cabinet should determine the composition of who would serve on the Transformation Board. This would be in accordance with the following principles:

- There would be representatives from on the Board from Warwick District Council, Warwickshire County Council and from Learnington Town Council.
- The representatives from the District and County Councils would include at least one relevant portfolio holder who would have delegated authority.
- The representatives also reflected the political balance of the Council.
- An independent chair was selected, and this could be the Chair of the Advisory Group.

Given that it was recognised that the Transformation Board would need to work at pace, it was proposed that certain delegations were agreed to enable it to do so. This would need to be delegated to the appointed Cabinet Member and the other participants would in formal terms advise them, but in practice make a consensus decision. Insofar as these related to matters which would need to be otherwise reported back to the Council formally for approval, these included:

- Allocation of Welcome Back Fund monies;
- Commissioning of any consultants and advisers for specialist work (provided the funding of these did not require additional Council support);
- Approval of a draft Framework for public consultation;
- Agreeing how public consultation would be undertaken (provided this was accordance with, where appropriate, the Council's adopted Statement of Community Involvement);
- Approval of the Transformation Framework for recommendation to parent bodies;
- Agree funding bids in relation to the Transformation Framework, especially a Levelling Up Fund bid;
- Monitoring, review, and updates to the Transformation Framework and of successful funding bids (including the FHSF); and
- Reporting on progress of the Transformation Framework to parent bodies and the wider community.

The Council would seek to agree similar or other delegations with the County Council and Town Council to expedite any decision making of the Board. It could have been that the Board's constitution evolved over time, and what was set out here was a first stage given the timescales for the formation and progression of this transformation process were driven in the short term by the need to be ready for the next anticipated funding bid (Levelling Up Fund in Spring 2022). The governance remit and arrangements would require discussion and sign off with WCC and LTC and so the recommendations were subject to that process. Both organisations were engaged and the response, albeit informal, was positive.

It was, however, noted that this was a longer-term process to get the right framework in place for the town centre. In the medium and longer term, an on-going process was envisaged whereby the Transformation process was kept live and reviewed and updated regularly on a 6 month or annual basis as proposed by the Transformation Board in due course. This would enable the Transformation Framework to be up to date and ready to inform each subsequent funding opportunity that arose. An indicative programme from October 2021 to the end of March 2022 was in Appendix 3 to the report.

The programme set out actions over the six-month period to establish the transformation process and enable a Transformation Framework to progress sufficiently to inform the anticipated Levelling Up Fund as a priority action in the short term. This involved establishing the approval to proceed via this report to Cabinet 23 September 2021. It was envisaged that the Transformation Board would be established in October and meet monthly initially as the process was scoped out and set up. The Transformation Advisory Group membership would be approved by the Board as an early action in October, enabling the Group to meet in November and have an inception/scoping session. The Group would meet every two months or as

needed to inform the Transformation Framework in the short term. The Transformation Technical Group would be formed in parallel with the Transformation Board in October and meet fortnightly initially to collate and progress the various technical aspects at a pace.

It would be necessary to enable sufficient officer time to enable this transformation process to occur. It was envisaged that a member of the Place & Economy Projects Team would dedicate a significant portion of time to being the lead technical officer to coordinate and drive forward the necessary administration of the process, under guidance of the Projects & Economic Development Manager, Policy & Projects Manager and Head of Place & Economy. Other WDC and WCC officers would support the various technical aspects as needed.

Public Consultation on the Transformation Framework would be extremely important given the high level of interest in the Parade and the town centres future. It was envisaged that public involvement in the Transformation Framework would be undertaken as an ongoing process at regular intervals in the medium to long term. This would be annually or biannually dependent on the rate of change or as new large changes were forthcoming. In the short term, consultation to inform the initial shape of the Framework was needed and to support any Levelling Up Funding bid. This would take place early in 2022 subject to Board consideration and approval and would set out a range of options to glean views. Specific consultation on options for the Parade would follow in due course.

Support from external consultants was likely to be needed as the Framework process was progressed. This was likely to be on aspects such as baseline research to underpin some of the approaches (e.g., a movement study) and support in visualising the change to public realm areas such as the Parade or new squares at the Town Hall for example. Some technical town centre studies were being prepared as part of the new Local Plan and the Local Transport Plan and would feed in as they are completed. It was recommended that a budget of £50K was initially set aside from the Welcome Back Fund to support these elements and should this need changing then a process would be taken through the Board.

The Welcome Back Fund (WBF) was the new name for the old Re-opening the High Streets Safely Fund (RHSSF) which was funded from Central Government via Europe and the European Regional Development Fund (ERDF).

Warwick District was awarded £127,085 through the RHSSF and then the same again when it became WBF, so total £254,170. The rules were quite tight on what it can be spent on, so we have only spent around £54.5K to date. Further allocations were working through the process. Learnington had a budget remaining of around £80K total so £50K would be put towards the Transformation Framework leaving £30K for other items. Kenilworth were yet to deploy their remaining share of the allocation (around £50K). The fund ran until the end of March 2022 but would be extended further if the Covid response continues.

The status of the funding was that WDC pays for items within the WBF guidance (in agreement with the allocated Government Contract Manager),

WDC then make a claim to Government who check and approve payment, then Government in turn then claim it back from Europe (ERDF).

The fund was to support the safe re-opening of the high streets in relation to Covid. The fund could have been used for things like town centre information banners, bollard sleeves, flags, floor stickers and now for 'beautification' so things like planting, trees, benches (like in recently Warwick). It could have also been used to support preparation of medium to long terms plans for how the high streets were going to adapt, postcovid which was where the fund for Leamington could have come in to play.

In terms of alternative options, the Council could have chosen not to pursue the Transformation process, and this would have led to continuation of projects being undertaken without a strategic context in place and lacking the overall cross-coordination needed.

An addendum circulated prior to the meeting clarified the area of Learnington that would be covered by the proposals.

The Finance & Audit Scrutiny Committee supported the proposals. Members expressed the view however that the Independent Chair of the Board should not also chair the Advisory Board given that each had different roles in the envisaged governance arrangements. The selection of the Chair and the members of the Board would be crucial to the success of the undertaking.

The Committee also welcomed the idea that the governance could evolve once the Independent Chair was appointed, and the work got underway and was therefore not set in stone. Members wished to also express the view that the groups represented on the Advisory Board should capture the breadth of expertise in Royal Learnington Spa, economic or otherwise and they therefore welcomed the fact that the groups listed were at this point examples and not exclusive.

In response to Councillor Grainger's concerns over sustaining momentum, Councillor Day stated that he saw no sense of diminution of momentum and enthusiasm for the project as the town was an asset to the whole District.

Councillor Cooke commended the Officers who worked on this and then proposed the report as laid out.

Resolved that

- the significant number of projects underway across Leamington's town centre that need coordinating, as set out in paragraphs 3.1 of the report, be noted;
- a review and update of the town centre vision using a Transformation Framework approach, as set out in paragraphs 3.4 to 3.9 of the report be agreed;
- (3) the bids/expressions of interest for various funding streams made recently, be noted and Item 3 / Page 24

that a Levelling-Up Fund bid by February/March 2022 to help to deliver the Framework, be prepared;

- (4) the formation of a Transformation Board to oversee the preparation of the Transformation Framework and the associated governance structure, as set out in paragraph 3.14 to 3.17 in the report and appendix 1 to the report, be approved;
- (5) Warwickshire County Council and Royal Leamington Spa Town Council are asked to join as partners on the Transformation Board;
- (6) the Composition of Councillors who will serve on the Transformation Board, as set out in paragraph 3.15 in the report, in consultation with WCC and LTC, be determined by the Cabinet;
- (7) the remit of the Transformation Board, as set out in paragraph 3.16 and 3.17 in the report (subject to discussions with WCC and LTC) and that authority be delegated to a designated Cabinet member to take decisions on this remit
- (8) the principle of engagement with key town centre stakeholders via the Transformation Advisory Group, as agreed by the Transformation Board, as set out in paragraph 3.19 in the report, be agreed; and
- (9) £50,000 from the Welcome Back Fund, to commission external support from consultants and for public consultation, be approved.

(The Portfolio Holder for this item was Councillor Cooke) Forward Plan Reference 1,241

51. Afghan Locally Employed Staff (LES) Relocation Scheme

The Cabinet considered a report from Housing which sought approval to accept the resettlement of up to 25 families in Warwick District under the Afghan Relocation Assistance Programme (ARAP).

Following the announcement that NATO military forces withdrew from Afghanistan, the UK government requested that local authorities help accelerate the pace of relocations under the ARAP, to provide a safe haven for those relocated through the scheme.

As the situation in Afghanistan worsened, officers within Warwickshire Districts and Boroughs had discussions to understand the help that could be given locally both in terms of housing provision and from the support which was provided by Warwickshire County Council. The escalation of events showed that the assistance needed to be accelerated and increased. The Council's pledge to rehouse Afghan nationals would be increased from the original pledge of one family to up to 25 families who on arrival would be granted immediate leave to remain in the UK. This happily reflected the concerns and support offered verbally across the Council when this issue was considered in August.

Warwickshire County Council (WCC) received government funding for this work to ensure that they had sufficient resources to support all new Afghan family arrivals across the county.

In June 2021, the Council received a letter from Minister for Housing Communities and Local Government seeking support in the accelerated relocation of locally employed staff (LES) who were supporting the UK in Afghanistan. All Councils were asked to support the Afghan LES Relocation Scheme. Consideration was given as to whether support should be given or not. It was agreed that to refuse acceptance of a family for relocations was not a desired option.

The resettling of higher numbers of households was considered, however WCC had advised at that time their teams were at capacity and could not support additional families. WCC had received additional resources and therefore could support the increased number of placements across the county.

Councillor Matecki noted that the Council were limited to an extent by the support that WCC could actually provide. He reassured the Cabinet that peoples' places on the Housing Register would not be affected by this decision. However, he reminded people that the refugees were homeless and therefore would be treated like any other homeless person in the District. Councillor Matecki also noted that Stratford-on-Avon District Council had accepted this Council's challenge to match the number of refugees taken, so 50 families in total would be accepted into the area.

Councillor Day expressed a formal thanks to the Muslim community in particular for their help and generosity.

Resolved that

- the decision to resettle up to an additional 25 families in the District via the Afghan Relocation Assistance Programme (ARAP), be approved; and
- (2) this commitment is dependent on the continuation of the properly funded arrangements from Home Office being in place to manage and settle the households via Warwickshire County Council resettlement support team, be noted.

(The Portfolio Holder for this item was Councillor Matecki)

52. 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 Item 3 / Page 26 reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

| Minutes Numbers | Paragraph Numbers | Reason |
|--------------------|----------------------|--|
| 53, 54, 55 | 3 | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| 56 | 1 | Information relating to an individual |

The minutes of the following Items will be detailed within the confidential minutes of the Cabinet

53. Development Scheme Costs Associated Turpin Court, Royal Leamington Spa

The Cabinet considered a confidential report from Housing.

The recommendations in the report were approved.

54. Low Carbon Enabling Development

The Cabinet considered a confidential report from the Chief Executive.

The recommendations in the report were approved.

55. **Confidential Appendix A to Item 7 - Shared Legal Service for Stratford-on-Avon and Warwick District Councils**

The Cabinet considered a confidential appendix from the Deputy Chief Executive.

56. Minutes

The Cabinet confirmed the confidential minutes of the meeting held on 12 August

(The meeting ended at 7:32pm)

CHAIRMAN

4 November 2021



Agenda Item 4

Cabinet 4 November 2021

Title: Adoption of revised Enforcement Policy and Business Charter. Lead Officer: Marianne Rolfe Portfolio Holder: Judith Falp Public report / Confidential report: Public Wards of the District directly affected:

Contrary to the policy framework: No Contrary to the budgetary framework: No Key Decision: Yes Included within the Forward Plan: Yes Equality Impact Assessment Undertaken: Consultation & Community Engagement: Business representative organisations have fed into the revisions of the Policy and Charter. Final Decision: Yes Accessibility checked: Yes

Officer/Councillor Approval

| Officer Approval | Date | Name |
|------------------------------|---------------------------------|---|
| Chief Executive/Deputy Chief | 23rd August | Andrew Jones, Tony Perks |
| Executive | 2021 | |
| Head of Service | 23rd August 2021 | Marianne Rolfe, Robert Weeks, Lisa Barker, Julie Lewis |
| СМТ | 31st August 2021 | Andrew Jones, Tony Perks |
| Section 151 Officer | 23 rd August 2021 | Mike Snow |
| Monitoring Officer | 23rd August 2021 | Phil Grafton |
| Finance | 23rd August 2021 | Mike Snow |
| Portfolio Holder(s) | 23rd September 2021 | John Cooke, Judith Falp, Jan Matecki, Alan Rhead |

1. Summary

1.1. To seek the Council's adoption of the revised joint Warwick District and Stratford District Council Enforcement Policy and Business Charter covering a range of the two Council's regulatory services

2. Recommendation

- 2.1. That Cabinet recommends to Council the adoption of the revised Enforcement Policy and its associated appendices as set out in appendix 1.
- 2.2. That Cabinet recommends to Council the adoption of the Business Charter as set out in appendix 2.

3. Reasons for the Recommendation

- 3.1. The Enforcement Policy has been reviewed and updated to reflect a joint policy across the two councils, inclusions of additional regulators and changes to enforcement powers.
- 3.2. The Warwick District Council policy was last reviewed in 2018.
- 3.3. The main changes are:
 - Inclusion of additional enforcement areas within the scope of the policy. Namely: parking.
 - Inclusion of an SDC Development Service appendix to the enforcement policy.
 - Updates to legislation and governing guidance for relevant enforcement activities.
 - Updated wording to provide additional clarity and understanding.
- 3.4. The Business Charter has been reviewed and updated to reflect a joint business charter across the two councils and the support organisations which represent our businesses.
- 3.5. The Warwick district council charter was last reviewed in 2018 and is being introduced for Stratford District Council.
- 3.6. The main changes are:
 - Updated wording to provide additional clarity and understanding.
 - Inclusion of Stratford District Council contact details.

- 3.7. The Department for Business, Innovation & Skills introduced the Regulators' Code which came into force on 6 April 2014. Its aim is to provide a regulatory framework that supports compliance and growth while enabling resources to be focussed where they are most needed. It sets out a framework for proportionate and accountable regulatory delivery and establishes principles of how local authorities should engage with businesses to avoid imposing unnecessary regulatory burdens.
- 3.8. Business Support Organisations have been consulted regarding the policy and charter. These included:
 - Landlords Groups
 - Chamber of Commerce
 - Federation of Small Businesses
- 3.9 All comments received from the organisations have been given due consideration and incorporated into the Policy and Charter as appropriate. Those comments which are better suited for inclusion in other relevant documents or upon the website have been forwarded for consideration in those publication reviews.

4. Policy Framework

4.1. Fit for the Future (FFF)

- 4.1.1. The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit.
- 4.1.2. The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found <u>on</u> <u>the Council's website</u>. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.2. FFF Strands

4.2.1 External impacts of proposal(s)

People - Health, Homes, Communities – The Enforcement policy and Business Charter clearly communicates the council's approach to enforcement activities undertaken by its regulators and how they will engage with the business community.

Services - Green, Clean, Safe - The Enforcement policy and Business Charter clearly communicates the council's approach to enforcement activities undertaken by its regulators and how they will engage with the business community

Money- Infrastructure, Enterprise, Employment - The Enforcement Policy clearly communicates the Council's approach to enforcement activities undertaken by its regulators. Providing advice on how determinations are made. The business charter explains where advice can be sought and where the council regulators can be of assistance to businesses.

4.2.2. Internal impacts of the proposal(s)

People - **Effective Staff** – Supports staff in determining enforcement action need. The joint nature of the policy promotes consistency across the two council areas.

Services - Maintain or Improve Services - Promotes consistency: Allows the authority to demonstrate its commitment and compliance with the Regulators Code and `Better Business for All' agenda.

Money - Firm Financial Footing over the Longer Term – none identified

4.3. Changes to Existing Policies

- 4.4. The report seeks to supersede the previous Enforcement Policy and its associated appendix introduced in 2018 of WDC.
- 4.5. The report seeks to supersede the previous Business Charter for WDC introduced in 2018 and introduce a Business Charter for SDC.

4.6. **Impact Assessments**

4.7 There are no identified negative impacts of associated with this report.

5. Budgetary Framework

5.1. There are no budgetary implications associated with this report.

6. Risks

- 6.1 Local Authorities have a statutory duty to have regard to the Regulators' Code in developing the principles and policies which guide their regulatory activities. The Local Government Ombudsman will be using the Code as a point of reference when examining complaints about local regulatory services. Adopting this enforcement policy will therefore, mitigate against the risk of successful challenge.
- 6.2 Council regulators have a duty to support economic growth through the better business for all agenda. The Business Charter demonstrated the council regulators business offer to enable business to succeed.

7. Alternative Option(s) considered

- 7.1. As this is a statutory duty, the Council needs to adopt an effective enforcement policy.
- 7.2. Alternative content could be considered. However, the proposed version reflects the Government's recommended approach. There is no requirement to produce a single Council-wide policy and Members could prefer service-specific policies rather than the associated appendix which outline variations

of specific powers which are not detailed within the corporate Enforcement Policy.

- 7.3. The is no requirement to have a Business Charter and therefore councillors could choose not to adopt the Charter. However, the content of the Charter reflects the Better Business for All agenda which seeks to ensure that businesses are supported by regulators and a level playing field in established.
- 7.4. WDC has had a business charter in place since 2018 and has received only positive feedback in relation to the balanced approach of the Charter and Enforcement Policy.

Appendix 1



Stratford-on-Avon and Warwick District Councils

Joint Enforcement Policy

Version 4: September 2021

Contents:

- 1. Introduction
- 2. <u>What is this policy for?</u>
- 3. When does this policy apply?
- 4. <u>Our approach to dealing with non-compliance</u>
- 5. Conduct of investigations
- 6. Decisions on enforcement action
- 7. <u>Review of this policy</u>
- 8. Comments and complaints

1. Introduction

1.1 This policy was developed following a review of Stratford-on-Avon District Council and Warwick District Council's ('*the Council'*) existing servicespecific enforcement policies with a view to producing a single policy for both councils', and all services, compliant with the Regulators' Code. It should be read in conjunction with relevant service standards as published through each council's website. (Including but not limited to Statutory Service Plans, Employee Code of Conduct)

Some service areas of the council have powers, enforcement actions or considerations specific to their areas of work and therefore they have additional appendix documents to this policy.

- Appendix A Food safety, Occupational Health and safety, Licensing
- Appendix B Planning Enforcement, Warwick District Council
- Appendix C Planning Enforcement, Stratford-on-Avon District Council.

Business support organisations including Coventry and Warwickshire Chamber of Commerce, Federation of Small Businesses and the South Warwickshire Landlords Steering Group have been consulted in regards to this policy.

The policy sets out the approach of Stratford-on-Avon District Council and Warwick District Council to dealing with non-compliance and a commitment to good enforcement practice informed by the principles of good regulation. Whilst this policy has been jointly developed by both Stratford on Avon District Council and Warwick District Council, each council has regulatory powers within its own district. Commitments in the policy are made by 'The Council', which refers to both District Councils.

The Legislative and Regulatory Reform Act 2006, Part 2, requires the Council to have regard to the Principles of Good Regulation when exercising a specified regulatory function. For local authorities, the specified functions include those carried out by our environmental health, licensing, neighbourhood service, parking and private sector housing services.

Each Council will exercise its regulatory activities in a way which is:

- Proportionate our activities will reflect the level of risk to the public and enforcement action taken will relate to the seriousness of the offence;
- Accountable our activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures;
- Consistent our advice to those we regulate will be robust and reliable and we will respect advice provided by others. Where circumstances are similar, we will endeavour to act in similar ways to other local authorities;
- Transparent we will ensure that those we regulate are able to understand what is expected of them and what they can anticipate in return; and
- Targeted we will focus our resources on higher risk enterprises and activities, reflecting local need and national priorities.

Regulators' Code

The Regulators' Code came into statutory force in April 2014 and provides a clear framework for transparent, open and accountable regulatory delivery. A copy can be found at: www.gov.uk/government/publications/regulators-code

The Council has had regard to the Regulators' Code in the preparation of this policy. In certain instances, we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.

Human Rights Act 1998

The Council is a public authority for the purposes of the Human Rights Act 1998. We therefore apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms. This Policy and all associated enforcement decisions take account of the provisions of the Human Rights Act 1998. In particular, due regard is given to the right to a fair trial and the right to respect for private and family life, home and correspondence.

Data Protection Act 2018

Where there is a need for the Council to share enforcement information with other agencies, we will follow the provisions of the Data Protection Act 2018 and any superseding legislation

The Code for Crown Prosecutors

When deciding whether to prosecute the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

The Code for Crown Prosecutors is a public document that sets out the general principles to follow when decisions are made in respect of prosecuting cases. The Code sets out two tests that must be satisfied, commonly referred to as the 'Evidential Test' and the 'Public Interest Test':

Evidential Test - is there sufficient evidence against the defendant?

When deciding whether there is sufficient evidence to prosecute, the Council will consider what evidence can be used in court and the strength of that evidence. We must be satisfied there is enough evidence to provide a "realistic prospect of conviction" against each alleged offender.

Public Interest Test - is it in the public interest for the case to be brought to court?

The Council will balance factors for and against prosecution carefully and fairly, considering each case on its merits. The public interest factors that we will take into account are detailed under the enforcement options available to us in Section 6.1.

Regulatory Enforcement and Sanctions Act 2008 ('the RES Act')

The Regulatory Enforcement and Sanctions Act 2008, as amended, established the Primary Authority scheme. We will comply with the requirements of the Act when we are considering taking enforcement action against any business or organisation that has a Primary Authority and will have regard to guidance issued by the Secretary of State in relation to Primary Authority.

- **1.2** The Council is committed to avoid imposing unnecessary regulatory burdens, and to assessing whether similar social, environmental and economic outcomes could be achieved by less burdensome means.
- **1.3** This Enforcement Policy can be downloaded from the following websites:
 - <u>www.warwickdc.gov.uk</u>
 - <u>www.stratford.gov.uk</u>
 - or copies can be obtained by emailing <u>information@warwickdc.gov.uk</u> to request a copy.
- **1.4** The Council's accessibility statement requires us to maintain and update our website as necessary in plain English in terms of the W3C guidelines. We will ensure that our publications and press statements are accessible to all communities and we aim to provide information in accessible formats on request. The Council also has membership of Language Line to provide language support where required.
- 1.5 This version of the policy was approved by Stratford on Avon District Council on the <<insert date>> and by Warwick District Council on the <<insert date>> before being issued on the <<insert date>>. It replaces all previous versions of the Council's Enforcement Policy and its appendices.
- **1.6** In addition to the Council's Enforcement Policy, the council provides the following guidance on the Council's website.
 - Corporate and Service Area approaches to communication
 - Service Areas approaches to the provision of advice
 - Service Areas approaches to interventions
 - Fees and Charges
 - How to comment, compliment or complain

2. What is this policy for?

- **2.1** This policy explains to anyone affected by the Council's regulatory activities what to expect in respect to its approach to dealing with non-compliance.
- **2.2** Authorised officers will act in accordance with the policy. All services are subject to internal audit to ensure actions are appropriate to the policy and performance data will be published on the Council's website through the relevant appropriate mechanisms, such as committee reports.

3. When does this policy apply?

- **3.1** This policy applies to the following regulatory services which are the responsibility of Stratford-on-Avon District Council and Warwick District Council:
 - Anti-Social Behaviour
 - Dog Control and Fouling
 - Environmental Protection
 - Food Safety
 - Health and Safety
 - Licensing
 - Planning Enforcement
 - Private Sector Housing
 - Public Health
 - Waste Enforcement
 - Parking Enforcement

As stated in 1.1, some service areas of the council have powers, enforcement actions or considerations specific to their areas of work and therefore they have additional appendix documents to this policy.

- Appendix A Food safety, Occupational Health and safety, Licensing
- Appendix B Planning Enforcement, Warwick District Council
- Appendix C Planning Enforcement, Stratford-on-Avon District Council.

In addition, there are Service-specific policies which sit under this generic policy, and these can be found on the Councils' websites: <u>www.stratford.gov.uk</u> or <u>www.warwickdc.gov.uk</u>.

4. Our approach to dealing with non-compliance

4.1 Explanation of the approach to dealing with non-compliance

The general principle will always hinge around negotiation, advice guidance, education and support to ensure maximum benefit from minimum resource input, aiming to avoid imposing unnecessary regulatory burdens. Enforcement procedures will always follow statutory requirements and guidance. Whilst court proceedings including prosecution will normally be directed towards those who deliberately fail to comply there will also be occasions where proceedings are deemed to be appropriate in certain other circumstances (see 4.2).

We will clearly explain the non-compliance, the actions required, or decisions taken, with reasons for these.

We will provide those who are subject to enforcement action with an opportunity for dialogue in relation to the advice given, actions required, or decisions taken in relation to non-compliance.

Dialogue with the business or regulated person is available through all communication channels (face-to-face, telephone, letter, email) and access to translators is available if required.

Whilst dialogue and negotiation are encouraged, where a criminal offence is being investigated, conversations or correspondence may need to be undertaken in accordance with the requirements of the Police and Criminal Evidence Act and its associated codes.

The Council's Scheme of Delegation gives the relevant Head of Service responsibility for managing investigations and making decisions on enforcement action. The Head of Service may authorise in writing other officers to act on his/her behalf.

Where it shares or has a complementary role with other agencies, the Council will consult those agencies, including Primary Authorities, before taking any formal enforcement action.

The Council will manage enforcement in relation to its own establishments and activities to ensure that decisions are free from any conflict of interest. For example, environmental health practitioners are free to investigate noise nuisance arising from a Council activity under the same protocols as any other investigation.

All staff must demonstrate commitment to equality in the performance of their regulatory duties and in their professional relationships with regulated persons to ensure fair and objective enforcement. The Council's Equalities and Diversity Framework can be downloaded at www.stratford.gov.uk/council-democracy/equality-and-diversity.cfm or from www.stratford.gov.uk/info/20623/equality_and_diversity

The Council will always aim to publicise successful convictions to reassure compliant businesses or regulated persons that economic competition is a 'level playing field'.

4.2 Explanation that the action that the local authority chooses to take depends upon the particular circumstances and the approach of the business or regulated person to dealing with the breach

Enforcement action will always be proportionate and follow statutory guidance. Formal court proceedings are usually a final step in a programme of enforcement actions. Enforcement action will usually be graduated. However, the council will deal firmly with those that deliberately or persistently fail to comply. Where an absolute offence exists (for example non-compliance with a notice, failure to obtain relevant permissions, consents or licences) prosecution may still be considered the most appropriate course of action regardless of aggravating circumstances or a previous history of non-compliance.

The Council encourages all of those regulated to request advice and guidance from Officers. Where incidents of non-compliance are revealed voluntarily and there is a willingness to resolve the issue the Council will provide support and seek to avoid the need for formal enforcement action.

4.3 Explanation of the factors that influence the local authority's response to breaches of the rules

The Council fully supports the principles in the Regulators' Compliance Code which sets out obligations in relation to enforcement. It sets out the need to consider a range of matters including economic progress, accountability, and risk assessment.

Where applicable, the Council will take note of the Primary Authority on responses to breaches.

The Council's approach to checking that non-compliances which were dealt with by providing advice or guidance have been rectified will generally be through the next scheduled visit. However, where significant improvement is required a revisit may be appropriate.

Where the Council considers that breaches should be investigated by another enforcement body, the details will be shared with that organisation.

4.4 Explanation of the local authority's approach to complaints of noncompliance

The Council will prioritise all complaints of non-compliance and take action as appropriate. Any follow-up will be dependent on the circumstances of each report and the requirements of the relevant legislation.

5. Conduct of investigations

5.1 Explanation of the processes for investigating alleged breaches

All investigations will be carried out under the following legislation and in accordance with any associated guidance or codes of practice, in so far as they relate to the Council:

- the Police and Criminal Evidence Act 1984
- the Criminal Procedure and Investigations Act 1996
- the Regulation of Investigatory Powers Act 2000
- the Criminal Justice and Police Act 2001
- the Human Rights Act 1998
- Attorney Generals Guidelines
- The Protection of Freedoms Act 2012

These Acts and the associated guidance control how evidence is collected and used and give a range of protections to citizens and potential defendants.

Our authorised officers will also comply with the requirements of the particular legislation under which they are acting, and with any associated guidance or codes of practice. Most of this legislation provides the officers with powers of entry at all reasonable times with the associated offence of obstruction if entry is refused.

Where a business is allegedly in breach of relevant legislation and has a partnership agreement with a Primary Authority, early communication will take place with that authority.

When exercising its statutory power to seize items during an investigation, the Council will follow the relevant legal process. If there is reason to believe access will be denied, the Council will apply to the Magistrates' Court for a warrant to execute this process.

Any person suspected of committing an offence will be invited to attend an interview under caution in accordance with the Police and Criminal Evidence Act at the Council offices or another appropriate location and will be given the opportunity to be legally represented at the interview. Interview questions may also be presented in writing and answers required within an identified timescale in accordance with the Police and Criminal Evidence Act. The Council will always endeavour to expedite investigations into non-compliance and in any case ensure that statutory time limits for investigations are achieved.

Formal proceedings will only be initiated where relevant evidential and public interest test have been met to the satisfaction of councils delegated and authorised officers and representatives.

5.2 A commitment to keep all parties informed on progress

The Council will where possible aim to keep alleged offenders and witnesses informed on the progress of investigations.

6. Decisions on enforcement action

6.1 The range of actions that are available to the local authority are set out in legislation and include

Compliance Advice, Guidance and Support

The Council uses compliance advice, guidance and support as a first response in the case of many breaches of legislation that are identified. Advice is provided, sometimes in the form of a warning letter, to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action. A warning letter will set out what should be done to rectify the breach and to prevent re-occurrence. If a similar breach is identified in the future, this letter will be persuasive in considering the most appropriate enforcement action to take on that occasion. Such a letter cannot be cited in court as a previous conviction, but it may be presented in evidence.

The Council recognises that where a business has entered into a partnership with a Primary Authority, the Primary Authority will provide compliance advice and support, and the Council will take such advice into account when considering the most appropriate enforcement action for it to take. It may discuss any need for compliance advice and support with the Primary Authority.

Where more formal enforcement action, such as a simple caution or prosecution, is taken, the Council recognises that there is likely to be an ongoing need for compliance advice and support, to prevent further breaches.

Voluntary Undertakings

The Council may accept voluntary undertakings that breaches will be rectified and/or recurrences prevented. In accepting these voluntary undertakings, the council will expect that these are completed within agreed timescales.

The Council will take any failure to honour voluntary undertakings very seriously and enforcement action is likely to result.

Statutory (Legal) Notices

In respect of many breaches the Council has powers to issue statutory notices. These include but are not restricted to: 'Abatement Notices', 'Prohibition Notices', 'Emergency Prohibition Notices', 'Improvement Notices', 'Planning Enforcement Notices' and Remedial Action Notices'. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/or, where appropriate, the carrying out of work in default. In some cases, charges can be levied for the service of a statutory notice. Where applicable this is outlined on the council's website. <u>www.stratford.gov.uk</u> <u>www.warwickdc.gov.uk</u>

A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process will be provided to the recipient.

Some notices issued in respect of premises may be affixed to the premises and/or registered as local land charges.

Works in Default

Where statutory provision exists, the Council will consider carrying out works in default to remedy non-compliance. In such cases, the Council's reasonable costs are recoverable from the offender.

Financial Penalties

The Council has powers to issue civil/fixed penalty notices in respect of some breaches. A civil/fixed penalty notice is not a criminal fine and does not appear on an individual's criminal record. If a civil/fixed penalty is not paid, the Council may commence criminal proceedings or take other enforcement action in respect of the original breach.

If a civil/fixed penalty is paid within the specified timescale in respect of a breach the Council will not take any further enforcement action in respect of that breach. Payment of a civil/fixed penalty does not provide immunity from prosecution in respect of similar or recurrent breaches.

The Council is only able to issue civil/fixed penalty notices where it has specific powers to do so. If civil/fixed penalty notices are available, their issue is at the Council's discretion. In some circumstances, in particular where breaches are serious or recurrent, it may be that prosecution is more appropriate than the issue of a civil/fixed penalty notice.

Injunctive Actions, Enforcement Orders etc.

In some circumstances the Council may seek a direction from the court (in the form of an order or an injunction) that a breach is rectified and/or prevented from recurring. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches.

Failure to comply with a court order constitutes contempt of court, a serious offence which may lead to imprisonment.

The Council is required to seek enforcement orders after issuing some enforcement notices, providing the court with an opportunity to confirm the restrictions imposed by the notice. Otherwise, the Council will usually only seek a court order if it has serious concerns about compliance with voluntary undertakings or a notice.

Simple Caution

The Council may issue Simple Cautions (previously known as 'Formal Cautions') as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the Simple Caution. Where a Simple Caution is offered and declined, the Council will give consideration to prosecution.

A Simple Caution has the same standing as a previous conviction and forms part of the offender's criminal record. It is likely to influence how the Council and others deal with any similar breaches in the future and may be cited in court if the offender is subsequently prosecuted for a similar offence. If a Simple Caution is issued to an individual (rather than a corporation) it may have consequences if that individual seeks certain types of employment.

Currently the simple caution details are held by the council and are not recorded on a central criminal database.

Simple cautions will be considered and used in accordance with current Government Guidance.

Prosecution

The Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as voluntary undertakings or statutory notices have failed to secure compliance. When deciding whether to prosecute the Council has regard to the provisions of <u>The Code for</u> <u>Crown Prosecutors</u> as issued by the Director of Public Prosecutions.

Prosecution will only be considered where the Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction against the defendant(s).

Before deciding that prosecution is appropriate, the Council will consider all relevant circumstances carefully and will have regard to the following public interest criteria:

- a) How serious is the offence committed?
- b) What are the circumstances of, and the harm caused to the victim(s)?
- c) Is prosecution a proportionate response?

A successful prosecution will result in a criminal record. The court may impose a range of sentences depending upon the nature of the offence and in respect of particularly serious breaches a prison sentence. The court may order the forfeiture and disposal of non-compliant goods and/or the confiscation of any profits which have resulted from the breach. I.e. use Proceeds of Crime Act proceedings to recover financial gain arising from criminal activity.

Prosecution may also lead, in some circumstances, to the disqualification of individuals from acting as company directors or from holding a licence/permit or consent.

Refusal/Suspension/Revocation of Licences

The Council issues a number of licences and permits. The Council also has a role to play in ensuring that appropriate standards are met in relation to licences issued by other agencies. Most licences include conditions which require the licence holder to take steps to ensure that, for example, a business is properly run. Breach of these conditions may lead to a review of the licence which may result in its revocation or amendment.

When considering future licence applications, the Council may take previous breaches and enforcement action into account. A person convicted of a relevant offence may be judged to be no longer a 'fit and proper person' and their application refused. Further details with regard to this area of work can be found on the council website.

6.2 Explanation of how decisions are made on enforcement action

The Council follows the principles set out in the Macrory Review, which expect policies to:

- a) Aim to change the behaviour of the offender;
- b) Aim to eliminate any financial gain or benefit from non-compliance;
- c) Be responsive and consider what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction;
- d) Be proportionate to the nature of the offence and the harm caused;
- e) Aim to restore the harm caused by regulatory non-compliance, where appropriate; and,
- f) Aim to deter future non-compliance.

The Council will consider risk at every stage of their decision-making progress, choosing the most appropriate type of enforcement action including taking note of the compliance record of those being regulated.

The Council recognises the statutory requirement under Primary Authority to notify proposed enforcement action.

The Council will keep under review the effectiveness of their chosen regulatory activities in delivering the desired outcomes and make any necessary adjustments accordingly.

6.3 Explanation of how decisions are communicated to those affected

Where a right of appeal exists to any regulatory action, the Council will include full details of the appeal process at the time of taking the action. Regulated persons will be advised of their rights to representation at the time of being invited to any formal interview or hearing.

7. Review of this policy

7.1 Details of when and how the policy will be reviewed

This policy will be reviewed following any new Government guidance or as a result of feedback received from local businesses or regulated persons as appropriate. It will be refreshed as a minimum of two years.

8. Comments and Complaints

8.1 Details of processes for complaints and appeals

An appeal against a regulatory decision can in the first instance be directed to the relevant Head of Service. If the action is subject to a formal appeal process (e.g. through the Magistrates' Court), the appellant should be aware of the statutory deadlines and may wish to proceed immediately with this approach.

Complaints about the conduct of local authority staff can be made through the relevant council website at or by post to the relevant council offices:

- Stratford-on-Avon District Council <u>https://www.stratford.gov.uk/council-democracy/how-to-</u> <u>complain.cfm</u>, by email to <u>info@stratford-dc.gov.uk</u> or by post to Elizabeth House, Church Street, Stratford-upon-Avon, Warwickshire, CV37 6HX.
- Warwick <u>www.warwickdc.gov.uk</u>, by email to <u>complaints@warwickdc.gov.uk</u> or by post to Committee Services, Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa CV32 5HZ.

8.2 Contact details for comments or complaints about the policy

Any comments or complaints about this policy should be sent to Head of Community Protection, at Stratford-on-Avon District Council Elizabeth House, Church Street, Stratford-upon-Avon, Warwickshire, CV37 6HX or Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa CV32 5HZ.

APPENDIX A Food Safety, Occupational Safety and Health and Licensing Revision 4 (2021)

1. Introduction

1.1 This Regulatory Service Appendix is intended to be read in conjunction with the Council's published <u>Enforcement Policy</u>. It will provide specific details that relate to the enforcement of matters with respect to food safety, occupational safety and health and licensing.

2. Background

- 2.1 As a **food authority** in the terms of the <u>Food Safety Act 1990</u>, the Council has a duty to enforce food safety legislation, and a responsibility to follow associated <u>Codes of Practice</u> under the Act. It is required to enforce the legislation in pursuit of the particular interests of consumers within the authority's area including members of the public, employees and business owners by:
 - protecting public health, and
 - ensuring a fair trading environment for local businesses.
- 2.2 Hygiene inspections are targeted in accordance with the risk assessment parameters set by the Food Standards Agency and the corresponding inspection frequencies.
- 2.3 The Council has a shared enforcement role with the County Council in respect of food labelling requirements. This situation is managed by case by case communication between the two authorities and by regular meetings of the Warwickshire & Coventry Food Liaison Group.
- 2.4 Food safety and quality is determined on inspection or sampling and by the investigation of complaints made to the Department.
- 2.5 Local authorities have statutory responsibilities to make adequate arrangements for the enforcement of **health and safety** law in relation to specified work activities- including offices, shops, retail and wholesale distribution centres, leisure, hotel and catering premises. Health and Safety Executive (HSE) inspectors also enforce health and safety law in workplaces allocated to them.

- 2.6. The appropriate use of enforcement powers, including prosecution, is important, both to secure compliance with the law and to ensure that those who have duties under it may be held to account for failures to safeguard health, safety and welfare. In allocating resources, enforcing authorities should have regard to the principles set out below, the objectives published in the <u>National Enforcement Code</u>, and the need to maintain a balance between enforcement and other activities, including inspection.
- 2.7 HSE expects enforcing authorities to use discretion in deciding when to investigate or what enforcement action may be appropriate. The decision-making process which inspectors will follow when deciding on enforcement action will be set down in writing and made publicly available. The judgements will be made in accordance with the principles of Philip Hampton's report '*Reducing administrative burdens: Effective Inspection and Enforcement'*.
- 2.8 The **Licensing** function of the council Team covers the following areas: -
 - Licensing Act 2003
 - Gambling Act 2006
 - Sexual Entertainment Venues
 - Private Hire driver, vehicle and operator's licences
 - Hackney Carriage driver and vehicle licences
 - Street Trading Consents (WDC) & Licences (SDC)
 - Small lotteries
 - Street Collections
 - House to House collections
 - Scrap Metal Dealers
 - Animal Licensing
 - Pavement Licences
- 2.9 This policy should be read in conjunction with codes of practice and guidance issued by the following:-Food Safety Act 1990 <u>Code of Practice;</u> <u>Approved Codes of Practice (ACOPs); HSE</u> and <u>HELA guidance; Home</u> <u>Office, Institute of Licensing, National Association of Licensing Officers</u> and <u>Gambling Commission</u>.
- 2.10 All actions will be taken only by duly authorised officers in accordance with the relevant <u>Council's Scheme of Delegation</u>.

3. Enforcement Options

3.1 In making a choice of action, the appropriate subject guidance below will be followed:- Food Safety Act 1990 <u>Code of Practice; Approved Codes of</u> <u>Practice (ACOPs); HSE and HSE's Enforcement Management Model (EMM)</u> and <u>HELA guidance; Home Office, Institute of Licensing, National</u> <u>Association of Licensing Officers and Gambling Commission</u>.

- 3.2 Any significant choice of action which might be considered to be inconsistent with such guidance, advice and views will be made in consultation with the Warwickshire & Coventry Food, Safety and Licensing Liaison Group, the Food Standards Agency, HSE and the Primary Authority. It is recognised, however, that only the Courts can make decisions on matters of legal judgement.
- 3.3 In most instances no action will be taken where the offending circumstance has been occasioned by inadvertence and is proactively in the process of being remedied, however, each case will be considered individually.

4. Informal Action

- 4.1 Informal action is the issue of verbal advice (always confirmed in writing on the visit report or by letter), written advice with no date for action requested, written advice with a date specified for completion, and written warnings that future offences may result in prosecution.
- 4.2 Recommendations are necessary in order to assist the duty holder in taking all reasonable precautions and exercising all due diligence to avoid offences. Such recommendations will be clearly differentiated from legal requirements which will be identified by statute and regulation or section number.
- 4.3 Action Plans including timescales for completion are agreed by all parties including where necessary, the Licence Holder, Designated Premises Supervisor and other relevant Responsible Authorities (e.g. Police, WDC Environmental Health Officers and Planning Officers).

5. Statutory Notices

- 5.1 **Food Hygiene Improvement Notices** will be served by authorised Officers in circumstances related to risk to health, in accord with <u>Code of</u> <u>Practice</u> guidance, in one or more of the following circumstances:
 - i. There are such significant contraventions of the legislation that it is anticipated that a prosecution would be successful in the Magistrates' Court if the evidence were placed before them.
 - ii. There is a justifiable lack of confidence in the food business operator to respond to an informal approach.
 - iii. There is a history of non-compliance with informal action.
 - iv. Standards are generally poor with little duty holder awareness of statutory requirements.

- v. The consequences of non-compliance could have negative implications for public health or fair trading.
- vi. Although it is intended to prosecute, effective action also needs to be taken as quickly as possible to remedy continuing contraventions.
- 5.2 The time limit for compliance with the requirements of the notice will be made clear verbally with the food business operator, or appropriately negotiated. Regard will be had in the negotiations to consistency and feasibility. The food business operator will be advised that any unforeseen circumstances which arise in the time period, which may cause it to overrun, must be drawn immediately to the attention of the relevant authorised officer. On written application, the originating officer will have regard to the following criteria in granting an extension of the time period, or otherwise:
 - i. The risk to public health associated with the fault if an extension was granted;
 - ii. The reason for the request;
 - iii. The remedy involved;
 - iv. The past record of compliance of the food business operator; and
 - v. Any temporary action which the food business operator proposes to take to remedy the defect.
- 5.3 As a rule, failure to comply with a Hygiene Improvement Notice will be reported for prosecution. Only unavoidable circumstances, or mitigating information coming to light concerning factors outside the control of the duty holder, will justify a variation of this policy.
- 5.4 **Food Hygiene Emergency Prohibition Notices** will be served by authorised Officers in one or more of the following circumstances:
 - i. He/she is satisfied that there is an imminent risk of injury to health.
 - ii. Not taking immediate and decisive action to protect public health is unjustifiable.
 - iii. There is no confidence in the integrity of an offer made by a food business operator to close the premises voluntarily and to keep the premises closed until the risk is removed.

5.5 **Occupational Safety and Health – Improvement Notices**

i. Paragraphs 5.1 I – vi and 5.2, apply.

- ii. As a rule, failure to comply with a Health and Safety Improvement Notice will be reported for prosecution. Only unavoidable circumstances, or mitigating information coming to light concerning factors outside the control of the duty holder, will justify a variation of this policy.
- 5.6 **Occupational Safety and Health Prohibition Notices** will be served by authorised Officers when there is a requirement to stop work to prevent a serious risk of personal injury.
 - i. Prohibition Notices will be issued to have immediate or deferred effect.
 - ii. There does not have to be a breach of any statutory requirements before a prohibition notice is issued, but an officer who thinks there has been will specify it in the Prohibition Notice.
- 5.7 Primary authorities will be notified of any statutory notices served.

6. Prosecution

- 6.1 The decision to prosecute rests with the Council and/or Duly Appointed Inspector (in the case of Health & Safety cases) and is delegated to the Head of Community Protection in consultation with the appropriate elected Member. See relevant councils Scheme of Delegation
- 6.2 The recommendation to prosecute, based on the available evidence and professional judgement, comes from the Team Leader and Section Manager by way of formal report to the Head Service and in consultation with a Solicitor of the Legal Services Unit.
- 6.3 Prosecutions will be related to risk and will not be used as a punitive response to minor breaches of legislation.
- 6.4 The objectives of any prosecution must be:
 - To concentrate the mind of the duty holder /food business operator/Licence holder on the necessity to be duly diligent and to take all reasonable precautions to ensure food safety and hygiene/health and safety and public safety (licensing);
 - ii. To demonstrate to the public that their interests are being protected;
 - iii. To demonstrate to other duty holders/licence holders/food business operators that the law is being evenly applied.; and
 - iv. To enable the Courts to decide the appropriate punishment.

6.5 **Before deciding whether a prosecution should be taken one or more of the following factors will be considered:**

- i. The seriousness of the alleged offence.
- ii. Whether death or personal injury resulted from the alleged offence.
- iii. The gravity of an alleged offence, taken together with the seriousness of any actual or potential harm, or the general record and approach of the offender warrants it.
- iv. The previous history of the party concerned.
- v. The likelihood of the defendant being able to establish a statutory defence e.g. 'due diligence' or 'so far as is reasonably practicable defence'.
- vi. The availability of any important witnesses and their willingness to cooperate.
- vii. The willingness of the party to prevent a recurrence of the problem.
- viii. The probable public benefit of a prosecution, the importance of the case (e.g. whether it might establish a legal precedent) and satisfaction of the tests in the <u>Code for Crown Prosecutors</u>.
- ix. Whether other action, such as issuing a simple caution in accordance with <u>Guidance - Ministry of Justice - Simple Caution for</u> <u>Adult Offenders - 13 April 2015</u> or a Hygiene Improvement Notice (H.I.N.), Improvement Notice (I.N.) or imposing a prohibition, would be more appropriate or effective.
- xi. Any explanation offered by the affected company.
- xii. False information has been supplied wilfully, or there has been an intent to deceive, in relation to a matter which gives rise to a significant risk.
- xiii. Inspectors have been intentionally obstructed in the lawful course of their duties.

These considerations will be detailed in all reports recommending prosecution.

- 6.6 Before a decision is made to prosecute, the duty holder/food business operator/Licence holder will be invited to an interview under the <u>Police</u> and <u>Criminal Evidence Act 1984</u> in order to make representations before a decision is made as to the appropriate course of action to be taken. The duty holder/food business operator/Licence holder will have an opportunity to be accompanied by a legal representative at the interview. This is the duty holder/food business operator/Licence holder's opportunity to present any facts or views he considers pertinent to the decision-making process.
- 6.7 The circumstances where prosecution is warranted are <u>one or more</u> of the following:
 - i. The offence involves a flagrant breach of the law such that public health, safety or well-being is or has been put at risk, or fair trading is prejudiced.
 - ii. The offence involves a failure to correct an identified serious potential risk to safety having been given a reasonable opportunity to comply with requirements.
 - iii. The offence involves a failure to comply with a statutory notice.
 - iv. There is a history of similar offences.
- 6.8 If it is then considered by the Team Leader and Section Manager that prosecution is appropriate the file of evidence will be presented to the Head Service with a Report by the Relevant Manager recommending prosecution. If the Head of Service agrees with the recommendation in the report, it will be presented to the Council's Solicitor for review, and, if the evidence is considered sufficient for there to be a realistic prospect of conviction, and the public interest test is satisfied, then legal proceedings will normally be instigated.
- 6.9 Where there is a risk of injury to health the Solicitor will, in the course of the hearing, draw the Court's attention to its duty to impose a Prohibition Order.
- 6.10 Primary, Home and Originating authorities will be notified of the results of prosecutions.
 - Primary Authority: A legal partnership between business and a local authority which provides a means for businesses to receive assured and tailored advice on meeting regulatory standards through a single point of contact. This is a chargeable service
 - Home Authority: A partnership without legal standing of a business operating within the district boundary at a regional or national level with a local authority. The business is assisted through the provision of advice, guidance and information. Home Authority predates Primary Authority and as a result new Home Authorities are unlikely to be arranged. There are only a few existing arrangements.
 - Originating Authority: The local authority within whose boundary a business which manufactures a food product is located.

7. Simple Cautions

- 7.1 Simple Cautions in accordance with <u>Guidance Ministry of Justice Simple</u> <u>Caution for Adult Offenders - 13 April 2015</u> will only be issued by the Council in the following circumstances:
 - i. There is evidence sufficient to give a realistic prospect of conviction;
 - ii. The duty holder/food business operator/Licence holder admits the offence; and
 - iii. The duty holder/food business operator/Licence holder understands the significance of the simple caution and gives informed consent.
- 7.2 If a duty holder/food business operator/Licence holder refuses the offer of a Simple Caution then a prosecution will be instituted.
- 7.3 Primary, Home and originating authorities will be notified of Simple Cautions issued. The Caution will be cited in any subsequent proceedings as a previous offence.

8. Revocation of Approvals/Licenses/Permits/Consents & Registrations

8.1 Premises, people and vehicles can be approved and/or licensed by the Council. The Council will exercise its power of revocation, suspension or refusal to grant in the circumstances dictated by the appropriate regulations, and where it has not been possible to secure compliance by less draconian means.

APPENDIX B Planning Enforcement: Warwick District Council Revision 3 (2021)

1.0 Background

- 1.1 This policy has been prepared in accordance with paragraph 207 of the National Planning Policy Framework 2012 which advises Local Councils to consider publishing a local enforcement plan to manage enforcement activity proactively in an appropriate manner within their area and to set out how that activity will be undertaken.
- 1.2 The Framework advises that enforcement action is discretionary, and that Council's should act proportionately in responding to suspected breaches of planning control.

2.0 Planning Enforcement at Warwick District Council

- 2.1 The District Council's Development Services area includes a dedicated planning enforcement team which investigates alleged breaches of planning control and works to remedy unacceptable unauthorised development.
- 2.2 In order to ensure the effective use of that resource directed at the most harmful unauthorised development first, a scheme of prioritisation is in use which is included at Appendix 1. That scheme is also intended to assist members of the public to understand the priority that will be given to issues with which they may be concerned.

3.0 What is a Breach of Planning Control?

- 3.1 The following list sets out the main scenarios in which a breach of planning legislation may be considered to have occurred:
 - a. Building and engineering works undertaken without planning permission.
 - b. Material changes in the use of land or buildings undertaken without planning permission.

- c. The undertaking of works that are materially different from the planning permission granted or which do not comply with either the conditions imposed on a planning permission or the requirements of a legal agreement relating to that permission.
- d. Unauthorised works to Listed Buildings.
- e. Unauthorised works to trees protected by Tree Perseveration Orders (TPO) trees; trees in Conservation Areas and rural agricultural hedgerows.
- f. The unauthorised display of advertisements.
- g. The poor condition of land impacting on the visual amenities of the wider area.
- 3.2 It should be noted that in addition, the unauthorised works listed at d, e and f also comprise a criminal offence.

4.0 What isn't a Breach of Planning Control?

- a. Buildings or extensions which do not require planning permission: planning legislation makes provision for a wide range of building works which can be undertaken using what are known as *permitted development rights*.
- b. Changes in the use of land and buildings which are not so significant that they comprise a *material change of use* or which fall within the same use class category.
- c. The display of advertisements which do not require consent: the regulations relating to advertisements allow the advertiser to display certain types of advertisements without the need to make an application to the Council.
- d. Where development has been carried out more than four years ago it is immune from enforcement action.
- e. Where a change of use has existed for more than 10 years it is immune from enforcement action.
- f. Where there has been a residential dwelling unit in existence for more than four years it is immune from action.
- g. Issues relating to waste disposal and tipping which are handled by Warwickshire County Council who can be contacted by following this link: <u>Warwickshire Direct - Residents and click Report It.</u>

- h. Issues within or relating to the adopted highway including for example advertisements displayed within the Highway or on street furniture which are handled by Warwickshire County Council who are the Highways Authority and can be contacted by following the above link.
- Issues relating to noise and disturbance; smell nuisance and light pollution which are investigated by the District Council's Environmental Health Team (¹). Further information can be found at:

ehpollution@warwickdc.gov.uk

or by telephoning 01926 456725

- J. Issues relating to the manner in which buildings or extensions have been constructed or concerning potentially dangerous structures which are handled by the District Council's Building Control Team who can be contacted via this link <u>https://www.warwickdc.gov.uk/info/20375/building_regulations/58</u> <u>1/contact_building_control</u> or in relation to dangerous structures by telephoning 07881 787528.
- k. Issues relating to compliance with covenants or other legal restrictions which are private civil matters.

5.0 <u>Key Considerations in the Investigation of Alleged Breaches of</u> <u>Planning Control</u>

5.1 In the circumstances where an enforcement investigation identifies that unauthorised development has taken place, the decisive issue for the Council in considering whether it is expedient to continue with the investigation is whether the development in question is unacceptable in planning terms such that planning permission would not be granted?

The fact that a development does not benefit from the required planning permission is not in itself sufficient justification for pursuing the matter.

¹ In certain circumstances such issues may be controlled by planning legislation, for example where they are the subject of a condition imposed on a planning permission.

5.2 Where enforcement action is taken, it must be proportionate to and commensurate with the breach of planning control to which it relates. For example, whilst clearly harmful breaches of planning control should be addressed by appropriate means, it is not expedient to pursue minor or technical breaches which cause no planning harm or where unauthorised development is acceptable in planning terms.

6.0 <u>The Investigation Process</u>

- 6.1 The speed with which an investigation can be undertaken varies between straightforward cases which can often be concluded quickly and more complex investigations which can take considerably longer.
- 62 Upon receipt of an investigation request, we will check that the issue in question is a planning matter. If it isn't, we will tell you as quickly as possible and where appropriate forward the concern onto another relevant Council team or external organisation. At this stage, we may also request further information from you to help with the investigation, for example keeping a record of activity in respect of the use of land or buildings over an appropriate period.
- 6.3 Before we begin an investigation, we will also ask you to provide your name and contact details in confidence so that we can update you on progress. Your details will remain confidential at all times during the initial investigation (²). This is because we need to ensure that we use our resources as effectively as possible and in order to prevent the investigation of spurious issues, anonymous complaints are not usually investigated.
- 6.4 All investigations are prioritised in accordance with the Council's scheme of prioritisation which is included at Appendix 1. If we are unable to investigate an issue that you have raised, we will tell you the reason for this. Where an investigation is commenced, after an initial site inspection and assessment has been made, we will tell you what will happen next.
- 6.5 There are a number of potential outcomes of an enforcement investigation which are principally:
 - i. Where there is no breach of planning control or a minor breach: no further action will be taken.

² Where an investigation results in enforcement action being taken which is the subject of an appeal or prosecution, it is sometimes necessary for 3rd party details to be disclosed.

- ii. Where it is considered that planning permission would be likely to be granted for the unauthorised development, we will request that an application is made. However, if no such application is submitted, no further action will be taken.
- iii. Where there is a breach of planning control which is unacceptable in planning terms, we will offer the responsible parties **one** opportunity to resolve the matter voluntarily. Where the matter is not satisfactorily resolved by that means, if it is expedient to do so, formal enforcement action will be taken.

7.0 Voluntary Resolution

In encouraging you to voluntarily resolve a breach of planning control for which you are responsible, we may:-

- i. Offer you written or verbal advice.
- ii. Give you a verbal or written warning.
- iii. Provide you with **one** opportunity to remedy the issue within a proportionate time period prior to the consideration of the use of formal action.

The majority of breaches of planning control which require remedy are resolved in this manner without the need for formal action. However, in the circumstances where a breach of planning control is so serious that it merits immediate action, where necessary the Council will take formal action without offering an opportunity for the matter to be resolved voluntarily.

8.0 Formal Action

- 8.1 Formal planning enforcement action may be taken where:
 - i. The matter is so serious that it merits immediate action;
 - ii. There is a lack of confidence that the matter will be resolved voluntarily;
 - iii. There is a history of non-resolution of issues by a voluntary means;
 - iv. The matter has not been satisfactorily resolved on a voluntary basis.

- 8.2 Such action can take a number of forms including but not limited to issuing:
 - i. Enforcement Notices and Listed Building Enforcement Notices requiring the actions specified in the Notice to be undertaken within the time period specified. There is a right of appeal against these Notices.
 - ii. Breach of Condition Notices to require compliance with conditions imposed on a grant of planning permission. There is no right of appeal against these notices.
 - iii. Untidy Land Notices to require the improvement of land or buildings in order to remedy their visual impact on the amenities of the surrounding area. There is a right of appeal to the Magistrates Court against such notices.
 - iv. Improvement or Repairs Notices in respect of Listed Buildings which are falling into disrepair.
 - v. Where it is considered expedient to do so a Temporary Stop Notice may be issued.
 - vi. In appropriate circumstances involving potentially serious and/or irreversible unauthorised development the issue of an injunction.

8.3 Non-compliance with the Notices listed above within the required timescale is an offence which the District Council will normally seek to pursue by means of a prosecution.

9.0 <u>Prosecution</u>

- 9.1 In addition to non-compliance with formal Notices, the unauthorised display of advertisements; the alteration of Listed Buildings without consent and the unauthorised undertaking of works to trees protected by a Tree Preservation Order or within a Conservation Area is a criminal offence.
- 9.2 For that reason, except in exceptional circumstances, we will require that any such works cease immediately and that unlawful advertisements are removed within 5 days. Where that cessation or removal does not occur and/or where such unauthorised works result in material harm to protected buildings or trees, legal action will usually be taken.

- 9.3 Decisions to proceed with legal action will take account of the Crown Prosecutor's Guide and in particular will be made with reference to:
 - i. The availability of sufficient evidence to provide a realistic prospect of conviction; and
 - ii. Whether it is in the public interest to proceed with such action.

10.0 Direct Action

- 10.1 There may be circumstances, where by reason of the nature or extent of the unauthorised activity or development, non-compliance with a notice may result in the District Council arranging for appropriate remedial works to be undertaken in default of the responsible party doing so. With the exception of the circumstances described below, this approach will only be used where appropriate. In most cases, the Council will seek to recover the cost of undertaking those works from the responsible parties including for example by means of the imposition of a charge on the land in question.
- 10.2 In the circumstances where an informal request to remove an unlawful advertisement has not been complied with, the District Council will consider the use of its powers to remove the advertisement.

11.0 High Hedges

<u>Background</u>

- 11.1 Under planning and related legislation, the planting of hedges does not require permission and there are no restrictions on the height to which they can be grown. However, the Anti Social Behaviour Act 2003 and associated regulations introduced a power for Councils to investigate and where appropriate remedy complaints about high hedges where there is a significant impact on nearby properties.
- 11.2 Guidance on what you need to do if you are concerned about the impact of a hedge on your property or if you are the subject of a complaint about a high hedge can be obtained by following these links:
 - i. The Department for Communities and Local Government website: -

https://www.gov.uk/government/organisations/department-forcommunities-and-local-government

- ii. Over the garden hedge <u>https://www.gov.uk/government/publications/over-the-garden-hedge</u>
- iii. High Hedges: complaining to the Council

https://www.gov.uk/government/publications/high-hedgescomplaining-to-the-council

iv. High Hedges complaints: prevention and cure

https://www.gov.uk/government/publications/high-hedgescomplaints-prevention-and-cure

11.3 Prior to requesting that the Council investigate a potential high hedge issue, a process which carries a fee, you must provide evidence that you have exhausted all alternative forms of negotiation and mediation with the hedge owner.

12.0 Publicity

12.1 In order to seek to raise public awareness of the risks associated with undertaking unauthorised development and thereby reduce the incidence of such development, where appropriate the Council will publicise the outcome of cases in the local press and by other means.

13.0 How You can Help

- 13.1 If you have reported a breach which the Council is investigating, please be aware that we will do so as quickly as possible and that in order to ensure that the investigation is undertaken as comprehensively as is necessary this may take longer than you might expect. We will aim to keep you updated at regular intervals as the investigation progresses.
- 13.2 When you initially tell us about the issue of concern, please provide as much information as you can to help us to investigate the matter as quickly as possible. At this or a later stage, we may also request further information from you to help with the investigation, for example keeping a record of activity in respect of the use of land or buildings over an appropriate period.

- 13.3 If you are the subject of an investigation, your co-operation in assisting us to undertake that investigation will in many cases enable us to advise that there is either no breach of planning control or no remedial action to be undertaken. If a breach is identified and you are requested to undertake works to voluntarily resolve the matter, your co-operation in doing so within the timescale given will in most circumstances prevent the consideration of the use of formal action.
- 13.4 Whilst it is understood that you may wish to know where the complaint about your property has come from, all such complaints are treated confidentially, and we will not be able to provide you with that information.

14.0 Contacts

- 14.1 If you would like to contact us to report a potential breach of planning control please do so by either: -
 - Completing our online form: <u>Report A Possible Breach Of Planning Control</u>
 - E mailing <u>planningenforcement@warwickdc.gov.uk</u>
 - Or by writing to us: Planning Enforcement Warwick District Council Riverside House Milverton Hill Leamington Spa CV32 5QH

APPENDIX C Planning Enforcement: Stratford-on-Avon District Council Revision 6 August 2021

1. Introduction

Although planning enforcement is discretionary and not a mandatory function an effective planning enforcement service can help to maintain public confidence in the planning system. Timely enforcement action can prevent a breach of planning control from becoming well established and bring sustained environmental harm to an end.

Enforcement action however is not a means to punish an individual or organisation for breaching planning control, regardless of whether the breach was carried out deliberately or in ignorance. It cannot be used to control the activities of errant or unpopular developers, to rectify minor or insignificant technical breaches of planning control, nor as a means of furthering the interests of one party over another in neighbour or commercial disputes.

In accordance with National policy on enforcement this Local Enforcement Plan identifies the priorities for enforcement action. This enables the Council's enforcement resources to be put to the best use in dealing with breaches of planning control and to ensure that enforcement action is focused on the most serious breaches which are causing greater harm. It also seeks to provide transparency and accountability about how the local planning authority will decide if it is expedient to exercise its discretionary powers.

2. Key stages of investigation

The key stages are summarised below and the time taken for each stage will vary depending on the nature of the alleged breach of planning control:

- Receipt of report of breach
- Decision whether reported matter should be investigated
- Site visit and officer investigation
- Initial assessment whether to invite application, seek agreement from Ward Member to close, whether negotiations are appropriate.
- Invitation of application (where appropriate)
- Formal action, or decision to close.

3. Reasons for not investigating cases or for closing cases

A new enforcement case will not be raised if the information submitted with the initial report is sufficient for Officers to confirm that there is no breach of planning or if the matter does not fall within the list of Priorities for investigation set out in Section 10 of this document.

Enforcement investigations can be closed for several reasons, such as:

- there is no breach of planning control
- planning permission is not required
- it is permitted development
- the breach is rectified (by negotiation)
- planning permission has been granted retrospectively
- the development is lawful (due to time elapsed)
- it is a minor technical breach which does not warrant formal action
- it is not expedient to take action (not causing unacceptable harm).

Where a breach has been identified and it is not considered necessary to invite an application or where it is not expedient to take formal action, the ward member will be consulted on whether to close the case.

If the Ward Member does not agree that the case should be closed the decision will be made in accordance with the Scheme of Delegation.

4. Negotiations/Inviting applications

In accordance with government guidance the Council will initially try to resolve a breach of planning by giving the contravener fair warning and by seeking to resolve the issue by negotiation, and have them remove the unauthorised development, cease the activity voluntarily or comply with the planning requirements.

In some instances, it may be appropriate to invite a retrospective application to regularise a development or to make a development acceptable by adding planning conditions.

Applications will generally not be invited for breaches relating to householder development or other minor development where the development is considered acceptable in planning terms and there is no need to control the development further by the imposition of conditions.

Where an application is invited and then submitted the enforcement case will remain open pending the outcome of the planning application. Only where negotiations fail to secure a satisfactory solution will formal action be considered. The Council will try to avoid the negotiations becoming protracted where there is a requirement to make the development acceptable or for a use to cease.

5. Expediency

Whilst the Council does not condone breaches of planning control, it is not obliged to take action against an identified breach. Even when unauthorised development has been identified not all breaches will be materially harmful and it will not always be expedient for the Council to pursue formal action.

Breaches of planning control can be deliberate, accidental, carried out in ignorance or on the basis of poor or inaccurate advice. Neither the explanation of how the breach came to occur nor the identity of the person responsible can have any bearing on the approach the Council takes.

Once a breach of planning control has been established a decision must be made on whether it is considered expedient to take formal action. The Council's decision on expediency, is informed by a number of considerations that may include:

- Is the development contrary to national and/or local planning policy? (including National Planning Policy Framework, Core Strategy and Neighbourhood Development Plan policies)
- Is the development acceptable in respect of all other material considerations?
- If an application was submitted for the development, prior to it being carried out, is it likely to have been granted?
- Is the breach causing unacceptable harm to public amenity?
- Is the breach unacceptably affecting existing land, use or buildings which merit protection in the public interest?

Taking enforcement action must be in the public interest. Enforcement action will not be taken simply because a breach has occurred.

6. Tools for Enforcement

There are a number of enforcement tools available to a Local Planning Authority. The type of enforcement action taken must be proportionate to the seriousness of the breach and the harm being caused.

Further information regarding planning enforcement and the enforcement tools available to Councils can be found on the government website https://www.gov.uk/guidance/ensuring-effectiveenforcement.

The majority of types of formal action can be taken under delegated powers without the need for the formal agreement from the relevant Ward Member. For those cases where agreement is required and the Ward Member does not agree to action, the decision will be made in accordance with the Scheme of Delegation as set out in the Council's Constitution.

A copy of the Constitution can be viewed on the Council's website.

7. Keeping parties informed

The Council will acknowledge reports of alleged breaches where sufficient information has been received to identify the breach. Thereafter, it will update complainants on the progress of its investigation on a case by case basis.

As a minimum the Council will advise complainants of all key decisions that it takes such as inviting an application, recommending formal enforcement action or closing a case.

8. Monitoring

In addition to reacting to reports of alleged breaches of planning, the Council is committed to proactive monitoring of large scale developments. It will seek to ensure that all pre-commencement conditions are discharged before development starts on site and will also monitor compliance with conditions relating to Construction Management Plans and Traffic Management Plans.

The enforcement team will investigate reports of failure to comply with clauses contained within Section 106 agreements linked to planning permissions. These types of cases will be dealt with in consultation with the Council's Solicitors. Formal action will only be taken as a last resort and officers will try to negotiate a satisfactory outcome in the first instance.

The enforcement team will also assist with the monitoring of compliance with CIL Stop Notices issued under the Community Infrastructure Levy Regulations.

9. Review

To ensure that the enforcement function is appropriately focussed the key elements of this Local Enforcement Plan will be reviewed.

10. Priorities

To make the most effective use of resources, new reports of alleged breaches will be prioritised for an initial assessment of seriousness upon receipt. Enforcement investigations and action will be focused on the most serious breaches.

There are three levels of enforcement priority as set out in the following table.

| Category | Type of reported breach |
|-------------|---|
| Critical | Where irreversible harm is likely to be caused if the Council does not act immediately |
| | Ongoing or recent works to listed buildings or structures |
| | Ongoing or recent works to trees in conservation areas or protected by a tree preservation order |
| Significant | Where an application for planning permission would not be supported in principle for the development Where there is significant harm caused to the residential amenity of the area or to highway safety |
| | Breaches of conditions relating to live sites where condition relates to the following 1. Construction Management Plans and/or Traffic Management Plans 2. Tree protection 3. Highway conditions |
| Desirable | Smaller scale breaches which do not result in significant immediate or irreversible harm |
| | Development not in accordance with approved plans where the changes are considered to have an impact on residential amenity or compromise the design quality of a development |
| | Breaches of conditions which seek to protect the amenity of neighbours |
| | Operational Development or changes of use which have an adverse impact on residential amenity, the landscape or heritage assets |
| | Complaints regarding untidy land where the site is within a Conservation Area or affects the setting of a Listed Building |

11. How to report a breach of planning control

Guidance on how to report a breach of planning control is available on the Council's website. The Council will not investigate reports where insufficient information has been supplied to substantiate the alleged breach.

The complainant will be advised if insufficient information has been supplied and given the opportunity to provide more evidence to substantiate the allegation or the seriousness of the alleged breach.

12. Privacy Statement

Anonymous complaints will not be investigated.

The Council has published its Privacy Notice which sets out how data will be handled and made available to the public. A copy of the latest version of the Privacy Notice can be viewed on the Council's website.

13. Flow chart

The flowchart shows the key stages involved in the enforcement process. The time taken for each stage will vary depending on the nature/complexity of the reported breach and the degree of planning harm arising from the reported unauthorised development.





Working Together

Stratford-on-Avon and Warwick District Councils

Regulator and Business Charter

September 2021

Aim

The aim of this charter is to make arrangements between the regulatory services (Appendix A) of Stratford-on-Avon and Warwick District Council's and the local business community to provide a regulatory environment that;

- Advises and supports businesses to understand their regulatory responsibilities, which are often complex, whilst maintaining public protection as the main purpose
- Promotes dialogue between businesses and regulatory services
- Improves the business perception of regulators
- Encourages the right balance between encouragement, education and enforcement
- Develops a joint offer of support from regulatory services for businesses.
- Builds trust between regulators and businesses

Delivery of the charter will help promote success in business whilst continuing to provide public protection.

The charter sets out roles and responsibilities for both regulators and the businesses community to achieve this aim.

Implementation

Local regulatory services first and foremost must provide public protection, but they can also directly influence prosperity and well-being of our community.

Regulation, delivered effectively and efficiently, can help businesses grow and, in turn, generate jobs and the tax revenues that benefit the whole community.

Local regulatory services will support business by advising on legal requirements and pointing out any potential areas for concern to be addressed in the application.

The District Councils will work in collaboration with other local authorities and national regulators to align their services to deliver the following commitments:

Local regulatory services will:

- 1. Support businesses by providing advice and guidance that helps them understand and meet their responsibilities.
- 2. Create an environment where businesses feel confident to seek advice from a regulator.
- 3. Take ownership of any enquiry made to us by business until an appropriate response is made. Make advice about regulation accessible to business through a website/phone app single point of contact. If the enquiry is not within the responsibility of the local authority (i.e. responsibility of HSE) we will assist the enquirer to make contact with the appropriate agency or person.

- 4. Ensure that all service delivery staff are competent and adopt a professional attitude when engaging with business. Where appropriate, consistency training will be provided to ensure that regulation is applied fairly and effectively across the district, and to improve business understanding among staff.
- 5. Take a risk and intelligence led approach to all compliance and enforcement activities, ensuring protection of consumers, workers, public health and the environment whilst providing a level playing field for business.
- 6. Improve transparency by publishing our approach to compliance and enforcement that explains what the regulator will do and why.
- 7. Consult with local businesses to shape service delivery and develop innovative regulatory approaches that promote business.
- 8. We work with business to give them confidence to make comment and criticism through the feedback mechanisms.

The Chambers of Commerce, Chambers of Trade, Federation of Small Businesses and trade organisations will encourage the business community, through publicity, forums, social media and mailshots to:

- 1. Access regulatory advice by asking any regulator a question.
- 2. Be confident in approaching regulators for advice without fear of enforcement activity.
- 3. Use the feedback mechanisms to provide feedback, good and bad, after interactions with regulators.
- 4. Build a positive relationship with regulators that improves compliance amongst the business community and supports business growth within the district.
- 5. Acknowledge the contribution made by regulators and support positive publicity when there are improvements in business engagement with regulatory services.
- 6. Help other businesses to succeed through identification of support networks and mechanisms.
- 7. Engage in business and Regulator forums, and other opportunities, to shape regulation delivery within the district.

How to Contact Us

| Stratford-on- Avon District Council, Elizabeth House, Church Street, Stratford-upon- Avon, Warwickshire, CV37 6HX | Food Safety Health and Safety Licensing Environmental Protection Private Sector Housing Planning Enforcement Waste Enforcement Procurement | Email: envhealth@stratford-dc.gov.uk Email: envhealth@stratford-dc.gov.uk Email: licensing@stratford-dc.gov.uk Email: envhealth@stratford-dc.gov.uk Email: PSHT@stratford-dc.gov.uk Email: planning.applications@stratford- dc.gov.uk Email: streetscene@stratford-dc.gov.uk Email: performance@stratford-dc.gov.uk |
|---|--|--|
| Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, CV32 5HZ | Food Safety Health and Safety Licensing Environmental Protection Private Sector Housing Planning Enforcement Waste Enforcement Procurement | Email: <u>Foodsafety@warwickdc.gov.uk</u> Email:_ <u>hcphealthandsafety@warwickdc.gov.uk</u> Email: <u>licensing@warwickdc.gov.uk</u> Email: <u>ehpollution@warwickdc.gov.uk</u> Email: <u>privatesectorhousing@warwickdc.gov.uk</u> Email: <u>planning.enforcement@warwickdc.gov.uk</u> Email: <u>contract.services@warwickdc.gov.uk</u> Email: <u>procurement@warwickdc.gov.uk</u> |

In addition, support can be obtained from:

| Coventry & Warwickshire Local Enterprise Partnership Growth Hub (CW Growth Hub) | Tel: 0300 060 3747 / 0300 456 3565 Email: contact@cwgrowthhub.co.uk / enquiries@cwgrowthhub.com Website: http://www.cwgrowthhub.co.uk |
|---|--|
| Coventry & Warwickshire Chamber of Commerce (CWC) | Website: <u>https://www.cw-</u> <u>chamber.co.uk/</u> |
| Federation of Small Businesses (FSB) | Website: <u>www.fsb.org.uk</u> |

Appendix A: Summary of Regulatory services and priorities

Our Priorities

- The assessment of the adequacy of the protection of persons' health, safety and welfare at workplaces, by business operators, by license holders, housing providers and services.
- To promote high standards of food hygiene, health, safety, welfare, environmental protection, housing and compliance with licensing objectives.
- To offer advice to duty holders and to those who are owed a duty.
- To take action where there is persistent non-compliance, rogue trading or substandard performance in order to seek an economic advantage.
- To contribute to the Business Improvement Agenda; support economic growth in Warwickshire.
- To protect the health & wellbeing of consumers in Warwickshire.

Our Core Regulatory Areas:

Environmental Protection

- We investigate alleged complaints of nuisance.
- We act as an impartial body which evaluates complaints of nuisance and work with businesses to address established nuisances.
- We provide a statutory consultation service to planning and licensing with reference to nuisance, air quality, and contaminated land issues which may issue from applications submitted.
- We provide a charged pre-application advice service.
- We provide a Primary Authority, Home/Originating Authority services. This means that businesses can enter into a contract with us to provide assured advice which is accepted by all Environmental Protection Officers across the UK. This does not replace the regulatory responsibility of the duty holder/business to undertake its own statutory risk assessment management duties nor does it give the Council the right to veto any other Local Authority or other statutory organisations' enforcement action decisions.
- We permit and inspect those businesses which require a specialist schedule under which to operate due to the risk of environmental pollution and the risk to human health.
- We operate a graduated enforcement policy giving businesses the chance to correct themselves before intervention.
- We inspect and take samples of private water supplies in order to determine that they are safe to drink.
- We sample and monitor air quality: working in partnership with other stakeholders to secure improvements.
- We ensure the remediation of contaminated land.

Food safety

- We provide tailored start up advice to new food businesses.
- We provide ongoing advice to existing food businesses.
- We routinely inspect and revisit food businesses located within the district.
- We provide advice to and inspect temporary food businesses trading at events and festivals throughout the year and liaise with their respective home authorities.
- We liaise with other regulators and the emergency services regarding event safety.
- We operate the National Food Hygiene Rating Scheme including carrying out rescore revisits as requested by the businesses wishing to improve their rating.
- We use alternative inspection strategies for dealing with very low risk businesses outside of the scope of the National Food Hygiene Rating Scheme.
- We (WDC) operate the Heartbeat Award for businesses who offer healthy options and maintain very good standards of food hygiene. We also administer the award on behalf of other local authorities.
- We participate in all Food Standards Agency campaigns.
- We operate as Home Authority for food safety matters for a number of food manufacturers based in the District and as a Primary Authority for some district based food businesses who also have units across the country. This means that a business can enter into a contract with us to provide assured advice and we will liaise with other environmental protection officers for the advice to be accepted by all across the UK. This does not replace the regulatory responsibility of the duty holder/business to undertake its own statutory risk assessment management duties nor does it give the District Council the right to veto any other Local Authority or other statutory organisations' enforcement action decisions.
- We routinely participate in national, regional and local sampling programmes ensuring that food produced and sold in the District is fit to eat.
- We respond to food alerts when a nationally produced foodstuff had been found unsafe to eat, as directed by the Food Standards Agency.
- We participate in the Coventry and Warwickshire Safety Liaison Group to ensure consistency and contribute to the Regional Technical Group and subgroups.

Health and safety

- We provide tailored advice to start-up businesses.
- We provide ongoing advice to existing businesses.
- We carry out targeted interventions at high risk businesses as identified by the Health & Safety Executive and by local intelligence.
- We operate as a Primary Authority for Health and Safety matters for some district based businesses who also have nationally based outlets.
- We liaise with other regulators and emergency services regarding event safety.
- We (WDC) operate a Firework Display Registration Scheme.
- We inspect new licensed skin piercers and tattooists.
- We promote the use of Safer Workplace Better Business.
- We participate in the Coventry and Warwickshire Liaison Group to ensure consistency and contribute to the Regional Technical Group and sub-

groups.

Licensing

- We are responsible for providing advice to and issuing licenses, consent or permits to licence holders/applicants.
- We provide advice to prospective and new licence holders. Our advice is tailored to each business.
- We are able to provide Primary Authority, Home/Originating Authority services. This means that businesses can enter into a contract with us to provide assured advice which is accepted by all Licensing officers across the UK.
- We use a variety of interventions to ensure we are aware of current trends, issues and concern within the industry. i.e. seminars and directed project.
- We investigate reported breaches of licences. For example, trading passed licenced hours or not complying with licence conditions.
- We participate in the Coventry and Warwickshire Liaison Group to ensure consistency and contribute to the Regional Group and sub-groups.

Planning Enforcement

- We ensure that building and engineering works undertaken where necessary with planning permission.
- We ensure that material changes in the use of land or buildings are undertaken with planning permission.
- We ensure that works are undertaken in accordance with planning permission, are not materially different and have the relevant permissions.
- We ensure the protection of listed buildings, trees subject to Tree Preservation Orders and within designated Conservation Areas and rural hedgerows.

Private Sector Housing

- The Private Sector Housing Team provide advice on property standards, health & safety and legal compliance for letting property.
- Officers investigate complaints of safety concerns and disrepair in dwelling houses.
- We provide advice to prospective landlords who are looking to enter the lettings market and help support the economy to grow and prosper.
- The team are responsible for the licensing of Houses in Multiple Occupation and providing advice to prospective licence holders.
- We are responsible for the licensing and inspection of caravan and campsites in the district.
- We work with owners of empty properties to bring them back into use.
- We consult with Planners, Building Control and private individuals on planning applications and property conversions.
- Officers provide property inspections for the purpose of immigration applications; this is a chargeable non-statutory service.

Procurement

- We offer opportunities for local businesses to supply up to 9 councils with goods, services, and works i.e. building contracts.
- We manage a one stop information portal to assist businesses in accessing the opportunities.
- We provide advice to businesses to support local businesses in positioning themselves to apply for opportunities.
- We offer free training sessions to support local businesses in positioning themselves to apply for opportunities.

Waste Management

- We provide tailored advice to businesses.
- Officers investigate complaints of fly tipping and waste management.

In all cases

- We operate a graduated enforcement policy, giving businesses the chance to comply prior to formal enforcement action.
- We promote best practice and provide compliance information through various outlets including drop-in, telephone advice, inspections, Forums, printed materials, events, e-newsletters, social media and email campaigns.
- We promote professionalism through training opportunities and membership of professional bodies.

Title: Fees and Charges 2022/23 Lead Officer: Andrew Rollins (01926 456013) Portfolio Holder: Councillor Hales Wards of the District directly affected: All

Summary

The report details the proposals for discretionary Fees and Charges in respect of the 2022 calendar year. It also shows the latest Fees and Charges 2021/22 income budgets, initial 2022/23 budgets and the actual out-turn for 2020/21.

Recommendation(s)

- (1) That Cabinet recommends to Council the Fees and Charges proposals set out in Appendix A, to operate from 3rd January 2022 unless stated otherwise.
- (2) That Cabinet recommends to Council that provided the changes proposed by Everyone Active to the core products and prices from January 2022 are within the September RPI, that the Heads of Culture and Finance, in consultation with the relevant portfolio holders (Cllrs Bartlett and Hales), can accept the changes.

1 Background/Information

- 1.1 The Council is required to update its Fees and Charges in order that the impact of any changes can be fed into the setting of the budget for 2022/23. Discretionary Fees and Charges for the forthcoming calendar year have to be approved by Council.
- 1.2 In the current financial climate, and with the impact of COVID-19 still being felt throughout the Council and its services, it is important that the Council carefully monitors its income, eliminates deficits on service specific provisions where possible and minimises the forecast future General Fund revenue deficit.

1.3 **Fees and Charges Guidelines**

- 1.3.1 In accordance with the Financial Strategy and Code of Financial Practice it is appropriate to consider certain other factors when deciding what the Council's Fees and Charges should be:
 - The impact of the Fees and Charges levels on the Council's Business Plan.
 - The level of prices the market can bear including comparisons with neighbouring and other local authorities.
 - The level of prices to be sufficient to recover the cost of the service and the impact on Council Finances, where this is not the case.
 - The impact of prices on level of usage.
 - The impact on the Council's future financial projections.

- Ensuring that fees, in particular those relating to licensing, reflect the current legislation. The regulatory manager has to ensure that the fees charged should only reflect the amount of officer time and associated costs needed to administer them.
- Whether a service is subject to competition from the private sector, such as Building Control. This service has to ensure that charges set remain competitive within the market.
- Income generated from services including Building control, land charges and licensing is excluded from the Medium Term Financial Strategy and is managed through ring-fenced accounts, due to the legislation and criteria under which they operate.
- Management of the Council's Leisure Centres is by Everyone Active. The contract definition states that 'The Contractor shall review the core products and prices in September of each year and submit any proposed changes to the Authority for approval (the "Fees and Charges Report")'. Appendix C outlines the core fees.
- 1.3.2 Managers have been challenged on ensuring income maximisation and cost recovery where appropriate, and have provided commentary on the rationale behind some of the charges highlighted below.

2 Alternative Options available to Cabinet

- 2.1 The alternative options would be to either:
- 2.1.1 Leave fees and charges at 2021 levels, or increase at a reduced level. This would increase the savings to be found over the next five years unless additional activity could be generated to offset this. required.
- 2.1.2 Increase at a level higher than proposed in the report. Excessive increases could deter usage where the take up is discretionary. Customers may choose to use the service less frequently or use an alternative supplier where one is available.
- 2.2 Both of the above are not realistic options given the current position of the Financial Strategy, and the level of savings required.

3 Consultation and Member's comments

3.1 The report has been developed in consultation with senior members and the proposals have been considered as part of the formal forward plan deadlines process.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 The fees proposed in the report are set in line with current legislation where applicable.

4.2 **Financial**

4.2.1 Within the savings proposals agreed by Council in December 2020, a target of 15% was agreed in respect of additional income generated from discretionary fees and charges. Consequently, Budget Managers have been tasked with seeking to achieve this increase, with the exception for some fees and charges, where legislation and other factors may make it unviable. These have been set

in accordance with such legislation and service knowledge provided by the managers. This is intended to make a contribution towards the savings that the Council needs to make in its overall Financial Strategy, with the timeline for making significant savings being significantly reduced due to the impact of COVID-19.

- 4.2.2 As a result of this the fees and charges outlined in Appendix A present an overall forecast increase in income of £828,000, or 13.8%. Amounts totalling £398,800 have already been factored into the MTFS (£153,800 inflation uplift and £245,000 as per service initiatives programme), with the additional income to be incorporated into the Medium Term Financial Strategy totalling £429,200. This excludes the additional income from certain ring-fenced charges (Building Control, Licensing and Land Charges).
- 4.2.3 Appendix A also outlines an increase in income within the Housing Revenue Account of $\pm 117,000$, or 26.6%. This will be factored into the HRA budgets and Business Plan.
- 4.2.4 The revenue effects of the proposed Fees and Charges are summarised in the following table (ring fenced accounts have been removed):

(Please note this table will be updated through the draft process to reflect the new organisational structure)

| General Fund Services | Actual 2020/21 £ `000 | Original Budget 2021/22 £`000 | Forecast 2021/22 £ `000 | Forecast 2022/23 £`000 | Change Original 2021/22 - 2022/23 % |
|---|-----------------------------|--|-------------------------------|------------------------------|---|
| ICT | 35 | 30 | 20 | 45 | 50% |
| Culture | 57 | 229 | 229 | 246 | 7.1% |
| Place & Economy | 233 | 287 | 262 | 309 | 8% |
| Development | 50 | 72 | 71 | 82 | 14% |
| Comm. Protection | 18 | 27 | 27 | 31 | 15.7% |
| Housing | 33 | 23 | 26 | 28 | 18% |
| Environment & Ops | 3,350 | 5,342 | 5,488 | 6,098 | 14.1% |
| Total General Fund Services Housing Revenue | 3,776 | 6,010 | 6,122 | 6,838 | 13.8% |
| Account | 415 | 440 | 537 | 557 | 26.6% |

- 4.2.5 A breakdown of the key drivers of the 2022/23 Fees and Charges is provided in Appendix B.
- 4.2.6 Increased income from Fees and Charges will seek to ensure where possible the costs of the provision of respective services are covered. Any increases will reduce the ongoing savings target within the Financial Strategy.
- 4.2.7 The current forecasts for 2021/22 and 2022/23 will be reviewed within both the Base Budget Report (December) and Budget setting Report (February 2022). Managers will also continue to review their projections on a monthly basis.

4.3 Council Plan

4.3.1 In respect of Warwick District Council's Business Plan this proposal will have the following relevance and impact as set out below.

External:

- 4.3.2 People Health, Homes, Communities. Fees and Charges provide income towards the cost of providing excellent services which support, for example, health, sporting and cultural activities alongside core services across the District.
- 4.3.3 Services Green, Clean, Safe. A number of fees and charges have been set or established to support the objective of becoming a net-zero carbon organisation, and also supporting the District in achieving this target by 2030.
- 4.3.4 Money Infrastructure, Enterprise, Employment. The fees and charges outlined in the Appendices aimed to support a dynamic and diverse local economy, through vibrant town centres with increased employment and income levels across the District.

Internal:

- 4.3.5 People Effective Staff. Not applicable.
- 4.3.6 Services Maintain or Improve Services. Generating income ensures services can invest in modern processes and equipment to meet customer needs and provide the service in an efficient and effective way.
- 4.3.7 Money Firm Financial Footing over the Longer Term. Ensuring appropriate fees and charges are set to provide a better return/use of our assets; full cost accounting; continued cost management; maximise income earning opportunities and to seek best value for money.

4.4 Environmental/Climate Change Implications

4.4.1 Not applicable.

4.5 Analysis of the effects on Equality

4.5.1 The impact of Fees and charges (and possible increases) are assessed by Service Area managers, with concessions offered to ensure all residents are able to access these services, if required.

4.6 Data Protection

4.6.1 Not applicable.

4.7 Health and Wellbeing

4.7.1 Not applicable.

5 Risk Assessment

- 5.1 Increasing prices could deter usage where the take up is discretionary. Customers may choose to use the service less frequently or use an alternative supplier where one is available.
- 5.2 An inflationary increase has been assumed within the Council's Medium Term Financial Strategy for increases to discretionary fees and charges. However, inflation may prove to be higher than this in 2022, with the Council's costs of providing the service increasing more than inflation.

- 5.3 Future social and economic changes cannot be foreseen and the uncertainty surrounding the implications of COVID-19 and Brexit remain. Customer behaviours that have changed as a result of the impact of COVID-19 may remain going forwards, with many employees continuing to work from home where possible, reducing the reach of some fee charging services. Further pressures within the wider economy may result in a decline in the Council's income, which if not replaced, would have implications for the MTFS. It will be important for the Council to identify opportunities that could also generate additional income.
- 5.4 Managers will review activity levels over the next few months, with any revised forecasts being built into the Final 2022/23 Budgets presented to Members in February 2022. Budgets are monitored and reviewed by Managers on at least a monthly basis throughout the year, with formal reports to Cabinet on a quarterly basis.

6 Conclusion/Reasons for the Recommendation

6.1 The recommendations will enable the Council to continue to offer and deliver services while reducing and eliminating deficits on specific service provisions, supporting the overall financial position of the Council going forward.

Background papers:

Fees and Charges 2021/22 (Cabinet 17 November 2020 – Item 3)

Supporting documents:

- Appendix A Detailed fees and charges
- Appendix B Breakdown of charges
- Appendix C Leisure Centre Core Fees

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | Cabinet – 4 November 2021 | | | | | |
|--|---------------------------|--|--|--|--|--|
| Title of report | Fees and Charges 2022/23 | | | | | |
| Consultations undertaken | | | | | | |
| Consultee *required | Date | Details of consultation /comments received | | | | |
| Ward Member(s) | | | | | | |
| Portfolio Holder WDC | 25/10/21 | Councillor Hales | | | | |
| Financial Services * | 25/10/21 | Andrew Rollins | | | | |
| Legal Services * | | | | | | |
| Other Services | | | | | | |
| Chief Executive(s) | 25/10/21 | Chris Elliot | | | | |
| Head of Service(s) | 25/10/21 | Mike Snow | | | | |
| Section 151 Officer | 25/10/21 | Mike Snow | | | | |
| Monitoring Officer | 25/10/21 | Andrew Jones | | | | |
| CMT (WDC) | | | | | | |
| Leadership Co-ordination Group (WDC) | | | | | | |
| Other organisations | | | | | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to :Cabinet / Council F&A Committee | | | | |
| Contrary to Policy/Budget framework | | No | | | | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No | | | | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No | | | | |
| Accessibility Checked? | | Yes | | | | |

APPENDIX A1

Fees and Charges 2022/23

| | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|-----------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| General Fund Services | L | £ | £ | L |
| ICT | 34,655 | 30,000 | 20,000 | 45,000 |
| | | | -33.3% | 50.0% |
| Culture, Tourism & Leisure | 57,306 | 229,400 | 228,500 | 245,800 |
| | | | -0.4% | 7.1% |
| Place & Economy | 232,799 | 286,600 | 261,900 | 309,400 |
| | | | -8.6% | 8.0% |
| Development | 50,151 | 71,500 | 71,000 | 81,500 |
| | | | -0.7% | 14.0% |
| Community Protection | 17,723 | 26,700 | 26,700 | 30,900 |
| | | | 0.0% | 15.7% |
| Housing | 33,225 | 23,300 | 26,200 | 27,500 |
| | 0.040.004 | 5 0 40 400 | E 407 E00 | 18.0% |
| Environment & Operations | 3,349,694 | 5,342,100 | 5,487,500 | 6,097,500 |
| | | | 2.7% | 14.1% |
| Total General Fund Services | 3,775,554 | 6,009,600 | 6,121,800 | 6,837,600 |
| | | | 1.9% | 13.8% |
| Housing Revenue Account | | | 1.0 /0 | 10.070 |
| HRA | 414,831 | 440,000 | 537,000 | 557,000 |
| | | | 22.0% | 26.6% |
| | | | | |
| Ring Fenced Accounts | | | | |
| Land charges | 106,381 | 115,000 | 115,000 | 132,000 |
| Building Control | 810,200 | 840,000 | 840,000 | 882,000 |
| Licensing | 117,625 | 212,200 | 212,200 | 244,200 |
| | | | | |

Notes:

i) Recommended charges to operate from 3rd January 2022 (unless otherwise stated).

ii) Charges inclusive of VAT where applicable (unless otherwise stated).

iii) Juniors are regarded as persons under 18 years of age (unless otherwise stated)

APPENDIX A2

45,000

20,000

| ICT - GIS section | | Current Charge £ | Proposed Charge From 3/1/22 £ | |
|---|---------|------------------------|--|----------|
| Street Naming and Numbering | | - | - | |
| Rename/number exisiting property | | 41.00 | 45.00 | 9.76% |
| Amend a Development Layout | | 83.00 | 90.00 | 8.43% |
| Add a name to existing numbered property | | Nil | 45.00 | |
| Naming of a New Street | | 134.50 | 145.00 | 7.81% |
| Numbering of New Development - | | | | |
| 1-10 plots | | £83 per plot | £90 per plot | |
| 11+plots | | £830 plus | £900 plus | |
| | | £23 per plot | £25 per plot | |
| Additional copies of 'Confirmation of Address | letters | Upon request | | |
| Renaming of a street | | Upon request | Upon request | |
| | | Original | Latest | Original |
| | Actual | Forecast | Forecast | Forecast |
| | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| ICT - GIS section | £ | £ | £ | £ |
| | 24 655 | 20.000 | 20.000 | 45 000 |
| Street Naming and Numbering | 34,655 | 30,000 | 20,000 | 45,000 |
| | | | | |

34,655

30,000

Total ICT GIS Section

ICT

APPENDIX A3

Culture, Tourism & Leisure

| | Actual 2020/21 | Original Forecast 2021/22 | Latest Forecast 2021/22 | Original Forecast 2022/23 |
|----------------------------------|-------------------|---------------------------------|-------------------------------|---------------------------------|
| | £ | £ | £ | £ |
| Culture and Heritage: | | | | |
| Royal Spa Centre | 6,785 | 81,900 | 77,100 | 94,200 |
| <u>Royal Pump Room</u> | 614 | 1,200 | 5,100 | 5,100 |
| Town Hall Room Hire | 21,570 | 75,000 | 75,000 | 75,000 |
| Total Culture and Heritage | 28,969 | 158,100 | 157,200 | 174,300 |
| Recreation and Sport: | | | | |
| Tennis | 779 | 2,100 | 2,100 | 0 |
| Bowls | 2,250 | 16,600 | 16,600 | 12,400 |
| Football, Rugby, Hockey Pitches | 4,278 | 18,700 | 18,700 | 21,500 |
| Edmondscote Track | 7,086 | 19,200 | 19,200 | 22,100 |
| Miscellaneous Charges | 3,530 | 5,000 | 5,000 | 5,800 |
| Lillington Recreation Centre | 10,414 | 9,700 | 9,700 | 9,700 |
| Total Recreation and Sport | 28,337 | 71,300 | 71,300 | 71,500 |
| Total Culture, Tourism & Leisure | 57,306 | 229,400 | 228,500 | 245,800 |

Culture and Heritage

| | Current | Proposed |
|--|---------|-------------|
| Royal Spa Centre | Charge | Charge |
| (Free of V.A.T. unless otherwise stated) | | From 3/1/22 |
| Avon Hall: | | |

With the exception of below, all charges are by negotiation

Catering:

When light refreshments are required, these shall be provided by the Arts Section's Customer Services Team, , with whom arrangements should be made

When the premises are booked for functions requiring licensed refreshments, the Bar be provided by and under the control of the Council.

Main Auditorium

by negotiation by negotiation

The service of the Duty Manager and/or member of the Technical Staff are included in all hire charges.

Balcony / Conservatory:

by negotiation by negotiation

The service of the Duty Manager and/or member of the Technical Staff are included in all hire charges.

Studio / Cinema

by negotiation by negotiation

| Income (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Events | 6,785 | 79,800 | 75,000 | 91,800 |
| Additional Facilities | 0 | 2,100 | 2,100 | 2,400 |
| Total Royal Spa Centre | 6,785 | 81,900 | 77,100 | 94,200 |

Culture and Heritage

| Culture and Heritage ROYAL PUMP ROOM | | Current Charge | Proposed Charge From 03/1/22 | |
|---|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| (All prices inclusive of V.A.T. unless otherwis | e stated) | £ | £ | |
| ASSEMBLY ROOM: ALL BY NEGOTIATIO PRIVATE, NON-COMMERCIAL BOOKINGS | | 80% | 80% | |
| COMMERCIAL BOOKINGS: | | 100% | 100% | |
| VOLUNTARY ORGANISATIONS: | | 65% | 65% | |
| ANNEXE: PRIVATE, NON-COMMERCIAL BOOKINGS | : | 80% | 80% | |
| COMMERCIAL BOOKINGS: | | 100% | 100% | |
| VOLUNTARY ORGANISATIONS: | | 65% | 65% | |
| EDUCATION ROOM: Schools, Colleges & Educational Groups: - per day - per session (Half day) | | 45.00 35.00 | 100.00 50.00 | 122.22% 42.86% |
| Commercial or non-educational hirers - by ne Cultural Services with a minimum charge of £ Additional Facilities : | • | | | |
| Piano (Per booking) | | 80.00 | 92.00 | 15.00% |
| ART GALLERY AND MUSEUM: Art Exhibitions : - commission on pictures sold | | +VAT 30% | +VAT 30% | |
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Assembly Room, Annexe, Education Room Art Exhibitions - Commission on sales | 614 0 | 1,100 100 | 5,000 100 | 5,000 100 |
| Total Royal Pump Room | 614 | 1,200 | 5,100 | 5,100 |

Culture and Heritage

| TOWN HALL ROOM HIRE (Free from V.A.T.) | Current Charge £ | Charge From 3/1/22 £ |
|---|------------------------|----------------------------|
| All charges are by negotiation | | |
| PRIVATE, NON-COMMERCIAL BOOKINGS: | 80% | 80% |
| COMMERCIAL BOOKINGS: | 100% | 100% |
| VOLUNTARY ORGANISATIONS: | 65% | 65% |

| Income (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Town Hall Room Hire | 21,570 | 75,000 | 75,000 | 75,000 |

Recreation and Sport

Tennis

Per court per hour (Excluding All Weather Pitch)

Victoria Park Tennis operates as a concession with the operator setting the charges

| | | Original | Latest | Original |
|------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| Income (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Total Tennis | 779 | 2,100 | 2,100 | 0 |

| Bowls | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|--|----------------------------|--|--------|
| Per person - per hour | 5.50 | 6.30 | 14.55% |
| Senior Citizens | 2.75 | 3.10 | 12.73% |
| Under 18's / Disabled / Unemployed | 2.75 | 3.10 | 12.73% |
| Under 5s | Free | | |
| Season Ticket | 78.00 | 89.70 | 15.00% |
| Club Season Ticket | 36.00 | 41.40 | 15.00% |
| Club Member Season Ticket | 36.00 | 41.40 | 15.00% |
| Commonwealth Games Rate for 1 green plus function Room | 45.00 | 50.00 | 11.11% |
| Commonwealth Games Rate for 1/2 green plus function Ro | 23.00 | 25.00 | 8.70% |
| Commonwealth Rate room hire | 45.00 | 50.00 | 11.11% |

Hire of Green (for morning, afternoon or evening session) by negotiation by negotiation

Club Bookings

Subject to negotiation and agreement by Heads of Finance and Cultural Services New rates introduced in recognition of non profit making organisations and Commonweath Nations booking the bowls in in relation to the 2022 Commonwealth Games

| Income (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Individuals | 0 | 2,400 | 2,400 | 2,200 |
| Clubs, bookings etc. | 0 | 4,600 | 4,600 | 4,200 |
| Local club rentals | 2,250 | 9,600 | 9,600 | 6,000 |
| Total Bowls | 2,250 | 16,600 | 16,600 | 12,400 |

Recreation and Sport

FOOTBALL, RUGBY, HOCKEY, ROUNDERS PITCHES - CHANGING ROOMS AND SHOWERS

| | Current Charge 2021/22 Season | | Proposed Cha 2022/23 Seaso | on |
|---|----------------------------------|--|--|--|
| | Adult | Junior | Adult | Junior |
| Football | £ | £ | £ | £ |
| Hire of Pitch: | | | | |
| a) Pitch only | 42.00 | 23.00 | 48.50 | 26.50 |
| b) With Dressing Room / Showers | 67.00 | 42.00 | 77.00 | 48.50 |
| ., | | | | |
| Hire of Pitch for Season (Once a week): | | | | |
| a) Pitch only * | 583.00 | 305.00 | 670.00 | 350.00 |
| b) With Dressing Room / Showers * | 1,055.00 | 525.00 | 1,200.00 | 600.00 |
| Hire of Pitch for Season (Once fortnight | tly): | | | |
| a) Pitch only * | 290.00 | 152.00 | 335.00 | 175.00 |
| b) With Dressing Room / Showers * | 525.00 | 262.50 | 600.00 | 300.00 |
| Rounders Pitch | | r | N/A | |
| INCOME (Net of V.A.T.) Total Football, Rugby, Hockey Pitches | Actual 2020/21 £ 4,278 | Original Forecast 2021/22 £ 18,700 | Latest Forecast 2021/22 £ 18,700 | Original Forecast 2022/23 £ 21,500 |

* Exclusive of VAT. However, if bookings do not fulfil Customs and Excise criteria for VAT free charge, VAT must be added.

Summary of requirements for VAT free hire of sports facilities:

- i) User must be a club, school or similar body.
- ii) Clear evidence of agreement required, e.g. exchange of letters.
- iii) Payment to be made in full whether or not hire takes place.
- iv) Hire must be for a sports season or three months, whichever is less.
- v) Hirer must have exclusive use of the facility for hire period.

Recreation and Sport

| Edmondscote Athletics Track | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|----------------------------|--|--------|
| Athletic Track: | | | |
| Day Tickets: | | | |
| - Adults | 5.50 | 6.30 | 14.55% |
| - Juniors / Senior Citizens | 3.00 | 3.40 | 13.33% |
| Season Tickets: | | | |
| - Adults * | 137.50 | 158.00 | 14.91% |
| - Juniors / Senior Citizens * | 69.50 | 79.00 | 13.67% |
| * Season Tickets - charges are reduced from 1st October | to March 31st by | 60% | |
| Reservation of Track for Group Sessions: | | | |
| Training: | | | |
| - Session not exceeding 4 hours | 60.00 | 69.00 | 15.00% |
| - Schools / Junior | 46.00 | 52.90 | 15.00% |
| Sports Meetings - per session of four hours or part the | ereof: | | |
| Weekdays: | | | |
| - Schools / Junior | 68.00 | 78.20 | 15.00% |
| each additional hour or part thereof | 24.00 | 27.60 | 15.00% |
| - Others | 105.00 | 120.75 | 15.00% |
| each additional hour or part thereof | 35.00 | 40.25 | 15.00% |
| Saturdays: | | | |
| - Schools / Junior | 95.00 | 109.25 | 15.00% |
| each additional hour or part thereof | 35.00 | 40.25 | 15.00% |
| - Others | 151.00 | 173.65 | 15.00% |
| each additional hour or part thereof | 52.00 | 59.80 | 15.00% |
| Sundays: | 100.00 | | |
| - Schools / Junior | 123.00 | 141.45 | 15.00% |
| each additional hour or part thereof | 46.00 | 52.90 | 15.00% |
| - Others | 191.50 | 220.25 | 15.01% |
| each additional hour or part thereof | 68.00 | 78.20 | 15.00% |
| Use Of Floodlighting - per hour or part thereof | 11.00 | 11.00 | 0.00% |
| Use of P.A. System - per period | 27.50 | 27.50 | 0.00% |
| Use of Pavilion Facilities - per 4 hour period | 49.50 | 49.50 | 0.00% |
| - each additional hour (or part) | 20.00 | 20.00 | 0.00% |
| · · / | | | |

Recreation and Sport

| | | Original | Latest | Original |
|-------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| Income (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Total Edmondscote Track | 7,086 | 19,200 | 19,200 | 22,100 |

* The Floodlighting rate has never been applied as it would be unaffordable to all clubs and the condition of lighting was poor. We have now improved the lighting and wish to apply a rate that is considered affordable.

| Miscellaneous Charges | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|--|----------------------------|--|--------|
| Pavillion Hire: | | | |
| Hire of Vic Park Bowls Pavilion -external hirers per hr up to | 46.50 | 50.00 | 7.53% |
| Hire of Victoria Park Bowls Pavilion - internal hirers per day | y 57.50 | 66.00 | 14.78% |
| Hire of Victoria Park Bowls Pavilion - internal hirers up to 3 | 44.00 | 50.00 | 13.64% |

| Parks Exercise Permits | Monthly Current £ | Annual Current £ | Monthly From 3/1/22 £ | Annual From 3/1/22 £ |
|-----------------------------|-------------------------|------------------------|-----------------------------|----------------------------|
| 1-3 Sessions per week | | | | |
| Groups up to 5 | 30.00 | 310.00 | 30.00 | 310.00 |
| Groups of 6 or more | 75.00 | 760.00 | 86.25 | 874.00 |
| 4 or More sessions per week | | | | |
| Groups up to 5 | 50.00 | 510.00 | 57.50 | 586.50 |
| Groups of 6 or more | 125.00 | 1,260.00 | 143.75 | 1,449.00 |
| | Actual | Original Forecast | Latest Forecast | Original Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| On orthony Events in Double | £ | £ | £ | £ |
| Sporting Events in Parks | 3,530 | 5,000 | 5,000 | 5,800 |

Community Sports Development

Various courses of a variety of durations and at many locations from basic children's participation and learning up to adult advanced coaching / training. Prices from free of charge up to £50 per day dependent on the location, need and subsidy.

Recreation and Sport

| LILLINGTON RECREATION CENTRE | | Proposed Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|---------|--|--|----------------------|
| Sporting and Youth Organisations: | | | | |
| - per morning / afternoon | | 26.00 | 26.00 | 0.00% |
| - per evening / weekend (per 2 hour session |) | 26.00 | 26.00 | 0.00% |
| - each additional hour or part thereof | | 13.00 | 13.00 | 0.00% |
| Other Organisations: | | by negotiation | by negotiation | |
| | Actual | Original Forecast | Latest Forecast | Original Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Total Lillington Recreation Centre | 10,414 | 9,700 | 9,700 | 9,700 |

FACILITIES FOR PERSONS IN RECEIPT OF UNEMPLOYMENT BENEFIT AND INCOME SUPPORT AND STUDENTS

1. Facilities available at reduced charges during times shown.

Edmondscote Athletic Track - Monday to Thursday 5.30 -Junior rate and Sunday mornings

| Coaching Courses Art Gallery / Craft Courses | -Reduced price on selected courses (see local press for details) -Reduced price on selected courses (see local press for details) |
|---|--|
| Royal Spa Centre | -Reduced ticket prices at selected performances (see local press for details) |
| | -Standby tickets for some concerts and shows, 50% reduction, dependant upon availability |
| | Tickets will only be sold 30 minutes prior to start of performance. |

FACILITIES FOR PERSONS IN RECEIPT OF UNEMPLOYMENT BENEFIT AND INCOME SUPPORT AND STUDENTS

2. The department operates a whole range of other facilities which are offered without charge (such as paddling pools, playgrounds, parks, Jephson Gardens) and activities (such as Sunday Band concerts, plays in the parks) which are advertised in the local press as appropriate. Play schemes during the summer holidays

For full details of our services, or for further information on leisure opportunities, please ring the Cultural Services Department on 01926 456207

NOTE:

(a) Use of the above facilities free or at a reduced charge is conditional upon production of a current :

E.S. 40 (Job Seekers Allowance)

OR

Benefits Agency decision notice or book for Income Support **OR**

Benefits Agency decision notice or book for Family Credit

OR

Students Association (Union) Card specifying Full time status or Students Association (Union) Card, non-specific and Student aged under 25 years

(b) Children of the above may receive discounts on certain holiday courses

Every Active also offer discounts - please contact the Centres for further details

| | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Markets | 5,787 | 26,300 | 33,000 | 33,000 |
| Events Team - Open Spaces | 500 | 49,300 | 39,300 | 39,300 |
| Bowls Championship - Parking | 0 | 18,700 | 13,400 | 0 |
| Enterprise Team | 226,512 | 192,300 | 176,200 | 237,100 |
| Total Place & Economy | 232,799 | 286,600 | 261,900 | 309,400 |

Business Support and Events Team

| MARKETS (Free of V.A.T. unless otherwise stated) | | Proposed Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|------------------------|---|---|--------------------------------------|
| Farmers' Market charge per stall per market - Warwick (4-5 per year) - Leamington - Leamington (Covent Garden, 9 per year) | | 35.00 40.00 40.00 | 35.00 40.00 40.00 | 0.00% 0.00% 0.00% |
| Market Contractor charge per stall per mark - Leamington and Warwick - Kenilworth | et to stallholder | s: 35.00 30.00 | 35.00 30.00 | 0.00% 0.00% |
| % of stall income due to Warwick E | District Council: | % 20.0% 25.0% 30.0% 35.0% 40.0% 50.0% | % 22.5% 27.5% 32.5% 42.5% 50.0% 50.0% | |
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Total Markets | 5,787 | 26,300 | 33,000 | 33,000 |

0.12%

0.98%

0.00%

Place & Economy

Business Support and Events Team

| MISCELLANEOUS CHARGES | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ |
|---|----------------------------|--|
| Deposits: (VAT not applicable) | | |
| Charitable/Community events <250 people | 115.00 | |
| Other Charitable/Community events | 287.50 | See |
| Commercial with 15 or under trading units | 287.50 | new |
| Commercial with over 15 trading units | 575.00 | charges |
| Fairs with 5 or fewer rides | 575.00 | below |
| Fairs with over 5 rides | 1,150.00 | |

Deposits should be paid in advance and repaid after the event less cleaning / reinstatement costs (if approj

LOCAL CHARITABLE / COMMUNITY EVENTS (Exempt from V.A.T.) Deposit As above 250.00 Per Day By negotiation 115.00 SMALL / LOCAL COMMERCIAL EVENTS (Exempt from V.A.T.) Deposit As above 500.00 Per Day By negotiation 230.00 LARGE / NATIONAL COMMERCIAL EVENTS (Exempt from V.A.T.) Deposit By negotiation Dependant on size By negotiation By negotiation Per Day **CIRCUSES AND FAIRS** (Exempt from V.A.T.) Deposit As above 1,000.00 Up to Seven Days 2,127.50 2,130.00 Each additional day or part thereof (subject to negotiation and agreement by Heads of Finance and Cultural Serv 356.50 360.00 PUMP ROOM GARDENS CORNER SITE (per day): 201.25 201.25 (Exempt from V.A.T.) minimum minimum (Subject to negotiation and agreement by Heads of Finance & Cultural Services) FILMING ON WDC LAND (Exempt from VAT)

| Full Day | by negotiation | 500.00 |
|----------|----------------|--------|
| Half Day | by negotiation | 250.00 |

Business Support and Events Team

| WASTE COLLECTION (Public Waste Only) |) | At cost + VAT | At cost + VAT | |
|--|------------------------|--------------------------------------|--|--------------------------------------|
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Special Events | 500 | 45,000 | 35,000 | 35,000 |
| Circuses and Fairs | 0 | 4,300 | 4,300 | 4,300 |
| Total Miscellaneous Charges | 500 | 49,300 | 39,300 | 39,300 |
| BOWLS - CHAMPIONSHIP PARKING | | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
| Victoria Park: | | | | |
| Car Parking: - National Championship Bowls Events - - 5 Day Parking Pass | per day | 5.75 23.00 | 0.00 0.00 | -100.00% -100.00% |
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Car Parking - Victoria Park -Bowls | 0 | 18,700 | 13,400 | 0 |

Enterprise Team

| Charge | Proposed Charge |
|-------------|--------------------|
| From 1/4/21 | From 1/4/22 |
| £ | £ |
| | |

Court Street Creative Arches

Annual Rent Excluding V.A.T. - which should be added at the prevailing rate.

All Units by negotiation by negotiation

Althorpe Enterprise Hub

Office Tariff: Monthly Licence Fee (excluding V.A.T. - which should be added at the prevailing rate) Includes Service Charge

Unit Number

| 1 | 497 | 523 | 5.19% |
|----|-------|-------|-------|
| 2 | 520 | 547 | 5.19% |
| 3 | 635 | 668 | 5.19% |
| 4 | 565 | 595 | 5.19% |
| 5 | 414 | 436 | 5.20% |
| 6 | 378 | 398 | 5.19% |
| 7 | 378 | 398 | 5.19% |
| 8 | 378 | 398 | 5.19% |
| 9 | 414 | 436 | 5.20% |
| 10 | 565 | 595 | 5.19% |
| 11 | 635 | 668 | 5.19% |
| 12 | 473 | 498 | 5.19% |
| 13 | 2,037 | 2,147 | 5.39% |
| 14 | 558 | 587 | 5.19% |
| 15 | 543 | 571 | 5.19% |
| 16 | 558 | 587 | 5.19% |
| 17 | 2,076 | 2,188 | 5.39% |
| | | | |

Fees include service charge and 1 parking space - except Unit 12 which does not have parking allocated

Conference Room Hire Charges (excluding V.A.T. - which should be added at the prevailing rate)

Althorpe Enterprise Hub Tenants:

| Per Hour | 17.00 | 17.50 | 2.93% |
|----------|----------------|----------------|----------------|
| Half Day | 51.00 51.00 | 52.50 52.50 | 2.93% 2.93% |
| Full Day | 102.00 | 105.00 | 2.94% |

Enterprise Team

| Althorpe Enterprise Hub Other Organisations: | Charge From 1/4/21 £ | Proposed Charge From 1/4/22 £ | |
|--|----------------------------|--|-------|
| Half Day | 68.00 | 70.00 | 2.94% |
| | 68.00 | 70.00 | 2.94% |
| Full Day | 136.00 | 140.00 | 2.94% |

NOTE: Times above are for guidance only and can be negotiated

26 H.T.

| | | Charge From 1/4/21 | Proposed Charge From 1/4/22 | |
|--|--------------|----------------------------|-----------------------------------|----------------------|
| Includes service charge | | £ | £ | |
| Unit Number | | | | |
| 1 | | 910.75 | 952.01 | 4.53% |
| 2 | | 987.50 | 1,031.89 | 4.50% |
| 3 | | 413.00 | 431.71 | 4.53% |
| | | 1,080.00 | 1,128.09 | 4.55% |
| 4 | | 537.50 | 561.85 | 4.45% |
| 5 | | 521.00 | | |
| 6 | | | 544.59 | 4.53% |
| 7 | | 521.00 | 544.59 | 4.53% |
| Court Street: COWork - Arch 4 | | Channa | Proposed | |
| Pricing tariff - (including V.A.T.) | | Charge From 1/4/21 £ | Charge From 1/4/22 £ | |
| Monthly subscription (cost per month Dedicated desk package | 1) | 275.00 | 275.00 | 0.00% |
| P.A.Y.G | | | | |
| Per day | | 15.50 | 15.50 | 0.00% |
| Per half day | | 9.50 | 9.50 | 0.00% |
| Per hour | | 3.75 | 3.75 | 0.00% |
| | Actual | Original Forecast | Latest Forecast | Original Forecast |
| INCOME (Net of V.A.T.) | 0 £ | 0 £ | 0 £ | 0 |
| Enterprise Team | £ 226,512 | £ 192,300 | £ 176,200 | £ 237,100 |

Development Services

| Jevelopment Services | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|----------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Building Control | | | | |
| Building Control Fees | 810,200 | 840,000 | 840,000 | 882,000 |
| Total Building Control | 810,200 | 840,000 | 840,000 | 882,000 |
| Development Control | | | | |
| Development Control | 49,196 | 70,000 | 70,000 | 80,500 |
| Total Development Control | 49,196 | 70,000 | 70,000 | 80,500 |
| Self Building Section | 955 | 1,500 | 1,000 | 1,000 |
| Land Charges | | | | |
| Local Land Charges | 106,381 | 115,000 | 115,000 | 132,000 |
| Total Land Charges | 106,381 | 115,000 | 115,000 | 132,000 |
| Total Development Services | 966,731 | 1,026,500 | 1,026,000 | 1,095,500 |
| | | | | |

The Building (Local Authority Charges) Regulations 2010

TABLE 1: NEW BUILD OF HOUSES OR FLATS (Dwellings / flats up to 300m²) Notes:

- For a 'full plans' application, the plan fee is required immediately to process the application. This is followed by an inspection fee which is payable on commencement of the building work.
- **2.** For a 'building notice' application the entire fee is required immediately to process the application.

| Number Of | Current Charge | Proposed Charge | |
|-----------------------------------|-------------------|--------------------|-------|
| Dwellings | e nai ge | From 1/4/22 | |
| C C | £ | £ | |
| Full Plans Applic: Submission Fee | | | |
| 1 | £330.00 | £350.00 | 6.06% |
| 2 | £390.00 | £410.00 | 5.13% |
| 3 | £450.00 | £475.00 | 5.56% |
| 4 | £510.00 | £535.00 | 4.90% |
| 5 | £570.00 | £600.00 | 5.26% |
| 6 | £630.00 | £665.00 | 5.56% |
| Full Plans Applic: Inspection Fee | | | |
| <u></u> | £600.00 | £630.00 | 5.00% |
| 2 | £770.00 | £810.00 | 5.19% |
| 3 | £950.00 | £1,000.00 | 5.26% |
| 4 | £1,130.00 | £1,190.00 | 5.31% |
| 5 | £1,300.00 | £1,365.00 | 5.00% |
| 6 | £1,480.00 | £1,555.00 | 5.07% |
| Building Notice | | | |
| 1 | £930.00 | £980.00 | 5.38% |
| 2 | £1,160.00 | £1,220.00 | 5.17% |
| 3 | £1,400.00 | £1,475.00 | 5.36% |
| 4 | £1,640.00 | £1,725.00 | 5.18% |
| 5 | £1,870.00 | £1,965.00 | 5.08% |
| 6 | £2,110.00 | £2,220.00 | 5.21% |
| | | | |

For sites with more than 6 dwellings please contact us for a quote

For the fee for new houses with floor areas in excess of 300m² please contact Building Control.

The fee for a new house or flat includes the garage whether attached or detached.

For full plans applications the fees are split. The submission fee must be paid with the application The Inspection fee can also be paid at the same time or be invoiced once the works have started.

The Building (Local Authority Charges) Regulations 2010

TABLE 2: CERTAIN BUILDING WORK IN DWELLINGS

Notes:

- 1. In a domestic property if alterations (up to £5,000 value, window replacement, replacement roof or garage conversions) are taking place at the same time as an extension (not including loft or basement conversions) there is a 50% discount in the fees for the alterations.
- **2.** If there is more than one extension on a single dwelling, the floor areas for each extension are added together for a single overall fee.
- **3.** Where work is concerned with the provision of access or facilities for a disabled person, in certain circumstances there are exemptions from fees. Please contact Building Control .
- **4.** For a 'full plans' application, the plan fee is required immediately to process the application. This is followed by an inspection fee which is payable on commencement of the building work.
- **5.** The floor area is internal, not including the area of the external walls.

TABLE 2: CERTAIN BUILDING WORK IN DWELLINGS (Continued)

| | 2. CERTAIN BOILDING WORK IN DWELEINGS (| • | Charma | |
|--------|--|--------------------|--------------------|------------------------|
| | | Charge | Charge | |
| | Full Diana Anglia diana Oshasia dian Fas | From 1/4/21 | From 1/4/22 | |
| 4 | Full Plans Application: Submission Fee | £ | £ | 4.000/ |
| 1 | Full (or part) garage conversion | £305.00 | £320.00 | 4.92% |
| 1 | Replacement windows | £135.00 | £145.00 | 7.41% |
| 1 | Domestic Re-roofing up to £10,000 value | £200.00 | £210.00 | 5.00% |
| _ | Solar panels and replacement thermal elements | £200.00 | £210.00 | 5.00% |
| 2 | Erection of a garage or car port up to $60m^2$ | £305.00 | £320.00 | 4.92% |
| | Domestic extensions up to 40m ² | £180.00 | £190.00 | 5.56% |
| 3 | Domestic extensions from 40m ² - 60m ² | £220.00 | £235.00 | 6.82% |
| 3 | Loft or basement conversions up to 40m2 | £180.00 | £190.00 | 5.56% |
| 3 | Loft or basement conversion from 40m ² - 60m ² | £220.00 | £235.00 | 6.82% |
| 4 | Underpinning | £400.00 | £420.00 | 5.00% |
| | Full Plans Application: Inspection Fee | | | |
| 1 | Full (or part) garage conversion | Nil | Nil | |
| 1 | Replacement windows | £135.00 | £145.00 | 7.41% |
| 1 | Domestic Re-roofing up to £10,000 value | £200.00 | £210.00 | 5.00% |
| | Solar panels and replacement thermal elements | £200.00 | £210.00 | 5.00% |
| 2 | Erection of a garage or car port up to 60m ² | Nil | Nil | |
| | Domestic extensions up to 40m ² | £300.00 | £315.00 | 5.00% |
| 3 | Domestic extensions from 40m ² - 60m ² | £400.00 | £420.00 | 5.00% |
| 3 | Loft or basement conversions up to 40m2 | £300.00 | £315.00 | 5.00% |
| 3 | Loft or basement conversion from 40m ² - 60m ² | £400.00 | £420.00 | 5.00% |
| 4 | Underpinning | Nil | Nil | |
| | | | | |
| 1 | Building Notice | £305.00 | £320.00 | 4.92% |
| 1 1 | Full (or part) garage conversion Replacement windows | £305.00 £135.00 | £320.00 £145.00 | 4.92 <i>%</i> 7.41% |
| 1 | • | £135.00 £200.00 | £145.00 £210.00 | 7.41% 5.00% |
| I | Domestic Re-roofing up to £10,000 value | £200.00 | | |
| 0 | Solar panels and replacement thermal elements | | £210.00 | 5.00% |
| 2 | Erection of a garage or car port up to $60m^2$ | £305.00 | £320.00 | 4.92% |
| | Domestic extensions up to $40m^2$ | £480.00 | £505.00 | 5.21% |
| 3 | Domestic extensions from $40m^2 - 60m^2$ | £620.00 | £655.00 | 5.65% |
| 3 | Loft or basement conversions up to 40m2 | £480.00 | £505.00 | 5.21% |
| 3 | Loft or basement conversion from 40m ² - 60m ² | £620.00 | £655.00 | 5.65% |
| 4 | Underpinning | £400.00 | £420.00 | 5.00% |
| | | | | |

- 1 There is a 50% discount for replacement windows, replacement roof, garage conversion or other works up to £5,000 value (not including loft of basement converversions) if these works are taking place at the same time as a domestic extension.
- 2 Garages in excess of 60m² should be calculated using Table 3.
- 3 Domestic extensions over $60m^2$ should be calculated using Table 3. Minimum fee of £655.
- 4 Loft and basement conversions fees in excess of 60m2 should be calculated using Table 3.
- 5 For full plans applications the fees are split. The submission fee is paid with the application. The Inspection fee will be invoiced once the works have started or alternatively it can be paid with the submission fee.

The Building (Local Authority Charges) Regulations 2010

TABLE 3: ALL OTHER BUILDING WORK

Notes:

- 1. For loft / basement conversions there is a minimum fee of £655
- **2.** For domestic extensions over $60m^2$ there is a minimum fee of £655
- **3.** If a 'full plans' application is being made for work requiring a fee of £270 or less the whole fee is payable upon application. Otherwise, 40% of the total fee will be required with the application form as the plan fee. An invoice will be sent on commencement of the work for the remaining 60%, which forms the 'inspection fee'.
- **4.** The estimated cost should be in line with recommended RICS rates, not including VAT or fees paid to architects, etc.
- **5.** Where work is concerned with the provision of access or facilities for a disabled person, in certain circumstances there are exemptions from fees. Please contact Building Control
- 6. If electrical works are part of a larger project, no further fee is payable. The fee for an application purely for electrical works should be calculated on the basis of Table 3, however a BS7671 completion certificate will need to be issued by an electrician registered with an approved 'competent person' scheme. This electrician should be appointed by the applicant.

The Building (Local Authority Charges) Regulations 2010 TABLE 3: ALL OTHER BUILDING WORK (Continued)

| Estimated Cost of Building Work | Charge From 1/4/21 | Proposed Charge From 1/4/22 | |
|--|-----------------------|-----------------------------------|-------|
| Full Plans Application: Submission Fee | £ | £ | |
| £0 to £5,000 | £240.00 | £255.00 | 6.25% |
| £5,001 to £10,000 | £305.00 | £320.00 | 4.92% |
| £10,001 to £15,000 | £140.00 | £150.00 | 7.14% |
| £15,001 to £20,000 | £170.00 | £180.00 | 5.88% |
| £20,001 to £30,000 | £200.00 | £210.00 | 5.00% |
| £30,001 to £40,000 | £230.00 | £245.00 | 6.52% |
| £40,001 to £50,000 | £260.00 | £275.00 | 5.77% |
| £50,001 to £60,000 | £290.00 | £310.00 | 6.90% |
| For works valued over £60,000 please contact | | | |
| Full Plans Application: Inspection Fee | | | |
| £0 to £5,000 | Nil | Nil | |
| £5,001 to £10,000 | Nil | Nil | |
| £10,001 to £15,000 | £230.00 | £245.00 | 6.52% |
| £15,001 to £20,000 | £270.00 | £285.00 | 5.56% |
| £20,001 to £30,000 | £310.00 | £330.00 | 6.45% |
| £30,001 to £40,000 | £350.00 | £370.00 | 5.71% |
| £40,001 to £50,000 | £390.00 | £410.00 | 5.13% |
| £50,001 to £60,000 | £430.00 | £455.00 | 5.81% |
| For works valued over £60,000 please contact | us for a quote | | |
| Building Notice | | | |
| £0 to £5,000 | £240.00 | £255.00 | 6.25% |
| £5,001 to £10,000 | £305.00 | £325.00 | 6.56% |
| £10,001 to £15,000 | £370.00 | £395.00 | 6.76% |
| £15,001 to £20,000 | £440.00 | £465.00 | 5.68% |
| £20,001 to £30,000 | £510.00 | £540.00 | 5.88% |
| £20,001 to £40,000 | £580.00 | £610.00 | 5.17% |
| £40,001 to £50,000 | £650.00 | £685.00 | 5.38% |
| £50,001 to £60,000 | £720.00 | £760.00 | 5.56% |
| For works valued over £60,000 please contact | us for a quote | | |

For works valued over £60,000 please contact us for a quote

There is a 50% discount for replacement windows, replacement roof, garage conversion or other v up to £5,000 value if these works are taking place at the same time as a domestic extension.

For full plans applications the fees are split. The submission fee must be paid with the application The Inspection fee will be invoiced once the works have started or alternatively it can be paid with submission fee.

Fees are inclusive of V.A.T.

The Building (Local Authority Charges) Regulations 2010 BUILDING REGULATIONS - SUPPLEMENTARY CHARGES

| (All the following supplementary charges are plus VAT) | Charge From 1/4/21 £ | Proposed Charge From 1/4/22 £ | |
|--|----------------------------|--|-------|
| Returned Cheques | 55.00 | 58.00 | 5.45% |
| Reactivating Archived Files | 55.00 | 58.00 | 5.45% |
| Additional Inspections | 55.00 | 58.00 | 5.45% |
| Re-directing Invoices | 55.00 | 58.00 | 5.45% |
| Copies of decision notices and completion certificates | 25.00 | 26.00 | 4.00% |
| Research | 55.00 | 58.00 | 5.45% |
| Pre-application site inspections | 55.00 | 58.00 | 5.45% |

| | | Original | Latest | Original |
|------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Building Control Fees | 810,200 | 840,000 | 840,000 | 882,000 |

Development Control

| | Development Con | itrol | | |
|-----------------|--|----------------------------|--|----------------|
| | | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
| High He | edges Complaints | 350.00 | 400.00 | 14.29% |
| | ed Development Enquiries ssessment online free) | 0.00 | 0.00 | |
| | Plan 2011-2029 Publication Draft | N/A | N/A | |
| Written | requests relating to the Planning History of a Site | 200.00 | 230.00 | 15.00% |
| Pre-Ap Tier: | plication Advice Fees | | | |
| 1: | Self service advice via the WDC website | No charge | No charge | |
| 2A: | Written response request if plan permission is req | 100.00 | - | -100.00% |
| 2B: | Request for a written response to Householders acceptability of a minor proposal other proposals | 100.00 250.00 | 100.00 250.00 | 0.00% 0.00% |
| 2C: | Provision of verbal advice at the Development Mar | nagement / Build | ding Control | |
| | householder drop in session | No Charge | No Charge | |
| 3: | Provision of pre-application advice for small scale | non-householde | er proposals which | do |
| ••• | not fall with tiers 4 - 6 per meeting | 300.00 | 300.00 | 0.00% |
| | written response | 300.00 | 300.00 | 0.00% |
| | both | 600.00 | 300.00 | -50.00% |
| 4A: | Provision of pre-application advice for proposals w | | - | |
| | category and comprise 1 dwelling per meeting | 600.00 | 400.00 | -33.33% |
| | written response | 600.00 | 400.00 | -33.33% |
| | both | 1,200.00 | 800.00 | -33.33% |
| 4B: | Provision of pre-application advice for proposals w | | - | |
| | category and comprise 2-5 dwellings; a floor area | | | |
| | up to 0.49 ha per meeting | 600.00 | 700.00 | 16.67% |
| | written response | 600.00 | 700.00 | 16.67% |
| | both | 1,200.00 | 1,400.00 | 16.67% |
| 4C: | Provision of pre-application advice for proposals w | | - | |
| | category and comprise 6-9 dwellings; a floor area | | • | |
| | site area of between 0.5 - 0.99 ha per meeting | 600.00 | 1,000.00 | 66.67% |
| | written response | 600.00 | 1,000.00 | 66.67% |

both

1,200.00

2,000.00

66.67%

Development Control

Tier 5: Provision of pre-application advice for proposals which fall within the "small scale major" development category: i.e. residential proposals of 10 - 199 dwellings or involving a site area of 0.5 - 4 ha; commercial proposals involving between 1,000 and 9,999 sq. m of floor space or a site of 1 - 2 ha per meeting 1,200.00 1,500.00 25.00% 1.200.00 1.500.00 written response 25.00% both 2,400.00 3,000.00 25.00%

Tier 6: Provision of pre-application advice for proposals which fall within the "large scale major" development category: i.e. residential proposals of 200 or more dwellings or involving a site area of 4 ha or more; commercial proposals involving between 10,000 sq. m or more of floor space or a site of 2 ha per meeting 1.800.00 2.200.00 22.22% written response 1,800.00 2,200.00 22.22% both 3,600.00 4,400.00 22.22%

All fees are exclusive of V.A.T.

A fee will be charged for advice which:

- and apply to all development proposals including those following both the grant of outline planning permission (i.e. prior to the submission of reserved matters applications) and the refusal of planning permission.
- For any specific development proposal, a fee will not be charged for the first round of advice (provided by means of either a written response or meeting) relating to proposals which:-
- are brought forward by small charitable organisations that are based within Warwick District where the proposal either i. falls within tiers 2 to 3 or ii where larger schemes falling within tiers 4 to 6 are proposed to directly benefit the users of *the charity*;
- are for residential development and include *the provision of at least 90% affordable housing*.
- assist disabled people: for example, proposals involving modifications to make a more accessible or user friendly.
- require Listed Building consent (not including redevelopment schemes where the work to a Listed Building is part of a wider proposal).
- are for employment development falling within the B use class.

| | | Original | Latest | Original |
|------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Development Control | 49,196 | 70,000 | 70,000 | 80,500 |

Self-Build Homes Register

To be included on the register, there will be an entry charge of £55 for Part 1 and £27.50 for Part 2. People entered on Part 1 of the register are to pay a higher fee as there is duty for local authorities to meet the demand on this part of the register. The fee is outside of the scope of VAT.

5.1 If an application to join the register is unsuccessful then the fee will be refunded in full.

5.2 After 12 months, entrants in part 1 are required to pay a renewal fee of £20 and re-register otherwise they will be removed.

| | | Original | Latest | Original |
|---------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Total Self Build Register | 955 | 1,500 | 1,000 | 1,000 |

Local Land Charges

| | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|--|----------------------------|--|--------|
| Search Fee (non-electronic) | | | |
| CON29R Official Search (includes VAT) | 110.50 | 130.00 | 17.65% |
| Part II - Optional Enquiries | | | |
| CON290 (PARTII) | 14.00 | 16.00 | 14.29% |
| CON290 (PARTII) Enquiry 22 | 0.00 | 0.00 | 0.00% |
| (refer direct to County Council) | | | |
| Other Work | | | |
| Additional (Non-standard) Questions | 27.50 | 32.00 | 16.36% |
| Additonal land parcel (all search types) | 14.00 | 14.00 | 0.00% |

All of the above fees are outside the scope of V.A.T. unless otherwise stated.

| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|---|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Local Land Charges (ringfenced accoun Local Land Charges | 106,381 | | | 132,000 |

| • | Legal Service | S | | | |
|---------|--|--|--|-------|--|
| | SES FOR LOCAL AUTHORITY LEGAL WORK | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | | |
| Dispos | als, Licences, Easements, etc. | | | | |
| | Disposals (excluding those on the open market) Leases Licences Licence to plant in Highway - Initial Fee Rights of Way / Easements Licenses to Assign (Commercial / Residential) (refer to County Council if possible) | At cost At cost At cost At cost At cost At cost | At cost At cost At cost At cost At cost At cost | | |
| Mortga | ges | | | | |
| | Supply of Epitome and Abstract of Title: Photocop | See below | See below | | |
| | Redemption of Mortgages | No charge | No charge | | |
| | Council entering into Conveyance releasing part of mortgaged property | At cost | At cost | | |
| | Postponement of Council's Discount provisions | 101.00 | 101.00 | 0.00% | |
| | Release of one party to mortgage | 287.50 | 287.50 | 0.00% | |
| | Applic for retrospective consents to Property Alter | 75.00 | 75.00 | 0.00% | |
| Miscell | Miscellaneous Agreements concerning the Development of Land | | | | |

Sect 106 Agreements - Town & Country Plan Act ´available via wavailable via website

| Photocopying (Inclusive of V.A.T.) | | | |
|------------------------------------|-------|-------|--------|
| A4 Single sided | 0.13 | 0.15 | 18.58% |
| A4 Single sided - colour | 1.00 | 1.15 | 15.00% |
| A4 Double sided | 0.25 | 0.30 | 18.58% |
| A4 Double sided - colour | 1.75 | 2.00 | 14.29% |
| A3 Single sided | 0.25 | 0.30 | 18.58% |
| A3 Single sided - colour | 2.10 | 2.50 | 19.05% |
| A3 Double sided | 0.50 | 0.60 | 20.00% |
| A3 Double sided - colour | 3.45 | 4.00 | 15.94% |
| A0 Plans | 20.00 | 25.00 | 25.00% |
| A0 Plans - colour | 69.00 | 80.00 | 15.94% |

| | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|----------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Licensing | 117,625 | 212,200 | 212,200 | 244,200 |
| Environmental Health: | | | | |
| Pest Control | 1,369 | 2,700 | 2,700 | 3,100 |
| Food Safety | 2,975 | 3,000 | 3,000 | 3,500 |
| Pollution Control | 936 | 1,700 | 1,700 | 2,000 |
| Licensing | 12,443 | 19,300 | 19,300 | 22,300 |
| Total Environmental Health | 17,723 | 26,700 | 26,700 | 30,900 |
| Total Community Protection | 135,348 | 238,900 | 238,900 | 275,100 |

| | Licensing | | | |
|----------------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Sex Establishments | 2,300 | 7,000 | 7,000 | 8,100 |
| Consent for Street Trading | 10,450 | 7,000 | 7,000 | 8,100 |
| Small Lotteries | 1,660 | 2,000 | 2,000 | 2,300 |
| Hackney Carriages / Private Hire | 102,374 | 194,000 | 194,000 | 223,100 |
| Scrap Metal | 841 | 1,000 | 1,000 | 1,200 |
| CCTV | 0 | 1,200 | 1,200 | 1,400 |
| Total Licences (ringfenced) | 117,625 | 212,200 | 212,200 | 244,200 |

| Licensing | | | |
|---|----------------|-------------|--------|
| Licensing | Current | Proposed | |
| | Charge | Charge | |
| LICENSING and REGISTRATION: | from 4/1/21 | From 3/1/22 | |
| (V.A.T. not applicable) | £ | £ | |
| Hackney Carriage / Private Hire Licence +Horse Drawn Vel | | 2 | |
| Vehicle Licence (PH) - Application Fee | 50.00 | 57.50 | 15.00% |
| Vehicle Licence (PH) | 84.00 | 96.60 | 15.00% |
| Vehicle Licence (PH) Renewal- Application Fee | 50.00 | 57.50 | 15.00% |
| Vehicle Licence (PH) Renewal (PH) Vehicle Licence Renewal (PH) | 80.00 | 92.00 | 15.00% |
| 2nd Vehicle Licence Renewal (PH) - | 50.00 | 57.50 | 15.00% |
| | 41.00 | 47.15 | 15.00% |
| 2nd Vehicle Licence Renewal (PH) - licence | 41.00 51.00 | 58.65 | 15.00% |
| Vehicle Licence (HC) - Application Fee | | | 15.00% |
| Vehicle Licence (HC) | 84.00 | 96.60 | |
| Vehicle Licence (HC) Renewal- Application Fee | 51.00 | 58.65 | 15.00% |
| Vehicle Licence Renewal (HC) | 81.50 | 93.73 | 15.00% |
| 2nd Vehicle Licence Renewal (HC) - app | 51.00 | 58.65 | 15.00% |
| 2nd Vehicle Licence Renewal (HC) - licence | 40.75 | 46.86 | 15.00% |
| Vehicle Licence (PH) with Dispensation- App Fee | 52.00 | 59.80 | 15.00% |
| Vehicle Licence (PH) with Dispensation-Licence Fee | 84.50 | 97.18 | 15.00% |
| 2nd annual (PH) renewal with dispensation - app | 52.00 | 59.80 | 15.00% |
| 2nd annual (PH) renewal with dispensation - lic | 42.75 | 49.16 | 15.00% |
| Renewing Vehicle Licence with Dispensation (PH)- app | 52.00 | 59.80 | 15.00% |
| Renewing Vehicle Licence with Dispensation (PH)- lic | 82.00 | 94.30 | 15.00% |
| 2nd Vehicle Licence Renewal with Dispensation (HC) | 85.00 | 97.75 | 15.00% |
| Vehicle Licence - Transfer of Vehicle | 41.50 | 47.73 | 15.00% |
| Medical Admin fee (included with new/renewal app) | 18.00 | 20.70 | 15.00% |
| Annual Medical (without Application) | 20.00 | 23.00 | 15.00% |
| HC/PH driver licence - grant 3years (new) -application | 108.00 | 124.20 | 15.00% |
| HC/PH driver licence - grant 3years (new) - licence | 257.00 | 295.55 | 15.00% |
| HC/PH driver licence - renewal 3years (new) -app | 93.50 | 107.53 | 15.00% |
| HC/PH driver licence - renewal 3years (new) - licence | 257.00 | 295.55 | 15.00% |
| Replacement Driver's Badge | 32.50 | 37.38 | 15.00% |
| Replacement Driver's or Vehicle's Paper Licence | 20.00 | 23.00 | 15.00% |
| Replacement Drivers Dashboard ID | 37.75 | 43.41 | 15.00% |
| Replacement Vehicle Plate | 25.50 | 29.33 | 15.00% |
| New Driver's Knowledge Test | 73.50 | 84.53 | 15.00% |
| Private Hire Operator's Licence (5year) - New App | 107.00 | 123.05 | 15.00% |
| Private Hire Operator's (5year) -Licence | 795.50 | 914.83 | 15.00% |
| Private Hire Operator's Licence (5year) - renew App | 56.00 | 64.40 | 15.00% |
| Private Hire Operator's (5year) - Renew Licence | 795.50 | 914.83 | 15.00% |
| | | | |

| Community Protection | | | |
|---|-------------|-------------|--------|
| | Current | Proposed | |
| | Charge | Charge | |
| LICENSING and REGISTRATION: | from 4/1/21 | From 3/1/22 | |
| (V.A.T. not applicable) | £ | £ | |
| DBS Check | 76.50 | 87.98 | 15.00% |
| Local Government (Misc. Provisions) Act 1982 | | | |
| Sex Establishments Licence - new Application | 2,500.00 | 2,875.00 | 15.00% |
| Sex Establishments Licence - new Licence | 4,700.00 | 5,405.00 | 15.00% |
| Sex Establishments Licence -renewal Application | 2,350.00 | 2,702.50 | 15.00% |
| Sex Establishments Licence -renewal Licence | 4,700.00 | 5,405.00 | 15.00% |
| Transfer | 2,300.00 | 2,645.00 | 15.00% |
| Variation | 2,300.00 | 2,645.00 | 15.00% |
| Street Trading Consent Licence: | | | |
| Static Pitch - new application | 76.50 | 87.98 | 15.00% |
| Static Pitch - licence | 214.00 | 246.10 | 15.00% |
| Touring Pitch - new application | 71.00 | 81.65 | 15.00% |
| Touring Pitch - licence | 204.00 | 234.60 | 15.00% |
| Day Trading | 61.00 | 70.15 | 15.00% |
| Group Trading: | | | |
| Category 1 (up to 20) | 102.00 | 117.30 | 15.00% |
| Category 2 (21 to 49) | 127.50 | 146.63 | 15.00% |
| Category 3 (50 to 75) | 153.00 | 175.95 | 15.00% |
| Category 4 (76 to 99) | 178.50 | 205.28 | 15.00% |
| Category 5 (over 100 traders) | 204.00 | 234.60 | 15.00% |
| Transfer of Consent | 40.75 | 46.86 | 15.00% |
| Variation to Consent | 61.00 | 70.15 | 15.00% |
| Replacement Badge | 25.50 | 29.33 | 15.00% |
| Replacement Paper Consent | 20.00 | 23.00 | 15.00% |
| Additional Employee | 40.75 | 46.86 | 15.00% |
| Small Lotteries - renewal | 20.00 | 23.00 | 15.00% |
| Small Lotteries -new | 40.00 | 46.00 | 15.00% |
| Scrap Metal: | | | |
| Site Licence (3 year) | 810.00 | 931.50 | 15.00% |
| Additional Site licence | 678.00 | 779.70 | 15.00% |
| Renewal of Site licence | 679.00 | 780.85 | 15.00% |
| Variation of Site licence | 76.50 | 87.98 | 15.00% |
| Collectors licence (renewal) - | 627.00 | 721.05 | 15.00% |
| Collectors Licence (3 year) | 652.00 | 749.80 | 15.00% |
| Variation Collectors Licence | 76.50 | 87.98 | 15.00% |
| Replace or copy licences | 20.00 | 23.00 | 15.00% |
| Change of licence details (address etc.) | 30.60 | 35.19 | 15.00% |
| Change of site manager | 71.00 | 81.65 | 15.00% |
| Change of site | 158.00 | 181.70 | 15.00% |
| Replacement ID Badge | 30.50 | 35.08 | 15.00% |
| CCTV viewing charge | 114.00 | 131.10 | 15.00% |

| PEST CONTROL (Inclusive of V.A.T.) | | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|------------------------|--------------------------------------|--|--------------------------------------|
| RODENT CONTROL: (Control of Rat & Mice Infestation) | | | | |
| Non Domestic Premises (without contract - One man and van per hour - Two men and van per hour | t): | 92.00 121.00 | 105.80 139.15 | 15.00% 15.00% |
| Domestic Premises: | | | | |
| Rat Infestation | | Free | Free | |
| Mice Infestation: - Standard Charge | | 80.00 | 92.00 | 15.00% |
| - Persons in receipt of Inc Support / Jobseel | kers Allowance | Free | Free | |
| Persons in receipt of a State pension/Pensio Persons Registered Disabled | n Credits | 40.00 40.00 | 46.00 46.00 | 15.00% 15.00% |
| TREATMENT FOR OTHER PESTS: - Standard Charge | | | | |
| - Bedbugs | | 86.00 | 98.90 | 15.00% |
| Fleas and Cockroaches Persons in receipt of Inc Support / Jobseel | kers Allowance | 86.00 Free | 98.90 Free | 15.00% |
| | | 1100 | 1100 | |
| Persons in receipt of a State pension/Pensio Persons Registered Disabled | n Credits | 43.00 43.00 | 49.45 49.45 | 15.00% 15.00% |
| 5 | | | | |
| STRAY DOGS: | | | | |
| - Administration charge for processing stra | y dogs | 27.00 | 31.05 | 0.15 |
| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Pest Control | 1,369 | 2,100 | 2,100 | 2,400 |
| Stray Dogs processing- administration | 0 | 600 2 7 00 | 600 2 700 | 700 |
| Total Pest Control | 1,369 | 2,700 | 2,700 | 3,100 |

| | Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
|---|-----------------------|-----------------------------------|--------|
| FOOD SAFETY: | £ | £ | |
| Food Inspection: - Non-Statutory Inspections | 198.00 | 227.70 | 15.00% |
| Health Certificate | 77.00 | 88.55 | 15.00% |

| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|---------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Total Food Safety Charges | ~ | ~ | ~ | ~ |
| | 2,975 | 3,000 | 3,000 | 3,500 |

| | Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
|--------------------------|-----------------------|-----------------------------------|--------|
| POLLUTION CONTROL: | £ | £ | |
| Contaminated Land Search | 120.00 | 138.00 | 15.00% |

| | | Original | Latest | Original |
|---------------------------------|---------|----------|----------|----------|
| | Actual | Forecast | Forecast | Forecast |
| INCOME (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Total Pollution Control Charges | 936 | 1,700 | 1,700 | 2,000 |

| Environmental Health | | | |
|--|-------------|-------------|--------|
| | | Proposed | |
| | Charge | Charge | |
| | From 4/1/21 | From 3/1/22 | |
| LICENSING | £ | £ | |
| (V.A.T. not applicable) | 100.00 | | |
| Dangerous Wild Animals Act | 463.00 | 532.45 | 15.00% |
| New Zoo Licence (5yr) | 1,514.00 | 1,741.10 | 15.00% |
| Renewal Zoo Licence (6 years) | 1,730.00 | 1,989.50 | 15.00% |
| Animal Welfare Licence | | | |
| Home/Day Boarder | | | |
| Application fee | 157.50 | 181.13 | 15.00% |
| Licence Fee 1 yr | 105.00 | 120.75 | 15.00% |
| Licence Fee 2 yr | 147.00 | 169.05 | 15.00% |
| Licence Fee 3 yr | 189.00 | 217.35 | 15.00% |
| Additional Host (franchise) added to Application fee | 63.00 | 72.45 | 15.00% |
| Commercial Boarding (A) (1-25 dogs) | | | |
| Application fee | 210.00 | 241.50 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 178.50 | 205.28 | 15.00% |
| Licence Fee 3 yr | 220.50 | 253.58 | 15.00% |
| Commercial Boarding (B) (more than 25 dogs) | | | |
| Application fee | 262.50 | 301.88 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 178.50 | 205.28 | 15.00% |
| Licence Fee 3 yr | 220.50 | 253.58 | 15.00% |
| Pet Shop Licence | | | |
| Application fee | 315.00 | 362.25 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 178.50 | 205.28 | 15.00% |
| Licence Fee 3 yr | 220.50 | 253.58 | 15.00% |
| Exhibition & Performance Licence | | | |
| Application fee | 210.00 | 241.50 | 15.00% |
| Licence Fee 3 yr | 105.00 | 120.75 | 15.00% |
| Hiring of Horses A (1-16) | | | |
| Application fee | 210.00 | 241.50 | 15.00% |
| | 136.50 | | |
| Licence Fee 1 yr | | 156.98 | 15.00% |
| Licence Fee 2 yr | 241.50 | 277.73 | 15.00% |
| Licence Fee 3 yr | 346.50 | 398.48 | 15.00% |

| Environmental Health | | | |
|--|-------------|-------------|---------|
| | | Proposed | |
| | Charge | Charge | |
| | From 4/1/21 | From 3/1/22 | |
| (V.A.T. not applicable) | £ | £ | |
| Hiring of Horses B (17 or more) | | 201.00 | |
| Application fee | 262.50 | 301.88 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 241.50 | 277.73 | 15.00% |
| Licence Fee 3 yr | 346.50 | 398.48 | 15.00% |
| Dog Breeding Licence A (1 to 10 bitches) | | | |
| Application fee | 210.00 | 241.50 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 178.50 | 205.28 | 15.00% |
| Licence Fee 3 yr | 220.50 | 253.58 | 15.00% |
| Dog Breeding Licence B (11 or more bitches) | | | |
| Application fee | 262.50 | 301.88 | 15.00% |
| Licence Fee 1 yr | 136.50 | 156.98 | 15.00% |
| Licence Fee 2 yr | 178.50 | 205.28 | 15.00% |
| Licence Fee 3 yr | 220.50 | 253.58 | 15.00% |
| | 220.00 | 200.00 | 10.0070 |
| Variations (charge depends on nature of variation and if a | v 42.00 | 48.30 | 15.00% |
| Requests for re-inspections | 189.00 | 217.35 | 15.00% |
| Any vets charges accrued are charged back to the applicant | | | |
| | | | |
| Local Government (Misc. Provisions) Act 1982 | | | |
| Premises Registration Ear Piercing, Tattooing (Application |) 157.50 | 181.13 | 15.00% |
| Premises Registration Ear Piercing, Tattooing (Lic Fee) | 126.00 | 144.90 | 15.00% |
| Personal Registration Electrolysis, Acupuncture (App) | 115.50 | 132.83 | 15.00% |
| Personal Registration Electrolysis, Acupuncture (Lic Fee) | 126.00 | 144.90 | 15.00% |
| Temp Event Premises registration (per business) -App | 73.50 | 84.53 | 15.00% |
| Temp Event Premises reg (per business at event) -Licence | e 126.00 | 144.90 | 15.00% |
| Variations to above licences (From) - new charge | 36.50 | 41.98 | 15.00% |
| | | | |

| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|---|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Total Licensing - Skin Piercing/Tattooing | 4,513 | 3,700 | 3,700 | 4,300 |
| Riding Establishments | 970 | 4,200 | 4,200 | 4,800 |
| Zoos | 1,373 | 0 | 0 | 0 |
| Animal Boarding Establishments | 4,358 | 9,400 | 9,400 | 10,800 |
| Animal Breeding | 386 | 1,100 | 1,100 | 1,300 |
| Pet Shops | 843 | 500 | 500 | 600 |
| Exhibit/Performing Animals | 0 | 400 | 400 | 500 |
| Total Licensing | 12,443 | 19,300 | 19,300 | 22,300 |

| Housing | g |
|---------|---|
|---------|---|

| | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|---|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Private Sector Housing Renewal HMO Renewal | 33,225 | 23,300 | 26,200 | 27,500 |
| TOTAL HOUSING and PROPERTY | 33,225 | 23,300 | 26,200 | 27,500 |

| | Proposed Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|--|--|--|-------|
| Charges for The Administration of Improvement Grants | at cost | at cost | |
| Home Improvement Agency fee (% cost of works) | 12.5% | 15.0% | |
| Immigration Inspection Fee | 140.60 + VAT | 147.60 + VAT | 5.00% |
| Statutory Notice Administrative Fee | at cost | at cost | |

| Housing i | n Multiple Occu | pation Licensing | | |
|--------------------------------------|-----------------|----------------------------|----------------------------|-------|
| | | Charge From 4/1/21 £ | Charge From 3/1/22 £ | |
| New Applications: | | | | |
| Full Fee | 5 only | 874.00 | 917.70 | 5.00% |
| | 6 to 12 | 1,012.00 | 1,062.60 | 5.00% |
| | 13 to 20 | 1,159.00 | 1,217.00 | 5.00% |
| | 21+ | 1,339.00 | 1,406.00 | 5.00% |
| Multiple Discounted Fee * | 5 only | N/A | N/A | |
| | 6 to 12 | N/A | N/A | |
| | 13 to 20 | N/A | N/A | |
| | 21+ | N/A | N/A | |
| Licence Renewal Fees: | | | | |
| Full Fee | 5 only | 665.00 | 698.30 | 5.01% |
| | 6 to 12 | 765.00 | 803.00 | 4.97% |
| | 13 to 20 | 880.00 | 924.00 | 5.00% |
| | 21+ | 1,012.00 | 1,062.60 | 5.00% |
| Multiple Discounted Fee * | 5 only | N/A | N/A | |
| | 6 to 12 | N/A | N/A | |
| | 13 to 20 | N/A | N/A | |
| | 21+ | N/A | N/A | |
| * Multiple Discount Fee Removed from | 4/1/21 | | | |

* Multiple Discount Fee Removed from 4/1/21

Housing

...

••

Housing in Multiple Occupation Licensing

| (Continued) | | | | |
|---|-------------------------|------------------|--------------|-------|
| Late Licence Application Fee (after in | itial reminder letter) | 126.50 | 132.80 | 4.98% |
| | | | | |
| Appointment of Manager Fee: | Manager Fee | N/A | N/A | |
| | Discounted Fee** | N/A | N/A | |
| ** Payable where manager has been | 'fit and proper person | ' checked in the | last 5 years | |
| Administrative Charges: | | | | |
| Repeat requests for | or documents | 64.00 | 67.20 | 5.00% |
| Finder's Fee for unlicensed HMO (pe | nalty) | 187.50 | 196.90 | 5.01% |
| (If the landlord/owner has failed to no | tify wdc of the licensa | ble HMO) | | |
| Photocopying Charges:Additional cop | ying (per document) | 6.25 | 6.60 | 5.60% |
| | | | | |
| Mobile Homes Act 2013 Fees | | | | |
| Mobile Home Site New Application | /Variation Fee | | | |
| sites with up to 10 units | | 324.00 | 340.20 | 5.00% |
| sites with 11 to 50 units | | 362.50 | 380.60 | 4.99% |
| sites with 51 to 100 units | | 401.00 | 421.00 | 4.99% |
| sites with more than 100 uni | ts | | | |
| Mobile Home Site Annual Inspection | on Fee | | | |
| sites with up to 10 units | | 259.00 | 272.00 | 5.02% |
| sites with 11 to 50 units | | 298.00 | 312.90 | 5.00% |
| sites with 51 to 100 units | | 336.00 | 352.80 | 5.00% |
| sites with more than 100 uni | ts | | | |
| Makila Hawa Otta Daiwaya (i | | | 400.00 | F 00% |
| Mobile Home Site Re-inspection Fee | | 95.50 | 100.30 | 5.03% |
| Mobile Home Site Administrative Fee | | 38.50 | 40.40 | 4.94% |

Minimum Energy Efficiency Standards (MEES) Regulations

Penalty fees for breach of MEES regulations: (VAT Not applicable)

£2,000 for renting out a non-compliant property for less than 3 months

£4,000 and a publication penalty for renting out a non-compliant property for 3 months or more.

£1,000 and a publication penalty for providing false or misleading information

on the PRS Exemptions Register

£2,000 and a publication penalty for failure to comply with a compliance notice

APPENDIX A39

Environment & Operations

| -invironment & Operations | | | | |
|--------------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
| Car Parking | | | | |
| Car Parking | 1,016,800 | 3,037,000 | 3,037,000 | 3,487,300 |
| Total Car Parking | 1,016,800 | 3,037,000 | 3,037,000 | 3,487,300 |
| Waste Collection: | | | | |
| Refuse Collection | 261,309 | 173,400 | 173,400 | 199,500 |
| Total Waste Collection | 261,309 | 173,400 | 173,400 | 199,500 |
| Bereavement Services: | | | | |
| <u>Cemeteries</u> | 439,186 | 559,200 | 497,800 | 551,000 |
| <u>Crematorium</u> | 1,632,400 | 1,572,500 | 1,779,300 | 1,859,700 |
| Total Bereavement Services | 2,071,586 | 2,131,700 | 2,277,100 | 2,410,700 |
| Total Environment & operations | 3,349,694 | 5,342,100 | 5,487,500 | 6,097,500 |
| | | | | |

Bereavement Services

| | Charge | Proposed | |
|--|--------------------|-----------------------|-------------|
| CEMETERIES | From 4/1/21 | Charge From 3/1/22 | |
| (Free of V.A.T. unless otherwise stated) | £ | £ | |
| SALE OF BURIAL RIGHTS * (For a period of 50 years) | - | - | |
| Each Grave - Area without kerbstones | | | |
| Each Grave - Area with kerbstones | | | |
| Standard grave with/without kerbstone for coffin/casket | 1,580.00 | 1,815.00 | 14.87% |
| 6'9" x 25" | | | |
| Large Grave | 1,970.00 | 2,265.00 | 14.97% |
| Selection Fee (Grave space chosen out of rotation) | 430.00 | 495.00 | 15.12% |
| Selection Fee (as above) - for child,1/2 Size & Ashes | 215.00 | 250.00 | 16.28% |
| Child's grave | 700.00 | 805.00 | 15.00% |
| Half size grave for Cremated Remains | 700.00 | 805.00 | 15.00% |
| Exclusive Burial Rights - Garden of Remembrance | 290.00 | 340.00 | 17.24% |
| Extension of expired rights (standard* grave 5 year ext) | 158.00 | 182.00 | 15.19% |
| * extension of expired rights for non-standard size graves w | ill be calculated | pro-rata per squar | e foot. |
| Graves purchased for future use will be charged out of rota | tion fee in additi | on to the fee for the | e exclusive |
| right of burial | | | |
| INTERMENT * | | | |
| Request delegated authority to Head of service in conju | | | - |
| or introduce fees for enhanced services required as a r | esult of extrao | rdinary or emerge | ncy |
| events | | | |
| Person aged 17 years and above : | | | |
| Adult interment (irrespective of depth) | 1,045.00 | 1,200.00 | 14.83% |
| Cremated Remains | 220.00 | 255.00 | 15.91% |
| Cremated Remains - St. Nicholas Church Yard | 220.00 | 255.00 | 15.91% |
| Children : | | | |
| Still-born to not exceeding 1 month (Parents are resident in | WDC area) | | |
| Still-born to not exceeding 1 month (Parents NOT | 425 00* | 455.05* | 45.000/ |
| resident in WDC area) | 135.00* | 155.25* | 15.00% |
| Child aged between 1 month & 16 years (parents resident i | n wbc area) | | |
| Child aged between 1 month &16 yrs(parents not resident | 125 00* | 155 05* | 15 000/ |
| in WDC area) Redy Data | 135.00* | 155.25* | 15.00% |
| Body Parts | 1 405 00 | 155.00 | 10.270/ |
| Woodland Burial (Oakley Wood) | 1,495.00 | 1,650.00 | 10.37% |
| Surcharge of 50% for non-residents | and is NOT about | and to horseword as | aronto |
| *In most cases Fee recoverable from Central Government | | ged to beleaved pa | |

Bereavement Services

| Dereavement Serv | lices | | |
|--|-----------------------|-----------------------------------|--------|
| | Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
| MEMORIAL FEES : | £ | £ | |
| Headstone and other memorials up to 3' 6" -incl 1st inscript | 255.00 | 295.00 | 15.69% |
| Vase and other memorials under 1' 0" - incl 1st inscript | 255.00 | 295.00 | 15.69% |
| Additional Inscription | 115.00 | 135.00 | 17.39% |
| Kerbstones | | | |
| Kerbset memorials (including the first inscription) | 483.00 | 495.00 | 2.48% |
| OTHER CHARGES: | | | |
| Manual search of Burial Registers (per 30 mins or part there | , | | |
| Search burial register for genealogical research,per deceased - Includes email confirmation of details. | 55.00 | 65.00 | 18.18% |
| Search burial register for genealogical research, per deceased | 80.00 | 95.00 | 18.75% |
| Includes confirmation of details sent by post | | | |
| Specialist contractor services | Cost + 20% | Cost + 20% | |
| Assistance making arrangements without a funeral director | | 100.00 | |
| Assistance when making arrangements without a funeral di | | | |
| (concession for those eligible to claim for funeral payment) | No charge | No charge | |
| CEMETERIES | | | |
| Use of Kenilworth Cemetery Chapel | 130.00 | 145.00 | 11.54% |
| Late arrival (charged after 10mins + each add 15mins) | 200.00 | 230.00 | 15.00% |
| Transfer exclusive right of burial | 95.00 | 110.00 | 15.79% |
| Preparing documents for relinquish of grant | 95.00 | 110.00 | 15.79% |
| Marking out grave | 60.00 | 69.00 | 15.00% |
| Temporary grave marker (1 year only) | 35.00 | 40.00 | |
| Late deliv of burial paperwork (after 10am,3 working days | 65.00 | 75.00 | |
| prior to burial) | | | 15.38% |
| Late cancel of burial -after 10am, 3 work days prior | 230.00 | 265.00 | 15.22% |
| Very Late cancellation of burial-if excavation has already been carried out | Full cost | of Interment | |
| Late notification of coffin size or incorrect coffin size (after 10am, 3 working days prior to burial) | 230.00 | 265.00 | 15.22% |
| Personal Delivery of cremated remains to Cemetery or | 115.00 | 135.00 | |
| within Warwick District | | | 17.39% |
| * Surcharge of 200% for non-residents on sale of burial righ | nts and intermer | nts | |
| | | | |

| INCOME (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Burial Rights | 183,585 | 202,300 | 227,900 | 252,900 |
| Interments | 206,504 | 300,000 | 204,600 | 226,200 |
| Memorials | 36,748 | 48,300 | 56,000 | 61,600 |
| Cemeteries - other | 12,349 | 8,600 | 9,300 | 10,300 |
| Total Cemeteries | 439,186 | 559,200 | 497,800 | 551,000 |

30.00%

Bereavement Services

| CREMATORIUM | Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
|--|-----------------------|-----------------------------------|----------|
| (Free of V.A.T. unless otherwise stated) | £ | £ | |
| CREMATION FEE: (Including use of music system and | | ۲. | |
| | u/or Organ) | | |
| Foetal remains and still-born to 1 month (parent resident in WDC) | No charge | No charge | |
| Foetal remains and still-born to 1 month (parent NOT resident in WDC) | 135.00 | 155.00 | 14.81% |
| Child - aged between 1 month and 16 years (parent resident in WDC) | No charge | No charge | |
| , | No charge | No charge | |
| Child - aged between 1 month and 16 years (parent not resident in WDC) | 135.00 | 155.00 | 14.81% |
| Person aged 17 years and above | 920.00 | 970.00 | 5.43% |
| Person aged 17 years and above - non-resident | 920.00 | 970.00 | 5.43% |
| Body Parts | 135.00 | 155.00 | 14.81% |
| Additional Service Time - per half hour | 175.00 | 225.00 | 28.57% |
| Late arrival | 210.00 | 230.00 | 9.52% |
| Communal cremation of foetal remains (PER COFFIN) | 135.00 | 155.00 | 14.81% |
| Cremation where there is no service | 640.00 | 640.00 | 0.00% |
| Premium on top of cremation fee for Saturday service | 220.00 | 430.00 | 95.45% |
| Request delegated authority to Head of Service in con | | | change |
| or introduce fees for enhanced services required as a | - | | - |
| events | | je i j | , |
| | | | |
| CASKETS AND OTHER MEMORIALS (Inclusive of (VA | T) | | |
| Scattering tube | 24.00 | 25.00 | 4.17% |
| Mini scattering tube | 12.00 | 15.00 | 25.00% |
| Ashes casket | 55.00 | 65.00 | 18.18% |
| Mini ashes casket | 20.00 | 25.00 | 25.00% |
| Ashes keepsake | 40.00 | 46.00 | 15.00% |
| Additional Biodegradable Oakley Wood caskets | 10.00 | 12.00 | 20.00% |
| (1 supplied free with ashes that are collected) | | | |
| Grave Marker (supplied at time of burial) | 35.00 | 40.00 | 14.29% |
| Carved wooden grave marker (supplied at the time of the | | | |
| burial) | 80.00 | 92.00 | 15.00% |

burial)80.0092.00DVD recording of service50.0065.00Live streaming of serviceNo charge80.00

Request delegated authority to Head of Service in conjunction with Portfolio Holder

Bereavement Services

| | Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
|---|-----------------------|-----------------------------------|---------|
| OTHER SERVICES | £ | £ | |
| Disposal of remains from other Crematoria | 100.00 | 115.00 | 15.00% |
| Certified copy of an entry in the Cremation register | 12.00 | 14.00 | 16.67% |
| Temporary retention of Cremated Remains (per month) - ch | 0 | | |
| the third month following Cremation service | 27.00 | 27.00 | 0.00% |
| Despatch of Cremated Remains by courier | 250.00 | 290.00 | 16.00% |
| Duplicate certificate for cremated remains | 12.00 | 14.00 | 16.67% |
| Late arrival of paperwork (after 10am, 2 working days | 65.00 | 75.00 | |
| prior to cremation) | | | 15.38% |
| Late cancellation of service(after 10am,2 working days | 230.00 | 265.00 | |
| prior to cremation) | | | 15.22% |
| Assistance when making arrangements without a funeral | 86.00 | 100.00 | |
| director | | | 16.28% |
| Assistance when making arrangements without a funeral di | | | |
| (concession for those eligible to claim for a funeral payment | t) | No charge | |
| | | | |
| BOOK OF REMEMBRANCE (inclusive of VAT) | 120.00 | 150.00 | 45 200/ |
| 2 Line Inscription | 130.00 175.00 | 150.00 200.00 | 15.38% |
| 5 Line Inscription | | | 14.29% |
| 8 Line Inscription | 230.00 | 265.00 | 15.22% |
| Crests, etc. | 100.00 | 115.00 | 15.00% |
| REMEMBRANCE CARDS (inclusive of VAT) | | | |
| With 2 Line Inscription | 65.00 | 75.00 | 15.38% |
| With 5 Line Inscription | 90.00 | 105.00 | 16.67% |
| With 8 Line Inscription | 115.00 | 135.00 | 17.39% |
| Crests, etc. | 100.00 | 115.00 | 15.00% |
| | 100.00 | 110.00 | 10.0070 |

Bereavement Services

| Charge From 4/1/21 | Proposed Charge From 3/1/22 | |
|-----------------------|--|---|
| £ | Ł | |
| | | |
| 1,035.00 | 1,190.00 | 14.98% |
| 500.00 | 575.00 | 15.00% |
| 375.00 | 432.00 | 15.20% |
| 210.00 | 242.00 | 15.24% |
| 260.00 | 299.00 | 15.00% |
| 4.05 | 4.70 | 16.05% |
| 230.00 | 265.00 | 15.22% |
| 360.00 | 414.00 | 15.00% |
| 835.00 | 960.00 | 14.97% |
| 575.00 | 662.00 | |
| | | 15.13% |
| 250.00 | 288.00 | 15.20% |
| 180.00 | 207.00 | 15.00% |
| | | 15.26% |
| | | 15.00% |
| | | 15.00% |
| - | - | 15.00% |
| | | 15.03% |
| | | 15.08% |
| | - | 15.00% |
| | | 14.81% |
| | | |
| | | |
| | | 15.43% |
| | | 15.43% |
| | | 14.67% |
| | | 15.00% |
| 380.00 | 430.00 | 13.16% |
| | From 4/1/21 £ 1,035.00 500.00 375.00 210.00 260.00 4.05 230.00 360.00 835.00 575.00 250.00 | Charge From 4/1/21Charge From 3/1/22 \pounds \pounds 1,035.001,190.00500.00575.00375.00432.00210.00242.00260.00299.004.054.70230.00265.00360.00414.00835.00960.00575.00662.00250.00288.00180.00207.00190.00115.00500.00575.001,500.001,725.001,450.001,870.001,668.001,668.001,625.001,870.001,800.002,070.00405.00465.00Cost + 20%Cost + 20%175.00202.00375.00430.00400.00460.00 |

Request delegated authority to Head of Service in conjunction with Portfolio Holder

APPENDIX A45

| Bereaveme | Original Actual 2020/21 £ Coriginal Forecast 2021/22 £ Latest Forecast 2021/22 £ Original Forecast 2021/22 £ 603,219 1,530,500 1,730,700 1,805,900 19,829 26,700 31,600 35,000 9,352 15,300 17,000 18,800 | | | |
|-------------------------------------|---|---------------------|---------------------|---------------------|
| INCOME (Net of V.A.T.) | 2020/21 | Forecast 2021/22 | Forecast 2021/22 | Forecast 2022/23 |
| Cremation | 1,603,219 | 1,530,500 | 1,730,700 | 1,805,900 |
| Book of Remembrance & Rememb Cards | 19,829 | 26,700 | 31,600 | 35,000 |
| Memorial Garden | 9,352 | 15,300 | 17,000 | 18,800 |
| Total Crematorium | 1,632,400 | 1,572,500 | 1,779,300 | 1,859,700 |
| Bereavement Services: Cemeteries | 439,186 | 559,200 | 497,800 | 551,000 |
| Crematorium | 1,632,400 | 1,572,500 | 1,779,300 | 1,859,700 |
| Total Bereavement Services | 2,071,586 | 2,131,700 | 2,277,100 | 2,410,700 |

| | | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|-------|---|----------------------------|--|---------|
| LEAMI | NGTON | ~ | ~ | |
| | Bedford Street, Chandos Street, Covent Gard | en Surface | | |
| | 7 Days a week charges | | | |
| | 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| | 1 Hour | 1.10 | 1.30 | 18.18% |
| | 2 hours | 2.20 | 2.50 | 13.64% |
| | 3 hours | 3.30 | 3.80 | 15.15% |
| | 4 hour Maximum | 4.40 | 5.00 | 13.64% |
| | Overnight Charge | 1.50 | 2.00 | 33.33% |
| | Adelaide Bridge, Rosefield Street | | | |
| | 7 Days a week charges | | | |
| | 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| | 1 Hour | 1.10 | 1.30 | 18.18% |
| | 2 hours | 2.20 | 2.50 | 13.64% |
| | 3 hours | 3.30 | 3.80 | 15.15% |
| | 4 hours | 4.40 | 5.00 | 13.64% |
| | 4.5 to all day | 6.00 | 7.00 | 16.67% |
| | Overnight Charge | 1.50 | 2.00 | 33.33% |
| | Bath Place, Court St, Packington Place | | | |
| | 30 minutes (Minimum charge 1 hour) | 0.30 | N/A | |
| | 1 Hour | 0.50 | 1.30 | 160.00% |
| | 2 hours | 1.00 | 2.50 | 150.00% |
| | 3 hours | 1.50 | 3.80 | 153.33% |
| | 4 hours | 2.00 | 5.00 | 150.00% |
| | 24 hours | 4.50 | 7.00 | 55.56% |
| | Overnight Charge | 1.50 | 2.00 | 33.33% |
| | Multi-storey: Royal Priors | | | |
| | up to 3 hours | 2.00 | 2.00 | 0.00% |
| | 3 to 4 hours | 3.50 | 3.50 | 0.00% |
| | 4 to 6 hours | 5.50 | 5.50 | 0.00% |
| | 15-24 hours | 8.00 | 8.00 | 0.00% |
| | Sundays | 1.20 | 1.20 | 0.00% |
| | | | | |

| | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|----------------------------|--|---------|
| Covent Garden multi-storey car park | £ | L | |
| 7 Days a week charges - Long Stay (Pay and di | splay) | | |
| 30 minutes (Minimum charge 1 h_i | 0.50 | N/A | |
| 1 Hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| All day charge | 4.00 | 7.00 | 75.00% |
| 48 hours (New tariff) | 0.00 | 16.00 | 1010070 |
| 72 hrs (New tariff) | 0.00 | 24.00 | |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |
| St. Peter's multi-storey car park | | | |
| 7 Days a week charges - Long Stay (Pay and di | isplay) | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 5.00 | 5.80 | 16.00% |
| All day | 6.00 | 8.00 | 33.33% |
| 48 hours (New tariff) | 0.00 | 16.00 | |
| 72 hrs (New tariff) | 0.00 | 24.00 | |
| Overnight Charge 6pm until 8am | 1.50 | 2.00 | 33.33% |
| Station Approach (Lower Road) | | | |
| 7 Days a week charges - Long Stay (Old Town | rates originally?) | | |
| 30 minutes (Minimum charge 1 hour) | 0.30 | N/A | |
| 1 Hour | 0.50 | 1.30 | 160.00% |
| 2 hours | 1.00 | 2.50 | 150.00% |
| 3 hours | 1.50 | 3.80 | 153.33% |
| 4 hours | 2.00 | 5.00 | 150.00% |
| All day | 4.50 | 7.00 | 55.56% |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |
| Station Approach | | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 Hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 5.00 | 13.64% |
| All day (New tariff) | 0.00 | 7.00 | |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |

| | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|----------------------------|--|--------|
| KENILWORTH | | | |
| Abbey End & Square West car parks | | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 Hour | 1.00 | 1.20 | 20.00% |
| 2 hours | 1.80 | 2.10 | 16.67% |
| 3 hours | 2.50 | 3.00 | 20.00% |
| 4 hours | 3.00 | 3.90 | 30.00% |
| All day | 5.50 | 6.30 | 14.55% |
| Overnight Charge 6pm to 8am Sundays | 1.50 | 2.00 | 33.33% |
| ABBEY FIELDS | | | |
| 7 Days a week charges - Long Stay | | | |
| 0-2 hours | Free | Free | |
| 3 hours | 2.50 | 3.00 | 20.00% |
| 4 hours | 3.00 | 3.90 | 30.00% |
| All day | 5.50 | 6.30 | 14.55% |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |
| WARWICK | | | |
| St. Nicholas Park: (Charges apply 8am - 6 | only) | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hc | 0.50 | N/A | |
| 1 hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 5.00 | 13.64% |
| All day | 6.00 | 7.00 | 16.67% |
| Castle Lane, The Butts, Priory Road and | West Rock | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 5.00 | 13.64% |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |

| Parking Services | | | |
|--|----------------------------|--|---------|
| | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
| Linen Street multi-storey car park | ~ | ~ | |
| 7 Days a week charges - Long Stay (Pay and d | isplav) | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hour | 1.10 | N/A | |
| 2 hours | 2.20 | N/A | |
| 3 hours | 3.30 | N/A | |
| 4 hours | 4.40 | N/A | |
| 4.50 to 24 hours | 6.00 | N/A | |
| Overnight Charge (6pm to 8am) | 1.50 | N/A | |
| New Street / Westgate | | | |
| 7 Days a week charges - Short Stay | | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hour | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 5.00 | 13.64% |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |
| Hampton Road (Formerly known as St. Mary's | Lands Area 2) | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hc | 0.50 | N/A | |
| All Day | 1.00 | 2.00 | 100.00% |
| Overnight Charge (6pm to 8am) | 1.00 | 2.00 | 100.00% |
| Motorhome/Caravan Parking (New tariff) | 1.00 | 5.00 | 400.00% |
| Bread and Meat Close (Formerly known as St. | . Mary's Lands Area | a 3) | |
| 7 Days a week charges - Short Stay | | | |
| 0-2 hours | Free | Free | 0.00% |
| 3 hours | 2.20 | 2.50 | 13.64% |
| 4 hours Maximum | 3.30 | 3.80 | 15.15% |
| Vittle Drive (Formerly known as St. Mary's Lan | ds Area 4) | | |
| 7 Days a week charges - Long Stay | | | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hours | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 4.40 | 0.00% |
| All day - | 5.00 | 5.00 | 0.00% |
| Overnight Charge (6pm to 8am) | 1.50 | 2.00 | 33.33% |
| | | | |

| Parking Services | | | |
|--|-----------------|----------------|----------|
| | | Proposed | |
| | Charge | Charge | |
| | From 4/1/21 | From 3/1/22 | |
| Myton Fields | £ | £ | |
| 7 Days a week charges - Long Stay | | | |
| Seasonal opening only, April - November (Daily 8 | am to 8pm weath | ner dependant) | |
| 30 minutes (Minimum charge 1 hour) | 0.50 | N/A | |
| 1 hours | 1.10 | 1.30 | 18.18% |
| 2 hours | 2.20 | 2.50 | 13.64% |
| 3 hours | 3.30 | 3.80 | 15.15% |
| 4 hours | 4.40 | 5.10 | 15.91% |
| | | | |
| All day | 5.50 | 7.00 | 27.27% |
| Barrack Street multi-storey car park | | | |
| 1 hours | Awaiting | Awaiting | 0.00% |
| 2 hours | info | info | 0.00% |
| 3 hours | from | from | 0.00% |
| 4 hours | WCC | WCC | 0.00% |
| All day - | 100 | | 0.00% |
| | | | 0.0070 |
| COACHES | 5.00 | 5.80 | 16.00% |
| PENALTY CHARGE NOTICES (Exempt from V.A.T.) | | | |
| (Set by Central Government) | | | |
| · · · · · · · · · · · · · · · · · · · | 70.00 | 70.00 | 0.000/ |
| Higher Rate (50% disc if paid in 14 days) | 70.00 | 70.00 | 0.00% |
| Lower Rate (50% disc if paid in 14 days) | 50.00 | 50.00 | 0.00% |
| SEASON TICKETS | | | |
| Charges exclude V.A.T. which should be added at the pre- | vailing rate | | |
| Leamington Spa, Warwick & Kenilworth | | | |
| District Wide Long Stay ONLY (Excluding MSCP) | | | |
| - Per Annum | 676.00 | 780.00 | 15.38% |
| - Per Month | 69.50 | 80.00 | 15.11% |
| Leamington Spa Restricted Locations | | | |
| St. Peter's Pay on Foot (200 spaces only) | | | |
| - Per Annum | 522.00 | 600.30 | 15.00% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| | 02.00 | | 12.90 /0 |
| Learnington Spa Restricted Locations | | 0.00 | |
| Covent Garden Pay on Foot (200 spaces only) | 004.00 | 005.00 | |
| - Per Annum | 284.00 | 325.00 | 14.44% |
| - Per Month | 41.25 | 47.50 | 15.15% |
| Royal Priors Multi Storey (50 spaces only) | | | |
| -Per Month | 107.00 | N/A | |
| Adelaide Road (20 passes only) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| | | | |

Parking Services

| Parking Services | | | |
|--|------------------|-------------|--------|
| | | Proposed | |
| | Charge | Charge | |
| | From 4/1/21 | From 3/1/22 | |
| SEASON TICKETS (Continued) | £ | £ | |
| Charges exclude V.A.T. which should be added at the pr | evailing rate | | |
| Rosefield Street (20 spaces only) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| Leamington Spa Old Town (Packington Place, Court | St & Bath Place) | | |
| - Per Annum | 413.00 | 475.00 | 15.01% |
| - Per Month | 60.00 | 70.00 | 16.67% |
| Warwick Restricted Location Car Parks | | | |
| St. Nicholas Park, Warwick (100 spaces only) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| West Rock (40 spaces only) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| Hampton Road (St Mary's Lands Area 2 (150 spaces) |) | | |
| - Per Annum | 92.00 | 105.00 | 14.13% |
| - Per Month | 13.50 | 15.00 | 11.11% |
| Vittle Drive (St Mary's Lands Area 4 (60 spaces)) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| Linen Street Multi Storey (100 spaces) | | | |
| - Per Annum | 521.50 | N/A | |
| - Per Month | 62.00 | N/A | |
| Priory Road, Warwick (10 spaces only) | | | |
| - Per Annum | 425.00 | 490.00 | 15.29% |
| - Per Month | 62.00 | 70.00 | 12.90% |
| Kenilworth Restricted Location Car Parks | | | |
| Square West (75 spaces only) | | | |
| - Per Annum | 378.00 | 425.00 | 12.43% |
| - Per Month | 55.00 | 63.00 | 14.55% |
| Abbey End (50 spaces only) | | | |
| - Per Annum | 378.00 | 378.00 | 0.00% |
| - Per Month | 55.00 | 55.00 | 0.00% |
| Abbey Fields (50 spaces only) | | | |
| - Per Annum | 378.00 | 435.00 | 15.08% |
| - Per Month | 55.00 | 63.00 | 14.55% |
| -resident 12 month permit | 25.75 | 30.00 | 16.50% |
| · | | | |

Overnight Parking Permits -Park specific (Available for car parks -excludes Royal Priors/Myton Fields)

| - Overnight Parking: 6 pm to 8am only | 41.75 | 48.00 | 14.97% |
|---|-------|-------|--------|
| Administration charge for Season Ticket Amend / Refunds | 6.00 | 7.00 | 16.67% |

Parking Services

| | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|--|----------------------------|--|------------------|
| Release of vehicles from Multi-Storey car parks | 50.00 | 60.00 | 20.00% |
| Special Event Charge | 6.00 | 7.00 | 16.67% |
| Skips and Scaffolds on car parks: per day per week | 50.00 200.00 | 60.00 230.00 | 20.00% 15.00% |

Disabled Drivers

Vehicles displaying a valid 'Blue' Disabled Persons badge may park free of charge on any of the Council's Pay and Display car parks. Car Park Regulations and Orders apply. Those parking in pay on foot car parks will need to have their ticket endorsed by the inspector.

All of the above charges are inclusive of V.A.T. unless otherwise stated

| Income Summary: (Net of V.A.T.) | Actual 2020/21 £ | Original Forecast 2021/22 £ | Latest Forecast 2021/22 £ | Original Forecast 2022/23 £ |
|------------------------------------|------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| Car Parking Charges | 869,100 | 2,622,000 | 2,622,000 | 3,015,300 |
| Season Tickets | 69,400 | 200,000 | 200,000 | 230,000 |
| Excess Charges | 62,200 | 180,000 | 180,000 | 207,000 |
| Other Income | 16,100 | 35,000 | 35,000 | 35,000 |
| Total Income | 1,016,800 | 3,037,000 | 3,037,000 | 3,487,300 |

APPENDIX A53

Environment & Operations

Waste Collection

| | | Proposed | |
|---------------------------------------|-------------|-------------|--------|
| | Charge | Charge | |
| Refuse Collection: | From 4/1/21 | From 3/1/22 | |
| (V.A.T. not applicable) | £ | £ | |
| Standard wheeled bin (grey and green) | 29.00 | 33.35 | 15.00% |
| Recycling box and lid | 5.00 | 5.75 | 15.00% |
| Recycling box lid only | 1.50 | 1.73 | 15.00% |
| Recycling bag | 2.50 | 2.88 | 15.00% |
| Food caddy | 0.00 | 0.00 | 0.00% |
| Delivery charge | 5.00 | 5.75 | 15.00% |
| Bulk Bin 660litre | 289.00 | 332.35 | 15.00% |
| Bulk Bin 900litre | 317.00 | 364.55 | 15.00% |
| Bulk Bin 1100litre | 317.00 | 364.55 | 15.00% |

Replacement waste container charge - waiver

Any resident who informs the council that they are unable to pay for receptacles, and who are eligible for the Council Tax Reduction Scheme, may have the charges waived (w.e.f. October 2017)

| Bulky Refuse Tickets: | | | | |
|--|------------------------|----------|----------|----------|
| Collection of 1 item | | 40.00 | 46.00 | 15.00% |
| Collection of 2 items | | 40.00 | 46.00 | 15.00% |
| Collection of 3 items | | 40.00 | 46.00 | 15.00% |
| Collection of 4 items | | 52.00 | 59.80 | 15.00% |
| Collection of 5 items | | 52.00 | 59.80 | 15.00% |
| - Senior Citizens / Persons in receipt of In | come Support or | | | |
| addition to state pension and Registered | Disabled Persor | าร | | |
| Collection of 1 item | | 20.00 | 23.00 | 15.00% |
| Collection of 2 items | | 23.00 | 26.45 | 15.00% |
| Collection of 3 items | | 26.00 | 29.90 | 15.00% |
| Collection of 4 items | | 30.00 | 34.50 | 15.00% |
| Collection of 5 items | | 36.00 | 41.40 | 15.00% |
| | | Original | Latest | Original |
| Income Summary: | Actual | Forecast | Forecast | Forecast |
| (Net of V.A.T.) | 2020/21 | 2021/22 | 2021/22 | 2022/23 |
| | £ | £ | £ | £ |
| Additional Bins/Bags etc | 156,960 | 104,400 | 104,400 | 120,100 |
| Bulky Refuse Tickets | 104,349 | 69,000 | 69,000 | 79,400 |
| Total Refuse Collection | 261,309 | 173,400 | 173,400 | 199,500 |
| | | | | |

APPENDIX A54

Environment & Operations

Waste Collection

| Fixed Penalty Notices | Fixed Penalty | Maximum | Discount |
|---|------------------|------------------------|-----------------------|
| Depositing Litter -S87/88 Env Protection Act (EPA) 1 | 990 £80 | £2,500 | £50 |
| Graffiti & fly-posting -S3-47 Anti-Soc Behaviour Act | 2003 £80 | £2,500 | £50 |
| Failure to Furnish documentation -s5B(2) Control(Waste Carriers Licence)Pollution (Amend) Act 1 | | £5,000 | none |
| Failure to Produce authority (Waste Transfer Notes)S34A(2) EPA 19 | 990 £300 | £5,000 | none |
| Failure to comply withWaste Receptacle NoticeS46 & S47 EPA 19 | 90 £100 | £1,000 | £60 |
| Community Protection Notices - S52 ASB Crime Policing Act 20 | | £2,500 unlimited in | £75 |
| | 14 days to pay | case of a body | if paid in 10 days |
| Fly-Tipping -Unauthorised deposit of Waste(Fixed Pe Regulations 2016 | nalties) £400 | unlimited | £300 |

Environment & Operations

| Jephson Gardens - Temperate House | | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|--------------|----------------------------|--|----------------------|
| Charities/Community Groups/Schools - whole | e dav | ~ 51.75 | ~ 59.51 | 15.00% |
| Charities/Community Groups/Schools - half d | - | 34.50 | 39.68 | 15.00% |
| Small scale commercial / internal | | 69.00 | 79.35 | 15.00% |
| Small scale commercial / internal | | 46.00 | 52.90 | 15.00% |
| Large scale commercial | | 103.50 | 119.03 | 15.00% |
| Large scale commercial | | 69.00 | 79.35 | 15.00% |
| Income Summary: | Actual | Original Forecast | Latest Forecast | Original Forecast |
| (Net of V.A.T.) | 2020/21 £ | 2021/22 £ | 2021/22 £ | 2022/23 £ |
| Jephson Gardens | 3,485.00 | 8,625.00 | 2,500.00 | 9,900.00 |
| Total | 3,485.00 | 8,625 | 2500.00 | 9900.00 |

Housing Revenue Account

| Housing Revenue Account | | | |
|--|----------------------------|--|---------|
| Wanwick Bosponso | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
| WDC topopte living in designated or sheltered schemes | | L | |
| WDC tenants living in designated or sheltered schemes Disabled tenants VAT zero rated | VAT exempt | | |
| All other customers should have VAT added to their cha | raes at the prevaili | na rate | |
| All other customers should have VAT added to their cha | iges at the prevaili | ig late. | |
| Monitoring Service only | 1.95 | 1.95 | 0.00% |
| Monitoring Service and Equipment Rental | 3.65 | 3.65 | 0.00% |
| 5 11 | | | |
| Discretionary services (New Tenants only): | | | |
| Supply and Install Lifeline | Cost + £50 | Cost + £50 | |
| Supply and Install Keysafe | Cost + £35 | Cost + £35 | |
| Moving Lifeline (i.e. to a different room) | 38.50 | 45.00 | 16.88% |
| Service call out (faults) * | 38.50 | 45.00 | 16.88% |
| per hour | | | |
| Replacement batteries * | Cost + £35 | Cost + £35 | |
| Replace lost cables * | Cost + £35 | Cost + £35 | |
| Replace pendant * | | | |
| program / post | Cost + £22 | Cost + £22 | |
| program / deliver | Cost + £35 | Cost + £35 | |
| Replace Lifeline | Cost + £35 | Cost + £35 | |
| * Charge will be made once the product's warranty expir | es | | |
| Lifeline Services Equipment and Products: | | | |
| Lifeline Vi and My Amie pendant | | | |
| installed | 75.00 | 75.00 | |
| My Ami | 75.00 | 75.00 | |
| posted | 60.00 | 60.00 | 0.00% |
| installed | 85.00 | 85.00 | 0.00% |
| Neck Cord | 00.00 | 00.00 | 0.0070 |
| posted | 5.00 | 5.75 | 15.00% |
| Thin wrist strap | 0.00 | 0.70 | 10.0070 |
| posted | 5.00 | 5.75 | 15.00% |
| Thick wrist strap | 0.00 | 0.10 | 10.0070 |
| posted | 5.00 | 5.75 | 15.00% |
| Easy press adapter | 0.00 | 0.10 | 10.0070 |
| installed | 30.00 | 30.00 | 0.00% |
| posted | 10.00 | 10.00 | 0.00% |
| Belt clip | 10100 | 10.00 | 010070 |
| posted | 5.00 | 5.75 | 15.00% |
| Key ring | | •• | |
| posted | 5.00 | 5.75 | 15.00% |
| Minuet watch | | | |
| posted | 95.00 | 95.00 | 0.00% |
| installed | 110.00 | 110.00 | 0.00% |
| | •••••• | | |

Housing Revenue Account

| 5 | Charge From 4/1/21 £ | Proposed Charge From 3/1/22 £ | |
|---|----------------------------|--|--------|
| Lifeline Services Equipment and Products: | | | |
| Cair pendant | | | |
| installed | 70.00 | 70.00 | 0.00% |
| Cair brooch adapter | | | |
| posted | 5.00 | 5.75 | 15.00% |
| Cair clip adapter | | | |
| posted | 5.00 | 5.75 | 15.00% |
| Cair wrist strap | | | |
| posted | 12.00 | 14.00 | 16.67% |
| Cair neck chain | | | |
| posted | 12.00 | 14.00 | 16.67% |
| Footprint configured and posted (Price p/w - rental only) | 4.95 | 4.95 | |
| OwnFone configured and posted (Price p/w - rental only) | 4.95 | 4.95 | |
| Bogus caller/panic button | | | |
| posted | 55.00 | 55.00 | 0.00% |
| installed | 80.00 | 80.00 | 0.00% |
| Supra Keysafe | | | |
| install only | 95.00 | 95.00 | 0.00% |
| Keyguard XL keysafe | | | |
| install only (WDC tenant) | 45.00 | 45.00 | 0.00% |
| install only (private client) | 65.00 | 65.00 | 0.00% |
| Pivotell medication dispenser | | | |
| posted | 210.00 | 210.00 | 0.00% |
| installed | 235.00 | 235.00 | 0.00% |
| Tunstall Smoke detector | | | |
| installed with Lifeline only | 50.00 | 50.00 | 0.00% |
| Tynetec Reach IP lifeline with pendant | | | |
| Rental - mail order (price per week rental only) | 4.50 | 4.50 | 0.00% |
| Rental - installation charge | 75.00 | 75.00 | 0.00% |
| Tynetec Reach IP lifeline with falls detector | | | |
| Rental - mail order (price per week rental only) | 4.60 | 4.60 | 0.00% |
| Rental - installation charge | 75.00 | 75.00 | 0.00% |
| Vibby Falls Detector | | | |
| Purchase - installed | 100.00 | 100.00 | 0.00% |

APPENDIX A57

Housing Revenue Account

| | Charge From 4/1/21 | Proposed Charge From 3/1/22 | | | |
|--|------------------------|---|--|--|--|
| | £ | £ | | | |
| | | | / | | |
| | | | 0.00% | | |
| | 125.00 | 125.00 | 0.00% | | |
| maged) | 00.00 | 00.00 | 0.000/ | | |
| | | | 0.00% | | |
| | 85.00 | 85.00 | 0.00% | | |
| | | | 0.00% | | |
| | 95.00 | 95.00 | 0.00% | | |
| | 100.00 | 100.00 | 0.000/ | | |
| | | | 0.00% | | |
| | 125.00 | 125.00 | 0.00% | | |
| rvice) bolt on | £5 per month | £5 per month | | | |
| | | | | | |
| | 20.00 | 23.00 | 15.00% | | |
| nights | 15.00 | 17.25 | 15.00% | | |
| | 15.00 | 17.25 | 15.00% | | |
| | | | | | |
| | from £0 - £5 | from £0 - £5 | | | |
| | 5.00 | | | | |
| | | | | | |
| 20% discount for long term users on licence agreement to any of the above hire charges | | | | | |
| | Original | Latest | Original | | |
| Actual | Forecast | Forecast | Forecast | | |
| | | | 2022/23 | | |
| £ | £ | £ | £ | | |
| 414,831 | 440,000 | 537,000 | 557,000 | | |
| | Actual 2020/21 £ | From 4/1/21 £ 100.00 125.00 60.00 85.00 95.00 100.00 100.00 95.00 100.00 125.00 95.00 100.00 125.00 100.00 125.00 100.00 125.00 100.00 125.00 100.00 125.00 15.00 < | $\frac{charge}{From 4/1/21} \frac{charge}{From 3/1/22} \frac{c}{f}$ $\frac{f}{f}$ $\frac{100.00}{125.00} \frac{100.00}{125.00}$ $\frac{100.00}{125.00} \frac{60.00}{85.00}$ $\frac{60.00}{85.00} \frac{60.00}{85.00}$ $\frac{95.00}{95.00} \frac{95.00}{125.00}$ $\frac{100.00}{125.00} \frac{100.00}{125.00}$ $\frac{100.00}{125.00} \frac{100.00}{17.25}$ $\frac{100.00}{15.00} \frac{100.00}{15.00}$ $\frac{100.00}{15.00} \frac{100.00}{15.00} \frac{100.00}{15.00}$ $\frac{100.00}{15.00} \frac{100.00}{15.00}$ | | |

Appendix B – Breakdown of Fees and Charges by Service Area

1 Background/Information

1.1 The fees and charges proposed in Appendix A have been driven by a number of key factors. The main drivers have been outlined below by Service Area.

- 2.1 Licensing and Registration
- 2.1.1 Licensing income fees and charges have been subject to some significant amendments due to recent legislation changes. Exercises continue to be undertaken, to cost each fee individually and this means that some increase, some stay the same and some reduce. Each fee should now be based on what it costs, in officer time and support costs, to produce and manage that licence. Each licence should not contain a profit element and should breakeven over 3 years. (These are ring-fenced accounts and income is shown separately).
- 2.1.2 Income from these areas have been removed from the main report and is shown as a separate item, along with other ring-fenced and reserve accounts.
- 2.2 Pest Control
- 2.2.1 Further to a review of the pest control service and the methods by which the service can be delivered, it has been determined that the fees and charges need to be increased in order to ensure the service is able to viable for the future. These fees have after careful consideration been brought into line with those that are charged by Stratford On Avon District Council as part of a staged programme of team alignment.
- 2.2.2 The proposed fees introduce a fee for the treatment of rats and for the provision of advice or cancelled/no show visits. It is also proposed that reduced fees are also removed for those currently eligible. This is necessary in order to generate the required savings/income required by the Medium Term Financial plan. Careful consideration has been given to implications of these changes to ensure the ability of the service to continue and to manage the impact of these changes on residents.
- 2.2.3 Investigation has highlighted that those persons engaging the pest control service for rats do so as the service is free of charge, no matter their financial situation rather than paying a commercial contractor (current national average cost £150). This is reflected in the large number of rat treatments the council undertakes in relation to the other pests treated.
- 2.2.4 It should be noted that the council is not legally obliged to provide a full pest control service; it does however have a legal responsibility (statutory duty) to deal with pests on its own land and it also has an enforcement role to ensure that people take appropriate action to control pests on their own land or in their property. This duty is set out in the Prevention of Damage by Pests Act 1949, which deals with rodent infestations, and the Public Health Act 1936 which covers 'verminous premises. This enforcement is normally through the service of enforcement notices.

2.2.5 WDC will continue to honour its landownership responsibilities in relation to pest management.

3 Culture, Tourism and Leisure

- 3.1 Leisure Centres
- 3.1.1 Fees and charges at the Leisure Centres that WDC can influence are now limited to a list of Core Charges. These can be seen in Appendix C. The contract stipulates that they will be increased by up to the September RPI figure in the following year.
- 3.2 Recreation and Sport
- 3.2.1 Club charges including rentals and facilities use are proposed to be increased by 15%. This includes athletics tracks and sports pitches. Rentals negotiated separately to reflect COVID and Commonwealth games disruption at bowls.
- 3.3 Tennis
- 3.3.1 The use of tennis courts in Victoria Park will be limited as a result of the Commonwealth Games taking place in 2022.

4 Development Services

- 4.1 Building Control
- 4.1.1 Building Control is subject to competition from the private sector and has to set charges that are competitive, otherwise they will lose customers to the private sector. The proposed charges for domestic properties are considered to be fair in the current competitive market. Fees for commercial projects are done on a bespoke basis, taking into account how many inspections will be needed, how long the project is likely to take and whether any additional professional services need to be brought in. Following fees being frozen in 2021, it is proposed that fees are increased in 2022 by 5-6% to ensure that the service continues to maintain competitive fee rates and maintains (or improves) market share. (This is a ring-fenced account and income is shown separately). Despite the impact of COVID-19 on the overall demand for building control services last year, the service is showing signs of recovery, with Warwick District Council maintaining market share and the Building Control Account forecast to break-even.

5 Economy and Place

- 5.1 Markets
- 5.1.1 A new market contract came into effect on 1st July 2021, increasing the percentage of stall income due to the Council. Therefore a stall fee increase is also not recommended.

6 Environment and Operations

- 6.1 Interment and Cremation fees
- 6.1.1 Pressures have remained on the capacity within some of the Districts cemertaries, particularly in Kenilworth. In recent years action was taken through the fees and charges to deter non-residents in order to be able to continue to provide a burial service for Warwick District Council residents, with the additional income being set aside in reserves towards future cemetery provision.
- 6.1.2 Changes to some interment fees have been proposed to provide parity with cremation costs.
- 6.1.3 An increase in cremation fees to £970 is proposed, which is comparative to market conditions.
- 6.1.4 Income details (exclusive of surcharge premium) for both the Cemeteries and Crematorium for, 2021/22 & 2022/23 are shown below. (The Burial Rights and Interments Surcharge is NOT included in the figures below.)

| | Original 2021/22 £`000 | Forecast 2021/22 £`000 | Forecast 2022/23 £`000 |
|-------------|------------------------------|------------------------------|------------------------------|
| Cemeteries | 559 | 498 | 551 |
| Crematorium | 1,573 | 1,779 | 1,860 |
| Total | 2,132 | 1,277 | 2,411 |

- 6.2 Refuse Collection
- 6.2.1 In terms of the charges for receptacles as part of the Refuse Collection, the Executive agreed to charges for these items purely to cover the cost of the expenditure for the all of items.
- 6.2.2 The bulky waste collection service continues to see a high level in demand, driven by by the increase in people remaining and working at home as a result of COVID 19.

6.3 Car Parking

6.3.1 The table below shows a summary for car park income:

| Income Summary: (Net of V.A.T.) | Actual 2020/21 £ | Original 2021/22 £ | Forecast 2021/22 | Forecast 2022/23 £ | % |
|------------------------------------|------------------------|--------------------------|---------------------|--------------------------|-------|
| Car Darking | 869 | | | 2015 | 15.00 |
| Car Parking | | 2,622 | 2,622 | 3,015 | |
| Season Tickets | 69 | 200 | 200 | 230 | 15.00 |
| Excess Charges | 62 | 180 | 180 | 207 | 15.00 |
| Other Income | 16 | 35 | 35 | 35 | 0.00 |
| Total Income | 1,017 | 3,037 | 3,037 | 3,487 | 14.8 |

6.3.2 For 2022/23 car park income levels are forecast to increase by 14.8%. It is expected that the changes in the level of their use going forward, driven by remote / hybrid working adopted by many businesses and changing habits of visitors to the District, will continue at levels similar to 2020. Car park usage will continue to be monitored to ensure the budgets set remain a true reflection

of their ongoing demand.

- 6.3.3 Car parking across the District has been reviewed with a number of charges being incrementally increased by 15%-20%, with a move away from linear charging. Some car parks that were previously free out of hours and on Sundays are to now become chargeable 24/7.
- 6.3.4 In accordance with the resolution of Council in February 2016, any surplus income over the amounts in the Original Budget will be allocated to the Car Parks Repairs and Maintenance Reserve. The sums allocated will be considered as part of the Final Accounts process.
- 6.3.5 The car parks require maintenance on an ongoing basis to ensure they remain operational. As part of this, a decision was made earlier in the year to close Linen Street car park from 18th July. Use of this car park in Warwick was relatively low, and it is expected that the income that was being received by this car park will instead be picked up by neighbouring car parks around Warwick town centre.
- 6.3.6 Parking Services have introduced new ways to pay for parking in WDC car parks in recent years e.g. Ringo, Credit Card/Debit cards and Apple Pay. There are some small costs associated with these initiatives but they have reduced cash collection cost. The initiative is not just about income but also designed to encourage people to shop and stay in WDC's Town Centres. Work is progressing with the service initiative to make all car parks in the District cashless, with the changes being incremently since May 2021. The final phase of car parks to go cashless is expected to be in place from 1st December, with our cashbox collection contract expring Mid-February.
- 6.3.7 Free parking for electric vehicles in council car parks can be obtained through a season pass.
- 6.3.8 Season ticket income has not performed as well as previous years and this trend is expected to continue, with the move to remote working by many organisations impacting on demand.

7 Housing Services

- 7.1 Houses in Multiple Occupation Licensing
- 7.1.1 HMO licensing fees are required to be set to recover costs. It is proposed to increase new application charges by inflation to ensure that income generated meets the cost of providing the service, whilst not making a profit. Our fees for new HMO licences are currently the highest across all the property occupancy bands in Warwickshire.
- 7.1.2 HMO renewals are recommended to be increased by 5% to ensure they remain reasonable and proportionate, while covering increases incurred such as staff costs and inflation. If fees are excessively increased, they could be subject to challenge by an individual landlord or an organisation representing landlords.

8 ICT Services

- 8.1 Street Name and Numbering
- 8.1.1 The GIS section of ICT has proposed amendments to the Street Name Numbering charges so as to ensure consistency. Details are shown in Appendix A. A 7-10% increase is recommended as not a nationally charged for service.

9 Housing Revenue Account

- 9.1 Warwick Response Lifelines and other charges
- 9.1.1 The income generated from the Warwick Response Fees and Charges is credited to the Housing Revenue Account, from where the costs of this service are met. Details of the charges are shown in Appendix A.
- 9.1.2 There has been an increase in the number of products being offered through the service for 22/23, offering greater choice to customers and increasing fee earning opportunities for the service.
- 9.1.3 Prices have been set to ensure that the service is competitively placed in the market, with some prices increasing by up to 15% and some remaining the same. Key charges remaining the same include the core charges for the monitoring service and equipment rental. This enables the service to continue to adhere to it's core purpose; to look after the elderly and vulnerable, particularly at this time.
- 9.1.4 It should also be noted that during 2021/22, the service has taken on customers from North Warwickshire, as we continue to expand the service. This also generates efficiencies as the service has been able to expand its reach without an equivalent increase in the cost of running the service.

Controllable Fees and Charges - Leisure Contract

Contract Definition -

The Contractor shall review the following core products and prices in September of each year and submit any proposed changes to the Authority for approval (the "Fees and Charges Report"):

- 1. Concessionary Swim (based on the list of concessions listed in paragraph 10.2 below)
 - a. Those in receipt of a disability benefit
 - b. Those in receipt of Job Seekers Allowance and those not working and in receipt of Universal Credit
 - c. Juniors (5 18yrs)* Note this should have been 5 17yrs; ie pay full price from 18yrs
 - d. Individuals in receipt of state pension
 - e. Students full time of any age; any student under 25yrs
 - f. Exercise Referral clients
- 2. Junior swimming lesson
- 3. Casual concession gym session
- 4. Casual concession fitness class
- 5. School swimming lesson (currently calculated as a price per child)
- 6. Exercise Referral session

Free admission for:

- a. Children aged 4 and under (only casual swimming)
- b. Individuals in receipt of Carers Allowance when accompanying the person for whom they care
- c. Children accompanying an adult in receipt of Job Seekers Allowance or Universal Credit. (only casual swimming)

2022 Core Controllable Prices

| Concession Swim To the following groups at the facilities | | NCLC and St Nix's | With EA concess card | Abbey Fields | With EA concess card |
|--|--|----------------------------|----------------------------|-----------------|----------------------------|
| | Those in receipt of disability benefit | £3.95 | | £3.35 | |
| | Those in receipt of Job Seekers allowance or universal credit | £3.95 | | £3.35 | |
| | Juniors 5 -17yrs | £3.30 | £2.35 | £2.70 | £2.00 |
| | Individuals in receipt of state pension | £3.30 | £2.00 | £3.15 | £2.00 |
| | Students fulltime any age, any student under 25years | £3.75 | | £3.20 | |
| | Exercise Referral Session | As per Ev | veryone He | alth schem | ne |
| Swim Lesson Fee | Junior Lesson Fee | £6.65 | | £6.65 | |
| | Concessionary Junior Lesson fee | £4.80 | | £4.80 | |
| | School swimming lesson | £38.14 | | £38.14 | |
| Fitness | Casual Concession Gym Session | £4.90 | | CFarm £4.70 | |
| | Casual concession fitness class | £5.00 | | C Farm £4.20 | |
| Exercise Referral | Exercise Referral Session | As per Ev | veryone He | alth schem | ne. |

Title: Additional Grant to Community Village Shop, Norton Lindsey Lead Officer: Chris Elliott/Jon Dawson Portfolio Holder: Councillor Hales/Falp Wards of the District directly affected: Budbrooke

Summary

The Council agreed a grant toward a Community Village Shop in Norton Lindsey forming part of a wider community hub including a pub, in 2017. At that time a legal agreement was sought which took a long time to resolve and then the pandemic hit which has prevented the proposal from progressing. The local community want, and are ready, to implement the proposal but costs have risen since the original quote and they are now in need of a further £36,794 in addition to the £38,500 (excl VAT) previously granted, totalling £75,294. It is proposed that the grant award be made subject to the usual pre-conditions about sign off associated with RUCIS grants. It is proposed that this be funded from the 2021 RUCIS Scheme budget.

Recommendation(s)

(1) That an additional grant of £36,794 be awarded to Norton Lindsey Community Pub (NLCP), in addition to the previously awarded £38,500, to be funded as an exception from the existing 2021/22 RUCIS scheme budget subject to the usual conditions and processes for RUCIS grants also applying.

1 Background/Information

- 1.1.1 In March 2017, the then Executive agreed to award £38,500 as grant for the establishment of a community village shop in Norton Lindsey as part of the wider proposal for a community pub/community hub. The grant was subject to a legal agreement which took till November 2018 to be signed off. The legal agreement was in effect an attempt at a clawback on the property should the project fold.
- 1.1.2 Precedence was given to establishing the pub element before putting the shop element into operation. Then the pandemic hit, and the Council stopped its grants for 2020/21 to focus upon the emergency needs of the community but which have now been restored for 2021/22. The NLCP has re- approached the Council with an updated Business Plan and has set out that since the original request, costs have escalated and as the local community has given a lot already to local initiatives and so is unable to make much additional contribution.

1.2 Updated Grant Application

1.2.1 A revised grant application has been made and was accompanied by a Business Plan as is usually required. This has been assessed by Jon Dawson who manages these applications, and an updated plan has been given following the feedback given (see Appendix 1). This Business Plan illustrates a proposal that carries a small risk as the shop will be run by a retailer based in Snitterfield. Although this is an exception the processes and conditions as usually apply to RUCIS applications should also apply in this case.

1.2.2 The rationale for supporting this scheme is to help the sustainability of community in community development and environmental terms as it would provide an additional service to villagers without them having to travel and this is especially relevant to those who don't have access to cars.

1.3 **Funding**

1.3.1 It is proposed that the additional £36,794 be funded from the existing RUCIS budget for 2021/22 which has £76,567 remaining after the other grants on this agenda are considered. The sum falls outside of the usual terms of the RUCIS scheme but the Council does as an exception grant larger awards where merited. This is one such case. The scheme is being reviewed in any case and will be reported upon separately.

2 Alternative Options available to Cabinet

- 2.1 The Cabinet could decide not to award the grant. Clearly given what has been said by the applicants then the proposal would not be able to go ahead.
- 2.2 The Cabinet could also withdraw the existing grant award and return the sum to its reserves. The proposal would not continue.

3 Consultation and Member's comments

3.1 The Local Ward members support the proposal. LCG has been consulted and no objections were raised.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 There are no human rights implications, but the previous grant award was subject to an attempted clawback agreement. Officers are of the view that much larger grants have been awarded without any such clawback arrangement and that the time that will be taken to put a revised agreement in place on past performance be such as to lead to a long delay and another lift in costs. Whilst not having an agreement carries a risk it is felt that the requirement for another agreement is disproportionate.

4.2 **Financial**

4.2.1 It is proposed that the additional sum of £36,794 is funded from the existing RUCIS budget which has £76,567 available. The original grant award has been held in reserve so is already provided for. This proposal is a one-off cost so there are no ongoing implications for this Council.

4.3 Council Plan

4.3.1 Fit for the Future (FFF)

- 4.3.2 Warwick District Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key objectives
- 4.3.3 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found <u>on the</u>

<u>Council's website</u>. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.4 **FFF Strands**

4.4.1 External Impacts of Proposal

People - Health, Homes, Communities – This proposal will make a direct contribution to supporting community development as it has engaged and is led by the local community and will result in a local community asset.

Services - Green, Clean, Safe - The proposal will assist the community of Norton Lindsey to be more sustainable.

Money- Infrastructure, Enterprise, Employment – The proposal will support the very local community and will help to ensure that local people benefit from that improvement.

4.4.2 **Internal impact of the Proposal**

People - **Effective Staff** – not applicable.

Services - Maintain or Improve Services - not applicable.

Money - Firm Financial Footing over the Longer Term – not applicable.

4.4.3 **Supporting Strategies**

Not applicable.

4.5 **Environmental/Climate Change Implications**

4.5.1 The proposal for the community shop should meet the building requirements for energy efficiency. By providing a village shop it will assist local people especially those without cars to access a very local service and will encourage some existing car journeys out of the village not to be made.

4.6 **Analysis of the effects on Equality**

4.6.1 An Equality Impact Assessment is not required. However, the end proposal will assist equality issues especially for those with a lack of access to private transport to local shopping facilities.

4.7 Data Protection

4.7.1 Not applicable.

4.8 Health and Wellbeing

4.8.1 The proposal will encourage an active lifestyle as it will enable the provision of local service accessible without the need to use a car.

5 Risk Assessment

5.1 The risk in this proposal lies with the NLCP in that if the shop is unable to cover its costs then it will inevitably close, and a small rental income stream will be lost to the NLCP. However, this is a small risk and as far as a risk to the Council is concerned the risk is reputational in having supported a proposal that ultimately fails. Thus far, the Council has not had that experience with the other community shop it supported in Barford, which is now well established.

6 Conclusion/Reasons for the Recommendation

6.1 It is proposed that the additional award be granted to enable the original concept of a community hub in Norton Lindsey to be completed by adding a community village shop. The additional award is small by way of comparison to other awards made so although there is a risk that the community shop will not work it is judged to be an acceptable risk.

Background papers:

Not applicable.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | | h November 2021 | | | | |
|--|---|---|--|--|--|--|
| Title of report | Additional Grant to Community Village Shop, Norton Lindsey | | | | | |
| Consultations undertaken | | | | | | |
| Consultee *required | Date | Details of consultation /comments received | | | | |
| Ward Member(s) | 18.10.21 | Cllr Matecki and Rhead – support | | | | |
| Portfolio Holder WDC & SDC * | 18.10.21 | Cllr Falp/Hales – support | | | | |
| Financial Services * | 18.10.21 | Jon Dawson - support | | | | |
| Legal Services * | 18.10.21 | Phil Grafton – support | | | | |
| Other Services | | - | | | | |
| Chief Executive(s) | 18.10.21 | Chris Elliott – support | | | | |
| Head of Service(s) | 18.10.21 | Mike Snow – support subject to budget availability | | | | |
| Section 151 Officer | 18.10.21 | Mike Snow – as above | | | | |
| Monitoring Officer | 18.10.21 | Phil Grafton - support | | | | |
| CMT (WDC) | 18.10.21 | Chris Elliott, Andy Jones, Dave Barber, Tony Perks – support | | | | |
| Leadership Co-ordination Group (WDC) | 18.10.21 | Support | | | | |
| Other organisations | | Not applicable | | | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to Cabinet Committee | | | | |
| Contrary to Policy/Budget framework | | No | | | | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No | | | | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No | | | | |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility | | | | |

1. Introduction / Overview

a. Brief history / background

The New Inn at Norton Lindsey has been the village pub since the 18th century and is the only pub in the village. Following a decision by the then owner Enterprise Inns to put the freehold of the New Inn up for sale in June 2016 and the pub subsequently stopped trading and shut the doors at the end of July 2016.

In August 2013 the Norton Lindsey Parish Council was successful in listing the New Inn as an Asset of Community Value (ACV) under the Localism Act 2011. In July 2016, following two very well attended village meetings at which the community gave their overwhelming support to saving the pub, the Parish Council submitted their Expression of Interest to submit a bid to buy the pub, in line with the ACV regulatory procedure. This consequently triggered a 6-month moratorium period until 8th December 2016 during which time Enterprise Inns could not sell the property to anyone other than a community group.

A Steering Group was set up in late July 2016 to oversee the work to save the pub and they registered a Community Benefit Society (CBS) called Norton Lindsey Community Pub Limited (NLCP) Registered Number 7412 to submit a formal bid to Enterprise Inns to buy the pub. A Business Plan was prepared in October 2016 and a Share Offer was launched in November 2016 to raise the necessary funds to acquire the pub. After an intense fundraising effort, sufficient funds were secured from both the local and wider community which enabled the acquisition of the freehold of the New Inn to be completed by NLCP on 12th December 2016.

b. Current position

Since the community took ownership of the New Inn in December 2016, the Management Committee have been gradually implementing the Business Plan, and have made good progress in many areas. Some examples include creating an Enchanted Garden to entertain and educate young children within our Nurturing Nature programme which runs events throughout the year. We have installed two little libraries, one for adults and one for children, to promote book exchange and recycling. We have created six circular walks from the pub, ranging from 2 to 7 miles, to encourage an active lifestyle. We hold and host many events during the year to engage with the community including a car & motorcycle festival, quiz nights, a sausage & cider festival, Halloween and Bonfire Nights, a book club, and various charitable events. Our impact in and on the community is recognised locally, regionally and nationally and has led to us winning a number of awards, of which we are very proud.

It is clear that Covid-19 has presented the hospitality sector with economic challenges never witnessed before, but at the same time it has strongly demonstrated the need and desire for facilities and services within the local community. The pub has continued throughout the pandemic to support our community, in the early stages providing a takeaway service and access to some basic grocery essentials, and more recently enabling the community to meet in the pub garden following the installation of appropriate external facilities.

The provision of a community shop was a clear objective within the original Business Plan, however the proposed use of one of the existing outbuildings (previously used as a garage) was ruled out due to it being in poor condition and not suitable for storing grocery items. The Management Committee has decided that the installation of a purpose-built shop building in place of that garage is the most cost-effective, simple and low risk way of providing such a facility.

c. Aims & objectives

The pub-hub, of which the community shop is an integral part, will work to build on the social cohesion of the community, minimise social isolation and help to bridge gaps between social groups and different generations. It will be a place where informal networking can take place, helping to shape the economic future of the businesses within the community, and will be a comfortable place to be for everyone.

Key outcomes would be:

- providing additional services and facilities not currently available in the village eg. shop, café, parcel and dry cleaning pick up & drop off,
- providing a hub to strengthen the sense of community
- enabling the elderly and those with transport or mobility problems easy access to essential grocery items
- creating opportunities for employment
- injecting money into the local economy

d. Planned development

The original Business Plan envisaged the New Inn pub transforming into a community hub with the addition of additional facilities and services such as a shop, café, parcel and dry-cleaning drop-off & collection, children's play area, book exchange, micro-brewery. So far, the book exchange and a superb children's play area, the Enchanted Garden, have been delivered and in the future, if finances allow, further enhancements to the pub and its facilities and services are envisaged.

e. Management / governance and organisation

Norton Lindsey Community Pub Limited (NLCP) is a Community Benefit Society registered with the Financial Conduct Authority. It was set up with the aim of purchasing the New Inn and reviving it for the benefit of the community, the people that live or work in the area, or visitors that pass through.

The Rules of the Society state that the Society exists in order to carry on business for the benefit of the community. The rules on Governance are detailed in Clause 2 of the Rules and these state that the Management Committee manages the affairs of the Society. Clause 5 of the Rules details the composition and duties and responsibilities of the Management Committee. The Management Committee is made up of eight members plus one co-opted member, all of whom bring a broad range of relevant skills and experience to the effective management of the Society.

The New Inn is managed by a paid manager who reports to the member of the Management Committee responsible for operational oversight, with the Management Committee providing high level business supervision and governance. It is proposed that Snitterfield Stores will run the shop, with the Management Committee using the same operational oversight, supervision and governance structure as for the New Inn.

2. Project Proposal

a. Description of project

This project seeks to provide a suitable facility with the appropriate space and environment to operate a small community shop within the curtilage of the New Inn. This will be achieved by erecting a purpose-built 'farm shop' style building (see architect's drawing in Appendix 1) on the site of an old block-built garage that is not in good condition nor in keeping with the aesthetic improvements that have been made to the site during its community ownership.

b. Rationale for project; evidence that supports the need for the project

In the original Business Plan for the acquisition of the New Inn, the vision for the pub was to make it the hub of the village, a pub providing facilities and services that bring the community together, in other words 'making the pub the social hub of the village'. This vision was clearly supported and endorsed by the community given the overwhelming success of the Share Offer which raised sufficient funds to enable the community to proceed with the acquisition of the pub.

Two surveys, one carried out in 2017 and a follow-up in January 2019, confirmed the local community's need and enthusiasm for having a grocery shop on the site of the New Inn. Responses also identified a number of additional services that could be provided by the shop which would further be of value to the community. Evidence from many sources suggests that the recent Covid pandemic has awakened many communities to the need for stronger local supply chains with many community shops seeing significant growth in business, a considerable percentage of which is forecast to remain post-pandemic. We believe that this sentiment underlines the need for our proposed shop and will have strengthened community support for it.

c. Phases / works programme

The project will be split into three phases:

- Phase 1 demolition of existing outbuilding
- Phase 2 install foundations, build shop building, install services and interior finishing, and install storage equipment and fencing
- Phase 3 fit-out as community shop

It is anticipated that from commencing demolition (Phase 1 above) the building and fit-out works (Phases 2&3) will be completed in 16 weeks.

d. Key partners

We have reached agreement with Snitterfield Stores regarding running a satellite of their store in our new facility at the New Inn. They would deal with all aspects of stocking and staffing. As well as leveraging their considerable experience of running a successful village shop, which increases the chance of our success and reduces the commercial risk, the arrangement would also provide NLCP with a modest rental income. Snitterfield Stores will also be responsible for the costs of Phase 3 of the project, the shop fit-out, which will ensure that the internal facilities meet their requirements whilst reducing our total project costs.

We intend to use OpenSpace, a reputable and successful local company, as our building contractor and as much of the other materials from local businesses as possible. We will also use local tradesmen to carry out the other minor works required. This will ensure that as much of the grant funding as possible is directed into the local economy.

To raise the finances necessary to enable the project to proceed we have approached WDC and Pub Is The Hub for funding support, the latter having already confirmed a grant of \pounds 3,000.

e. Milestones

- 1. gain approval for grant funding from WDC: date to be confirmed by WDC
- 2. place contract for shop building construction: WDC approval date + 1 week
- 3. demolition of existing outbuilding complete: WDC approval date + 3 weeks
- shop building contractor start on site: WDC approval date + 5 weeks
- 5. foundations and shop building structure complete: WDC approval + 12 weeks
- 6. services and internal finishing complete: WDC approval + 14 weeks
- 7. shop fit-out complete: WDC approval date + 16 weeks
- 8. community shop opening: WDC approval date + 18 weeks

The above milestones assume no delay beyond the 4 weeks we anticipate for the availability of a building contractor to start the works.

f. Outcomes

NLCP's Social Impact Plan, details the outcome of providing a shop as:

The village has a large number of elderly residents and poor public transport. The creation of a local shop will give them a source of essential items. It will also prevent other villagers having to travel to shops outside the village to pick up essentials thus helping the environment by reducing the number of miles covered. The shop will also increase employment within the area as it will have to be staffed.

3. Marketing and Promotion

a. Description of current marketing plan

Our aim is to make the New Inn the hub of the village, a pub providing facilities and services that bring the community together. In addition to its role as a village pub it is proposed that the New Inn would incorporate a shop and a café and would provide several other facilities to local residents, the wider rural community, and visitors of all ages.

As a new community enterprise with an attractively refurbished facility both inside and outside, the pub has quickly attracted back the local users from its former customer base as well as gaining many new customers from communities wider afield. With over 200 local shareholders in NLCP, they will be even more committed to using the pub and its hub facilities themselves and to bringing their friends and family with them. In addition, a range of activities, facilities, clubs and events have all contributed to bringing in customers, old and new, with many of the latter becoming regular visitors.

We believe that as the pub becomes more of a hub with the addition of the shop there will be considerable 'self-marketing' as customers visiting one facility are attracted to using one of the other facilities whilst there. We would expect this 'cross fertilisation' to increase as the 'footfall' to the pub-shop-hub grows. A marketing sub-committee of the Management Committee focuses on ensuring that we maximise the opportunities to market the activities and events at the New Inn to bring in new and existing customers. We use both traditional and socialmedia based marketing, using platforms such as our website, Facebook page, email newsletters, PR coverage (TV, radio and print media), parish magazines and leaflets.

We have also been very successful at winning recognition for our endeavours including 'Midland Pub of the Year Award' (Countryside Alliance), 'Heart of the Community Award' (British Institute of Innkeeping) and listing in the 'Good Beer Guide' (Campaign for Real Ale - CAMRA). These accolades, plus the PR we

generate from them, puts the New Inn in the spotlight as a destination for new customers.

b. Future service offer options; market definition, community need, target audience

To provide input to the NLCP business plan during the pub acquisition phase, the Steering Group conducted a survey of the village (1) to identify the anticipated usage of possible services within the pub-hub and (2) to determine the age banding of residents. The results of the survey were as follows:

| Age Groups in Norton Lindsey | % of village |
|------------------------------|--------------|
| 0-7 | 12% |
| 8-17 | 14% |
| 18-25 | 6% |
| 26-35 | 6% |
| 36-45 | 13% |
| 46-55 | 13% |
| 56-65 | 16% |
| 66-80 | 15% |
| 81-85 | 3% |
| 85+ | 3% |

| | Daily | 2-3 times week | Weekly | Every 2 Weeks | Every Month | Every 3 Months | Every 6 Months | Less Often | Never |
|-------------------------|-------|-------------------|--------|------------------|----------------|-------------------|-------------------|---------------|-------|
| Pub | 6% | 19% | 30% | 18% | 12% | 8% | 3% | 4% | 0% |
| Restaurant | 0% | 3% | 12% | 25% | 37% | 20% | 2% | 1% | 0% |
| Shop | 3% | 43% | 35% | 4% | 5% | 2% | 2% | 6% | 1% |
| Café | 2% | 8% | 28% | 20% | 13% | 5% | 4% | 8% | 12% |
| Parcel Drop Off/Collect | 1% | 5% | 17% | 7% | 25% | 13% | 11% | 9% | 12% |

Looking at the breakdown of ages in households responding to our survey, 37% are aged over 56 with 21% being over 66 and it is for these residents, who are more likely to have mobility / transport problems, that a community shop would provide such a vital service. This assertion is supported by the survey response

that 46% would use the shop at least 2 to 3 times a week (highlighted yellow in the table above), which equates to about 165 visits a week, demonstrating a clear need for this facility. This level of 'footfall' could well increase as people come to use the shop for additional purchases rather than just emergency items.

A follow up survey was carried out in January 2019 which showed that there was still enthusiasm for the shop with the responses regarding using the shop on a weekly basis being reasonably consistent with the results above.

In addition, the range of services the shop can offer could be extended to include drop-off / collection of parcels and dry cleaning, both services returning positive feedback in the community survey.

c. Competition; similar service offerings within the local area, within the district, within the county

A mix of value and high-end supermarkets are available in Warwick and Stratford-on-Avon with village shops available in Snitterfield and Claverdon. We believe however that there is a need to provide essential items for when people run out (milk, bread etc.) plus a good range of basic and popular items, saving them having to get into their cars or indeed possibly having to do without the items.

It is clear that Covid-19 has strongly demonstrated the need and desire for facilities and services within the local community. In the early stages of the pandemic the pub continued to support our community by providing access to basic grocery essentials, something that was widely welcomed and valued. The evidence from many sources, including the influential Plunkett Foundation, suggests that the value and impact of the community shop sector has been widely recognised as being hugely important and beneficial to local communities during the pandemic. It is also proposed that such facilities will play an increasingly important part in building local supply resilience and a cleaner, greener economy in rural areas.

d. Community engagement; consultation, involvement with the organisation

The local community have been consulted and have shown strong support for the provision of a community shop (see 3b). There are 230 investors (members) in NLCP, most whom are from the local community, which gives a very broad base of support for the pub-hub concept and its consequent success.

e. Planned marketing activities; be as specific as possible, include timescales and milestones

Snitterfield Stores' two main types of customer are (1) the villagers, whose custom has grown during the pandemic and (2) passers-by, which includes a large number of tradesmen and farmers who regularly stop en-route. We would expect that this customer profile would be similar for the shop at the New Inn,

since Norton Lindsey is situated close to the transit route from Henley-in-Arden to Warwick, Learnington Spa, Coventry and the M40.

To draw attention to the shop, and to particularly target passers-by, we plan to install specific signage for the shop on the New Inn site.

Snitterfield Stores' occasionally post on the Snitterfield Village Facebook page but their main marketing focus is to achieve a strong customer review rating on Google maps, which is increasingly becoming the most highly used and trusted customer review platform. This has worked well for them with their current rating being a very good 4.5* (out of 5*). Some recent reviews are:

5* "Really good shop, considering there are only two people running it!" 5* "A vibrant, well stocked friendly village store with friendly owners and staff. A great benefit to the local area"

5* "Good local shop great fresh fruit and vegetables and some awesome locally produced Bacon and sausages, all at reasonable prices with friendly staff" Snitterfield stores intend to utilise this same strategy for the shop at the New Inn.

To ensure that the product and service offering for the shop is well publicised by NLCP, we will be utilising the traditional and social media-based marketing and communication channels that we currently use for the New Inn pub. These have proven to be effective and valuable methods both for engaging with our existing customers as well as attracting new customers to the pub and we believe that they will also be effective for bringing customers to the shop.

We have also agreed with Snitterfield Stores that where appropriate we will carry out joint marketing activities eg. advertising in the local parish magazines

We believe that as the pub becomes more of a hub with the addition of the shop there will be considerable 'self-marketing' as customers visiting one facility are attracted to using one of the other facilities whilst there. We would expect this 'cross fertilisation' to increase as the 'footfall' to the pub-shop-hub grows.

f. Agreements already in place; note any specific future usage agreements / bookings / hiring's already agreed

We have signed a Heads of Terms agreement with Snitterfield Stores regarding running a satellite of their store in our new facility at the New Inn. They would deal with all aspects of stocking and staffing. As well as leveraging their considerable experience of running a successful village shop, which increases the chance of our success and reduces the commercial risk, the arrangement would also provide NLCP with a modest rental income.

4. Financial Plan

a. Present financial situation; financial summary to include income/expenditure figures and profit/loss

The New Inn reopened under community ownership in April 2017 and in the following three years its financial performance showed year on year improvement

(see filed accounts for the years ending February 2018, 2019 & 2020). In the last full financial year ended February 2021, a year dominated by Covid-19, the draft accounts (as recently submitted to our accountants for review) show an EBITDA profit of £11,386. This is a very credible result given that it covered most of the Covid lockdown periods enforced in the hospitality sector and demonstrated the effectiveness of the Society's rigorous financial management systems.

After the first 19 weeks following the progressive relaxation of restrictions in April our year-to-date trading in the current financial year is running at around 82% of our pre-Covid level.

| year ending | 28 Feb 2018 | 28 Feb 2019 | 29 Feb 2020 | 28 Feb 2021 |
|-----------------|-------------|-------------|-------------|-------------|
| Turnover | 235,849 | 276,498 | 316,627 | 91,959 |
| Cost of Sales | 106,686 | 122,217 | 138,404 | 50,457 |
| Gross Profit | 129,163 | 154,281 | 178,223 | 41,502 |
| Operating Costs | 170,125 | 154,217 | 168,040 | 109,352 |
| Other Income | 36,082 | 5,003 | 5,004 | 79,236 |
| EBITDA | (4,880) | 5,067 | 15,187 | 11,386 |
| Depreciation | 17,561 | 20,101 | 20,100 | 20,100 |
| Interest | 6,363 | 5,756 | 5,490 | 3,976 |
| EBT | (28,804) | (20,790) | (10,403) | (12,690) |

A summary of our first four years' financial results are as follows:

b. Estimated project costs

| Phase | <u>Stage</u> | ltem | <u>Cost</u> |
|-------|--------------|--|--|
| 1 | | demolition of one existing outbuilding (previously used as a garage and now in poor condition) | nil (NLCP volunteers) |
| 2 | а | Structural Engineer's report and Building Regulations submission & inspections | £1,280 |
| 2 | b | build new foundations build shop building (walls, floor and roof) install insulation fit plasterboard to walls and skim install windows and doors fit skirting boards, architraves and floor tiling install services - power, lighting, water, drainage fit wash hand basin install roller shutter to shop front | £63,475 |
| 2 | С | Internal & external painting and garden landscaping | nil (NLCP volunteers) |
| 2 | d | install storage equipment and fencing | £6,421 |
| 3 | | fit-out as community shop eg. shelving, till point, display units, chiller cabinets / freezers etc Contingency @ 10% | nil (Snitterfield Stores) £7,118 * |
| | | TOTAL | £78,294 |

* a 10% contingency is the same as was included in our previously approved grant funding request, which at that time represented a contingency sum of £3,500. As a result of the increased 'known' project costs the 10% contingency sum now results in the contingency sum of £7,118 shown in the table above. This costs headroom will provide additional mitigation cover for the risks identified in section 5a below.

c. Funding plan; to include details of the status of the funding

Within the original Business Plan for the acquisition of the New Inn it was envisaged that one of the existing outbuildings could be used to house the community shop and hence no funding provision was included. With no alternative space to house a shop on the New Inn site and with no available funding within NLCP to provide an alternative facility, we require external funding in order to proceed with the provision of a community shop. We have tried to obtain grant funding from a number of sources but have only been successful with Pub Is The Hub who awarded us £3,000 towards the project costs, leaving a funding requirement of £75,294 which we are requesting from WDC with this application.

d. VAT Status of project; including consideration of the VAT status for future costs and income; if project VAT is recoverable, provide evidence of the VAT status

The New Inn is VAT registered (No. 250765014) and we intend to recover the VAT on the project expenditure.

We have considered the implications of the grant funds being exclusive of VAT and the implication this will have on our cash position and we are confident that our working capital, backed up by our banking facility if necessary, will be sufficient to fund the cashflow until we can reclaim the VAT.

e. Income & expenditure forecast; cover the next three-year period

At acquisition, our initial business plan and forecast covered the 3-year period to April 2020. A reforecasting exercise for the next trading periods had commenced but was put on hold following the first closures of the pub due to Covid-19. During the last year, trading has been so unpredictable in terms of restrictions on opening that producing a realistic forecast has not yet been possible. However, given that now we have been trading consistently since restrictions were lifted, the Management Committee is recommencing work on our 5-year strategic plan along with budgets and trading forecasts for the short to medium term. We are also facing the well-publicised challenges of staffing in the hospitality sector and therefore opening hours and food service are not yet back to pre-Covid trading arrangements. Notwithstanding these challenges, trading for the current financial is already running at around 82% of our pre-Covid level after 19 weeks of trading (with only 7 of these being with all restrictions having been lifted).

In order to financially and operationally de-risk the provision of a community shop we have an agreement with Snitterfield Stores to run a satellite of their store in the new facility at the New Inn. They would deal with all aspects of stocking and staffing and the arrangement would provide us with a modest rental income of \pounds 3,000 per annum to NLCP.

This solution provides us with the social benefits of the community shop facility whilst having no potential to cause any negative impact on the financial performance of the New Inn, hence substantially minimising the overall financial risk to NLCP.

f. Sensitivity analysis; impact of variances in income on the on-going business plan (for example; if projected income does not materialise, or delays to the project, what will the impact be and what will that mean for the organisations finances)

Our proposed arrangement with Snitterfield Stores, where they will run a satellite of their store in our new facility at the New Inn, is at their financial risk. They would provide NLCP with a modest rental income. The impact of any variance to the business plan of the shop, negative or positive, will be at the loss/gain of Snitterfield Stores. This solution provides us with the social benefits of the community shop facility whilst minimising any financial risk to NLCP since the quantum of the rental income is not material to the viability of the New Inn pub business plan.

Any delays to the project would likewise have an immaterial impact on the viability of the New Inn pub-shop-hub business plan, however it would have a significant negative impact on the social benefits.

If required, it is our intention to seek to provide volunteer support to Snitterfield Stores to help them run the shop. We anticipate that this might be particularly useful in the early months of the start-up and establishment of the shop. This would increase community engagement with the pub-shop-hub, providing social interaction benefits, whilst also supporting the early-stage commercial sustainability of the shop.

5. Risks and Issues

- **a. Risk register**; list individual risks (for example; project stages overrun, overspends, planning permission is refused), the risk level (low, medium, high) and the mitigation (actions) to reduce the risk
 - 1. Cost overrun:

The majority of the purchases and works required are straightforward and will be contracted on a known and fixed price basis. The risk of cost overrun is therefore regarded as LOW, particularly with the provision of a 10% contingency included in the project funding requirement.

2. Cost inflation:

With construction materials prices and labour costs having substantially risen over the last 18 months and the contractor's quotation only fixed until 16th

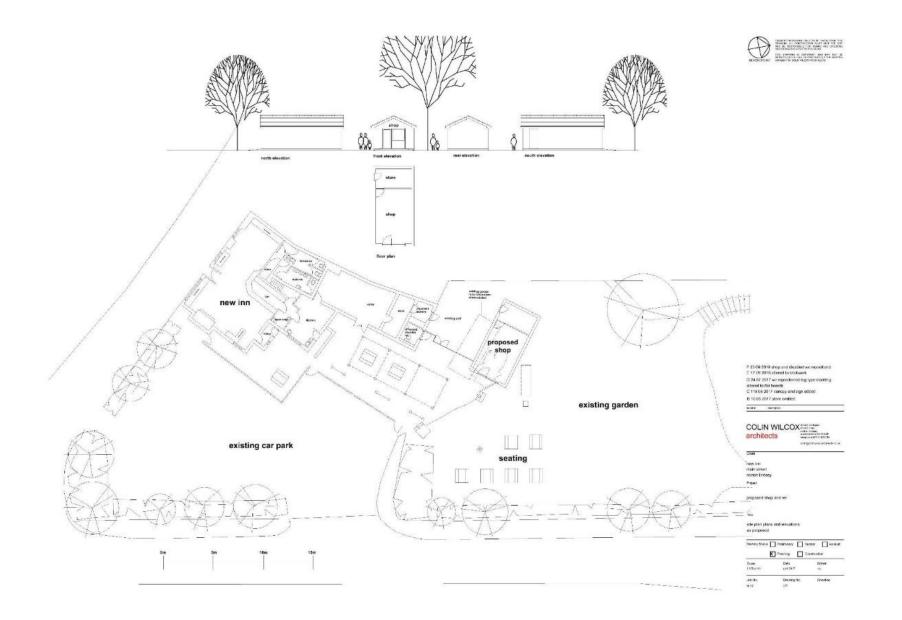
November 2021, it will be important to contract the main building works as soon as possible to minimise any further potential increase. The risk of cost inflation is therefore regarded as MEDIUM, however the inclusion of a 10% contingency in the project funding requirement will help to mitigate this risk.

- b. Issues log; areas that are prerequisites for the project to go ahead / succeed (for example; access to systems / ICT technology requirements, cash flow whilst waiting for grants to be awarded, facilities management)
 - 1. Project management of works:

Within the village we have many people with skills and experience that are prepared to volunteer their services. One such person already acted as project manager for the remedial and preparation works before the pub reopened and it is proposed that this person, possibly with support from some additional volunteers, would also manage this project.

2. Cash flow:

Whilst NLCP has sufficient cash to fund the New Inn's normal day to day working capital requirements, it only has limited cash headroom and therefore it is not possible to start this project until grant funds are approved. In addition, prompt payment of grant monies by WDC after submission of approved invoices will be very important to managing NLCP's cash flow. NLCP expects to have the necessary cash headroom to fund the VAT payments related to this project before such amounts can be reclaimed from HMRC.



Title: Amendments to the Royal Learnington Spa Neighbourhood Plan Lead Officer: Hayley Smith (01926 456331) Portfolio Holder: Councillor Cooke Wards of the District directly affected: All within the Civil Parish of Learnington Spa

Summary

This report recommends two non-material amendments to the Royal Leamington Spa Neighbourhood Plan, which was 'made' by Warwick District Council on 12 May 2021 following successful referendum. This follows a request from Leamington Town Council as the Qualifying Body with the intended purpose of updating/correcting the fact, and not materially impacting the application of the plan. The relevant statutory power which enables minor amendments with the consent of the Qualifying Body is S61M(4) and (4A) of the Town and Country Planning Act 1990, applied to neighbourhood plans by virtue of S38c of the Planning and Compulsory Purchase Act 2004.

Recommendation(s)

(1) That Cabinet notes and agrees the addition of references and an appropriate map of the Lillington Conservation Area map to the Royal Learnington Spa Neighbourhood Plan. Specifically:

- Update paragraph 5.1.16 of the neighbourhood plan to reflect that there are three conservation areas within the neighbourhood area.
- Insert a link at the end of paragraph 5.1.16 to the relevant Warwick District Council webpage where detail of the Lillington Conservation Area is available.
- Update Figure 7 to include the Lillington Conservation Area in addition to the other areas shown.

(2) That Cabinet notes and agrees changes proposed to Policy RLS17 – Royal Learnington Spa Creative Quarter (as set out paragraph 1.8 of this report), to reflect the changes to the Use Class Order made in September 2020.

1 Background/Information

Lillington Conservation Area

- 1.1. The first recommendation relates to an update/correction of the fact, and is therefore considered to be a minor/non-material amendment to the plan. The Lillington Conservation Area is a statutory designation. It was omitted from the Royal Learnington Spa Neighbourhood Plan in error, and its insertion reflects the fact but does not materially impact the application of the policies. The statutory power for this is S61M(4) and (4A) of the Town and Country Planning Act 1990, applied to neighbourhood plans by virtue of S38c of the Planning and Compulsory Purchase Act 2004.
- 1.2 Amendments to neighbourhood plans are not currently addressed under the Scheme of Delegation, therefore this change is being referred to Cabinet for decision.
- 1.3 The inclusion of reference to the Lillington Conservation Area in the Royal Learnington Spa Neighbourhood Plan would be made as follows:
 - Update paragraph 5.1.16 so that it refers to the existence of three conservation areas within the neighbourhood area, rather than two as currently.
 - Include a link to Warwick District Council information on the Lillington Conservation Area at the end of paragraph 5.1.16
 - Update Figure 7 to include Lillington Conservation Area.

Policy RLS17

- 1.4 The second recommendation is intended to update and clarify the application of RLS 17 in light of changes to the Use Class Order, made nationally in September 2020.
- 1.5 The Royal Learnington Spa Neighbourhood Plan was subject to independent Examination in early 2020, which concluded in March 2020. Due to the pandemic, the neighbourhood plan was unable to proceed to referendum until May 2021, when the plan received the necessary 'yes' vote to become adopted ('made'), and the decision was issued under delegated powers on 12 May 2021.
- 1.6 In the intervening period between the completion of the independent examination and the referendum, Government made some substantial amendments to the Use Class Order (September 2020). These changes impact on two policies within the now 'made' neighbourhood plan: *RLS17 Royal Learnington Spa Creative Quarter*, and *RLS18 Secondary Retail Areas within the Creative Quarter*. Learnington Spa Town Council, as the qualifying body, approached officers in early 2021 to query how this would impact the aforementioned policies, what might be done to amend them, and whether they could be amended prior to the referendum in May 2021. Officers sought legal advice at the time, given the unusual circumstances which resulted in a long gap between examination and referendum. The legal advice noted in terms of process, that there were no specific provisions within the Regulations to amend a neighbourhood plan post Examination but prior to referendum. The advice

suggested that amendments might be made in the same way as an adopted ('made') neighbourhood plan, but it was agreed that it would be more straightforward to make the changes once the neighbourhood plan was made.

- 1.7 Legal advice was also sought on suggested changes to policies RLS17 and RLS18. Officers were advised that amending policy RLS17 was likely to constitute a minor non-material amendment, requiring consent from the Qualifying Body and the Executive (now Cabinet). Amending (or deleting) RLS18 however, was considered likely to constitute more than a minor amendment, and therefore require repetition of a number of stages of the neighbourhood plan process, including independent examination, but not referendum. This information was relayed to Leamington Spa Town Council for consideration.
- 1.8 Following a resolution by Leamington Spa Town Council on 10 June 2021, and confirmed to officers by email on 14 June 2021, the qualifying body has decided not to pursue amendments (or deletion) of RLS18 at this stage, but rather await a more comprehensive review of the plan in the future. The Town Council has however requested that policy RLS17 be updated. This would necessitate the amendment of the <u>second paragraph</u> of policy RLS17 to be updated as follows:

| | ording in the Royal gton Spa Neighbourhood Plan as made | Pr | oposed amendment |
|---|--|--------------------------------------|--|
| To further the development of the Creative Quarter development for the following uses will be supported when it is in accordance with Warwick District Local Plan policy: | | Creative the follow when it is | er the development of the Quarter development for wing uses will be supported s in accordance with District Local Plan policy: |
| i) | Business development (use class B1); | i) | Business development (use class E(g)) |
| ii) | Food and drink uses (use class A3); | ii) | Food and drink uses (use class E(b)) |
| iii) | Assembly and leisure (use class D2); | iii) | Assembly and leisure (use classes E(d) and F2(b)) |
| iv) | Community/event space, | iv) | Community/event space, |
| v) | Small units/incubator units and step up units or grow on space for businesses that are expanding; | v) | Small units/incubator units and step up units or grow on space for businesses that are expanding; |
| vi) | Medium sized office spaces; | vi) | Medium sized office spaces; |
| vii) | Studio and co-working spaces for small | vii) | Studio and co-working spaces for small |

| | businesses, artists and | | businesses, artists and |
|-------|---|-------|---|
| viii) | makers; and Temporary uses which | viii) | makers; and Temporary uses which |
| | bring back into use empty buildings and spaces | | bring back into use empty buildings and spaces |

2 Alternative Options available to (name of Committee/Cabinet etc.)

A 'do nothing' option has been considered. It was concluded however, that that would not assist in clarifying the points raised by the Qualifying Body.

3 Consultation and Member's comments

3.2 N/A

4 Implications of the proposal

4.2 Legal/Human Rights Implications

4.2.1 The proposed amendments to the Royal Learnington Spa Neighbourhood Plan outlined in this report have been reviewed by Warwick District Council's legal advisors. The legal advice agreed that the proposals are minor in nature.

4.3 Financial

4.3.1 No budgetary impacts.

4.4 Council Plan

4.4.1 National policy and the adopted Warwick District Local Plan 2011-2029 encourage the development of neighbourhood plans. Learnington Spa Town Council, as the Qualifying Body, developed a neighbourhood plan in consultation with the local community, which successfully navigated multiple stages of the neighbourhood planning process, including independent examination, and received a 'yes' vote at referendum in May 2021. Warwick District Council decided to adopt the Royal Learnington Spa Neighbourhood Plan in May 2021, as it is considered to align with all relevant policies and met all the conditions necessary. This report considers proposed minor amendments to this adopted planning policy.

4.5 Environmental/Climate Change Implications

4.5.1 Not applicable – the proposals are minor amendments to adopted policy in the Royal Learnington Spa Neighbourhood Plan.

4.6 Analysis of the effects on Equality

4.6.1 Not applicable – the proposals are minor amendments to adopted policy in the Royal Learnington Spa Neighbourhood Plan.

4.7 Data Protection

4.7.1 Not applicable.

4.8 Health and Wellbeing

4.8.1 Not applicable.

5 Risk Assessment

10.1 No significant risks. The proposals are minor in nature.

6 Conclusion/Reasons for the Recommendation

- 6.2 The Lillington Conservation Area is a statutory designation. It was omitted from the Royal Learnington Spa Neighbourhood Plan in error, and its insertion reflects the fact, but does not materially impact the application of the policies.
- 6.3 The proposed update to policy RLS17 would reflect changes to the Use Class Order, and provide greater clarity in the application of the policy.

Background papers:

- <u>Royal Leamington Spa Neighbourhood Plan</u> (made May 2021)
- <u>Town and Country Planning (Use Classes) (Amendment) (England) Regulations</u> 2020
- Leamington Town Council minutes 10 June 2021

Supporting documents:

• www.warwickdc.gov.uk > learnington_-_guide_to_conservation_area

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | 04 November 2021 | | | | | | |
|--|------------------|--|--|--|--|--|--|
| | | | | | | | |
| Title of report | | nts to the Royal Leamington Spa hood Plan | | | | | |
| Consultations undertaken | | | | | | | |
| Consultee *required | Date | Details of consultation /comments received | | | | | |
| Ward Member(s) | | | | | | | |
| Portfolio Holder WDC & SDC * | | | | | | | |
| Financial Services * | | | | | | | |
| Legal Services * | | | | | | | |
| Other Services | | | | | | | |
| Chief Executive(s) | | | | | | | |
| Head of Service(s) | | | | | | | |
| Section 151 Officer | | | | | | | |
| Monitoring Officer | | | | | | | |
| CMT (WDC) | | | | | | | |
| Leadership Co-ordination Group (WDC) | | | | | | | |
| Other organisations | | | | | | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to :Cabinet / Council Committee | | | | | |
| Contrary to Policy/Budget framework | | No/Yes | | | | | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No/Yes, Paragraphs : | | | | | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No/Yes, Forward Plan item – scheduled for (date) | | | | | |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility | | | | | |

Title: Riverside House Development Brief - Update Lead Officer: Heather Johnson (07974 973626) Portfolio Holder: Councillor Cooke Wards of the District directly affected: Leamington Clarendon ward

Summary

1.1 The purpose of this report is to enable Cabinet to be informed of the outcomes of the public consultation on the draft Development Brief for the Riverside House site and of the proposed updates in response; and, to approve the updated Development Brief to enable options/proposals to be brought forward for the development of the site.

Recommendations

- (1) That Cabinet notes the outcomes of the public consultation and the updated contents of the Development Brief for Riverside House.
- (2) That Cabinet approves the updated Development Brief for Riverside House, attached at Appendix 1, and agrees that this will be used to guide future development on the site.
- (3) That Cabinet receives a report for options on how a development at Riverside House may be brought forward, in the first quarter of 2022.

2 Background

- 2.1 On 8 July 2021, Cabinet approved the draft Development Brief for the Riverside House site for public consultation.
- 2.2 The draft Development Brief seeks to provide a clear and public expression of the Council's aspirations for the future of the Riverside House site, bringing the site forward for housing in accordance with its allocation in the Local Plan, and with other Local Plan policies such as affordable housing in the District.
- 2.3 The public consultation ran for a period of ten weeks over the summer: from 26 July to 1 October 2021. The consultation included sessions with several town centre groups, including the Town Council, Clean Air Leamington, Leamington BID, Leamington Chamber of Commerce and with members of the public, including nearby residents. Questions and answers from these sessions were added to the consultation webpage to help share key information more widely.
- 2.4 The consultation included an online survey requesting feedback on key points of the brief, including: the vision and objectives, the development principles, the sustainability principles, and overall feedback. The survey was also made available at The Royal Learnington Spa Town Hall and the Royal Pump Rooms for members of the public to review and provide feedback; and was publicised in local media.

2.5 The consultation closed on 1 October 2021. The draft Development Brief has now been updated to reflect some of the key points from the feedback received from these sources. The updated brief is attached at Appendix 1. The original brief is attached at Appendix 3 for reference.

2.6 Survey Results

- 2.6.1 Overall, the survey results demonstrate that 67.35% of the public support the development on the site. 20.41% of those completing the survey support the development in its current form, as set out in the first draft of the brief, and 46.94% support the brief with some amendments.
- 2.6.2 Some of the key amendments suggested in the survey feedback include:
- 2.6.2.1 The need to emphasise the good quality and sustainability principles expected of the scheme
- 2.6.2.2 Keen that consideration is given to car share schemes or becoming a car free development
- 2.6.2.3 The need to retain green spaces and to retain as many of the trees on site as possible
- 2.6.3 32.65% of the public who completed the survey do not support the development on this site. Some of the reasons provided for this lack of support were that some members of the public do not wish there to be any building on the site at all. Others would prefer that the existing building is refurbished and re-used rather than demolition and rebuilding on the site.

2.7 Online Sessions - Feedback

- 2.7.1 Overall, feedback from the online sessions has been positive and people have welcomed the opportunity to have a constructive dialogue around the future of the site. Questions asked during each of these sessions and the responses were captured for addition to the webpage and are attached in support of this paper at Appendix 3.
- 2.8 Key themes that have emerged throughout the consultation may be summarised as follows:
- 2.8.1 Strong support for the sustainability principles of development, with the view that it should lead the way for future developments in Learnington, setting new standards in the town.
- 2.8.2 Enthusiasm for the connectivity vision, linking the town centre to the river walk and green spaces, through an open access development. This is perceived as a clear benefit for the local community.
- 2.8.3 The inclusion of 40% affordable housing, in line with the Local Plan, was positively viewed by most people. Some respondents would have preferred more than 40% on the site.

- 2.9 The clear de-linking of the Riverside House site to the redevelopment of the Council's car park at Covent Garden was understood and this approach is supported.
- 2.10 There was a view that the vision set out in the brief should be strengthened further, to explain the exemplar design and quality development that the Council seeks in more detail and the brief has been updated to reflect this point.
- 2.11 Feedback at an early stage enabled a key plan (Plan 01) in the document to be clarified and updated.
- 2.12 Some challenge has been raised to the potential outlined massing on the site and whether the guidance provided in the brief is appropriate. However, outline information is needed in the brief to provide a guide for potential development. The brief is not a specification; it is there to provide key principles and guidance for interpretation and to enable innovative design to be brought forward for consideration.
- 2.13 A further challenge raised relates to the issue of the mature trees along the street at Milverton Hill and the wish to retain them. It is the view that a development on the site should be able to retain these trees to help to preserve the view in the neighbourhood, and it is our aim to do so.
- 2.14 Some challenge has been made in terms of retaining the existing building on the site instead of demolition and building. Whilst commendable from a sustainability perspective, in these circumstances, this option has been discounted. The building is, in its current form, unsuitable for residential use and would need considerable investment if it was to be converted. To achieve the positive planning outcomes for the site as set out in the brief, including delivering 40% affordable housing, a redevelopment of the site is the only viable option.
- 2.15 The opportunity for dialogue has been useful for the public and for the Council in refining the development brief further. Some members of the public have expressed interest in a further consultation stage, at the pre-planning application stage, so that designs can be visually understood and compared, with the opportunity to ask further questions. This is an opportunity that should be considered as part of the next steps
- 2.16 The development brief has been updated at Appendix 1. Finalising this Development Brief will enable further work to be undertaken by Officers, in order to bring forward potential options that will consider how the development may be brought forward.

3 Alternative Options available to Cabinet

- 3.1 The Council could choose not to approve the updated draft Development Brief and instead rely on policies in the Warwick District Local Plan and in other adopted Supplementary Planning Documents. Whilst this approach would still enable the site to come forward in compliance with planning policy, it would not allow the Council to articulate its wider ambitions for the site and maximise the community benefits that the redevelopment of this site would bring. This alternative option has therefore been discounted.
- 3.2 It should be noted that by requiring that wider community benefits are delivered than that may usually be required on a site owned by another party, that it may impact on the eventual land receipt that the Council receives for the site or may even require a financial contribution in order to achieve them. The Council could choose to vary the Brief and the reduce the requirements on the site with the intention of driving up its land value but the steer from Cabinet has been to develop a brief that sets out the Council and wider community aspirations. This option has therefore been discounted.

4 Consultation and Member's comments

- 4.1 Several comments have been received from Councillors, who have demonstrated support for the development brief.
- 4.2 The Town Council supports the content of the Development Brief in its current form.

5 Implications of the proposal

5.1 Legal/Human Rights Implications

5.1.1 There are no human rights or legal implications associated with this proposal at this stage.

6 Financial

- 6.1 The Council's aspirations are to deliver an exemplar scheme that delivers our Climate Change objectives and the provision of 40% affordable housing in line with the Local Plan allocation. Members need to be aware that in doing so, there will be an impact on value. Further information is contained within the Private and Confidential Appendix 4.
- 6.2 However, in doing nothing, the office accommodation costs to the Council are increasing annually. The re-development of the Riverside House site is anticipated to create revenue savings for the Council in terms of the Council having alternative accommodation. Within the Medium-Term Financial strategy savings of £250k per annum have been included from 2022/23, increasing to £475k per annum from 2023/24. These figures are for the General Fund only, implying further savings should be released for the Housing Revenue Account. If the capital receipt obtained is in line with the lower potential value put forward by Bruton Knowles, then achieving these savings will then depend on the Council having to borrow to fund any further development, so increasing the revenue costs in term of debt charges.

6.3 Members will recall the substantial savings proposals that have been included within the Budget and Medium-Term Financial Strategy. If these savings are not achievable, members will need to agree where further savings may be made, or income generated so as to enable the Council to balance its Budget into the future.

7 Council Plan

7.1 Fit for the Future (FFF)

- 7.1.1 The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects.
- 7.1.2 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found <u>on the Council's website</u>. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

7.2 FFF Strands

7.2.1 External Impacts of Proposal

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

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

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

7.2.2 Internal impact of the Proposal

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

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

Money - Firm Financial Footing over the Longer Term - The redevelopment of the Riverside House site will maximise the revenue opportunities for the site. It is estimated to deliver a minimum of annual revenue savings to the General Fund of circa **£475,000** for the Medium-Term Financial Strategy and also remove significant overhanging capital costs required to maintain Riverside House.

7.3 Supporting Strategies

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

7.4 Environmental/Climate Change Implications

- 7.4.1 The Development Brief sets out to deliver an exemplar design for development on the Riverside House site, taking account of the conservation area in which it is located. It aims to incorporate accessibility to green spaces and the river walk for the residents and the community, bringing green spaces closer for people and connecting the town.
- 7.4.2 The Council is committed to promoting the principles of sustainability throughout the design and build process. The proposed brief seeks to deliver a development that is as close as possible to net zero carbon in operation. Whilst it is likely that electrical energy systems involved will give rise to carbon emissions, this is expected to decrease, and it is anticipated that the design should avoid the need for future retrofitting of heating and energy efficiency. More widely, the layout and design requirements of the brief are consistent with the Councils climate change ambitions.

7.5 Analysis of the effects on Equality

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

7.6 Data Protection

7.6.1 There are no Data Protection implications associated with the proposals in this report.

7.7 Health and Wellbeing

7.7.1 The Development Brief sets out to deliver an exemplar design for development on the Riverside House site. In doing so, it aims to incorporate accessibility to green spaces and the river walk for the residents and the community alike. This brings green spaces, including play areas for children, closer for people and connects the town closer together. This therefore impacts positively on health and wellbeing in the community.

8 Risk Assessment

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

8.2 Given that the Council is looking to bring forward the site, in compliance with all planning requirements, and with the aspiration of going beyond that which would currently be required of a third-party developer in response to the Climate Emergency there is a potential impact on value, with the possibility that the potential capital receipt for the Riverside House site may make it more difficult to deliver the savings identified in the Medium-Term Financial Strategy. However, this must be balanced with the equal risk that comes with not moving out of Riverside House and so having to find the same level of savings from other sources.

9 Reasons for the Recommendation

9.1 The Development Brief will be used to guide future development on the Riverside House site. It has been updated following the Public Consultation and is now ready for approval. Officers will then focus on the next steps of how the site may be brought forward for development.

Supporting documents:

- Appendix 1: Updated Draft Development Brief for the Riverside House site
- Appendix 2: Changes to the Development Brief
- **Appendix 3**: Questions and Answers from the Public Consultation
- Appendix 4: Private & Confidential

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | 4 November 2021 | |
|--|--|---|
| Title of report | Riverside House Development Brief Update | |
| Consultations undertaken | | |
| Consultee *required | Date | Details of consultation /comments received |
| Ward Member(s) | | |
| Portfolio Holder WDC & SDC * | | |
| Financial Services * | 12.10.21 | |
| Legal Services * | 12.10.21 | |
| Other Services | 12.10.21 | |
| Chief Executive | 12.10.21 | |
| Head of Service | 13.10.21 | |
| Section 151 Officer | 12.10.21 | |
| Monitoring Officer | 12.10.21 | |
| CMT (WDC) | 12.10.21 | |
| Leadership Co-ordination Group (WDC) | 18.10.21 | |
| Other organisations | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to: Cabinet |
| Contrary to Policy/Budget framework | | No |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | Appendix 4 is Confidential |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | Yes, Forward Plan item – scheduled for 4 November 2021 |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility |



Warwick District Council RIVERSIDE HOUSE DEVELOPMENT

November 2021

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Section 1 Introduction

This Development Brief has been updated following Public Consultation.

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

The land currently contains a large four storey office building totalling approx. 5,620 sq m NIA, occupied by 350 staff, with staff parking for approximately 194 cars. Some parts of the building have been sub-let to other organisations due to the size of the site. The Covid-19 emergency has impacted the way in which the Council works to deliver services with greater flexible working. The Council is now looking to vacate the Riverside House site. Once the brief is agreed, it will enable a process to seek proposals to deliver the vision set out in this document.

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

Section 2

The Vision for the Riverside House site

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

Section 3 Objectives of the Brief

This brief sets out the Council's expectations for redevelopment of the Riverside House site. It will be used to enable the Council to select development proposals for the future development of the site, in line with the Council's vision. The objective of this Brief is to provide a guidance framework to enable appropriate development proposals to be considered. It is not a prescriptive document, as the Council wants to enable innovative interpretation of design.



Section 4 The Milverton Hill Area

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

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

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



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

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

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

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

Section 5 History of the site

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

The size and nature of the building no longer make the existing use viable for continued use in the longer term. It is also the case that the building is now larger than the Council needs and it is expensive to run. Re-development of the brownfield site is therefore envisaged, and this was put forward through the local plan process. The site is allocated for housing development in the Local Plan, adopted in September 2017.

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

Planning History: W/17/1701

An outline planning permission for the demolition of the Riverside House building and the redevelopment of the site for residential development was granted on 17 April 2018; this allowed for the "demolition of Riverside House and the redevelopment of the site to provide a range of buildings from 2 - 6 storeys for up to 170 residential dwellings" (use class C3). Planning consent was limited for a term of 3 years, expiring on 16th April 2021. The application did not include any affordable housing opportunities and for a number of reasons the development did not proceed.



Section 6

Opportunities and **Constraints**

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

Key Constraints

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

- The site is surrounded by Learnington Spa Conservation area (see Plan 02, p 22)
- Around 40% of the site is within the River Leam Flood Zones 2 & 3 (see Plan 04A and Plan 04B)
- Tree Preservation Orders on a number of trees on the site (see Plan 03)
- There is a culverted water course and sewer running under the site
- Neighbouring Grade II listed buildings
- Adjacent to Grade II registered Victoria Park Spa Gardens, future Commonwealth garden scheme and the Pump Room Gardens
- The existing Adelaide Bridge nearby is a Grade II listed structure

Key Opportunities

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



Section 7

Planning Policy Context

National Policy and Context

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

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



Warwick District Local Plan 2011-2029

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

Allocation

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

Housing policies

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

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

Design policies

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

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

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

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

Transport

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

TR3 Parking - sets out car parking requirements

Healthy, safe and inclusive communities

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

Climate Change and flood risk

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

FW1 Reducing flood risk

Historic Environment

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

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

Natural Environment

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

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

Royal Learnington Spa Neighbourhood Plan - adopted May 2021

<u>The Royal Learnington Spa Neighbourhood Plan</u> was produced by the Town Council in collaboration with the local community.

RLS2 Housing Design – encourages the use of higher environmental standards in building design and energy performance, and seeks Building for Life (or similar) to be utilised in the scheme development.

RLS3 Conservation Areas – sets out principles to be adopted for schemes within or near to a conservation area.

RLS5 Housing mix and tenure – seeks to respond to most up to date data, and to seek opportunities for detached and semi-detached family dwellings.

RLS15 Canal and Riverside Development – includes requirements for design principles including mitigating flood risk, and protecting or creating new access points to the riverside for walking and cycling.

Warwick District Supplementary Planning Documents (SPDs)

In addition to policies within the local plan, this development brief, and any subsequent planning applications will need to accord with relevant Supplementary Planning Documents. These include:

- Affordable Housing SPD (July 2020)
- Developer Contributions SPD (July 2020)
- Air Quality and Planning (January 2019)
- <u>Public Open Space</u> (April 2019)
- Parking Standards (June 2018)
- <u>Residential Design Guide</u> (June 2018)

Section 8 Sustainability

The Council is committed to promoting the principles of sustainability in any redevelopment of the Riverside House site.

The Council promotes the concept of keeping the environment and sustainability in mind throughout the design process through a strategy that integrates the approach to sustainable development, considering energy, SUDs water use, biodiversity, flood mitigation and landscape design elements. Understanding these principles from the outset enables a better base position for attaining future sustainability targets.

Some of the key issues that will need to be considered using this strategy include orientation, massing and form and consideration of passive design principles including natural ventilation and daylighting. Consideration of materials being used in the build and energy and waste or recycling requirements need to be made.



Section 9

Development Principles

Assessment of the Milverton Hill site and application of the relevant planning policy context has informed the Council's set of development principles for the site. The principles must be read alongside all other planning policy information and the Local Plan. The development principles go beyond the relevant planning policy and embrace sustainability principles.

Redevelopment proposals must fit within the Local Plan for the area. New developments must make the best use of the land and positively relate to each other and enhance the surrounding area in terms of sustainability, landscaping and design.

There are a number of key guiding principles that need to underpin all development proposals and these are summarised below, followed by some further detail on key points:

- Ensuring that the housing development site is inclusive through the provision of affordable housing is critical; We expect 40% affordable housing in line with current Council policies set out in the Warwick District Local Plan
- The use of exemplar design and build techniques to provide an excellent quality scheme maximising the amenities and benefits of the riverside site for residents and for the local community
- Encouraging connectivity between the site and the town centre and improving linkages along the riverbank walks and park areas, potentially including a bridge
- Consideration of massing and accessibility to the site to avoid current Tree Preservation Orders and the existing sewer
- Consideration of public realm opportunities
- Preservation of views to and around the Milverton Hill site
- Scale, massing and design to be in keeping with the Learnington Spa Conservation Area
- Scale, massing and design to respect the setting of the adjacent listed buildings
- The Community Infrastructure Levy (CIL) is relevant and will apply. Where applicable, agreements under S.106 of the Town and Country Planning Act 1990 will also apply.

- The development needs to be net zero carbon in operation, certified and demonstrated when constructed and should incorporate renewable energy sources, such as including solar panels to power the heat pumps to meet all residual energy needs
- Consideration of car parking provision for residents
- Electric charging points will be required in line with the relevant standards, and in addition there is a need to be future ready i.e. have the infrastructure in place to enable future higher levels of electric vehicle use



Sustainability Principles

- Delivery of a sustainable development that is net zero carbon in operation and minimises carbon emissions associated with building material and construction
- Buildings need to be constructed from sustainable materials wherever possible, in order to minimise carbon in building material
- Smart energy technology should be incorporated to enable intuitive low carbon operation of heating and energy
- Consideration needs to be given to whether recycling areas are communal or single use areas and sufficient space should be provided for refuse and recycling vehicles to enter and turn within the site. The minimum distances in the residential Design Guide for refuse and recycling storage and collection should be adhered to
- Sufficient secure covered cycle parking must be provided
- Water saving measures should be maximised, such as showers with the minimum flow rate and taps fitted with the limited flow rate aerator or spray ends
- An environmentally friendly scheme in order to preserve the area, retaining as many good quality trees as possible
- Capturing rainwater for use in communal areas to maintain the landscape
- Soft landscaping on site should be used to enhance habitat and promote biodiversity
- Hard landscaping will be done to have minimal environmental impact

Ensuring that the housing development site is inclusive through the provision of **affordable housing** is critical to any proposal; the Council expects 40% affordable housing to be provided in line with the current Council policies.

Sustainability must be central to any development proposal and proposals must demonstrate how they will mitigate climate change through the use of sustainable construction techniques, net zero carbon building design, renewable energy sources and water conservation measures.

As a sensitive site, adjacent to (and partly within) a conservation area, it will be important that the redevelopment is of a **high quality and locally distinctive design**. The rhythm of buildings, consistent detailing, local materials, boundary treatments and landscaping all contribute to the local distinctiveness in this location.

Careful consideration must be given to the appropriate massing of new buildings on the site, that is the volume and shape of the building. As a guide, massing will have a limit of 4 storeys along the Milverton Hill frontage and alongside the adjacent listed buildings in Portland Place West, with potential for a fourth storey set back from the façade of the building such that it is not readily apparent in the street scene. There is potential for some variance further into the site, with massing stepping up to 5 storeys as the land drops down further away from Milverton Hill, to a maximum of 6 storeys for a small area in the centre of the site, well away from the site boundaries and not readily visible from outside of the site on the south facing elevation. At the rear of the listed buildings, the height should be limited to 2.5 storeys.



As well as respecting the character and appearance of the conservation area and the setting of the adjacent listed buildings, the massing should also give careful consideration to potential views from Victoria Park.

New development will need to work within the **known constraints** on the site (see section 5 above). These include the flood risk areas, the existing sewer and its easement and protected trees (see below).

The design, layout and landscaping of new development must create an **attractive**, **accessible**, **safe and appropriate living environment** for residents. They must protect, preserve and enhance where possible features of the historic and natural environment. Landscaping proposals must also maintain the views to and from the Milverton Hill area and promote the green space area and riverside location.

Public access into and through the site is important to the design, and might for example incorporate a footpath link to link Milverton Hill to the river and riverside walk areas.

Given the location of the site and the existing green space and play areas nearby, it is not expected to be necessary to provide a play area on this site. However, this may be delivered through an off-site contribution.

The design should encourage **pedestrian and cycle connectivity** between the site and the town centre and improve linkages along the riverbank walks and park areas, and providing a pedestrian/ cycle link is a requirement of the design. Consideration should be given to promoting opportunities to add landscaping that joins up and preserves green spaces along the Riverside Walk and green park areas. The opportunity exists to create a pedestrian link via a new footbridge over the River Leam to link up the Riverside house site with the Riverside Walk and then Victoria Park. Proposals for the site should show how such a bridge and link can be provided.

Car and other vehicle parking provision on the site should follow the standards and policy approach as set out in the Council's Parking Standards SPD. It is noted that there are some exceptions to prescribed town centre parking requirements where they are justified, such as at the edge of town centre locations and where there are appropriate car sharing schemes in place. This document also sets out standards for the provision of electric charging points.

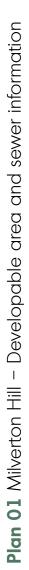
There are a number of **protected trees** on the site, covered by Tree Preservation Orders (TPO's). These are set out on Plan 03. Many of these trees are of a high quality, and are mature trees, planted during the 1800's. These trees will be retained. The remainder of the trees on the site are lower quality, and less mature dating from the redevelopment of the site in the 1980's. It is important that proposals retain the TPO trees on the site, in order to help to maintain a positive contribution to views to the site and as a guide, any proposal for development, should also aim to retain the mature trees lining the street on Milverton Hill, to help to retain the character of the neighbourhood. Every effort should be made to retain other trees on the site as far as possible.

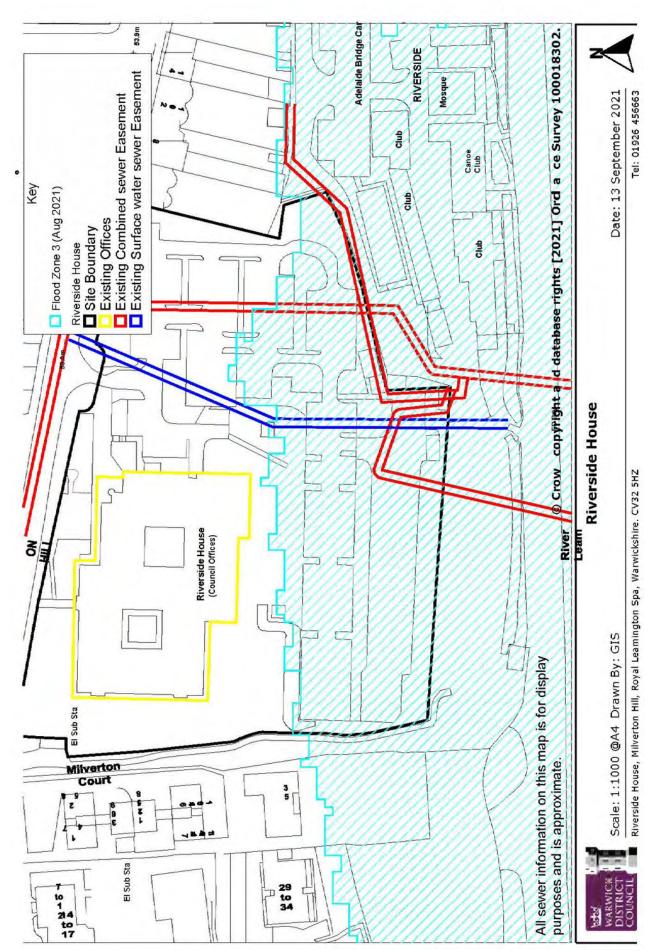
The layout should ensure that the living conditions of surrounding residents are protected, as well as providing a satisfactory living environment for future occupants. Any proposals should take account of the policies in the Residential Design Guide in this regard, include the 45-Degree Guideline, Distance Separation Standards and private amenity space standards.

Section 10 Next Steps

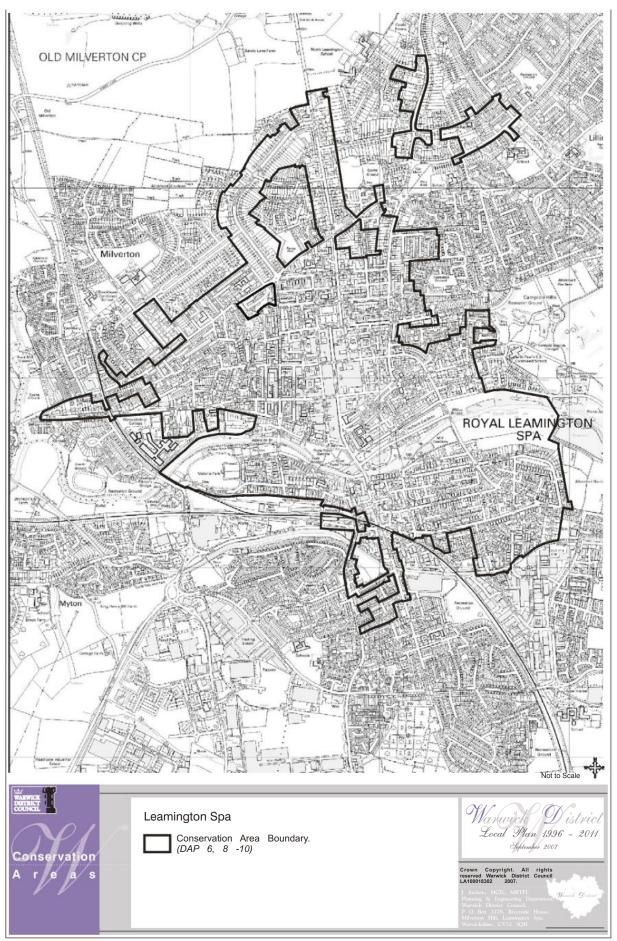
Following public consultation with the local community and local organisations, the brief has been updated and considered by the Cabinet. The Council will need to decide upon options on how the Development Brief will be delivered. This will be the subject of a separate report.

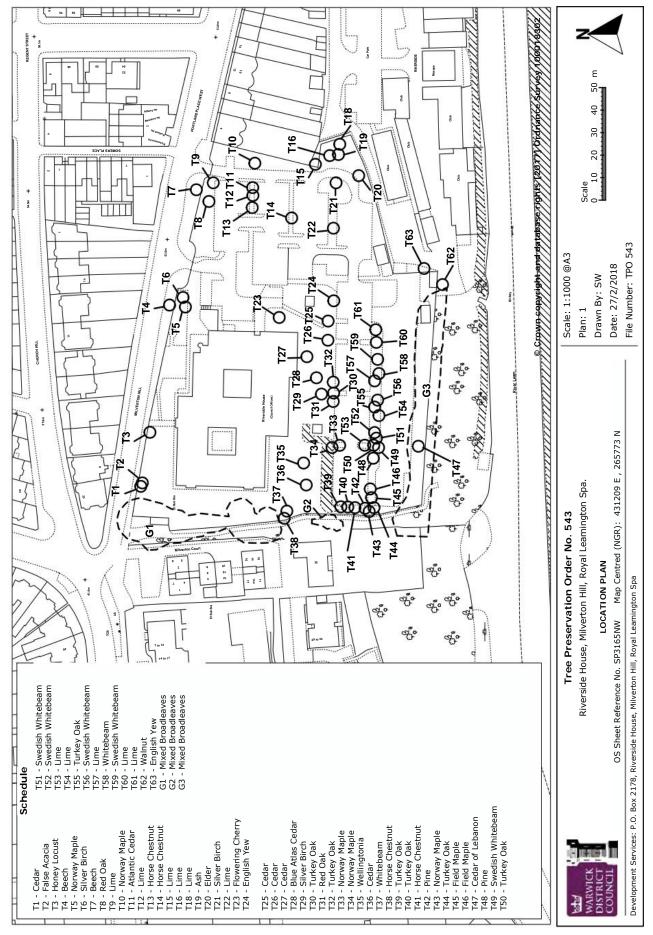




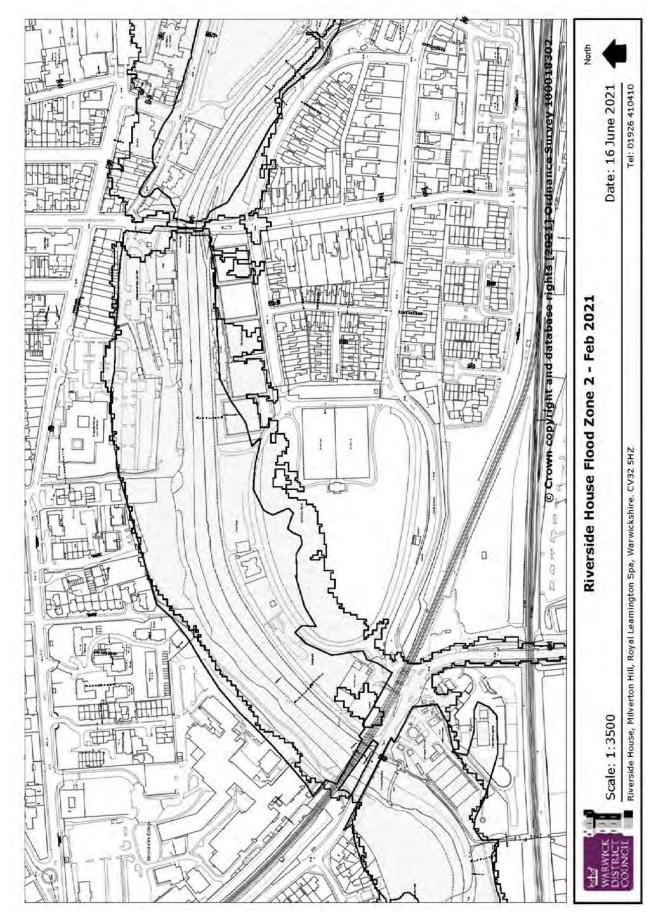


Plan 02 Conservation Area Plan

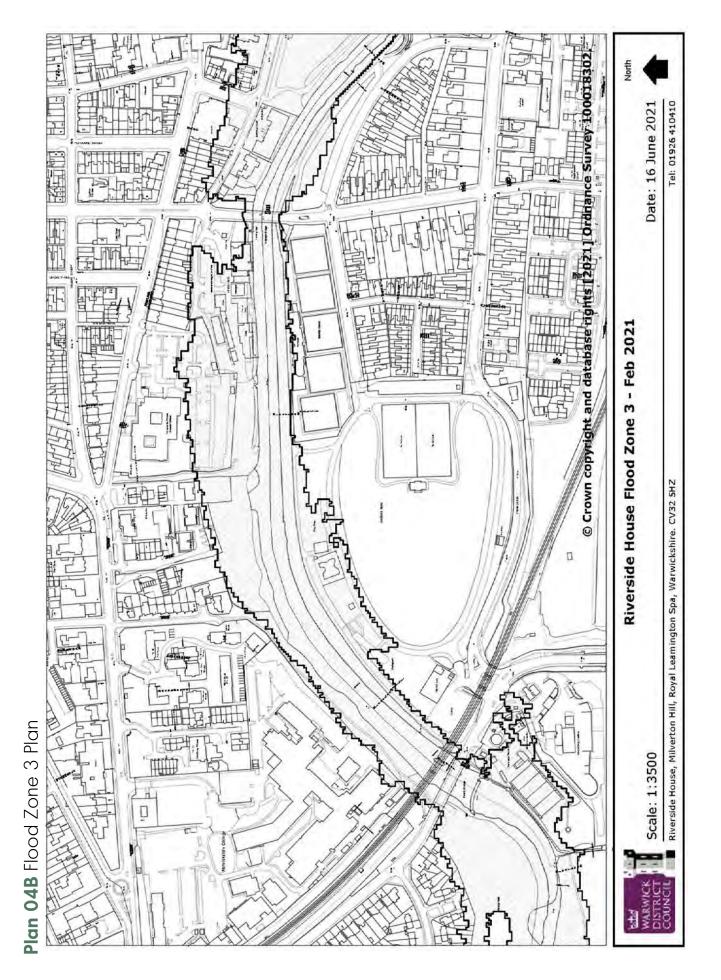




Plan 03 Tree Preservation Plan



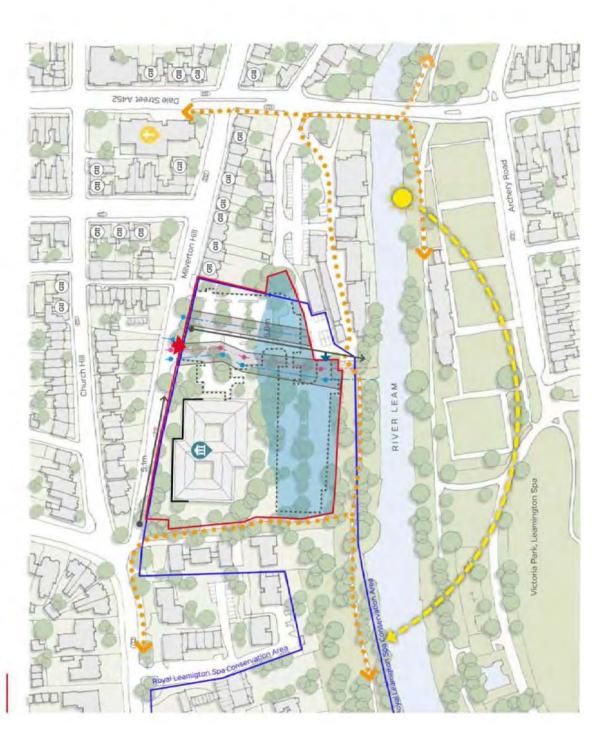


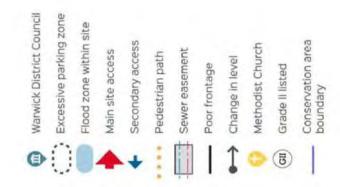


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Site Analysis







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







Item 9 / Page 36

Appendix 2: Changes to the Development Brief

| Page & Brief section updated | Amendment to Development Brief |
|---|--|
| Page 03: Introduction | Introductory first paragraph updated following consultation |
| Page 04: The Vision for Riverside House | Paragraph updated to strengthen vision for innovative design leading the way and setting new standards in Leamington Spa |
| Page 05: Objectives of Brief | Explains it is not a prescriptive document to enable innovative interpretation |
| Page 11: Opportunities and Constraints: Opportunities | Words added for clarity |
| Page 18: Sustainability principles | Final paragraph updated to explain that the massing information is provided as guidance |
| Page 20: Sustainability Principles | Sentence added to reflect desire to retain the mature trees lining the street on Milverton Hill |
| Page 21: Next Steps | Paragraph updated to reflect the next steps. |
| Page 22: Plan 01: Milverton Hill – Developable Area and Sewer Information | An updated plan has replaced the original plan in order to clarify the area for potential development and location of the sewer |

Appendix 3: Public Consultation FAQ's

This Appendix sets out the questions received during the Riverside House Public Consultation, and the answers provided by the Chief Executive in response:

Q. What are the Council's top priorities for the Riverside House site, is it affordable housing, a sustainable development or connectivity with the town centre, riverside and parks or other things?

A. Through our brief we have set out our ideal and will judge the proposals on how close they come to achieving it. However there are elements of any future development which will become non-negotiable such as a new Zero Carbon planning policy which could be in place by next year, as well as good footpaths and cycleways and maintaining or improving biodiversity.

Q. You mentioned the importance of connectivity and for the site to become part of the public realm, this doesn't come over clearly in the brief?

A. Yes this is an important aspect of our plans, we will revisit this point to clarify further. There are a number of opportunities for us to connect the site to wider open spaces/public realm such as via a bridge over the river which would allow us to take advantage of the existing tunnel networks under Princess Drive and Adelaide Road and allow connections to a range of public parks and to the town centre.

Q. What is your ambition for the site? You say you want an 'exemplar' housing site, what does this actually mean?

A. Our ambition is to create something special on the site which can be used to set the standard for other developments in the district. Our aim is to be more than above average, a 9 rather than a 6 out of 10. This is an opportunity for an edge of town centre development to lead the way for other similar sites that will come up in the future.

Q. Do you see yourselves creating an eco-community i.e. one that is more reliant on active travel rather than their cars.

A. This is an aspiration, we want the site to have good foot and cycle links and to make sure we have charging points for electric vehicles but we need to be realistic about how far we can push parking provision.

Q. Is your vision strong enough, could you make it more ambitious and reflect this in your brief?

A. We will revisit this point for the final version of the brief.

Q. What will be the density of the development? What standard of accommodation will be there?

A. The site is large enough for a range of accommodation which would need to meet a very high standard. It's also important that any development isn't gated and that it becomes part of the town. The development brief aims to give guidance on mass and so on, but not to be so prescriptive that it stymies good ideas about how to develop the site as an exemplar site.

Q. Would it be advantageous for us to specify in the brief for the site exactly the development we want?

A. No, that approach would treat the proposal as a specification rather than a brief.

Q. Are WDC committed to 40% affordable housing (to support the delivery of housing options that are affordable to people who may work in the town centre).

A. WDC are committed to providing 40% of affordable housing on this site, in line with the Local Plan.

Q. Will it be a high end development to encourage increased spending in the town? Or will it focus on affordable housing?

A. Given the issues before with this site, we need to address the affordable housing issue. It is planned to be top end but there is potential for it to accommodate approx. 200 units overall so it could accommodate some who work in the town centre and it will also increase footfall in the town centre. Combined with our support for the Creative Quarter, this will help to make the town a great place to visit.

Q. Any consideration to the design, taking into account the constraints of it being a sensitive site, listed buildings surround it and the flood zone – is it intended to be a flagship/ innovative site?

A. Yes that is what we'd hope to achieve.

Q. Does the brief cover the whole site? It's not clear from the diagram

A. It is intended to cover the whole site but the point is noted and the plan is being amended to clarify the position.

Q. How do you make the development brief meaningful?

A: We are hopeful that current brief is meaningful, but consultation will test it further.

Q. How do you hold people to account against this brief?

A: There's a balance and we must be realistic. If a proposal covers 99% of the brief and any other interests didn't come close, then there may have to be a compromise.

Q. Are you going to commit to follow through on the principles of the development brief?

A: The development brief is not a legal document but is there to be tested. It will be a material consideration in any planning application process, and any planning application will be judged against it. There is a high aspiration for development on the site and the Council hopes to use it to set an example for other developments in Leamington.

As we progress through each stage, we need to ensure that we are adhering to the brief (as close to 100% as we can get), but there must be the ability to allow other parties to interpret the brief and bring forward their own ideas for the site.

Q. Could the development brief not state the massing/numbers and keep it vague?

A: The brief does not state numbers of units. It does need to give an idea of scale as to what might be viewed acceptable on the site. It is not a specification, but a guide.

Q. Are there examples of other design briefs?

A: Yes. They vary as sites vary, and the intended purpose varies. Examples include: Station Approach and the land east of Kenilworth.

Q. How will it be determined that six storeys is acceptable on the site?

A: This is based on the topography and other buildings near to the site. We are looking for an improved development on the site with exemplar design. Its not six storeys over all the site.

Q. Can 'six storeys' be worded so that it's a limit and a maximum, not a target?

A: Yes, as we update the development brief, we can review the wording.

Q. There was a link with a particular developer for the previous proposal – does that still stand?

A : No there is no link to any developer at all.

Q. Is there a target for development?

A. There is no target as part of the brief.

Q. You mentioned the potential for the development being included in the conservation area – could that be a guiding principle?

A. It requires a separate decision. Plenty of conservation areas have modern buildings but they don't necessarily comply with the existing quality of build.

Q. On the site analysis picture – the yellow dotted line? What is it?

A. It's the passage of the sun, to help with where the light might come from.

Timescales

Q. What is timeframe for the development and next steps, particularly with the Commonwealth Games next year?

A. The public consultation ends on 1 October. The intention is to report back to Cabinet in November, with feedback on the development brief. Delivery options around how the scheme is delivered, will then be considered separately, most likely at the beginning of next year. In all likelihood, we will still be in the building in 2 years' time, but we are likely to know the direction of travel around the end of the year. We still need to find somewhere for a base as an organisation.

Options for the building/land

Q. Can the current building be refitted or converted for other use?

A. Although we haven't completely shut the door on this possibility, as there is a value in doing so, we feel it is unlikely that this option would be considered. The building was created as office space within the planning policy of its time. Our focus is primarily on housing for this location. We are looking to use this site to set a high bar for future developments in the town. It is important that the development fits with the surrounding area, along with setting standards in climate change credentials and sustainability.

Q. Is there scope to consider just selling the land without the development brief?

A. The purpose of the brief is to set out the expectations for the development of the site. What hasn't yet been decided is how we would bring it forward for development so we can't rule out selling the land, but we can't confirm that it is a realistic option either.

Local impact

Q. Does the development brief mark out something you don't need ie. the sewer being moved? In which case that means the copper beech trees are at risk.

A. We envisage a scheme whereby the sewer remains in situ and the mature beech trees along the roadside of Milverton Hill are maintained. The plan is being updated to clarify this point.

Q. With constraints, is the proposal pretty much the same as we had last time around? Therefore the trees on Milverton Hill will still be at risk?

A. No, we are looking to address the issues raised by the last proposal for this site so we are not aiming for the same scheme as per the last one. We will clarify the brief so it is clear that we are not seeking to propose changes to the sewer line that would mean tress have to go. We want to keep the trees. We will amend the brief to make that clear.

Q. Would expectation be that plans can work around the trees?

A: If the brief is agreed, the next discussion will be around options as to how we bring the site forward before any planning application. For example, one option would be to simply put a red line could be put around the site and ask developers to give their best plan/offer for the site. A developer would submit a planning application and then you would see an impact on trees. There are though other options which need exploring.

However, as part of this process, the Council could look at a qualitative assessment of indicative proposals before planning, so looking at quality as well as price. We would like to look at this stage, before we get to the planning application stage, to understand how any proposal coming forward interprets the development brief.

This would include, for example, whether the scheme retains the trees, and then the Council can make a judgement as to whether any proposal meets the aspirations of the development brief **before** any planning application is submitted.

Q. Within the brief it talks about trying to retain TPO trees. Can the brief refer to other trees on and around the site and not just TPO'd trees as some significant trees don't have that cover of a TPO?

A: We can look in to this further. This is difficult for the trees on the site, but it is something that we could look to do for the trees on the street.

Q. Housing numbers and massing seem to be led by the previous application which was seen as contentious by some. The Local plan allocated 100 units, the previous application was for 170 units, and now we are saying it could be approximately 200 units. There is a concern that there's a 100% increase in the number of units allocated as per the local plan, and this could be overdevelopment in terms of numbers, noise, lighting, and parking?

A: It is not based on the previous application. It just depends upon how someone interprets the brief for development on the site. 200 is an indicative number and is not referenced in the development brief at all. It was only given as a response to a question in one of the consultation sessions. A higher number does not necessarily mean overdevelopment as it depends on the design that comes forward in a proposal for the site.

Q. The numbers of houses sound big for people living close by – particularly with the cars.

A. To promote it as a car free development is a big ask and might move the cars out into the neighbouring streets. We want to move it away from being a typical development – the purpose of this consultation is to test that.

Q. I think it's possible to be car free, but people are surprised we don't own a car.

A. You might be limiting it to those who don't want a car, but it's certainly a consideration as times are changing.

Q. I'm trying to understand the proposal for 4 stories on the new development vs. many of the Milverton hill existing houses are 3 stories?

A. The floor to ceiling heights are not the same for newer build equivalent. Modern 4 stories might not be too different to older 3 stories, depending how the basements fall. Next stage we would be considering that part of the development. RSH now from the front looks like a 3 story, but there's another floor underground and level 3 on one part is at ground level; it's an unusual slope to the site.

Q. What does that mean for residents?

A. We want to demonstrate the quality is such that you would be supportive and the council would be proud of it. It works in a conservation area. It's not a gated community, you would find it accessible and improve connectivity.

Q. There's a number of houses which can't see directly south, how would other houses who enjoy their back gardens etc be affected – eg their privacy?

A. It's a question about the relationship between the building and the view. There is a stage before we get to the planning application.

Q. Previous sensitivities were not addressed and we would expect the consultation to be sympathetic to the neighbours and residents' concerns.

A. It's still in a formative stage, and we are using this consultation to discuss our ideas.

Climate Emergency

Q. Will net zero carbon ambitions apply? And can the Council enforce them?

A. Yes that is the Council's ambition. We are separately preparing a statutory Development Plan Document on Sustainable Buildings which we would anticipate would be in place by the time any planning applications for the site came into consideration. Besides that, the Council owns the site and has the capacity to exercise control through that approach in addition to the Planning system.

Q. I'd like to see more action to remove carbon emissions from our streets and encouraging that transition – not just for this development.

A. Something to consider for this development, but it's a tricky proposition.

Financial

Q. The Council's financial position is now worse than it was 2 years ago with the previous application – how much are we expecting save in the Council's Medium Term Financial Strategy?

A. Over £400k per annum savings out of a current cost of running the building of circa £700k per annum.

Q. Is there an assumption about the capital yield from the site in the Council's financial plans?

A. Please see the Cabinet report (public) which laid out the figures. Our ambitions wouldn't yield much money. A link to the Cabinet paper is here:

- <u>Cabinet report Development Brief for Riverside House</u> (PDF 167Kb)
- <u>Appendix 1</u> (PDF 6402Kb)

Q. Nothing in the development brief is mentioned about Community Infrastructure Levy (CIL)?

A: CIL is a floorspace-based requirement, in Learnington there is a rate of $\pounds X \times$ floor space. CIL goes into a big pot for the District that then funds infrastructure across the District. Section 106 (S106) agreements are a negotiation and will be site specific. CIL will happen regardless, so doesn't need writing into the brief.

S106 crosses over with CIL, so generally you can't request funds for one thing from both. Generally, non-site specific gets picked up by CIL, site specific gets picked up by S106.

Q. Is WDC able to deliver a viable scheme?

A. Yes, a viable scheme can be delivered. However, the view is that the site is not likely to generate a large capital receipt.

Q. Funding – will it be private investment?

A. We need to look at all the options available, and that will be the next piece of work we do. For example we now have our own housing company, which is a different tool that could potentially be used – we own 100%.

Service provision

Q. Are WDC mindful of the value of retaining some staff and services in Leamington town centre and what are your thoughts on this? (to support the provision of accessible services for some members of the community and to maintain viable connections with staff who may be working on local developments).

A. No decision has been made about our future headquarters and how services may be run in future. However, consideration will be given to providing a hub to support key services that are essential for residents, although what shape this may take is not yet known.

Town Centre impact

Q. Have you and the Leader considered the future development of the Parade?

A. Yes we have and we are looking at the creation of a Town Centre Framework that will allow us to consider all the various proposals going on or potentially going on in and around the town centre. It is likely that a report will go to the Cabinet in September on this matter.

Q. Last time the brief was linked to Covent Garden car park because it was considered unsafe. Linen Street has since been closed due to being unsafe. What are the plans now for Covent Garden car park?

A. Further work is being carried out to get an update on the state of Covent Garden car park.

Q. We have been repeatedly told the dangers of Covent Garden car park, so now why does there appear to be no urgency?

A. The multi storey car park does have concrete cancer and what we are doing is monitoring the rate of deterioration. There is a risk that we do have to close it at short notice but we are conscious of the impact of such a move and don't wish to do so until absolutely necessary. Ideally we wouldn't do so until we have a clear plan of what to replace it with is in place. To be clear though, this issue is not now connected to the Riverside House site development.

Q. Which town centre groups are WDC speaking to about the development brief?

A. We are speaking with a number of interested parties, such as the Town Council, Clean Air Leamington, BID Leamington, the Chamber of Trade and residents from neighbouring properties, in addition to the public sessions.

Q. What about car park displacement in the town centre? Even though working from home has changed work patterns – it will be interesting to see changes in the next 6 months and how the peaks/troughs change.

A. The world has changed, but parking in Covent garden will still be monitored and the risk is there – we are working on the options and will go back and discuss the plans.

Q. Will the timing for the development be planned to strategically support future developments in the town centre (given the car parking c. 250 space, has been earmarked as part of the Covent Garden CP displacement plan which is likely to still be required).

A. This will be an important aspect of the Council's deliberation going forward.

Q. Where are we moving as a town centre? What is achievable?

A: A report is going to cabinet on Thursday to start this process in more detail which combines a number of town centre issues.

More FAQs

Q. Riverside Walk and making more of that is a good idea – how will you develop it to combat the undesirable/anti-social elements there?

A. if we put lights, CCTV etc.... it will take away from what it's meant to be, a peaceful venue. More people going through it will help and this might be affected by other schemes. At Princes Drive we make use of the tunnel to reach the open space on the other side.

Q. 40% affordable and net zero – there is a viability clause, that means they don't have to do that. How will you achieve those?

A. we are approaching this differently, because we own the land. Alongside this we are doing our own work to make sure this is viable and will be reporting back to Cabinet on both issues. On our Housing schemes now, we are doing work to test out delivery of net-zero. We want to achieve a high quality development on all aspects.

Q. Now a clean sheet of paper. What measures are you taking to get over the fact that people will object to it?

A. reflecting on the consultation so far, we have been really quiet. We have had sessions with local residents and they have bought some good challenges which we will reflect on, including trees and accessibility to the site. We are also having a specific session for neighbours later this week. And it has helped to separate from the car park.

Q. How will you think about mixing up the 40% with the remainder of the development?

A. We are not at that stage, but we want a properly integrated site. There are obvious constraints with the site, which gives it some interesting opportunities, but we definitely don't want gated communities. If a development brief is agreed, we need to look at how we bring it forward to make it happen. We have more options for that now than we've had previously eg. Our housing company.

Q. What about joining with the uni and offering a halls of residence?

A. That's something to consider.

Q. Being sympathetic to the properties its near is difficult, because it can be neither one thing nor the other. You might be better going for something modern, like near the Spa centre.

A. There are some good modern examples which add to the town. Each generation should have its own story for the town and make its mark, but it still needs to be good quality.

Q. What numbers are you thinking of for the site?

A. We think it could take up to 200, depending on market need.

Q. This area is so expensive now, what is the benefit of having an expensive house? Many people can't afford it and it must impact employment in an area.

A. Or, they live in an area and create a traffic flow into a new area. This won't solve the problem, we can't expect one development to solve that.

Q. What's the timescale?

A. We want to take to cabinet on 4 November, but that's just the dev brief. Then need to work out what he next step is – and how we bring to market? Council venture? Joint venture etc? we also need to decide where we go as a council? Realistically, in 2 years' time, we're still likely to be at RSH.

Q. Do you have tenants?

A. Yes, but we haven't committed to any long term tenants.

Q. Would the council move out if there was no development ready?

A. Given the running cost of RSH is circa £700k per annum then if we have another place to accommodate staff then it would make a significant revenue saving to close the building.

Q. We would be keen to have another consultation stage, pre-planning, so the public can look at different suggestions for design and development?

Immediate focus is to conclude the process around the development brief which will go to Cabinet on 4 November for an amended brief to be signed off. Then we need to consider options and timings and what the next stage is. It may be possible to build some further dialogue in to the process between now and a planning application.

Q. What isn't clear to me is what is the council's priority for this site? It needs to be sold, you need better offices, the option working with SDC?

A. Priority is to achieve a high quality development.

Q. Where is the change in tone coming from?

A. Experience and reflecting on the previous situation and being mindful not to repeat it. We now have a new political leadership.

Q. Are you saying this narrative will continue or are you trying to placate residents?

A. I would like to continue this all the way through. We should be doing it this way and hopefully will result in a better development for all. We can't reconcile all conflict but we hope that by engaging properly with neighbours and residents we can do better than we did in the past.

Q. We want the dialogue and to make and respond to challenges.

A. Yes I agree. The council has recognised the approach taken before – partly political and partly the arrangement we got into. Our Councillors want to take it bit by bit, whereas before we had the partnership before we'd sorted what was going to happen. Using this technology post-pandemic has certainly helped us to engage more easily with people than previous traditional methods.

Title: Rural/Urban Capital Improvement Scheme (RUCIS) Application Lead Officer: Jon Dawson (01926 456204) Portfolio Holder: Councillor Richard Hales Wards of the District directly affected: Whitnash

Summary

This report provides details of two Rural/Urban Capital Improvement Scheme (RUCIS) grant applications:

- Whitnash Town Council to install a 'measured mile' path at Washbourne playing fields
- Whitnash Windmill Petanque Club to install new fencing and build two gazebos

Recommendation(s)

- (1) That Cabinet approves a Rural/Urban Capital Improvement Grant for Whitnash Town Council of 50% of the total (net) project costs to install a 'measured mile' path at Washbourne Playing Fields as detailed within paragraphs 1.1, 4.2.2 and 6.2 up to a maximum of £18,164 excluding VAT. As supported by appendix 1.
- (2) That Cabinet approves a Rural/Urban Capital Improvement Grant for Whitnash Windmill Petanque Club of 80% of the total (net) project costs to install new fencing and build two gazebos as detailed within paragraphs 1.2, 4.2.2 and 6.2, up to a maximum of £5,269 excluding VAT.

As supported by appendix 2.

1 Background/Information

1.1 Whitnash Town Council:

Whitnash Town Council has submitted a RUCIS application to install a new 'measured mile' path at Washbourne Playing Fields for residents to use for exercise; the Town Council want the 'mile' to encourage people to walk, run, use wheelchairs, and push prams around it.

Projects of more than £10,000 overall costs fall within the Main Grants category of the RUCIS scheme which has a maximum contribution of up to 50% of the overall project costs or 60% if it is an environmentally sensitive project; the project cost is £36,327 (excluding VAT), it is not an environmentally sensitive project and therefore qualifies to apply for a grant of up to 50%.

The application is for 50% of the total project costs up to a maximum of \pounds 18,164 excluding VAT.

Whitnash Town Council has committed \pounds 18,163 to the project costs from their cash reserves; these funds have been evidenced through their annual accounts and the provision of a recent bank statement.

Year-Ending 31^{st} March 2021, Whitnash Town Council cash reserves are £1,089,845, however, please note that these high cash reserves include; Civic Centre construction funds totalling £476,352.50, other grants totalling £2851.77 and funds that the Town Council have been saving towards start up and running costs for the new Civic Centre.

Whitnash Town Council will be reclaiming VAT in connection to this project therefore the award will be excluding VAT. The VAT will initially be paid from the Council's cash reserves; these funds have been evidenced through their annual accounts and the provision of a recent bank statement.

Whitnash Town Council have previously successfully applied for RUCIS grant awards:

- January 2019 80% grant awarded which equated to £1,473 for installing a height restrictor barrier at Washbourne Playing Fields
- July 2014 additional award to grant agreed December 2013 which increased the overall award to 37% and equated to an additional £5,364 for third party payment charge for WREN grant application due to unsuccessful Sport England grant application
- December 2013 32% grant awarded which equated to £24,500 for installation of a "measured mile" at Acre Close Park
- December 2011 44% grant awarded which equated to £26,500 for the replacement and installation of new play equipment at Acre Close Park
- December 2008 50% grant awarded which equated to £4,704 for modernisation of play equipment; please note that there was a £359 under spend on this project
- July 2005 34% grant awarded which equated to £15,506 for external and internal improvements to the Community Hall and improved security; please note that there was a £2,991 under spend on this project
- December 2004 50% grant awarded which equated to £7,743 for replacement play equipment at Acre Close Park and Washbourne Playing Fields play areas
- December 2004 50% grant awarded which equated to £5,800 for Community Centre road works and levelling and paving of entrance

The application therefore meets the scheme criteria whereby after a successful grant award an organisation must wait for a minimum of 2 years before reapplying for a new grant.

It is therefore recommended that Cabinet approves an award of a Rural / Urban Capital Improvement grant to Whitnash Town Council of 50% of the total costs of the project excluding vat up to a maximum of \pounds 18,164.

1.2 Whitnash Windmill Petanque Club:

Whitnash Windmill Petanque Club has submitted a RUCIS application to install new fencing and build two gazebos. This is part of an overall project to expand the facility which will see the number of pistes (lanes) expanding from 10 to 16 and will also provide shelter to both players and spectators to enable all-year round partcipation.

Projects of less than £10,000 overall costs fall within the Small Grants category of the RUCIS scheme which has a maximum contribution of up to 80% of the overall project costs or 90% if it is an environmentally sensitive project; the project cost is £6,586 (excluding VAT), it is not an environmentally sensitive project and therefore qualifies to apply for a grant of up to 80%.

The application is for 80% of the total project costs up to a maximum of $\pm 5,269$ excluding vat.

Whitnash Windmill Petanque Club has committed \pounds 1,317 to the project costs from their cash reserves; these funds have been evidenced through their annual accounts and the provision of a recent bank statement.

Whitnash Windmill Petanque Club will be reclaiming VAT in connection to this project therefore the award will be excluding VAT. The vat will initially be paid from the club's cash reserves following a loan from the Playing Captain which will be repaid when the VAT reclaim is received; these funds have been evidenced through the provision of a recent bank statement.

Whitnash Windmill Petanque Club made a formal request to Whitnash Town Council for a £200 financial contribution to the project, unfortunately this was declined, the reason given was that "Whitnash Sports and Social Club is not eligible for financial aid from Whitnash Town Council as it is a private members club".

Whitnash Windmill Petanque Club have never previously had a RUCIS grant award.

The application meets the scheme criteria, it is therefore recommended that Cabinet approves an award of a Rural / Urban Capital Improvement grant to Whitnash Windmill Petanque Club of 80% of the total costs of the project excluding VAT up to a maximum of £5,269.

2 Alternative Options available to Cabinet

- 2.1 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.
- 2.2 Members may choose not to approve the grant funding, or to vary the amount awarded, however, this will potentially prevent the projects from being completed.

3 Consultation and Member's comments

3.1 Include any comments received in response to the consultation on the report.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 There are no legal rights implications for the proposals; please note that whilst Whitnash Town Council have deemed Whitnash Sports & Social Club (WSSC) as a 'private members club' whilst declining the Whitnash Windmill Petanque Club's (WWPC) request for a financial contribution to the project, our definition, along with a number of other sports clubs that have successfully applied for RUCIS grants, is that although there is a membership scheme this is open to anyone in the community to join and guests/visitors are still able to go in/use the facilities. It is a not-for-profit organisation as there are no shareholders, no dividends paid etc, any profits made are retained within the cash reserves for re-investing in the club. Additionally, the applicant is actually WWPC which is a sports section affiliated with WSSC but is separately run with its own committee, accounts and membership. Again, WWPC is open to anyone to join, it is run by volunteers and is a not-for-profit organisation. This all meets the RUCIS scheme criteria.

4.1.2 There are no human rights implications for the proposals.

4.2 **Financial**

- 4.2.1 The budget for Rural/Urban Capital Improvement Scheme applications for 2021/22 is £100,000.
- 4.2.2 There is £100,000 remaining budget available to be allocated, if the applications from:
 - Whitnash Town Council of 50% of the total project costs up to a maximum of £18,164 excluding VAT
 - Whitnash Windmill Petanque Club of 80% of the total project costs up to a maximum of £5,269 excluding VAT.

are agreed, £76,567 will remain in the RUCIS budget.

4.3 Council Plan

4.3.1 Warwick District Council's Fit for the Future (FFF):

People - Health, Homes, Communities; all RUCIS applications are designed to encourage and support local communities and local not-for-profit organisations in developing cohesive and active communities. The details behind this are set out in appendices 1 and 2.

Services – Green, Clean, Safe; through the delivery of RUCIS grants the aim is to deliver cohesive and active communities which in turn help to support and maintain lower levels of crime and ASB. The details behind this are set out in appendices 1 and 2.

4.4 **Environmental/Climate Change Implications**

4.4.1 There are no environmental implications for the proposals.

4.5 Analysis of the effects on Equality

4.5.1 Impact Assessments; there are no new or significant policy changes proposed in respect of Equalities

4.6 **Data Protection**

4.6.1 There are no data protection implications for the proposals.

4.7 Health and Wellbeing

4.7.1 Both projects support potential reduction in anti-social behaviour, obesity and social isolation.

5 Risk Assessment

5.1 There are no risks for this proposal.

6 Conclusion/Reasons for the Recommendation

- 6.1 Warwick District Council operates a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended are in accordance with the Council's agreed scheme and will provide funding to help the projects progress.
- 6.2 Both projects meet the criteria and contribute to the Council's Fit for the Future Strategy; support reduction in anti-social behaviour and obesity, increase opportunities for everyone to enjoy and participate in physical activity and engage and strengthen communities.

Background papers:

None

Supporting documents:

Appendix 1 – Whitnash Town Council RUCIS 257 Application Details

Appendix 2 – Whitnash Windmill Petanque Club RUCIS 258 Application Details

Appendix 3 – Summary of Financial Impact of Approving Scheme

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | 4 th November 2021 | | | |
|--|---|---|--|--|
| Title of report | Rural/Urban Capital Improvement Scheme (RUCIS) Application | | | |
| Consultations undertaken | | | | |
| Consultee *required | Date | Details of consultation /comments received | | |
| Ward Member(s) | N/A | Not applicable | | |
| Portfolio Holder WDC & SDC * | 4.10.21 & 14.10.21 | Cllr Hales - support | | |
| Financial Services * | 29.9.21 | Richard Wilson - support | | |
| Legal Services * | 6.10.21 | Phil Grafton - support | | |
| Other Services | N/A | Not applicable | | |
| Chief Executive(s) | 28.9.21 | Chris Elliott - support | | |
| Head of Service(s) | 27.9.21 | David Platts – no comments | | |
| Section 151 Officer | 27.9.21 | Mike Snow – no comments | | |
| Monitoring Officer | 6.10.21 | Phil Grafton - support | | |
| CMT (WDC) | 18.10.21 | Chris Elliott, Andy Jones, Dave Barber, Tony Perks – support | | |
| Leadership Co-ordination Group (WDC) | 18.10.21 | Support | | |
| Other organisations | N/A | Not applicable | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation Cabinet Committee | | |
| Contrary to Policy/Budget framework | | No | | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No | | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No | | |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility | | |

RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 4th NOVEMBER 2021 CABINET:

| Applicant : | Whitnash To | Whitnash Town Council | | | |
|---|---|---|---|--|--|
| Description of scheme: | Whitnash has had a measured mile for over five years in its park at Acre Close. It was well used but due to an increase in rain all-year round it suffered with parts of it being impassable at times. The Town Council have agreed to put a new measured 'mile' at Washbourne Playing Fields to create a park more about health and nature and making Acre Close an activity park for indoor and outdoor sport. The project will deliver a tarmac path around the Washbourne playing field for residents to use for exercise; the Town Council want the 'mile' to encourage people to walk, run, use wheelchairs, and push prams around it. | | | | |
| Evidence of need: | Usage of the current mile at Acre Close; it has been well used weather allowing. Health and safety issues with the current mile at Acre Close due to heavy rain and drainage; Washbourne Playing Field does not have the same issue. Discussions with residents using Acre Close. A survey has also taken place at the 'One Year to Go' event at Washbourne to explain what the Town Council would like to do and seek residents' comments; 100% of those asked agreed with the idea and hoped the 'mile' would be installed soon. Whitnash Neighbourhood Plan (2015) 2011-2029, the vision for Whitnash is; "In 2029 Whitnash will have a strong, local identity of a sustainable, thriving town which serves its local residents and businesses well and continues to have close family and community support. Community facilities will be enhanced, green spaces and historical links maintained and a realistic number and mix of housing built in and around Whitnash will meet the needs of all ages and groups in the town." | | | | |
| 3 years accounts received? | 2019 - 2021 accounts have been received along with a recent bank statement for all accounts held (August 2021); this evidences sufficient cash reserves to meet the contribution stated on the application form. Please note the high cash reserves include; Civic Centre construction funds from PWLB, WCC, Sport England, Lotteries grants totalling £476,352.50, other grants totalling £2851.77, funds the Town Council have been saving for towards start up and running costs etc for the Civic Centre and Earmarked reserves for F&GP, H&PF. | | | | |
| Financial Performance; minus figure = deficit | Year ended 31/03/21 £1,175,270 | Year ended 31/03/20 £725,021 | Year ended 31/03/19 £375,253 | | |
| Available Funds (cash and reserves) | Year ended 31/03/21 £1,089,845 | Year ended 31/03/20 £724,381 | Year ended 31/03/19 £365,880 | | |
| Details of membership, fees etc: | There is no char | ge for using the pla | ying fields. | | |
| Details of usage: | Washbourne Playing Fields provides recreation facilities for Whitnash residents, it has always been the park without organised sporting activities but with trees and bushes, a natural feel. A place where the play equipment is good, dog walkers like to use it and there are benches for people to sit on. It is impossible to quantify numbers as it is an open field; it is used all-year round, it is especially busy when the local schools finish at the end of the day, at weekends and school holidays and is used by all age ranges. | | | | |
| Details of Organisations equalities policies: | Whitnash Town Council is a local authority subject to statutory duties applicable to a public body. Whitnash Town Council is subject to the Equality Act 2010, but as a public authority it has additional obligations in the 2010 Act. It must have due regard to the need to eliminate discrimination and harassment, victimisation and to advance equality of opportunity in the exercise of its functions. A local council is also a public authority for the purposes of the Human Rights Act. There is also a "policy statement of equal opportunities" in place, a highlight from this is; any discrimination, victimisation, or harassment in the workplace, or any other action that affects the dignity of our employees, customers, suppliers and visitors is totally unacceptable and will be investigated. The Equality Policy has been forwarded as part of the final application package. | | | | |
| 3 quotes provided: | rationale noted | - | orm is; "2nd Cheapest | rred supplier is the second cheapest quote, the , local AND removes the waste from site. Cheapest | |

| Which of the Council's Corporate Priorities are met? | Evidence |
|--|---|
| Reduce anti-social behaviour | Playing fields provide opportunity for physical activity and act as a focal point for members of the community to congregate and socialise. Washbourne Playing Fields already has good play equipment, dog walkers like to use it and there are benches for people to sit on. The project will deliver a measured 'mile' path that can be used by all members of the community across all age ranges all-year round to walk, run, use wheelchairs and push prams around it to exercise and socialise. This all helps to reduce anti-social behaviour. |
| Reducing obesity, particularly in children | Washbourne Playing Fields provides opportunity for physical activity; dog walkers like to use the area and besides the green space there is a range of good play equipment for children to use. The project will deliver a measured `mile' path that can be used by all members of the community across all age ranges all-year round to walk, run, use wheelchairs and push prams around it to exercise which will further help to reduce obesity including in children. |
| Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities | The project will deliver a measured 'mile' path that can be used by all members of the community across all age ranges all-year round which will increase opportunity for the community to participate in physical activity. |
| Engaging and strengthening communities | Playing fields provide opportunity for physical activity and act as a focal point for members of the community to congregate and socialise. The project will deliver a measured `mile' path that can be used by all members of the community across all age ranges all-year round, it will provide residents a place to be that helps with peace of mind, engaging nature while getting healthy. This will help to further engage and strengthen the community. |

| Total cost of scheme | | |
|-----------------------------------|---------|--|
| (including VAT where appropriate) | £36,327 | This is the net cost as the Town Council will be reclaiming VAT from HMRC. |

| Funded by: | Status |
|----------------------------|------------------|
| Organisations Own Funds | £18,163 Approved |
| Total RUCIS | £18,164 |
| equates to | 50.0% |

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RURAL/URBAN CAPITAL IMPROVEMENT GRANTS APPLICATION FOR 4th NOVEMBER 2021 CABINET:

| Applicant : | Whitnash Windmill Petanque Club | | |
|--|--|--|--|
| Description of scheme: | Whitnash Windmill Petanque Club (WWPC) has been based at the Whitnash Sports & Social Club (WSSC) since 2007 when members of the Petanque Club turned a large piece of waste WSSC ground into a smart new petanque facility. Since then, the petanque club has continually maintained and improved the petanque terrain, adding a wooden pavilion, shed, seating and fencing. This grant application is to enable the club to make the following improvements: • WSSC is generously allowing WWPC to expand the petanque facility by utilising a large area of land (18m x 18m) adjacent to their current facility. This will enable the club to build another six pistes (playing lanes) which would increase the playing facility to 16 pistes in total. This is the perfect number of pistes for any petanque facility as it allows 32 teams to play comfortably which is the ideal number for all major competitions. The area will of course need to be fenced off, especially from a H&S point of view as they are playing with heavy metal boules, and the club would also like to replace an existing fence along their current facility with similar fencing, which will then aesthetically make this area a smart and fully enclosed space. The total length of fencing required is 72 metres. • WSSC has also recently allowed WWPC to extend one of the pathways around their existing terrain by 2 metres wide all along the 35 metre (approx.) length of the current club facility. This has addressed a H&S issue as the original pathway was only one metre wide and has now given the club the opportunity and capacity to add spectaor/player shelters along this pathway which will be a major part of this project. WWPC are therefore applying for funding of the materials to buil wood. Paw 2 metres is new widened pathway. Manufactured wooden gazebos/pavilions are very expensive and in fact the dimensions are not conducive to the area they have, so the club preference is to buil their own bespoke gazebos which will ideally meet their requirements. Petanque s | | |
| Evidence of need: | The need for this project has simply evolved through ongoing development of the club terrain; it is the club's desire to make this facility the best there is and to encourage more people to get involved. This application will not only enhance and improve the current petanque facility but will also allow the club to take full advantage of the generous gesture by WSSC to offer the extra land to expand the club terrain by 50 per cent, and inevitably the club will need funds to help achieve this. It has been agreed between WSSC and WWPC that although this extra space has been allocated for petanque, it could also be used for, say, an outdoor exercise class, or a summer fete or beer festival, farmers market, etc if required in the future, by mutual agreement. | | |
| 3 years accounts received? | 2018 - 2020 accounts have been received along with a recent bank statement for all accounts held (September 2021); this evidences sufficient cash reserves to meet the contribution stated on the application form. However, it was noted that there were insufficient cash reserves to fund the VAT costs of the project whilst waiting for the monies to be reclaimed from HMRC, as a result the Playing Captain has loaned WWPC \pounds 1,300 which will be repaid to the individual once the VAT reclaim has been received. This 'loan' has been evidenced with the latest bank statement dated 22nd September 2021. | | |
| Financial Performance; minus figure = deficit | Year ended 31/12/20Year ended 31/12/19Year ended 31/12/18-£1,249£756-£3Please note that in the 2020 financial year WWPC loaned WSSC £1,400 which has been paid back to WWPC in the 2021 financial year without this loar ment the 2020 financial year would have been a profit of £151 | | |
| Available Funds (cash and reserves) | Year endedYear ended31/12/2031/12/19£3,127£4,303£3,547 | | |
| Details of membership, fees etc: | As a section of the Whitnash Sports & Social Club, the WWPC has no hire costs but are required to be members of the WSSC: • Seniors = £8.50pa • Adults = £13.50pa • Juniors = £2.50pa WWPC members fees: • Subscription is £5pa. • Members are also individually required, for insurance purposes, to hold a licence with the National Body, Petanque England, which is currently £28pa. • In addition, members are charged £1 for each week that they use the facility to help with the upkeep of the terrain. All in all, a very affordable pastime and sport. | | |
| Details of usage: | Whitnash Windmill Petanque Club (WWPC) is a sports section of the Whitnash Sports & Social Club (WWSC). Petanque (French boules) is a sport for all ages and club members (currently 32 but increasing) range from 10 to 90 years of age. The club facility is open to individual members to use any time seven days a week. The 'club night' is Mondays; members meet every week of the year in all weathers. Members occasionally meet on other days/nights individually. Many of the more competitive members not only play on 'club night's' and closed competitions, but also play in regional competitions, playing at home and other venues within the Heart of England region. Some of the more serious players play at national level, travelling all around the country to play, and currently there are four members who play for England, including one 23-year-old, Rachel Kelly, who has recently become the Petanque England National Ladies Singles Champion for 2021 and has also qualified for the England Ladies Squad 2021/22, along with fellow member Hannah Griffin. The club holds several club competitions at weekends each year: approx. 15 per year, with approx. 20 members attending each competition. The club competes in the regional Warwickshire and West Midlands Summer league matches which are held on Wednesday evenings; this runs from May to September each year. This year's event has just been completed with one of the Whitnash 3-man teams finishing top out of sixteen regional teams and retaining the Championship title from 2019. Two of the other three Whitnash teams finished in the top half of the table. The club organises two or three large open events during the year hosting 32 triples teams; such is the quality and reputation of the club, they are often invited to host national competitions by their national body, Petanque England. This year, for example, the club has been invited to host the national Champion of Champions Pairs and Triples competitions f | | |

| Details of Organisations equalities policies: | The Club operates an 'open to all' policy, irrespective of age, disability, ethnicity, nationality, religion or sexual orientation. Currently there is no written equality policy as such but is an unwritten rule which will be included in the club's constitution at their next AGM. |
|--|--|
| 3 quotes provided: | Yes - six written quotes have been provided (three quotes for each aspect of the project works). Fencing; the preferred supplier is the lowest quote and includes installation. Gazebos; commercial gazebos are not available to the size required, the club have chosen a bespoke design, to ideally fit the area required, at more than half the price, and installation will be by volunteer members to cut down the cost on labour. The preferred materials supplier is the second cheapest quote, the rationale noted on the application form is; "we have selected Building & Plumbing as our preferred supplier, as we have found them very reliable and helpful in the past." |
| Which of the Council's Corporate Priorities are met? | Evidence |
| Reduce anti-social behaviour | The club provides sporting activities and social interactions for 32 members ranging from 10 to 90 years of age. The facility is open to individual members to use seven days a week. The 'club' night is Monday; members meet every week of the year in all weathers. Members occasionally meet on other days/nights individually or in groups. Many of the more competitive members not only play on 'club' nights and closed competitions, but also play in regional competitions, playing at home and other venues within the Heart of England region. Some of the more serious players, play at national level, travelling all around the country to play, and currently there are four members who play for England. The club holds several club competitions at weekends each year: approx. 15 per year, with approx. 20 members attending each competition. The club competes in the regional Heart of England Summer League matches which are held on Wednesday evenings; this runs from May to September each year and during the winter months the Heart of England region organises a Winter pairs tournament over four months, for which our members are eligible to play. The club organises two or three large open events during the year hosting 32 triples teams; such is the quality and reputation of the club, we are often invited to host national competitions by our national body, Petanque England. This year, for example, the club has been invited to host the national Champion of Champions Pairs and Triples competitions for England on 18th/19th September. In the past the club has invited schools, youth clubs and scout groups to come and try the sport to provide youngsters with a worthwhile pastime; the groups that took up the offer always enjoyed it. The club is always endeavouring to advertise the petanque sport to the community and will continue to encourage all members of society to build a worthwhile environment. The project will increase the numb |
| Reducing obesity, particularly in children | Petanque may look a fairly gentle sport, but in fact it is quite strenuous, as you have to continually bend to retrieve your boules from the ground, you walk up and down the lanes several times in a game, (which can last up to around one and a half to two hours) and the throwing action itself is a great form of exercise. You keep fit whilst enjoying yourself and you don't really notice how much exercise you have done. Petanque is therefore great for keeping fit without going to the gym. The club provides this sporting/physical activity for 32 members ranging from 10 to 90 years of age. • The club facility is open 7 days a week • Weekly 'club' nights are held • Members play individually whenever they wish to do so • Club competitions are held at weekends • The club competes in the national summer league between May and September. The project will increase the number of pistes (lanes) which will enable more players to play at the same time. This all helps to potentially reduce obesity across all sectors of the community including children. |
| Increase opportunities for everyone to enjoy and participate in sports, arts and cultural activities | The project will increase the number of pistes (lanes) from 10 to 16 which will enable more players to play at the same time and will help to facilitate all-year-round play by providing shelter for players and spectators from the elements. This will help to increase opportunities for everyone to enjoy and participate in this sporting activity throughout the year. |

Engaging and

The club is managed and run by a wide range of volunteers from the local community and the sporting activity

| Engaging and strengthening communities | | The club is managed and run by a wide range of volunteers from the local community and the sporting activity provided builds friendships, company, and social interaction, which is important for everyone for mental wellbeing as well as physical wellbeing, especially at this time of the Covid-19 pandemic. Social interaction is across age ranges and is important for older members who otherwise could be left quite isolated. The project will further improve the club facility and increase opportunity to enjoy and participate in sporting activity which potentially will also attract even more players to WWPC and more national competitions to our region. This all helps to engage and strengthen the community. |
|--|--------|--|
| Total cost of scheme (including VAT where appropriate) | £6,586 | This is the net cost as the club will be reclaiming VAT from HMRC. |
| Funded by: | | Status |
| Organisations Own Funds | £1,317 | Approved |
| Total RUCIS | £5,269 | |
| equates to | 80.0% | |

| RURAL/URBAN CAPITAL IMPROVEMENT SCHEME - 4th NOVEMBER 2021 CABINET | APPENDIX 3 | |
|--|------------|--|
| Summary of Financial Impact of Approving Scheme | | |
| Scheme Description | TOTAL | |
| Original 2021/22 Budget | £100,000 | |
| <u>4th November 2021 Cabinet</u> | | |
| Whitnash Town Council - proposed | -£18,164 | |
| Whitnash Windmill Petanque Club - proposed | -£5,269 | |
| Total Remaining 2021/22 Budget | £76,567 | |

Title: Climate Change Action Programme Lead Officer: Dave Barber Portfolio Holder: Councillor Alan Rhead Wards of the District directly affected: All

Summary

This report sets out the Climate Change Action Programme (CCAP) which has been developed to work towards the shared Climate Change Ambitions agreed by Cabinet in July 2021.

Recommendation(s)

- (1) That the Climate Change Action Programme (comprising the Action Plan (appendix 1); the Communications and Engagement Strategy (appendix 3); and the Funding Strategy (appendix 4) are agreed
- (2) That the Stratford District Council and Warwick District Council carbon baselines (appendix 2) and Climate Change Action Programme Risk Register (appendix 5) be noted
- (3) That the proposals for utilising the Climate Action Fund budget for 2022/23 and 2023/24 to deliver part of the CCAP, as set out in the table at para 1.5, are agreed
- (4) That authority is delegated to the Programme Director for Climate Change (PDCC), in consultation with the Climate Change Portfolio Holder to spend from the Climate Action Fund in line with the proposals set out in para 1.5, including variances of up to 10% from the amounts shown. In addition, authority is delegated to the PDCC, in consultation with the Climate Change Portfolio Holder to authorise sums up to £10,000 for spending that is outside the proposals within paragraph 1.5 as long as the PDCC and Climate Change Portfolio Holder are satisfied that this will not compromise the delivery of the proposals at 1.5.
- (5) That a range of funding sources are explored and utilised for the unfunded actions set out on the CCAP, including future Council budget setting processes.
- (6) Notwithstanding paragraph 1.2 below, that the Cabinet confirms its commitment to the ambition of becoming a net zero carbon Council by 2025 in the event that, for whatever reason, a merger of Stratford-on-Avon DC and Warwick DC does not materialise.

1 Background/Information

1.1 At its meeting on 8th July 2021, the Cabinet agreed the following Climate Change ambitions:

Ambition 1 – Net Zero Carbon Council 2025: ensure the new South Warwickshire Council is net zero carbon within a year of its first elections and

that services provided through contractors include carbon reduction targets to deliver net zero by 2030.

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

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

- 1.2 It should be noted that as currently worded Ambition 1 is not intended to infer that either Warwick District Council or Stratford-on Avon District Council has already made any commitment to support a merger application. This is a question that will come forward for debate at the Council meetings on 13th December 2021
- 1.3 This report (along with its appendices) sets out proposals for progressing towards the achievement those ambitions. The core proposals are set out in appendix 1. This Action Programme incorporates high-level commitments and specific actions which will provide the focus for the next two to three years. The Programme draws on a range of sources including the organisational carbon baselines shown in Appendix 2; the Warwick People's Inquiry recommendations (as agreed by Cabinet in July 2021); the 2021 Anthesis report; the Stratford District Council 2020 Roadmap Update; the data from the Climate Change Committee's Third Climate Risk Assessment (CCRA3).
- 1.4 In addition to appendix 1, the CCAP includes a Communications and Engagement Strategy (appendix 3) and a Funding Strategy (appendix 4). The Communications and Engagement Strategy draws on the Warwick People's Inquiry which reported in early 2021 and sets out the principles for ensuring effective communications and dialogue with residents and other stakeholders in South Warwickshire. This includes a three-month rolling communications plan. The Funding Strategy (appendix 4) recognises that the level of spending required to deliver the entire CCAP cannot be accommodated within the budgets of the Councils. It will therefore be necessary to draw on other sources of funding to deliver significant parts of the CCAP. The funding strategy sets out the funding options that will be utilised and links to the funding options in appendix 1. It should be noted that accessing many of these funding streams will require significant work themselves. For instance, applying for grants; developing business cases; establishing a local carbon offsetting fund; and providing evidence to justify Section 106 contributions.
- 1.5 To deliver the CCAP, the proposals include two new joint posts. The Programme Officer will be required to provide capacity to support the Programme Director for Climate Change to monitor and report on progress; develop funding streams; support services in integrating the CCAP into service plans and projects; address areas where there are barriers to progress; and ensure the programme is kept up to date. The Climate Adaptation Project Officer will be required to lead the extensive work planned to deliver Ambition 3. This aspect of the CCAP is less clearly defined and developed than ambitions 1 and 2, but is no less important. It is therefore important that the Councils have the capacity accelerate work in this area, particularly working with a range of partners to refine the data, understand specific climate impacts and develop targeted actions and interventions.

1.6 WDC Climate Change Budget: WDC has a budget of £500,000 per annum for Climate Change. It is proposed to utilise this for 2022/23 and 2023/24, in conjunction with Stratford District Council's Climate Change Fund to support a number of priorities within the Climate Change Action programme as follows:

| | Warwick Climate Action Fund (over two years) | Uncommitted Stratford Climate Change Budget (over two years) |
|--|---|---|
| Ambition 1 | | |
| WDC Buildings Heat Decarbonisation Pan | 450,000 | 163,000 |
| EV Charging Infrastructure for Council fleet vehicles | 5,000 | 15,000 |
| Ambition 2: | | |
| eCar Club set up | 25,000 | |
| Improved advice and support for landlords and homeowners including targeted service for "Warm Zones" | 7,000 | 7,000 |
| Study in to embodied carbon to inform future policy | 20,000 | |
| Complete NZC DPD (already agreed) | 20,000 | |
| New House Farm and Solar Farm Project Officer (already agreed) | 54,000 | |
| Feasibility study for hydrogen production (already agreed) | 44,000 | |
| Resource to prepare hydrogen bid for Government funding | 20,000 | |
| Ambition 3 | | |
| Climate Adaptation Project Officer | 50,000 | 50,000 |
| Large scale tree planting and biodiversity partnership | 200,000 | |
| Other | | |
| Community Engagement and Communications | 40,000 | 20,000 |
| Programme Officer | 60,000 | 40,000 |
| Total | 995,000 | 295,000 |

1.7 There are a significant number of proposals in the CCAP that are currently unfunded. A range of funding sources will be explored for these as set out in the Funding Strategy (Appendix 4). This will include funding within the Councils' control (such as CIL); applying for grant funding; and sources that the Councils may be able to leverage through working in partnership with other organisations. The Councils recognise that the level of resources they have currently committed to Climate Change are unlikely to be sufficient, even if

alternative sources are utilised. However, it must be recognised that both Councils are currently facing some difficult financial challenges which involve finding ways to make substantial savings. Any decision to increase spending on climate change must therefore be made in the context of a full understanding of these financial challenges. It is therefore intended that

- a) Where possible, existing service budgets are utilised in a way that supports climate change and that the service planning processes give this consideration
- b) Future budget setting processes include consideration of the potential to increase the direct climate change budgets where the financial pressures allow.
- 1.8 It should be noted that both Warwick DC and Stratford-on-Avon DC have already utilised funding from within existing service budgets to deliver climate change initiatives. Examples include:
 - planning policy budgets for background evidence to support draft low carbon buildings policies
 - an £18m fund in the 10 year Housing Investment Programme to support retrofit of WDC Council housing
 - CIL funding to deliver new and improved natural assets and multi modal transport improvements
 - CIL funding to support flood alleviation infrastructure
- 1.9 In addition to the above items, the Councils may wish to fund significant capital projects to deliver renewable or low carbon energy where this may give rise to a source of income that can help with the financial pressures. For instance, the CCAP includes proposals to explore the potential for investing in solar energy, to develop a hydrogen hub and to invest in electric taxi trials. Each of these could involve significant capital costs however, these schemes also have the potential to deliver income and/or savings. Each of these schemes will therefore be subject to a feasibility study and business case to enable funding decisions to be made.

2 Alternative Options available to Cabinet

- 2.1 The Cabinet could consider whether to include of any alternative commitments/actions in to the CCAP and/or the exclusion of any commitments/actions that are currently proposed.
- 2.2 The Cabinet could consider whether they would recommend any changes to the communications and community engagement strategy or the proposed funding strategy.
- 2.3 The cabinet could consider whether the spending proposals set out at para 1.6 are appropriate or whether any changes should be made. In particular the cabinet could consider whether any of the other proposals set out in the CCAP should be included as alternatives.

3 Consultation and Member's comments

3.1 A draft of the CCAP and associated documents has been considered by an informal Joint Members Working Group (which has held three meetings). This group comprises of three Councillors from each of Warwick DC and Stratford-

on-Avon DC. A further draft has been considered by both the Warwick Climate Emergency Programme Advisory Board and the Stratford Climate Change Panel in October 2021. Comments from these meetings have been incorporated in to the CCAP.

3.2 The CCAP has also been influenced by the Warwick People's Inquiry recommendations and the Stratford Climate Panel's Public Participation meetings in July 2021. Discussions have also been held with officers at Warwickshire County Council and with other partners in relation to many of the proposals in the CCAP. Following the adoption of the CCAP, further consultation will take place with key partners, as the proposals are worked up in detail and delivered.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 There are no legal or human rights implications of the proposals

4.2 **Financial**

4.2.1 The high-level financial implications are set out with the CCAP (appendix 1) and the associated funding strategy (appendix 4). The proposals set out at para 1.6 can be funded from within the agreed Climate Change budgets of each Council. It should be noted, that other than those set out at para 1.6, where there are costs to the Council to deliver proposals within the CCAP these will be subject to future reports setting out the business case and funding requirements.

4.3 Council Plan

4.3.1 The core purpose of these proposals is to respond to the climate emergency. The communications and community engagement strategy recognises the vital role that the District's residents and communities will play in achieving our climate change ambitions. Further, a number of proposals have the potential to enable green economic growth.

4.4 **Environmental/Climate Change Implications**

4.4.1 The CCAP has been prepared to directly respond to the Councils' Climate Change ambitions.

4.5 **Analysis of the effects on Equality**

4.5.1 An Equality Impact Assessment has been prepared alongside the development of CCAP proposals. In particular attention is being given to the impacts of the proposals on low income households who may be at risk of fuel poverty.

4.6 **Data Protection**

4.6.1 There are no data protection of the proposals

4.7 Health and Wellbeing

4.7.1 The proposals to respond to Ambition 3 reflect the predicted climate changes and weather patterns across south Warwickshire. This includes warmer, wetter winters and hotter, drier summers. Both these shifts in weather patterns could have significant impacts on human health and it is therefore vital that the proposals ensure we support adaptation to climate change as a way of minimising negative impacts on health and wellbeing. It is anticipated that we will work closely with health partners including the South Warwickshire Place Partnership, Public Health Warwickshire, the CCG and SWFT.

5 Risk Assessment

5.1 A separate Programme risk register has been developed. This is set out at appendix 5.

6 Conclusion/Reasons for the Recommendation

6.1 This report asks Cabinet to approve the Climate Change Action Programme which has been developed to work towards the shared Climate Change Ambitions agreed by Cabinet in July 2021, along with associated recommendations.

Appendices

- Appendix 1: Climate Change Action Programme
- Appendix 2: Organisational Carbon Baselines for SDC and WDC
- Appendix 3: Communications and Engagement Strategy
- Appendix 4: Budget and Funding Strategy
- Appendix 5: Climate Change Action Programme Risk

| Committee/Date | Cabinet – 4 th November 2021 | | |
|------------------------------|--|---|--|
| Title of report | Climate Change Action Programme | | |
| Consultations undertaken | | | |
| Consultee *required | Date Details of consultation /comments received | | |
| Ward Member(s) | | | |
| Portfolio Holder WDC & SDC * | 7/10/21 | Multiple consultations – date shown is the most recent | |
| Financial Services * | 12/10/21 | Section 151 Officer | |
| Legal Services * | 13/10/21 | TBC - Report sent on 13/10/21 | |
| Other Services | 30/9/21 and 7/10/21 | Discussions at JMT on 30/9/21 and 7/10/21. Feedback in individual meetings and emails | |
| Chief Executive(s) | 12/10/21 | | |
| Head of Service(s) | | N/A | |
| Section 151 Officer | 12/10/21 | Awaiting feedback | |

Report Information Sheet Please complete and submit to Democratic Services with draft report

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| Monitoring Officer | 13/10/21 | TBC - Report sent on 13/10/21 |
|--|----------|--|
| CMT (WDC) | 12/10/21 | |
| Leadership Co-ordination Group (WDC) | 18/10/21 | Scheduled |
| Other organisations | | |
| Final decision by this Committee or rec to another Ctte/Council? | Yes | Recommendation to :Cabinet |
| Contrary to Policy/Budget framework | No | No |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | No | No |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | Yes | No/Yes, Forward Plan item – 1248. scheduled for 4/11/21 |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility |

| Theme | Carbon Savings | Commitment | Cost 2022/23 [£]= low; [££] = medium; [£££] = high |] = medium; [£]= low; [££] = medium; | |
|-----------------------------------|---------------------------|--|--|--------------------------------------|--|
| | | 1.1 We will develop and manage the delivery of a fully costed Heat Deacarbonisation Plan (HDP) comprising a programme of works for decarbonising all Council Buildings | [£] | [£] | |
| ncil Buildings | | 1.2 Deliver the HDP by establishing a Building Decarbonisation Fund for three years (2022/23; 2023/24; 2024/25) | [£££] | [£££] | |
| 1 Decarbonising Council Buildings | 3251.14 tCO2e per year | 1.3 Where the measures implemented in year 1 result in revenue savings as a result of reduced energy costs, these savings will be used to supplement the delivery of the Building Decarbonisation Fund. | | Nil | |
| 1 Dec | | 1.4 We will ensure all electricity used by the Councils is from renewable sources. | Nil | Nil | |
| | | 1.5 Any residual carbon emissions arising from Council buildings after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund. | [££] | [££] | |
| | | 2.1 We will ensure all the vehicles fleet directly operated by the Councils is fully electric by 2025 | [£] | [£] | |

| I ravel | | 2.2 We will incentivise staff to undertaken business journeys by bike, foot or public transport where this can be achieved efficiently and without impacting on service quality | Nil | Nil |
|----------------------------------|--------------------------|--|-----|-----|
| 2 Decarbonising Council Travel | 252.8 tCO2e per year | 2.3 We will enable staff to switch personal vehicles that are used on Council business to electric vehicles by •Incentivising the lease and or purchase of electric vehicles; •Dy March 2022, carrying out a building by building EV charging infrastructure needs assessment including number of chargers required; power supply assessment and upgrades etc •Ensuring sufficient EV charging infrastructure is available at, or close to, places of work | [£] | [£] |
| | | 2.4 Any residual carbon emissions arising from Council travel after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund. | [£] | [£] |
| Conncil Contracts 4729.0 tCO2 | | 3.1 We will ensure all new major Council contracts incorporate a Carbon Reduction Plan to demonstrate progress towards net zero operations by 2030 and will manage progress on these Plans throughout the life of the contract | ТВС | ТВС |
| ing Council | 4729.0 tCO2e per year | 3.2 Explore opportunities to work with existing contractors to invest in processes, facilities and infrastructure to minimise carbon emissions - including for instance leisure centres, depots, vehicles and equipment | ТВС | ТВС |

| 3 Decarbonisi | | 3.3 Review procurement policies and practices to ensure climate change mitigation and adaptation are incorporated in to specifications, are given weight in evaluations and are managed throughout the life of the contract | Nil | Nil | |
|----------------------|-----|--|-----|-----|--|
| 4 Council Finance | · · | 4.1 We will review the funds in which the Councils' hold their cash to divest from all fossil fuels | [£] | [£] | |

| Ambition | Ambition 2 – Low Carbon South Warwickshire 2030: to reduce net carbon emissions from across South Warwickshire by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050. | | | | | | | | |
|---------------------|---|---|-------|-------|--|--|--|--|--|
| 1 On Road Transport | | 1.1 Travelling shorter distances: we will work with our partners and communities to reduce the average number of miles travelled by car per person by 25% by 2030. | Nil | Nil | | | | | |
| | | 1.2 Driving less: we will 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. | [£££] | [£££] | | | | | |
| | 3,192,000 tCO2e by 2030 | 1.3 Switching the low carbon vehicles: where residents and business need to rely on road vehicles, we will seek to support an increase in the percentage of Ultra-Low Emission Vehicles owned by residents in south Warwickshire from 2.9% in 2019 to 89% by 2030 | [££] | [ff] | | | | | |
| | | 1.4 Improving freight emissions by reducing the emissions per mile by 75% and reducing on road freight mileage by 9% | [££] | [ff] | | | | | |
| 2 Aviati on | | 2.1 Reducing aviation emissions. Consideration as to whether we can influence emissions from aviation | Nil | Nil | | | | | |

| | | 3.1 We will deliver a deep carbon retrofit of all Council owned | [£££] | [fff] |
|-------------------|-----------------|--|-------|-------|
| | | dwellings below EPC C by 2030 | [000] | [000] |
| | | 3.2 We will work with local Housing Associations to support in accessing and utilising finding to deliver a deep carbon reduction retrofit of all Council owned dwellings below EPC C by 2030 | [£££] | [fff] |
| c Energy | 1,213,000 tCO2e | 3.3 We will work with local Housing Associations to support in accessing and utilising finding to deliver a deep carbon reduction retrofit of all HA owned dwellings below EPC C by 2030 | [£] | [f] |
| 3 Domestic Energy | | 3.4 We will support landlords and homeowners to improve the energy performance of their properties including exploring funding opportunities such as through BEIS schemes and others. | [££] | [ff] |
| | | 3.5 We will ensure all new houses (whether for affordable or market) that are developed by the Council or its Local Housing Company will be net zero carbon in operation once the electricity grid is fully decarbonised | [££] | [££] |
| | | 3.6 We will require new build housing to be net zero carbon in operation through the introduction of planning policies (WDC NZC DPD and SWLP) which set clear building standards for energy efficiency, heating systems, renewable and low carbon energy sources and (if necessary) carbon offsetting. | [£] | [£] |
| estic Energy | | 4.1 We will work with partners and businesses to improve energy (thermal and electrical) efficiency in non domestic buildings to | [£] | [f] |
| estic E | | enable a 17% reduction in space heating and hot water by 2030 and 10% increase in electric fuel | | |

| 4 Non-Dome | by 2030 | 4.2 We will work with partners and businesses to enable 39% of non domestic buildings to shift off gas heating to low carbon or electric by 2030 | [£] or [££] | [£] or [££] |
|----------------------------------|-------------------------|--|----------------------------|-------------|
| Waste | -,, | 5.1 As part of the new waste contract, we will introduce a new 1-2-3 collection service which will seek to reduce greenhouse gas emissions from waste | Within existing budgets | |
| 5 X | 2000 | 5.2 We will invest in a new local Multi-Recycling Facility | Within existing budgets | |
| 6 Land Use and Natural Assets | 90,000 tCO2e by 2030 | See Ambition 3, themes 1,2, 3, 4 | | |
| Energy Supply | 2,088,000 tCO2e | 7.1 We will support an increase renewable energy generation across South Warwickshire from approximately 121MW capacity in 2019 to 730MW capacity by 2030 | [fff] | [fff] |
| 7 Energy | by 2030 | 7.2 Recognising the importance of green hydrogen as a low carbon fuel, we will explore the feasibility of a green hydrogen production, storage and fuelling facility in south Warwickshire | [fff] | [fff] |
| 8 General | N/A | 8.1 Work to ensure we enable others to play their part in supporting carbon reduction | [£] | [f] |

| Ambition 3 - Adaptation 2050: by 2050 to enable our environment and communities to have adapted to the potential of at least a 3 degrees rise in global temperatures by 2100. | | | | | | | |
|--|-----|-----|--|--|--|--|--|
| | [£] | [£] | | | | | |
| 0.1 Appoint a climate adaptation project manager to manage | | | | | | | |
| relationships and projects associated with this ambition | | | | | | | |

| ats and species | 1 Diversity of habitats and species TBC: to be measured the HBA | 1.1 We will use the Met Office data to incorporate planning policies in the SWLP which protect key species; enhance connectivity of habitats and encourage investment in new and important ecological assets | Nil | Nil |
|----------------------|--|---|------|------|
| 1 Diversity of habit | | 1.2 We will use the development management process to ensure investment in resilient ecological assets and planting schemes that accommodate predicted changes to weather patterns 1.3 Based on the Met Office data, we will review tree strategy and open spaces management plans to take account of the need for resilient and ecologically diverse enhancements | Nil | Nil |
| | | 1.4 We will plant 160,000 trees in Warwick District by 2030. (NB: Decision to be made as to whether a tree planting programme should also apply in Stratford District) | [££] | [ff] |
| _ | data is h EA to chemical h of local | 2.1 Use Met Office data to plan investment in planting and infrastructure in flood defences, drainage and soil protection | [££] | [ff] |
| 2 Soil health | t Office (/ork with /ysical, c al healtl soils | 2.2 Working with partners to support our agricultural sector in adapting and diversifying | Nil | Nil |
| 2 Sc | Once Met Office data is received work with EA to measure physical, chemical and biological health of local soils | 2.3 Ensure up to date evidence and planning policies and decisions to protect high quality agricultural land and to prevent development which exacerbates soil damage. | Nil | Nil |

| 3 Natural carbon stores and sequestration | Current carbon stores account for 12,600tCO2e | 3.1 we will seek to maintain existing natural carbon store and sequestration and will add to this where possible (see Ambition 2, theme 6) and 1.1; 1.2; 1.3; 1.4 and above | See above | See above |
|---|---|--|-----------|-----------|
| and es | :h NFU, measures ctivity | 4.1 We will work with partners to support our agricultural sector in adapting and diversifying | See above | See above |
| Crops. Livestock and commercial trees | | 4.2 we will enable tree planting and other natural means of protecting soil and managing flood risks, including ensuring the species used are adaptable to climate change themselves | See above | See above |
| 4 Crops. comm | In dicussion wit identify effective of land produ | 4.3 We will develop planning policies and decisions to protect high quality agricultural land and to prevent development which exacerbates soil damage | | See above |
| good upply ution | e Met ived | 5.1 We will encourage local food production, including allotments etc | Nil | Nil |
| Tood, good vices (suppl distributior orks) | es to b once l is rece | 5.2 We will consider how we can support local storage and local low carbon distribution networks | ТВС | ТВС |
| or der | Measures to be developed once Met Office data is received | 5.3 Through the South Warwickshire Economic Strategy, we will support diversification of the local economy | Nil | Nil |
| 5 Suppry and vital s chains an | M deve Office | 5.4 We will support vulnerable residents, including those in fuel poverty | ТВС | ТВС |
| economy from ower system | | 6.1 We will maximise local renewable energy production including utilising this locally, including for Council services | See above | See above |
| econol ower s | | 6.2 We will increase local, directly supplied energy from a variety of sources | See above | See above |

| 6 People and the failure of the p | | 6.3 We will work with National Grid and Western Power Distribution to enhance resilience in the local energy supply grid | See above | See above |
|---|--|--|-----------|-----------|
| and les and | | 7.1 We will develop and apply buildings standards which ensure adaptable and resilient new homes and buildings | | See above |
| eing hom | | 7.2 We will retrofit existing housing to ensure all-year-round affordable comfort | See above | See above |
| 7 Human health, wellbeing and productivity from heat in homes and buildings | | 7.3 We will retrofit public buildings and our own workplaces and will work with partners in the public sector to do likewise | See above | See above |
| an hea vity fro bu | | 7.4 We will work with employers to enable them to adapt workspaces | See above | See above |
| 7 Hum producti | | 7.5 We will work to maximise local water conservation and storage to address the potential for the cycle floods and droughts | Nil | Nil |
| nption and /ater cycle | | 8.1 We will work to maximise local water conservation and storage to address the potential for the cycle floods and drought | Nil | Nil |
| 8 Water consumption and managing the water cycle | | 8.2 We will work with partners to deliver resilience in the water cycle through natural means | Nil | Nil |

| eme | Target Annual Carbon Savings by 2025/ 2030 | Commitment | Action | Start Date | End Date | Responsibility | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update |
|-----------------------------------|--|--|---|--------------------------|--------------------------|--|--|---|--|
| | | 1.1 By February 2022, we will develop a fully costed Heat Deacarbonisation Plan (HDP) comprising a programme of works for decarbonising all Council Buildings | Appoint a qualified surveyor or consultant to prepare a Heat Decarbonisation Plan | 01/10/2021 | 31/10/2021 | Assets/PDCC | £45,000pa | Existing Salary budget and CAF | |
| uildings | | 1.2 Deliver the HDP by establishing a Building Decarbonisation Fund for three years (2022/23; 2023/24; 2024/25) | Complete Heat Decarbonisation Plan Apply for PSDF Phase 3 and any future rounds of the PSDF | 31/10/2021 01/10/2021 | 15/01/2022 04/11/2021 | Assets/PDCC Assets/PDCC | Nil | | JD agreed; funding agreed. Need to established ER |
| | 2025 | 2022) 27, 2029) 23) | Deliver HDP | 01/04/2021 | 31/03/2025 | Assets | Estimated £3-5m over 3 years (to be confirmed when Heat Decarbonisation Plan complete) | £520,000 from CAF over two years; Additional funding from PSDF; reinvesting savings if possible | This is likely to be a substantial amount of money (minimum £1m per year for three years). Some gra funding can be expected, but the majority will need be found from within Council budgets. For years to and three, there may be potential to reinvest saving from year 1 (and 2) |
| Counci | .14 tCO2e by 2025 | | Apply net zero carbon building standards to new Council offices | твс | твс | Assets | твс | Savings released from existing HQ buildings | |
| 1 Decarbonising Council Buildings | 3251.14 tC | 1.3 Where the measures implemented in year 1 result in revenue savings as a result of reduced energy costs, these savings will be used to supplement the delivery of the Building Decarbonisation Fund. | Actions to deliver this commitment to be reviewed in 2022 | Jun-22 | | Assets | Nil | | |
| Ŧ | | 1.4 We will ensure all electricity used by the Councils is from renewable sources. | Explore off-taker arrangements through direct wire or Power Purchase Agreements with local renewable energy providers | Oct-21 | 31/12/2022 | | Nil - Within existing budgets. Potential for cost savings | | Both SDC and WDC currently source electricity from 100% renewable sources |
| | | | Explore the potential to utilise roof space on Council assets to generate electricity in partnership with a local Community Energy Company | Dec-21 | 31/03/2024 | | Costs to be included 1.2 above | Costs to be included in HDP (see 1.2 above). Potential for savings to arise | |
| | | 1.5 Any residual carbon emissions arising from Council buildings after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund. | Actions to deliver this commitment to be reviewed in 2023/24. Link to carbon market development (see Funding Strategy) Lialse with WPD | 31/12/2024 | 2025 | | [££] | To be incorporated in MTFS after 2025 once the residual carbon emissions are astabliched | |
| | | 2.1 We will ensure all the vehicles fleet directly operated by the Councils is fully electric by 2025 | Prepare a comprehensive vehicle decarbonisation plan for mileage undertaken on Council business . | 01/10/2021 | 31/12/2021 | Sustainable Transport Travel Officer | Nil | | |
| | | | Review operational requirements of each vehicle with service managers to ensure EV is feasible | Sep-21 | 31/12/2021 | PDCC; Head of Community Protection; Head of Assets; Head of E&O | Nil | | |
| | | | Assess EV charging infrastructure requirements (numbers, speed, locations) | Sep-21 | 31/12/2021 | PDCC; Head of Community Protection; Head of Assets; Head of E&O | Nil | | |
| | 251.8 tCO2e by 2025 | | Provide EV charging infrastructure as required | 01/01/2022 | 31/12/2022 | Head of Assets | £20,000 (assuming 5 points required) [£] | CAF | |
| _ | | | Procure an EV Charger Installer, either as South Warwickshire or in line with WCC | 01/10/2021 | 31/03/2022 | Sustainable Transport Travel | NII | | Any procurement and subsequent installation need to be in-line with WCC ULEV Strategy |
| 2 Decarbonising Council Travel | | | Ensure that wherever feasible, vehicles are switched to EV when current leases ends (or where operational requirements prevent this, the lowest carbon alternatives) | Sep-21 | 31/12/2022 | Officer Relevant Head of Service | Nil | | |
| onising Cou | | 2.2 We will incentivise staff to undertake business journeys by bike, foot or public transport where this can be achieved efficiently and without impacting on service quality | Promote the "Choose how you move" initiative through Better Points for staff | Current | Summer 2022 | Sustainable Transport Travel Officer | Nil | | |
| 2 Decarb | | | Consider the procurement of a similar South Warwickshire Active Travel initiative across South Warwickshire beyond 2022 | Summer 2022 | Potentially on- going | Sustainable Transport Travel Officer | NII | | Will need to understand the success of present contract with Better Points to guide the way forwar and the potential continuation of the same or simila initiative |
| | | 2.3 We will enable staff to switch personal vehicles that are used on Council business to electric vehicles by •IBcentivising the lease and or purchase of electric vehicles; •Eij March 2022, carrying out a building by building EV charging infrastructure needs assessment | Procure "Tusker" or similar for a salary sacrifice lease car scheme to encourage staff to procure EV's | 2022/23 | | Human Resources | Nil | | Potential joint venture between WDC and SDC. Nee to make further enquiries with Coventry regarding vetting process and prepare a Communications Plan |
| | | including number of chargers required; power supply assessment and upgrades etc •Ensuring sufficient EV charging infrastructure is available at, or close to, places of work | Ensure that the South Warwickshire authorities work as early as possible with local Distribution Network Operator (DNO), Western Power as a partner as early as possible | 2021 | 2022 | Sustainable Transport Travel Officer alongside WCC | Nil | | Arguably the electrical requirements for all aspects the Climate Change agenda across South Warwickshire needs to be considered to understanc the future requirement of the Power Grid and to |
| | | | Develop a green travel plan in association with the relocation to new office buildings | 2022 | 2023 | Sustainable Transport Travel Officer | Nil (but once plan developed proposals may involve costs) | | |
| | | 2.4 Any residual carbon emissions arising from Council travel after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund. | | 2025 | 2028 | onice | [£] | To be incorporated in MTFS after 2025 once the residual carbon emissions are established | Not a priority within first 3 years of the programme |
| | | 3.1 We will ensure all new major Council contracts incorporate a Carbon Reduction Plan to demonstrate progress towards net zero operations by 2030 and will manage progress on these Plans throughout the life of the contract. | We will ensure all new major Council contracts incorporate Carbon Reduction Plan to demonstrate progress towards net zero operations by 2030 | 2021 | 2030 | PDCC; Procurement | TBC | If there are additional costs these will be reflected in contracts prices | |
| 윩 | | | We will work with contractors holding existing contracts to annually agree carbon reduction measures to be delivered | 2021 | 2030 | Contract Managers | TBC | If there are additional costs these will be reflected in contracts prices | |
| 3 Decarbonising Council Contracts | e by 2030 | 3.2 We will explore opportunities to work with existing contractors to invest in processes, facilities and infrastructure to minimise carbon emissions - including for instance leisure centres, depots, vehicles and equipment | Ensure x light vehicles within the new waste contract fleet (due to start from August 2022) will be electric vehicles | Aug-22 | 2029 | PDCC; Contract Managers | Nil | Within contract | TBC - for discussion between the two Councils |
| rbonising C | 4729.0 tC02e by 2030 | | As required by through the contract, work with the new waste contractor to develop a plan for decarbonising the vehicle fleet during the life of the contract including alternative fuels (such as HVO); introducing new or | Nov-21 | 2029 | PDCC; Environment and Operations | ТВС | Funding source to be agreed once costs of proposals established | |
| 3 Deca | | 3.3 Review procurement policies and practices to ensure climate change mitgation and adaptation are incorporated in to specifications, are given weight in evaluations and are managed throughout the life of the contract | Review the Procurement Strategy, Procurement Code of Practice and other operational procedures relating to procurement to ensure that social value and in particular climate change are consider in procurement processes and are given significant weight in the evaluation of tenders | Apr-21 | Jul-21 | PDCC; Finance | Nil | | |
| | | | Provide training to ensure that contract management staff are aware of climate change issues and opportunities and are able to effectively manage carbon reduction plans during the lifetime of contracts | Jul-21 | Oct-21 | PDCC; | Nil | | |
| 4 Council Finance | N/A | 4.1 We will review the funds in which the Councils' hold their cash to divest from all fossil fuels | Take a report to SDC's Cash Working Party to explore options for divesting from fossil fuels. This will include an appraisal of potential financial impacts | 2021 | Apr-23 | Finance | Nil | N/A | There are no costs in making the switch, but the timing of switching will be important to ensure maximum returns |
| Count | | | In line with the agreed commitments set out in WDC's CEAP, we will switch WDC's investments away from fossil fuels funds by April 2023 | 2021 | Mar-22 | Finance | Nil | N/A | This action was completed in September 2021 |

| 0.000 | Target Total | Commitment | Action | | | ns to net zero | | Funding Source | Comments and Progress | National Support |
|-------|------------------------------|---|--|---------|----------------|---|---|--|--|--|
| | Carbon Savings by 2030 | Commitment | Action | Date | | Responsibility | Estimated Cost [£]= low; [££] = medium; [£££] = high | runding Source | Update | Requirements |
| | | we will work with our partners and communities to reduce the average | Ensuring the SWLP spatial strategy and policies minimise the need to travel to access employment, schools, services and leisure | 2021 | 2024 | Place and Economy | Nil | | | NPPF and any new national planning system need to place climate change at their heart to provide a context which supports our ambitions for the SWLP |
| | | | Supporting our staff to continue to work from home where this is possible and encouraging other organisations to do likewise | 2021 | Ongoing | HR | Nil | | | |
| | | our partners and communities to increase the percentage of journeys undertaken by foot, | Proactively work with Warwickshire County Council to ensure the Local Transport (LPT4) Plan proposals for South Warwickshire prioritise alternatives to cars wherever possible | | 2022 | Place and Economy; STPO | Nil | | To date there has been a consultation on the principles of the next LTP, which WDC responded to. The next stage is for WCC to draft a new LTP in detail with support from South Warwickshire | National policy needs to enable WCC to focus on (and fund) active travel, public transport and low emission vehicles in preference to fossil fuel vehicles |
| | | | Promote "Choose How You Move" initiative (Better Points) within Warwick District as way of incentivising active travel and public transport. | | Summer 2022 | STPO | Within existing resources | CWG | | |
| | | | Consider the procurement of a continuation of a similar "Choose How You Move" initiative going forward as South Warwickshire and/or with neighbouring authorities | | Summer 2022 | STPO | [£] | Grant funding? | To be considered once learning from existing scheme has been analysed | |
| | | | Launch an e-cargo bike hire scheme within the Stratford District Area | | Spring 2022 | STPO. SDC Officers. | £120000 (within existing resources) | Part Climate Fund; Part Grant funding (in place) | | |
| | | | Use data from SDC eCargo Bike to consider expansion of the scheme to Warwick District | 2002 | 2023 | STPO | [££] | Grant funding? | | |
| | | | Explore the options of a cycle route through Abbey Fields Park, Kenilworth linking into National Cycle Route 52 | Present | 2022 | STPO. WCC | [££] | CIL; Grant funding; Partner match funding? | | |
| | | | Based on the LTP, develop a shared local strategy for active travel by strengthening cross-sectoral working between WCC and South Warwickshire, as well as key local agencies. | Present | On-going | Sustainable Transport Project Officer, Place and Economy | | | There are strong links to be made with public health and their joint strategic needs assessments (JSNA's) and Local Transport Plans (LTP's), see 1.3 below | |

| | Target Total Carbon Savings by 2030 | | | Start Date | End Date | | Estimated Cost [£]= low; [££] = medium; [£££] = high | | Update | National Support Requirements |
|---------------------|--|---|--|---------------|----------|---|---|--|--|--|
| 1 On Road Transport | 3192 ktCO2e (this includes the contrib | | Encourage the introduction and use of local car clubs (and e-car clubs)through close collaboration with the car club providers, WCC and Active Travel charities | Present | On-going | Sustainable Transport Project Officer and Planning | £25,000 | | For 8 vehicles over 2 years. (Indicative funding contribution towards operating the car club from developer over 2 year period for 2 to 4 vehicles is approx. £12,000.) | |
| | | | Implement Asps Park and Ride in Warwick | Present | 2023 | Place and Economy; PDCC | Within existing | S106 (in place) | | |
| | | | Explore the potential with WCC for Park and Ride Schemes within South Warwickshire that also act as wider hubs for sustainable travel (Mobility Hubs) | 2023 | Ongoing | Place and Economy; Planning and WCC | [£££] | S106; partner match funding; grant funding | | |
| | | | Explore the implementation of a bike share model within South Warwickshire that best suits our area, either unilaterally or in partnership with other schemes with the West Midlands area | Present | On-going | STPO, WCC, Place and Economy | £1m (capital) | | Potential to be revenue neutral subject to sponsorship and scheme income | |
| | | | Work with WCC and other relevant organisations, alongside local charities/pressure groups to produce a network of suitable cycle routes | Present | On-going | STPO, WCC, Place and Economy | | funding (via WCC); partner match funding | Superhighway £1.45m to £0.24m: Mixed strategic cycle route £0.88m to £0.46m * | Requires national funding in support of DfT Gear Shift strategy |
| | | | Work in partnership with WCC, neighbouring authorities, transport providers and other key stakeholders to improve active travel and public transport options for rural communities | Present | On-going | | Dependent on scheme | funding (via WCC); | eg Community Car Clubs & Demand Responsive transport; safe and direct cycle routes | Funding for sustainable transport for rural communities is needed. |
| | | | Explore ways to improve high speed broadband connections in rural areas, potentially utilising 5G | Apr-22 | 2029 | Revenues and Customer Services | Nil | | At this stage, no cost as this is an exploratory exercise. However, depending on the outcomes, there may be future costs that the Councils decides to meet | |
| | | vehicles: where residents and business need to rely on road vehicles, we will seek to support an increase in the percentage of Ultra-Low Emission Vehicles owned by residents in south Warwickshire from 2.9% in 2019 to 89% by 2030 | proposed new Local Transport (LPT4) Plan proposals for South Warwickshire include infrastructure for low emission vehicles | | 2022 | Place and Economy; STPO | Nil | | To date there has been a consultation on the principles of the next LTP, which WDC responded to. The next stage is for WCC to draft a new LTP in detail with support from South Warwickshire | two vol. multic two non-out- and low |
| | | | the use of Ultra Low Emission Vehicles (ULEV) within South Warwickshire through contributing and agreeing a coherent strategic direction for the County and as a consequence South Warwickshire | Present | Ongoing | Economy; STPO | Nil | | | Need to encourage a stronger emphasis on incentives for low emission freight, buses, vans, taxis and private cars |
| | | | Ensure the SWLP includes robust policies to require EV charging infrastructure for new developments | 2021 | 2024 | Place and Economy | Nil | | | |
| | | | Explore the potential for the introduction of electric taxis | 2022 | Onwards | STPO and Community Protection | [££] | sponsorship; grant | A "try before you buy scheme" per vehicle approx £50k. Expect to "get money back" through sales | |

| Theme | Target Total Carbon Savings by 2030 | Commitment | Action | Start Date | End Date | | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update | National Support Requirements |
|----------|--|--|---|---------------|----------|----------------------------------|---|--|--|----------------------------------|
| | | | Work alongside WCC and partners to ensure that the proposed work on the Leamington Railway Station forecourt for the Commonwealth Games provides a sustainable travel hub going forward | Present | Ongoing | STPO and WCC | [££] | CWG LEP funding already in place | | |
| | | | Liaise and work with third parties such as Housing Associations and Local Interest Groups on how they can contribute to EV Infrastructure requirements | Present | Ongoing | STPO | Nil | | | |
| | | by reducing the emissions per mile | Explore potential for autonomous (driverless) pods to enable mobility and deliveries | 2022 | | STPO, Place and Economy, WCC, | ТВС | S106; partner match funding; sponsorship; grant funding | Feasibility only at this stage | |
| | | | Implement the e-cargo bike loan scheme within SDC with the potential to undertake similar schemes across South Warwickshire | 2022 | | | See 1.2 above | Grant funding; SDC Climate Change Fund | Launch spring 2022 | |
| | | | Support the low carbon "Last Mile Delivery" concept in South Warwickshire Towns | 2022 | | STPO | [££] | S106; partner match funding; sponsorship; grant funding | | |
| | | | Undertake feasibility work on a "Hydrogen Hub" (see theme 7 below) | 2021 | 2025 | PDCC | [£] | WDC CAF | See theme 7 below and linked to Asps Park and Ride (See 1.2 above) | |
| Aviation | | Consideration as to whether we can influence emissions from aviation | Potentially work with Coventry Airport and Wellesbourne Airport to help reduce their on-site CO2 emissions i.e. ULEV on- site transport, investing in sustainable energy/lighting etc. | | | | Nil | | This is not currently a priority | |
| 2 Avi | | | Work with the tourism sector to reduce the impact of this sector within South Warwickshire and adopt environmentally friendly policies and potentially a green tourism certification system | | | | Nil | | This is not currently a priority | |
| | | retrofit of all Council owned | Implement new software to map EPC ratings of all Council owned properties to inform investment decisions | 2021 | 2022 | Housing | [£] | Green Homes Grant (LAD 2) funding | Parity software currently being implemented | |
| | | | Social Housing - Develop a Retrofit Strategy | 2021 | 2022 | Housing | [£] | Green Homes Grant (LAD 2) funding | Work starting by Ridge. | |
| | | | Identify a programme of works to deliver the Retrofit Strategy | 2022 | 2030 | Housing | [£££] | Already part funded through grants and WDC HIP | | |

| Target Total Carbon Savings by 2030 | Commitment | | Start Date | End Date | Responsibility | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update | National Support Requirements |
|--|--|---|---------------|----------|---------------------------------------|---|--|--|--|
| | | Continue to apply for external funding sources from BEIS (eg LADs) and other organisations and match against £18m Housing Improvement Programme monies available. | 2021 | Ongoing | Housing; Sustainability Officer | [£] | N/A | On-going. Social Housing Decarbonisation Wave 1 funding application underway. | Need clearer national guidance on the low carbon heating strategy for homes and how this will be funded |
| | | Social Housing - Assess solar PV and solar thermal suitability for every property | 2021 | Ongoing | Housing | [£££] | Opportunity to link to Parity Software. | Technologies already part funded through grants and WDC HIP | |
| | Associations to support in | Support Housing Associations and work together on consortium bids to maximise funding available to all residents living in social housing. | 2021 | Ongoing | Housing; Sustainability Officer | [£] | N/A | Gather baseline information. | |
| | 3.3 We will support landlords and homeowners to improve the energy performance of their properties including exploring funding opportunities such as through BEIS schemes and others. | Develop and expand advice and support service for landlords and homeowners by providing and publicising support with retrofitting their property through organisations such as Act on Energy. | 2022 | 2025 | Housing; Sustainability Officer | [££] | | Need to consider HMO's and MEES requirements. Working together with SDC on landlord engagement work and MEES requirements. | |
| | | Review building conservation policies to ensure an appropriate balance is achieved between protecting the significance of heritage assets whilst enabling retrofitting of homes to reduce carbon emissions (such as rooftop solar or cavity wall insulation). | | 2024 | Place and Economy; Development | Nil | | | |
| | | Behaviour change campaign to be developed and launched. Every household to be aware of support available to decarbonise their home. | 2022 | 2025 | Sustainability Officer | [£] | CAF and Climate Change Fund. | Messages with Council tax bills to be considered. | |
| | (whether for affordable or market) that are developed by the Council will be | All section 106 sites acquired by the Councils for social housing to be built to enhanced carbon reduction standards, applying the standard used for Europa Way as a minimum | 2021 | Ongoing | Housing | [££] | HRA | | |
| | | Where the Councils are developing housing sites, net zero carbon in operation design will be applied | 2021 | Ongoing | Housing | [££] | HRA/ borrowing | Incorporated in HRA business plan? | Need the planning and building regulations systems to catch up with our local standards |
| | | Explore how to effectively address embodied carbon in Council developments (e.g. reusing material; modern methods of construction etc) | | Ongoing | Housing | [£] | | Undertake further studies and trials | Need a lead at a national level about how embodied carbon should be addressed in construction projects |
| | | For all housing delivered by or behalf the Councils, management and monitoring processes will be put in place to ensure the in-use performance gap is within specified tolerances. | 2021 | Ongoing | Housing | Nil | | | |

| | Target Total Carbon Savings by 2030 | Commitment | | Start Date | End Date | | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update | National Support Requirements |
|-----------------------|--|---|---|---------------|----------|------------------------------------|---|---|---|---|
| | | to be net zero carbon in operation through the introduction of planning policies (WDC NZC DPD and SWLP) which set clear building standards for | For Warwick District a Net Zero Carbon Buildings Development Plan will be prepared for examination and adoption 2022 | 2021 | | Place and Economy | [£] | Already funded from CAF | | Need the planning and building regulations systems to catch up with our local standards |
| | | energy efficiency, heating systems, renewable and low carbon energy sources and (if necessary) carbon offsetting. | For Stratford District, the development checklist to enable developers to demonstrate compliance with the Climate Change SPD will continue to be used | 2021 | | Place and Economy | Nil | | | |
| | | | In preparing the South Warwickshire Local Plan an evidence base will be collated to justify robust policies to require net zero carbon buildings for all new development, taking account of sustainable building material, methods of construction, to address embodied and construction carbon emissions | | | Place and Economy | [££] | Included in SWLP budget | | Need the planning and building regulations systems to catch up with our local standards |
| | | businesses to improve energy (thermal and electrical) efficiency | Develop a network of public sector and educational partners to explore approaches to improving thermal efficiency including the potential for utilising savings for further investment in carbon reductions | 2022 | | PDCC; Sustainability Officer | [£] | CAF | | |
| | a | and hot water by 2030 and 10% increase in electric fuel | Work with business organisations and networks to explore barriers to investment in thermal efficiency for businesses and to promote the financial, environmental and reputational benefits of thermal efficiency measures | 2022 | | PDCC; Sustainability Officer | Nil | | | Need incentives within the tax system to invest in energy efficiency and low carbon heating |
| | | | Encourage businesses and other institutions to connect to local 100% renewable sources of electricity (e.g direct wire or local Power Purchase Agreements) (see also theme 7 below) | 2022 | | PDCC; Sustainability Officer | Nil | | Potential income if we acquire/develop energy source | |
| > | | | Work with WMCA, CWLEP, WCC and other partners to develop an energy efficiency advice service for businesses. | | | PDCC; Sustainability Officer | Nil | | | |
| 4 Non-Domestic Energy | ktCO2e | | Consider retrofit grant/loan scheme for assets managed/owned by community groups and town and parish councils | 2022 | | PDCC; Sustainability Officer | [££] | Explore potential to combine with WDC's RUCIS : Grant; sponsorship | | |
| 4 Non-Dc | 796 | | Work with Sustainability West Midlands or similar networking organisation to develop (or expand an existing) a Greener Business Network as a forum for good practice, learning and knowledge sharing | | | PDCC; Sustainability Officer | [£] | CAF | | |
| | | | Ensure new buildings that are supported or funded by the Councils utilise non- fossil fuel based heating systems | 2022 | Ongoing | TBC (plus PDCC) | [££] | To be included in all project budgets | | |

| | Target Total Carbon Savings by 2030 | Commitment | Action | Start Date | End Date | | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update | National Support Requirements |
|-------------------------------|--|--|--|---------------|----------|--------------------------------------|---|--|--|----------------------------------|
| | | | Incorporate policies in to the SWLP to support ow carbon infrastructure for new commercial developments, including District Heating schemes | 2021 | 2024 | Place and Economy | Nil | | | |
| | | | Explore the potential for investment in District Heating systems which local businesses can connect to including the Stratford Canal Quarter | 2022 | 2025 | Place and Economy | | | | |
| | | | Review discretionary business rates policy to incentivise carbon reduction and disincentivise carbon hungry buildings | 2023 | | Revenues and Customer Services | Nil | | Legality and financial impact will need to be fully understood before scheme is developed. | |
| Waste | ktCO2e | 5.1 As part of the new waste contract, we will introduce a new 1- 2-3 collection service which will seek to reduce greenhouse gas emissions from waste | Mobilise the new waste contract | 2021 | 2022 | Environment and Operations | Within existing budgets | | | |
| 5 \ | 8 Kt | Multi-Recycling Facility | Continue to be an active partner in the development of the Warwickshire and Coventry MRF | 2021 | 2023 | Environment and Operations | Within existing budgets | | | |
| 6 Land Use and Natural Assets | 90 ktCO2e | See Ambition 3, themes 1, 2, 3, 4 | | | | | | | Development of woodlands and other natural assets can make contributions to carbon capture. However, the primary climate change benefits of trees and natural assets relates to climate change adaptation. Actions relating to this theme are therefore incorporated in to ambition 3 | |
| | | renewable energy generation across South Warwickshire from | Encouraging additional large scale solar generation by introducing policies within the South Warwickshire Local Plan which support renewable energy generation infrastructure | 2021 | 2024 | Place and Economy | Nil | N/A | Existing Local Plan policies already support renewable energy schemes. These may need to be strengthened whilst recognising that a balance needs to be struck with competing land uses | |
| | | | Appoint project officer to develop New House Farm Low Carbon Development and associated solar generation | 2021 | 2025 | PDCC | £45000pa (for two years) | CAF £27,000 pa; other sources (see report) £18,000 pa) | | |
| | | | Incentivising additional large scale solar generation in rural areas by exploring ways to accelerate renewable energy generation through utilising public funds – particularly where his gives rise to a potential ongoing income source and /or savings | 2021 | 2025 | PDCC | | PWLB or Municipal Investment Bonds | Options - including financial appraisals - are currently being explored with potential for a proposal to be considered by Cabinets in 2022 | |
| | | | Specifically explore a local renewable energy generation source to provide an energy source for a new hydrogen production facility | 2021 | 2025 | PDCC | [££] | See 7.2 below | | |

| | Target Total Carbon Savings by 2030 | Commitment | Action | Start Date | End Date | | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments and Progress Update | National Support Requirements |
|---------------|--|------------|---|-------------------|----------|----------------------------|---|---------------------------------------|--|--|
| | | | Delivering and supporting rooftop solar generation on public buildings including the potential to export surplus generation to the grid or other local uses by a) working with public sector partners; b) reviewing all WDC and SDC buildings to consider the potential for roof top solar energy generation c) exploring the potential to partner with Community Energy Companies | See Ambition 1 | | PDCC; Assets | [££] | CAF (see ambition 1); Grants | Potential income for surplus energy generated. | |
| | | | Encouraging new homes and commercial/institutional buildings to install rooftop or other small scale solar generation through planning policies that require net zero carbon buildings including implementing the NZC Building DPD in Warwick District and incorporating policies with the South Warwickshire Local Plan. | 2022 | 2025 | Place and Economy | Nil | | | |
| Energy Supply | 2,088,000 tCO2e | | Ensure SWLP provides policies which support the retrofitting of rooftop solar and other low carbon technologies on existing buildings, including effect policies to achieve appropriate carbon reductions in conservation areas and other heritage assets | 2022 | 2025 | Place and Economy | Nil | | | |
| 7 Er | 2,08 | | Setting an example by ensuring Council new developments incorporate solar energy generation | Ongoing | | PDCC | [££] | To be included in all project budgets | | |
| | | | Lobbying developers, housebuilders and the government to introduce policies and practices which incorporate the use of renewable energy generation in all new developments | 2021 | 2023 | PDCC; Place and Economy | Nil | | | Stronger national policies to require incorporating renewable energy in new developments |
| | | | In conjunction with the allocation of Local Plan sites and supported by Local Plan policies, undertake a study of renewable heat sources that can be used to provide low carbon, low cost heating for new homes on allocated sites. | 2022 | 2022 | PDCC; Place and Economy | [£] | Within SWLP budget | | |
| | | | Investigate the potential for solar canopies over car parks, including for the Stratford Leisure Centre Car Park | 2022 | 2024 | PDCC; E&O | [£] | Climate Fund | Depending on outcome of investigation, this may require capital investment but also has the potential to deliver financial savings and/or income | |
| | | | Liaise with WPD to ensure there is grid capacity to support additional generation and demand - and working WPD develop a strategic approach to future investment in local power connections | 2022 | 2022 | PDCC; Place and Economy | Nil | | | |
| | | | Explore sites within the vicinity of M40 motorway junctions that could support hydrogen infrastructure | 2021 | 2025 | PDCC | Nil | | | |

| Theme | Target Total Carbon Savings by 2030 | Commitment | Action | Start Date | End Date | Responsibility | Estimated Cost [£]= low; [££] = medium; [£££] = high | Funding Source | Comments a Update |
|---------|--|---|---|-----------------|----------|------------------------------------|---|--|---|
| | | south Warwickshire | Undertake a full feasibility study / business case for hydrogen production including generating both demand and supply | 2021 | 2022 | PDCC | £44,000 | WDC CAF | |
| | | | Explore the potential for external funding (government/private sector) as a way of funding local hydrogen infrastructure and as a way of generating demand | 2022 | 2025 | PDCC | [£] | WDC CAF | |
| | | | Implementation of a hydrogen hub in South Warwickshire | 2023 to 2025 | ТВС | PDCC | [£££] | Grants; Private Sector; CAF; CMIB; Borrowing | NB: if a new f implemented its developme generation of substantial an range of fundi |
| | | 8.1 Work to ensure we enable others to play their part in supporting carbon reduction | Develop and maintain a communications and community engagement strategy | 2021 | 2030 | PDCC; Sustainability Officer | £30,000pa | CAF | |
| General | N/A | | Continue to lobby national government on all elements that have identified "national support requirements" | 2021 | 2030 | PDCC | Nil | | |
| × | | | For all unfunded actions, proactively work to identify external sources of funding, including grants. | 2021 | 2030 | PDCC | ТВС | resources | Proposed that Programme O capacity to su the funding st |

| and Progress | National Support Requirements |
|---|---|
| | |
| | |
| a facility is d the total costs for nent and for the of demand could be and will require a iding sources to be | |
| | |
| | |
| at new post of Officer will provide support delivery of strategy | National grants for local government in line with stated policy commitments are essential |

| eme (to | Measures | Commitment | Action | Start Date | End Date | • • | Estimated Cost | Funding Source | Comments and Progress Update | National Support Requirements |
|-----------------------------------|-----------------------------|--|---|------------|----------|---|-------------------|---------------------------------------|--|---|
| viewed | | | | | | | COSL | | | Requirements |
| | | 0.1 Appoint a Climate Adaptation Project Officer to manage relationships and projects associated with this ambition | Appoint a Climate Adaptation Project Officer (CAPO) to manage relationships and projects associated with this ambition | 2022 | Jul-05 | PDCC | [£] | CAF; Climate Change Budget | | |
| | | 1.1 We will use the Met Office data to incorporate planning policies in the SWLP which protect key species; enhance connectivity of | Analyse Met Office data to identify key risks for the environment | Oct-21 | Dec-23 | Place and Economy; | ТВС | Local Plan budget | | Need national adaptation strategy |
| | | habitats and encourage investment in new and important ecological assets 1.2 We will use the development management | Work with key partners to work up an evidence base in relation to each key risk | Jan-22 | Oct-23 | Place and Economy; | Nil | N/A | Exact timeline needs to be in accordance with Local Plan timeline | Need guidance as to how adaptaion shou be incorporated in t local plans and infrastructure delive |
| | | | Incorporate policies in the draft Local Plan to respond to the evidence base | Oct-22 | Mar-23 | Place and Economy; Development | Nil | N/A | | |
| | ured the HBA | process to ensure investment in resilient ecological assets and planting schemes that accommodate predicted changes to weather | Provide training for Development Management staff and planning committee members in relation to the risks identified by the Met Office to enable Local Policies relating to | Dec-22 | TBC | Development; Environment and Operations | Nil | N/A | | |
| itats and specie | | natterns 1.3 Based on the Met Office data, we will review tree strategy and open spaces management plans to take account of the need for resilient and ecologically diverse enhancements | Undertake a review of the tree strategy to ensure our approach utilises resilient species which enhance biodiversity | Apr-22 | TBC | E&O | Nil | N/A | | |
| Diversity of habitats and species | TBC: to be measured the HBA | | Review the management plans for major opens spaces and parks to ensure enhancements incorporate resilient species which improve biodiversity | Apr-22 | Dec-21 | E&O | ТВС | ТВС | | |
| H | | 1.4 We will plant 160,000 trees in Warwick District by 2030. (NB: Decision to be made as to whether a tree planting programme should also | Based on the 2021/22 pilot, prepare a plan to deliver this commitment | Underway | 2030 | PDCC; E&O | [££} | £200,000 over 2 years from WDC CAF | | |
| | | apply in Stratford District) | Establish a delivery partner with experience of large scale tree planting | 2021 | 2022 | PDCC; E&O | | | | Need clarity as to h this dovetails with national tree planti commitments |
| | | | Ensure costs and arrangements for maintenance are incorporated in all tree planting projects | 2021 | Ongoing | PDCC; E&O | | | | |
| | | use o | Consider the potential to promote the use of land for tree planting as a sustainable crop (e.g a local building | 2022 | Ongoing | PDCC; E&O | Nil | | | |

| Theme (to be reviewed | Measures | Commitment | Action | Start Date | End Date | Responsibility | Estimated Cost | Funding Source | Comments and Progress Update | National Support Requirements |
|-----------------------------|--|---|---|------------|----------|---|-------------------|---|---|--|
| | | 2.1 Use Met Office data to plan investment in planting and infrastructure in flood defences, drainage and soil protection | Work with EA and other partners to identify priority infrastructure investments. | ТВС | ТВС | Climate Adaptation Project Officer (CAPO) | ТВС | | | Need national adaptation strategy |
| | l soils | | Make funding bids to deliver opportunities to deliver infrastructure priorities. | TBC | ТВС | CAPO | TBC | CIL, S106, partner funding, external/gov grants | Significant costs likely to be involved. Will need to a coordinated funding strategy including CIL, S106, partner funding, external/government grants. NB: Is this District Council best placed to do | Make case for national funding streams to help provide essential infrastructure |
| | I health of loca | | Incorporate policies in the SWLP to enable the delivery of necessary infrastructure related to new developments | 2021 | 2024 | Place and Economy | ТВС | S106 | | Need guidance as to how adaptaion should be incorporated in to local plans and infrastructure delivered. |
| | al and biologica | | Identify vulnerable land close to watercourses which can be used for flood prevention and biodiversity and work with partners to enhance these | 2022 | 2024 | САРО | ТВС | Private investment; S106, partner funding, external/gov grants | | |
| Soil health | Once Met Office data is received work with EA to measure physical, chemical and biological health of local soils | 2.2 Work with partners to support our agricultural sector in adapting and diversifying | Liaise with the NFU to identify risks to agricultural productivity in South Warwickshire | TBC | ТВС | САРО | TBC | CIL, S106, partner funding, external/gov grants | Significant costs likely to be involved. Will need to a coordinated funding strategy including CIL, S106, partner funding, external /government grants. NB: Is this District Council best placed to do this? | |
| 2 Sc | work with EA to mea | | Support agricultural sector in adapting practices to manage these risks and identify natural infrastructure investments that will mitigate the risks | TBC | Dec-21 | CAPO; Place and Economy; | Nil | N/A | | Needs to dovetail with national approach to countryside management |
| | fice data is received | | Based on the data, incorporate policies in the draft Local Plan to support the agricultural sector to diversify in a way that enhances soil health, biodiversity and enjoyment of the countryside | Oct-21 | Dec-21 | Place and Economy; PDCC | Nil | N/A | Met Office data expected October 2021 | |
| | Met Of | 2.3 Ensure up to date evidence and planning policies and decisions to protect high quality | Analyse Met Office data to identify key risks for the environment | Oct-21 | Jul-05 | Place and Economy; | твс | Local Plan budget | | |
| | Once | agricultural land and to prevent development which exacerbates soil damage. | Work with key partners to work up an evidence base in relation to each key risk | Jan-22 | Jul-05 | Place and Economy; | Nil | N/A | Exact timeline needs to be in accordance with Local Plan timeline | |
| | | | Incorporate policies in the draft Local Plan to respond to the evidence base | Oct-22 | 2024 | Place and Economy | | | | |

| Theme (to | Measures | Commitment | Action | Start Date | End Date | Responsibility | Estimated | Funding Source | Comments and Progress Update | National Support |
|---|---|---|--|------------|----------|-----------------------|-------------------------|---------------------------------|--|--------------------------------------|
| be reviewed | | | | | | | Cost | | | Requirements |
| | | 3.1 we will seek to maintain existing natural carbon store and sequestration and will add to this where possible (see Ambition 2, theme 6) | See 1.4 above. See also commitments 1.1; 1.2; 1.3 Identify significant natural carbon stores in South Warwickshire and seek to protect and enhance these as part of the | 2022 | 2025 | САРО | See 1.4 above TBC | Carbon offsetting; S106; CIL | | Need national adaptation strategy |
| 3 Natural carbon stores and sequestration | Current carbon stores acco | | Council's approach to managing green spaces and natural assets Incorporate planning policies in the SWLP which give weight to the protection of significant natural carbon stores within South Warwickshire | 2021 | 2024 | Place and Economy | Nil | | | |
| rcial trees | 0 | 4.1 We will work with partners to support our agricultural sector in adapting and diversifying | See 2.2 above | TBC | ТВС | CAPO | TBC | funding, external/gov grants | Significant costs likely to be involved. Will need to a coordinated funding strategy including CIL, S106, partner funding, external/government grants. NB: Is this District Council best placed to do this? | Need national adaptation strategy |
| 4 Crops. Livestock and commercial trees | identify effective productivity | 4.2 we will enable tree planting and other natural means of protecting soil and managing flood risks, including ensuring the species used are adaptable to climate change themselves | See 1.4 above | | Dec-23 | Place and Economy; | ТВС | Local Plan budget | | |
| rops. Livesto | with NFU, i | and to prevent development which exacerbates | Work with key partners to work up an evidence base in relation to each key risk | Jan-22 | Jul-05 | Place and Economy; | Nil | N/A | Exact timeline needs to be in accordance with Local Plan timeline | |
| 4 C | In discussion | soil damage | Incorporate policies in the draft Local Plan to respond to the evidence base | Oct-22 | Jul-05 | Place and Economy; | Nil | | Exact timeline needs to be in accordance with Local Plan timeline | |
| pod and vital services (supply chains distribution networks) | | including allotments etc F | Incorporate policies in the draft Local Plan to ensure allotments are prioritised as part of green infrastructure | Oct-22 | | | | | | Need national adaptation strategy |
| ood and vital services (s distribution networks) | developed once Met Office data is received | 5.2 We will consider how we can support local | See 2.3 above | 2022 |) 2025 | САРО | ТВС | CIL, S106, partner | | |
| good and vit distributior | developed on received | 5.2 We will consider now we can support local storage and local low carbon distribution networks | | 2022 | 2025 | CAPU | | funding, external/gov grants | | |

| Theme (to | Measures | Commitment | Action | Start Date | End Date | Responsibility | Estimated | Funding Source | Comments and Progress Update | National Support |
|---|----------|---|--|------------|----------|-----------------|-----------|--------------------|------------------------------|---------------------|
| be | | | | | | | Cost | | | Requirements |
| reviewed | U | | | | | | | | | |
| Supply of food, an | 0 | 5.3 Through the South Warwickshire Economic | твс | 202 | 1 2022 | Place and | Nil | | | |
| offo | | Strategy, we will support diversification of the | | | | Economy | | | | |
| ly o | Measures | local economy | | | | | | | | |
| ddn | Mea | | Include in review of Fuel Poverty Strategy | 202 | 3 2024 | Community | Nil | | | |
| 5 S | _ | including those in fuel poverty | and Health and Wellbeing Strategy | | | Protection | | | | |
| a E | | 6.1 We will maximise local renewable energy | See ambition 2, theme 7 | | | | | | | |
| the ailu ste | | production including utilising this locally, | | | | | | | | Need national |
| and m f er sy | | including for Council services | | | | | | | | adaptation strategy |
| 6 People and the economy from failure of the power system | | 6.2 We will increase local, directly supplied | See ambition 2, theme 7 | | | | | | | |
| e pc | | energy from a variety of sources | | | | | | | | |
| 6 P conc f th | | 6.3 We will work with National Grid and Western | See ambition 2, theme 7 | 2022 | 2024 | CAPO | TBC | CIL; S106; Private | | |
| | | | | | | | | Sector Investment | | |
| wellbeing and rom heat in buildings | | 7.1 We will develop and apply buildings | | 2021 | 2024 | Place and | | | | |
| ing at ir gs | | standards which ensure adaptable and resilient | 2, theme 3 | | | Economy | | | | Need national |
| lbei hei din | | new homes and buildings | | 2022 | | | Nil | | | adaptation strategy |
| nan health, wellbein oductivity from heat homes and buildings | | 7.2 We will retrofit existing housing to ensure all- vear-round affordable comfort | 2, theme 3 | 2023 | 2030 | Housing | Nil | | | |
| th, v fr | | 7.3 We will retrofit public buildings and our own | * | 2021 | 2025 | Assets; CAPO | INII | | | |
| ieal tivit | | workplaces and will work with partners in the | | 2021 | 2023 | Assels, CAPO | | | | |
| an F duc | | public sector to do likewise | 2, theme 4 | | | | Nil | | | |
| Human health, wellbeing a productivity from heat in homes and buildings | | 7.4 We will work with employers to enable them | To be incorporated alongside Ambition | 2022 | Ongoing | CAPO; Place and | | | | |
| н – | | to adapt workspaces | 2. theme 4 | 2022 | ongoing | Economy; | Nil | | | |
| - | | 8.1 We will work to maximise local water | Strengthen water conservation policies | 2021 | 2024 | Place and | | | | |
| 0 | | conservation and storage to address the | in the Local Plan | | | Economy | | | | |
| cycle | | potential for the cycle floods and drought | | | | | | | | Need national |
| er c | | 0.2. We will were with pertoans to deliver | | | - | | Nil | | | adaptation strategy |
| managing the water | | 8.2 We will work with partners to deliver | | | | | | | | |
| hev | | resilience in the water cycle through natural means | Work with EA to identify opportunities | | | | | | | |
| 1g t | | ineans | for improved natural river management | 202 | 2 2024 | САРО | Nil | | | |
| agii | | | Identify riparian edges where we can | | | | | | | |
| nan | | | support tree planting | 202 | | 64.00 | A.U. | | | |
| r br | | | | 202 | 2 2024 | САРО | Nil | | | |
| n ar | | | Work with the farming community to | | | | | | | |
| otio | | | support water storgae including where | | | | | | | |
| dur | | | necessary reviewing planning policies | 202 | 2 2024 | САРО | Nil | | | |
| consumption and | | | | 202 | 2 2024 | | | | | |
| er co | | | Work with partners to explore ways to | | | | | | | |
| 8 Water | | | manage water extraction | 202 | 2 2024 | CAP) | Nil | | | |
| × 8 | | | Make better use of water as a resource | | | | | | | |
| | | | to deliver energy and support healthy | | | | | | | |
| | | | lifestyles | 202 | 2 TBC | CAPO | Nil | | | |

Carbon Baselines 2019/20

Warwick District Council

| | Consumptior | n data | Conversion Factor LGA | CO2 emissions (LGA) |
|--|--------------|--------|--------------------------|---------------------------|
| Scope1 | • | | | |
| Gas | 6,800,091.17 | kWh | 0.184 | 1,249.16 |
| LPG | 171,775.00 | Litres | 1.16 | 198.5 |
| Biomass | 283,200.80 | AMP | 0.016 | 4.43 |
| Medium diesel car, 1.7 - 2.0 litre | 8,200.00 | Miles | 0.275 | 2.25 |
| Diesel van Class I (up to 1.305 tonnes) | 33,579.00 | Miles | 0.241 | 8.10 |
| Small Hybrid Car - Petrol | 19,019.00 | Miles | 0.169 | 3.22 |
| Electric Vehicle (Average Sized Car) | 33,009.00 | Miles | 0 | 0 |
| Scope 1 Total | | | | 1,465.66 |
| | | | | |
| Scope 2 | | | | |
| Electricity | 5,008,808.00 | kWh | 0.256 | 1,282.25 |
| Scope 2 Total | | | | 1,282.25 |
| | | | | |
| Scope 3 (excluding major co | ntracts) | | | |
| Staff Travel - Average Medium Car (unknown fuel) | 190,960.00 | Miles | 0.29 | 54.43 |
| Water | 40,639.16 | m³ | 0.34 | 13.82 |

Stratford District Council

| | Consumptic | on data | Conversion Factor LGA | CO2 emissions |
|--|------------|---------|--------------------------|------------------|
| Scope1 | | | | |
| Gas | 865545.74 | kWh | 0.184 | 159.26 |
| LPG | 0 | Litres | | 0 |
| Biomass | 0 | AMP | 0.016 | 0 |
| Medium diesel car, 1.7 - 2.0 litre | 0 | Miles | 0.275 | 0 |
| Diesel van Class I (up to 1.305 tonnes) | 68,619 | Miles | 0.241 | 16.5 |
| Small Hybrid Car - Petrol | 0 | Miles | 0.169 | 0 |
| Electric Vehicle (Average Sized Car) | 0 | Miles | 0.089 | 0 |
| Scope 1 Total | | | | 175.76 |
| | | | | |
| Scope 2 | | | | |
| Electricity | 1505285 | kWh | 0.256 | 385.3 |
| Scope 2 Total | | | | 385.3 |
| | | | | |
| Scope 3 (excluding major co | ntracts) | | | |
| Staff Travel - Average Medium Car (unknown fuel) | 176,095 | Miles | 0.29 | 51.07 |
| Water | 40,600 | m³ | 0.34 | 13.8* |

| Transmission and Distribution losses | 5,008,808.00 | Kwh | 0.022 | 110.00 |
|--|--------------|--------|-------|----------|
| Scope 3 Total (excluding major contracts) | | | | 178.25 |
| Total excluding contracts | | | | 2,926.16 |
| ¥ | | | | |
| Scope 3 major contracts | | | | |
| Waste collection Vehicles (diesel) | 270465 | litres | 2.594 | 701 |
| Waste collection buildings electricity | 72276 | Kwh | 0.256 | 18.5 |
| Waste collection buildings gas | 39769 | Kwh | 0.184 | 7.3 |
| Grounds Maintenance vehicles/equip (diesel/petrol) | твс | | | 86** |
| Street Cleansing vehicles (diesel) | 107724 | litres | 2.594 | 279.4 |
| Street Cleansing Electricity | 20091 | Kwh | 0.256 | 5 |
| Street Cleansing Gas | 19705 | Kwh | 0.184 | 3.6 |
| Leisure Centres Electricity | 1331370 | Kwh | 0.256 | 340.8 |
| Leisure Centres Gas | 2628438 | Kwh | 0.184 | 483 |
| Total Contracts | | | | 1,924.60 |
| Total | | | | 4,850.76 |

| Transmission and Distribution losses | 1505285 | Kwh | 0.022 | 33.1 |
|--|-----------|--------|-----------------------------|---------|
| Scope 3 Total (excluding major contracts) | | | | 97.97 |
| | | | | |
| Total excluding contracts | | | | 659.03 |
| | | | | |
| Scope 3 major contracts | ſ | | | |
| Waste collection | See depot | | | |
| Grounds Maintenance (diesel/petrol/oil) | 91825 | Miles | 2.594 / 2.209 / 2.758 | 86 |
| Street Cleansing | See depot | | | |
| Depot vehicles (diesel) | 629359 | litres | 2.594 | 1633 |
| Depot electricity | 98268 | Kwh | 0.256 | 25 |
| Depot Gas | 23945 | Kwh | 0.184 | 4.4 |
| | | | | |
| Leisure electricity | 1396059 | Kwh | 0.256 | 356.8 |
| Leisure gas | 4273940 | Kwh | 0.184 | 785.8 |
| Total contracts | | | | 2891 |
| | | | | |
| Total | | | | 3550.03 |

* Awaiting data. Assume the same as WDC

** Awaiting data. Assume the same as SDC

Climate Change Communications and Community Engagement Strategy

November 2021

1 Aims

The Climate Change Communications Strategy has three key aims.

1. **Tell** – To get our own house in order and communicate with communities, partners, businesses, Members and staff about our progress.

2. **Provide** – Provide community leadership on climate change working with a range of stakeholders and partners.

3. **Mobilise** – to enable the mobilisation of residents, communities and organisations to accept responsibility and adapt their behaviours.

2 Background

The Climate Change Action Plan provides a clear path to understand the actions the Council must now take to meet its key ambitions.

Climate change requires a huge effort by all sectors of the community. In a post-Covid climate, it is recognised that some communities desperately want to see the way we live change to a more environmentally sustainable one. But, this is also balanced against some residents living in financial hardship and in this case, climate change will certainly not be at the forefront of people's minds.

Climate change action requires a huge amount of motivation and continued positivity. Those working together on this agenda must recognise that every action counts and share in the successes. Different people will be motivated to act for different reasons. We recognise that message around climate change must also cover co-benefits and that we need to repeat messages and utilise a variety of channels.

3 Communications Objectives

Our Communities

- To develop a clear narrative around the shared ambition towards achieving the Council's goals.
- To raise awareness within our communities about climate change risks (global and local) and the impacts this will and could have on our daily lives
- To set an example and motivate others to do likewise
- To help our communities (residents and visitors,) understand how they can play their part in mitigating and adapting to climate change

- To inform our communities about the work the District Councils are doing in relation to climate change, particularly where this provides opportunities for local people or visitors to adapt their behaviours
- To listen to the ideas and initiatives that our communities have in relation to climate change so that we can consider how to align our work with local ideas

Our Partners and Business

- To raise awareness within our communities about climate change risks (global and local) and the impacts this will and could have on our daily lives
- To share respective climate change priorities, targets opportunities and challenges with partners and business
- To help local businesses and organisations understand how they can play their part in mitigating and adapting to climate change
- To listen to the ideas and concerns of local businesses and organisations and use these to inform the action plan.
- To inform businesses about the work the District Councils are doing in relation to climate change.

Our Staff and Members

- To raise awareness about climate change risks (global and local) and the impacts this will and could have on our daily lives
- To inform staff and Members on the work we are doing on climate change and motivate to support the work in meeting the climate change targets.
- To enable staff to champion climate change initiatives and narrative when they have contact with residents and other customers

4 Key Activities

- Gain expert comments and quotes to reinforce messages and build trust
- Planned, regular themed messages on an ongoing basis (#onesmallthing)
- Develop a suite of case studies to reflect progress, so that it can be seen to be real and achievable and to celebrate successes
- Identify stakeholder involvement to discuss the work programme and be helpful 'critical friends' in the process. This will include a variety of forums for dialogue with these stakeholders
- Ensure staff and councillors have the highest levels of awareness to play their part in climate communications through everyday communication mechanism
- Use all our channels to reach all groups of our community and recognise that different channels will be important for different parts of our communities

- Coordinate with partners (especially WCC) to support mutual messaging and to channel messaging through the most effective "mouthpiece"
- Link to co-benefits such as health, improved air quality, warmer homes, cheaper bills etc)
- Think about how people make changes: the need, the capability, opportunity and motivation

5 Communications Channels

There are a range of communication channels we can use. These need to be used to align with the message and the audience at different times and in different ways. Communication channels must consider the 'every contact counts' means of using effective and existing mechanisms or channels to deliver messages to the widest of audiences. All communications should consider which of these should be utilised at any given time and are broken down into internal and external action methods.

| Internal | External |
|--------------------------------------|--|
| Member briefings – emails or PABs | Website updates |
| Staff updates - Intranet | Press releases |
| Webinars – carbon connected sessions | Social Media |
| Staff briefings | Residents newsletters including Social |
| | Tenants newsletters |
| Sustainability Officers Group | Webinars |
| Clear and constant message from | Stakeholder groups and other partner |
| senior managers | organisations |
| Team meetings | Conferences |

6 Stakeholder mapping

We have held a People's Inquiry into climate change. We are committed to reporting to the People's Climate Change Inquiry members panel on our progress. Furthermore, a stakeholder mapping exercise will be completed to identify:

- "vocal friends" who the Council can work with to supplement our communications
- Stakeholders who are active around climate change who may have overlapping and/or contradictory message, whilst recognising the importance of keeping communication channels open
- Stakeholders who we need to work with to achieve our ambitions, but who may need some encouragement to support our communications strategy.

The Stakeholder mapping will be informed by the CCAP priorities and will therefore be completed following the adoption of the CCAP.

Action

When

Who

| | • | |
|--|---|--------------------------|
| Develop SDC Webpages to mirror WDC's and then plan to merge into a single south Warwickshire webpage | Sustainability Officer | November 2021 |
| Follow up the Warwick People Inquiry by convening a "one year on" meeting of the Inquiry members to discuss progress and further ideas | Sustainability Officer / Programme Director Climate Change | November 2021 |
| Climate change training session for all Town and Parish Councils | Programme Director Climate Change | November 2021 |
| Contractors / suppliers climate change convention - opportunities for Council contracts and suppliers to understand the corporate climate change commitments. Link to the South Warwickshire Climate Change Business Forum | Sustainability Officer | November 2021 |
| Launch the South Warwickshire Climate Change Business Forum for large employers to share learn and share best practice | Sustainability Officer with Sustainability West Midlands | November 2021 |
| Establish communication links with business support organisations such as the BIDs, Chambers of Trade, Stratford and Leamington Business Forum, Chamber of Commerce and others to explore effective ways of communicating with SMEs | TBC | January 2022 |
| Hold regular public participation meetings with local environmental organisations, SDC and WDC Councillors to share and discuss ideas | Sustainability Officer | January 2022 |
| Continue with Carbon Connected sessions and climate change briefing for staff | Sustainability Officer | On-going |
| Winter Warm messages – develop a series of messages for residents on keeping warmer at home and link to financial support measures | Sustainability Officer | October November 2021 |

7. Measuring Success

The measure of success with fully engaging with the community to drive down carbon emissions could realistically come from the bottom-line carbon emissions reduction data, for example from the domestic sector, although this is always two years behind.

There are also more immediate ways to establish the success of a communications exercise, and these are already monitored by the Media team as follows.

- Engagement the number of people interacting with a social media post in some way (reacting, commenting, sharing).
- Link clicks a measure of engagement which usually forms part of a call to action.
- Impressions these are numbers given by the social media platforms that tell us how many accounts will have seen our post in their timeline. The more impressions, the more people who will potentially engage with our content.
- Press coverage Where the press release has been picked up by the local newspapers for coverage. Whether the press release has been adapted (if and the overall tone of the newspaper's coverage (negative, neutral, positive).
- Website Traffic to the climate change web page, how many visits, how long someone spends on the web page and number of people that have completed a form/survey/quiz.
- Events and Webinars Numbers of people attending and feeling or 'vibe' of the event (negative, neutral, positive).

8 Governance and Reporting Progress

Progress reporting on the Communications Strategy will be through the WDC Climate Emergency PAB and the SDC Climate Change Panel on a quarterly basis along with updates to Committee as required. The three month rolling programme will form the basis of this reporting and, recognising the vital role of members in communications, will provide members with the opportunity to advice on the ongoing review of the rolling programme.

CCAP Funding Strategy

Shared Approach to Funding the CCAP – SDC and WDC

The Councils are committed to exploring all reasonable options to fund their Climate Change ambitions. This means we are open to exploring innovative funding arrangements and to working in partnership with other public sector or private sector partners. This includes taking reasonable risks in investing in projects which deliver longer term benefits and potential income. We will seek to anticipate and be ready for grant funding opportunities where these align with our CCAP. In exploring options, the current and long-term financial stability of our organisations will always be paramount.

We recognise that direct Council funding cannot support all the areas of work required to deliver the CCAP. There will therefore inevitably be significant projects that we cannot demonstrably fund from the start. However, through this strategy we will seek to utilise alternative funding sources as and when we can. The table below sets out the funding sources we will explore for the various types of cost that are likely to arise from the CCAP.

| Sources of Funding | Proposed Focus | Comments |
|--|--|--|
| 1 Direct Council Funding SDC Climate Change Fund WDC Climate Action Fund Using established Service budgets in a way that addresses climate change | Investment in Council building assets Investment in Council fleet vehicles Staff resources to manage and deliver CCAP Evidence and feasibility studies to develop projects and approaches Project set up costs and match funding for grants Community engagement and communications | Prioritising and utilising existing climate change budgets Redirecting existing service spending will be explored This also involves utilising and refocusing established service budgets to support climate change activities (for example the Housing Investment Programme; low carbon project delivery; green space and biodiversity delivery; etc) |
| 2 Government Grants Examples include PSDF; LADs; Active Travel Grants; Regeneration/Levelling- Up and Town Centres; Innovation | Investment in Council building assets Evidence and feasibility studies to develop projects and approaches Project set up costs Project delivery Various initiatives relating to ambitions 2 and 3 | Ensure we keep abreast of government priorities and initiatives Many schemes need technical expertise for successful bid and all need staff time Grants schemes are usually short deadlines so ensure we have pipeline of projects Match funding may be required |
| 3 Other grant schemes | Tree plantingBiodiversity | Unknown opportunities |

| WMCA CWLEP Charitable trusts Business Sponsored grants | | May be important for some projects but they are an unreliable source Often have specific scope which may not tie in with SDC priorities |
|--|--|---|
| 4 Private Sector Investments Examples Sponsorship Private investments Contractors | Sponsorship for high profile public projects and good causes (eg ebikes; tree planting) Private investment for income generating projects (renewable energy; hydrogen hub; eBike schemes; EV charging Contractor contributions where consistent with Social Value requirements of contracts and/or where consistent with the company's corporate commitments | If private investment is used, the Councils should consider whether it (also) wants to invest to deliver a longer term income |
| 5 Borrowing • PWLB | Upfront funding for major capital investments Where an income can be achieved (over and above borrowing costs) which delivers Councils' aims, this may be a way of securing an income. Examples: District heating; Hydrogen Hub; Solar farm investment | |
| 6 Community Municipal Investment Bonds | Upfront funding for major capital investments Where an income can be achieved (over and above borrowing costs) which delivers Councils' aims, this may be a way of securing an income. Examples: District heating; Hydrogen Hub; Solar farm investment | Regulated by FCA In effect this is another form of borrowing but with two significant differences to PWLB a) The cost of borrowing may be cheaper b) The method of raising money allows local stakeholders/residents to invest in local green schemes (community engagement) |
| 7 Maximising impact by aligning our spending with public sector organisations For example working with WCC and Town and Parish Councils to | Transport projects Public sector retrofit and heating schemes Local tree planting and biodiversity schemes Local community energy efficiency projects | Mutual benefit for the whole public sector Will require some resource to communicate and coordinate efforts so that we are all aware of the opportunities |

| lever their funding for | • Local renewable energy | | | |
|--|---|---|--|--|
| mutually beneficial projects | generation projects | | | |
| 8 Community Infrastructure Levy | Can be used for low carbon infrastructure. Examples could include: Green space and biodiversity Cycle and walking infrastructure Low carbon public transport Renewable energy supply infrastructure Improvement to local service (carbon reduction criteria) | There are many competing demands for CIL. Carbon reduction should be a key criterion for the assessment of CIL scheme and give this significant weighting in decisions | | |
| 9 Section 106 | Can be used for low carbon infrastructure directly associated with new development: Examples could include: Green space and biodiversity Cycle and walking infrastructure Low carbon public transport Renewable energy supply infrastructure Improvement to local service (carbon reduction criteria) | Needs to backed by clear evidence and policies that shows the direct link between new development and the infrastructure requirement | | |
| 10 Carbon Offsetting Fund This fund could be resourced in two ways. a) by requiring developers who fail to comply with Net Zero Carbon building standards (as required by Planning Policy) to pay into a fund. b) Secondly by offering a local carbon offset market to local organisations who are seeking to demonstrate net zero carbon | Tree planting and other carbon sequestration Retrofitting of existing homes and buildings | Need to develop a local natural carbon offsetting market (with WCC) Need to prepare evidence to demonstrate how funds could support retrofitting of homes and other buildings NB this may take several years to develop | | |

Climate Change Action Programme Risk Register

Most recent review: October 2021

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation/Control | Officer | Action(s) | Resource | Due Date | Residual Risk Rating |
|---|--|---|--|---------|---|--|----------|-------------------------|
| Generic Risks | | | | | | | | |
| Diverging political priorities / appetite for address the Shared Ambitions | Different/changing party membership Different competing priorities Lack of communication between SDC/WDC members | Missed opportunities for shared investments Reputational issues Difficulties in maintaining a shared approach | Joint Members Working Group established to discuss shared priorities Flexibility built in to the CCAP to enable different priorities at different times Consistent recommendations relating to the CCAP made to both Cabinets Regular communication between SDC and WDC portfolio holders | PDCC | Formalise shared governance arrangements to oversee delivery and development of the CCAP Ensure consistent recommendations relating to the CCAP are approved by both Councils as the CCAP is delivered and developed CCAP regularly updated as the agenda develops | Officer time – PDCC and Legal | 1/4/22 | tikelihood |
| The cost of achieving the shared ambitions cannot not be met within available Council resources | Current estimates suggest that cost will exceed budgets currently available Cost of delivery does not reduce as new technology becomes more available Other unanticipated costs Lack of support from central government to meet national climate change commitments Inability to attract external funding (such as grants; S106; CIL etc) The business case to support borrowing for key CCAP investments cannot be justified | Cannot deliver the agreed climate change ambitions Actions limited only to those funded directly by the Councils' existing budgets Development of projects cannot be funded leading to failure to develop robust businesses cases | Funding Strategy Adopted Climate Action Funds in place | PDCC | Lobby government for funding to support carbon reduction priorities Implement the Funding strategy to deliver unfunded actions Ensure resources re in place to access external funding and other sources of funding as set out in the funding strategy CCAP regularly updated as the agenda develops | See CCAP | See CCAP | Likelihood |

Appendix 5

x Current position o Previous position if changed

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation/Control | Officer | Action(s) | Resource | Due Date | Residual Risk Rating |
|--|--|---|---|--------------------------------------|--|--|----------------------------------|---|
| 3. Increasing local impacts from climate change and increasing costs of supporting adaptation | Hotter, drier summers Warmer, wetter winters More extreme weather events | Data relating to local impacts is being compiled. Likely to include: Impacts on quality of life and human health Impacts on agriculture and food production Impacts on supply chains and infrastructure Impacts on biodiversity and resilience of local species Additional costs of adaptation Climate change impacts exacerbate inequalities | The Councils are working with the Met Office to compile local data The CCAP incorporate a n adaptation section | PDCC | Evaluate Met Office data when received Implement part 3 of the CCAP, including recruiting to the proposed CAPO post CCAP regularly updated as the agenda develops | PDCC and CAPO Within existing budget | See CCAP | Likelihood |
| 4. Key partners have different priorities/fail to support the South Warwickshire Climate Change ambitions | Different ambitions, customers and clients Different public expectation according to the nature of the organisation | A fragmented approach to mitigating and adapting to climate change Inefficient use of resources Failure to meet ambitions Missed opportunities for pursing alternative sources of funding (e.g., Unsuccessful bids to government funding opportunities) | The CCAP incorporates a communications and community engagement strategy Partnership working across Warwickshire | Sustainabili ty Officer / PDCC | Implement the communications and community engagement strategy Complete stakeholder mapping Use stakeholder mapping to add detail to approach to community engagement and partnership working Develop business forum Comms and CE Strategy regularly updated as the agenda develops | Sustainabi lity Officer / PDCC | April 2022 and the ongoing | tra I I Likelihood |
| 5. Lack of staff resources to deliver the CCAP action plan | Financial pressures Significant work pressures and competing priorities for services Inability to recruit to posts | Failure to achieve ambitions or deliver agreed actions | 2 joint posts proposed in the CCAP Existing posts in place at WDC (Sustainability Officer and STPO) PDCC already in post jointly Many staff increasingly involved with climate change work as part of their daily work | PDCC | As far as possible support staff and services to incorporate climate change into their daily work - staff training Ensure Climate Change is considered in all service plans Recruit to post agreed by Cabinet Review the need and potential for additional resources at least each year Work with partners to deliver the CCAP | PDCC | April 2022 | treation of the second |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation/Control | Officer | Action(s) | Resource | Due Date | Residual Risk Rating |
|---|---|--|--|---------|--|----------|------------|-------------------------|
| 6. Lack of specialist expertise/skills to deliver the CCAP Action Plan | CCAP covers areas of work that are new or are high specialist technical nature | Failure to achieve ambitions or deliver agreed actions Missed funding opportunities (e.g., Unsuccessful bids to government funding opportunities) | CCAP includes proposals to funded studies and business case work supported by the procurement specialist advice as required. | PDCC | CCAP identifies areas where specialist advice required Funding identified from CAF CCAP regularly updated as the agenda develops | PDCC | April 2022 | tikelihood |
| 7. National Government policies, support, and funding is not sufficient to enable achievement of ambitions | Government funding is insufficient to support our local work Government policies in relation to issues such as planning, transport, housing and energy supply do not align with our ambitions Legal and other framework prevent investments and initiatives | Failure to achieve ambitions or deliver agreed actions Missed funding opportunities (e.g., Unsuccessful bids to government funding opportunities) | The CCAP identifies areas where government lobbying may be required | PDCC | Develop and implement a clear approach to lobbying Work with local government groups such as LGA and DCN Coordinate lobbying with WCC, another District and Borough ion Warwickshire, the LEP and WMCA | PDCC | Ongoing | Likelihood |

Title: Significant Business Risk Register Lead Officer: Richard Barr Portfolio Holder: Councillor Day Wards of the District directly affected: None directly impacted.

Summary

The report sets out the latest version of the Council's Significant Business Risk Register for review by the Cabinet. It has been drafted following review by the Council's Joint Management Team and the Leader of the Council.

Recommendations

- (1) That Executive should review the Significant Business Risk Register attached at Appendix 1 and consider if any further actions should be taken to manage the risks facing the organisation.
- (2) That Executive should note the emerging risks identified in section 1.4 of this report and that an additional risk be included in future relating to the proposed merger with SDC.

1 Background/Information

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

1.2 **Reason for the Recommendations**

1.2.1 This report seeks to assist members fulfil their role in overseeing the organisation's risk management framework. A very useful source of guidance

on the responsibilities of members and officers regarding risk management came from the Audit Commission in its management paper, "Worth the risk: improving risk management in local government":

"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:

- decide on the structure through which risk management will be led and monitored;
- consider appointing a particular group or committee, such as an audit committee, to oversee risk management and to provide a focus for the process;
- agree an implementation strategy;
- approve the council's policy on risk (including the degree to which the council is willing to accept risk);
- agree the list of most significant risks;
- receive reports on risk management and internal control officers should report at least annually, with possibly interim reporting on a quarterly basis;
- commission and review an annual assessment of effectiveness: and
- approve the public disclosure of the outcome of this annual assessment, including publishing it in an appropriate manner.

The role of senior officers is to implement the risk management policy agreed by members.

It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the chief executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility."

Although the Audit Commission has since been abolished, the guidance remains relevant.

1.3 **Recent Movements in Risk**

1.3.1 Senior Management Team (as was) reviewed the SBRR in light of the ongoing pandemic. Nearly all the risks identified in the Register were initially negatively impacted by the consequences of the virus. However, with matters now on a more even keel, and following a thorough review of the way the Council responded to events and, subsequently, compilation of an action plan, many of the residual risk ratings have since been reduced.

1.4 **Emerging Risks**

1.4.1 As part of the process of assessing the significant business risks for the Council, some issues have been identified which at this stage do not necessarily represent a significant risk, or even a risk at all, but as more detail emerges may become one. These have been mentioned in previous reports and are updated and new issues added as follows:

- Funding the ongoing impact of the pandemic continues to cause great uncertainty for the Council and its operations. The situation is being monitored closely and communications between the Political and managerial leadership of the Council remain very strong. The Head of Finance prepared a report for the September Cabinet meeting which updated Members with the then latest financial position and there is another report on this agenda with an update for Quarter 2 on budget performance. By the time this report is discussed more news on the Comprehensive Spending Review and its implications for local government should be known.
- Given the Council decision in respect of seeking to merge with Stratford-on-Avon District Council (SDC), it is recognised that this body of work will affect the Council's risk register as currently set out and is of such a scale that it requires its own risk register and an entry on the SBRR. Although the second and third items have not been addressed, the first-mentioned item has been actioned in that the SBRR has now been updated throughout to reflect the joint work with SDC.
- HEART this is a partnership of all the Boroughs and Districts and the County Council for the provision of disabled adaptations. It is fair to say that there are issues which are coming to a head in the near future and depending on how they are resolved this may generate a risk for the Council.

2 Alternative Options available to Cabinet

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

3 Consultation and Members' comments

3.1 Include any comments received in response to the consultation on the report.No comments received except from review of the Register.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 Include a summary of the legal or human rights implications of the proposal.Not applicable.

4.2 Financial

4.2.1 Include a summary of the financial implications of the proposal.

Not applicable.

4.3 Council Plan

4.3.1 External Impacts

People - Health, Homes, Communities Services - Green, Clean, Safe Money- Infrastructure, Enterprise, Employment

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

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

4.3.2 Internal Impacts

People - Effective Staff Services - Maintain or Improve Services Money - Firm Financial Footing over the Longer Term

4.4 Environmental/Climate Change Implications

4.4.1 Effective risk management can help the Council achieve its environmental and climate emergency objectives.

4.5 **Analysis of the effects on Equality**

4.5.1 Effective risk management can help the Council achieve its equality obligations.

4.6 Data Protection

4.6.1 Effective risk management can help the Council achieve its data protection objectives.

4.7 Health and Wellbeing

4.7.1 Effective risk management can help the Council achieve its health and wellbeing objectives.

5 Risk Assessment

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

6 Conclusion/Reasons for the Recommendation

6.1 The report sets out the latest version of the Council's Significant Business Risk Register for review by the Cabinet. This will aid effective governance within the Council.

Background papers:

Please provide a list of any papers which you have referred to in compiling this report and are not published documents. <u>This is a legal requirement</u>.

You must also supply these when submitting the report.

All Papers referred to in this report are published documents.

Supporting documents:

Minutes of JMT meeting 7 October 2021.

Report Information Sheet

| Committee/Date | Cabinet – 4 November 2021 | | | |
|--|--|---|--|--|
| Title of report | Review of WDC Significant Business Risk Register | | | |
| Consultations undertaken | | | | |
| Consultee *required | Date | Details of consultation /comments received | | |
| Ward Member(s) | | | | |
| Portfolio Holder WDC & SDC * | | 18/10/2021 | | |
| Financial Services * | | | | |
| Legal Services * | | | | |
| Other Services | | | | |
| Chief Executive(s) | | 7/10/2021 | | |
| Head of Service(s) | | 7/10/2021 | | |
| Section 151 Officer | | 7/10/2021 | | |
| Monitoring Officer | | 7/10/2021 | | |
| CMT (WDC) | | 11/10/2021 | | |
| Leadership Co-ordination Group (WDC) | | 19/10/2021 | | |
| Other organisations | | | | |
| Final decision by this Committee or rec to another Cttee/Council? | | Recommendation to Cabinet | | |
| Contrary to Policy/Budget framework | | No | | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No | | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | Yes, Forward Plan item – scheduled for 4/11/2021 | | |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility | | |

APPENDIX 1

Significant Business Risk Register

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|--|--|-------------------------|
| Performance Manageme | nt Risks | | | |
| 1. Fit for the Future Change Programme not managed appropriately/effectively. | Poor organisational communication. Conflicting priorities and priorities increasing in number. Unable to dedicate appropriate resources due to the impact on existing services. Poor management. Ineffective use of project management or systems thinking. Lack of funding. Business Strategy can't be agreed due to no overall political control. Major shock to the organisation due to a significant adverse national or international event. | Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage. Demoralised and de- motivated staff. Organisation ill- prepared to deal with impact on finances, service delivery and staff. | Project prioritisation. (JMT) JMT are Programme Board. (JMT) Fit for the Future change programme and associated governance arrangements. (JMT) Budget monitoring process. (HoF) Clear communications, Staff Focus Group. (JMT) People Strategy Action plan. (JMT) Strong leadership to ensure priorities are managed to a deliverable level. (JMT) Securing additional resources to support existing service provision. (CMT) Projects drawn up within RIBA framework. (JMT) Business Strategy agreed by Members and appropriately managed (CMT). Service Transformation Work Programme to be developed and reported to Executive — DCX(AJ) Now agreed – see below. Service Integration Programme has been agreed by Cabinets at WDC and SDC. (CEX) | Likelihood |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|---|--|-------------------------|
| Performance Manageme | nt Risks (Cont.) | | | |
| 2. Risk of sustained service quality reduction. | Shortage of staff resources and staff skills and knowledge. Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities. Cannot afford cost of maintaining service quality. Partners such as WCC make service cuts. Health pandemic e.g. Corona Virus. Contractor failure. Unplanned termination of contract by contractor. Housing numbers not achieved. Increase in Members' and Citizens' expectations. Greater demand on services from increases in the population as well as societal, technological and legislative changes. Changes in members' and citizens' expectations. Lack of funding for Climate Change Action Plan. Major shock to the organisation due to a significant adverse national or international event | Poor customer service and reductions in income. Lack of direction with critical projects and services being compromised. Public lose confidence in Council's ability to deliver. Demoralised and de- motivated staff. Additional costs attached to re- procuring contract, including legal fees. Loss of New Homes Bonus. Failure to adapt to 'New Normal' caused by climate change. Organisation ill- prepared to deal with impact on finances, service delivery and staff. | Effective Management of Change Programme. (CMT) Agreeing additional resources where service quality is reduced. (CMT) Strong leadership to manage priorities to a deliverable level. (JMT) Effective vacancy control. (JMT) Service Reviews. (JMT) Workforce Planning. (JMT) Effective contract management supported by appropriate legal support. (JMT) Enhanced Performance Management System. (JMT) Service Integration Programme has been agreed by Cabinets at WDC and SDC. (CEX) | I ikelihood |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|---|---|-------------------------|
| Performance Managemen | nt Risks (Cont.) | | | |
| 3. Risk of major contractor going into administration or deciding to withdraw from the contract. | Poor procurement of contractor. Poor contract management. Poor management of company. External factors. State of economy (including Brexit factors). Introduction of Living Wage. Major shock to the organisation due to a significant adverse national or international event. | Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage. Organisation ill- prepared to deal with impact on finances, service delivery and staff. | Properly procured contracts. (JMT) Active contract management supported by appropriate legal support. (JMT) Business Continuity Plan. (JMT) Soft market testing as appropriate. (JMT) Parent Company Guarantees being monitored. (SAMS) | Likelihood |
| Corporate Governance Ri | sks | | | • |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|---|---|-------------------------|
| 5. Risk of staff not developed effectively. | Ineffective workforce strategies. Not managing staffing resources efficiently and effectively. Possible insufficient training budget. Impact of Covid-19. Impact of inaccessibility of training internal and external. | Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities. Poor customer service. 'Industrial' action. Unable to meet statutory requirements. The potential of staff is not fulfilled. Some staff not developed to the level required to deliver service effectively. | Link to People Strategy to be updated 2021 -2024 joint with SDC. (HR/JMT) New Management Framework. (HR) Workforce planning through Service Area Plans. (JMT) Service Area Training Matrices in place to feed into Corporate Training Plan. (JMT/HR) Regular training budget reviews in Workforce Steering Group. (WSG) Appropriate use of external resources. (JMT) Learning & Development Guide including Management programme. (WSG) Actions to be agreed as part of Gender Pay Gap Report when reporting is accessible as part of new Payroll system (JMT) Training in different ways – On line, telephone, webinars. (JMT/HR) Prioritise training based on service needs. (JMT) Acceptance that some training may be disrupted until new ways of delivery are prepared. (JMT) | tikelihood |
| Financial Management | Risks | | | |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|---|---|-------------------------|
| 6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs). | Poor financial planning and forecasts. Unexpected loss of income and/ or increase in expenditure. FFF Projects do not achieve sufficient savings. Reset of Revenue Grant and Business Rate Retention. Council Tax income base reducing. National Economy declines. Local economy declines Tightening of Government fiscal policy. Changes to Government Policy. Demographic changes. Focus on FFF priorities which compromise existing service delivery. External competition. Member decision making stops previously agreed savings. Council policy framework not conducive to enterprise development. Increased contract costs. Housing numbers not achieved. Delay in fair funding review. Inability to agree suitable funding proposals to allow HQ relocation project to move to Phase 2 – project delivery. Changes to funding proposals for existing schemes. Major shock to the organisation due to a significant adverse national or international event. Savings not delivered as agreed to be included in Medium Term Financial Strategy. | Forced to make large scale redundancies. Forced to make urgent decisions without appropriate planning. Forced to make service cuts. Increased costs. Fines/penalties imposed. Landlord service becomes unviable and/or the condition of the housing stock reduces its utility and value. Loss of New Homes Bonus. Reduction in reputation. Unable to meet statutory requirements. Failure to deliver carbon- neutral objectives by 2025. Organisation ill-prepared to deal with impact on finances, service delivery and staff. Comprehensive review of the organisation's response to the pandemic undertaken with findings and action plan approved by Executive. | Codes of Financial Practice and Procurement Practice. (HoF) Effective internal audit function. (HoF) External audit of financial accounts. (HoF) Effective management of FFF Projects. (JMT) All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF) Council's constitution. (DCE(AJ)) Financial training. (HoF) Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF/JMT) Code of Financial Practice Training. (HoF) Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/JMT) Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms & conditions review. (JMT). Changes to funding proposals for existing projects. Business Strategy agreed by Members and appropriately managed (CMT). Service Integration Programme has been agreed by Cabinets at WDC and SDC. (CEX) | Likelihood |
| Financial Management Risks (Cont.) | | | | |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|---|---|-------------------------|
| 7. Risk of additional financial liabilities. | Risk of revenue implications of capital schemes not being fully identified. Risk of loss or delay of capital receipts. Risk of increase in superannuation fund contributions. Uninsured loss. Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital) Legal challenge e.g. relating to a planning development. Major health epidemic e.g. Corona Virus. Major shock to the organisation due to a significant adverse national or international event. | Greater level of savings to be sought. Forced to make sub- optimum and short term decision without proper planning. Reduced levels of service. Payment of compensation. Failure to deliver service. Contractual disputes. Organisation ill- prepared to deal with impact on finances, service delivery and staff | Fit for the Future change programme. (CMT) Service Area and Project Risk Registers. (JMT) Project Management. (JMT) Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets has been approved. (ASG) Maintenance of a comprehensive built asset database. (AM) More effective financial planning and scenario analysis. (HoF) Regular monitoring of Fit for the Future. (JMT) Legal advice on projects. (JMT) Projects drawn up within RIBA framework. (JMT) Reserves used to smooth impact of fluctuations in income. (HoF) | Likelihood |
| Financial Management Risks (Cont.) | | | | |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|---|---|-------------------------|
| 8. Risk of not obtaining potential income sources. | Ineffective management. Complacency. Lack of resources to investigate. Other priorities. Partner changing priorities. Income opportunities diminished due to significant adverse national or international event. Major shock to the organisation due to a significant adverse national or international event. PWLB interest rate fluctuations and/or national policy change. | More loss-making or subsidised services. Reduced income for the Housing Revenue Account that could compromise banking covenants. Organisation ill- prepared to deal with impact on finances, service delivery and staff. | FFF Programme. (JMT) Effective fees and charges schemes. (HoF) Communications & Marketing Strategy. (JMT) Regular reviews of financial forecasts to ensure income projections are up to date. (HoF) Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF) Ongoing engagement with the CWLEP to ensure future funding opportunities are understood and assessed. (CMT) Engagement of appropriate advice to enable opportunities to remodel the Council's non-operational asset base to be assessed. (DCE(BH)) DCN Income Generation and Commercialisation Review undertaken (HoF) | Likelihood |
| Procurement Risks | | | | |

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

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

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

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

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|---|---|-------------------------|
| .5. Risk of a major ncident not responded to offectively. | Numerous causes including loss of ICT facilities/data, loss of staff, absence of effective BCP. Major shock to the organisation due to a significant adverse national or international event. | Partial or total loss of resources such as staff, equipment, systems. Major media engagement. Major disruption to all Council services. Possible legal action for damages. Major shock to the organisation due to a significant adverse national or international event | Emergency plan reviewed every 6 months. (CMT) Business continuity plan reviewed every 6 months. (CMT) MARIANNE TO PROVIDE JPDATE Ongoing training of councillors and to officers named in MEP. (HoH&CP) Review of the MEP, named officers within MEP, associated SOPs. Gaps identification and appropriate updating. (HoH&CP) Operational testing and exercising of the MEP and vulnerability responses within Warwickshire. (HoH&CP) Safety Advisory groups of events held within the district & command and control centres for major district events. (Development Services) Review completed of business continuity plans for service areas. The priorities contained within those plans to be consolidated Council-wide. (HoH&CP) ICT Business Continuity contract, inc. annual off-site rehearsal. (ICT) Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing. (ICT) Backup and recovery procedures. (ICT) Provision of Counter Terrorism training. (HoH&CP) Installation of Network Intrusion Detection/Intrusion Prevention solution. | tikelihood |

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

Key:

New narrative (since previous quarter)

Narrative transferred (since previous quarter)

Deleted narrative (since previous quarter)

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

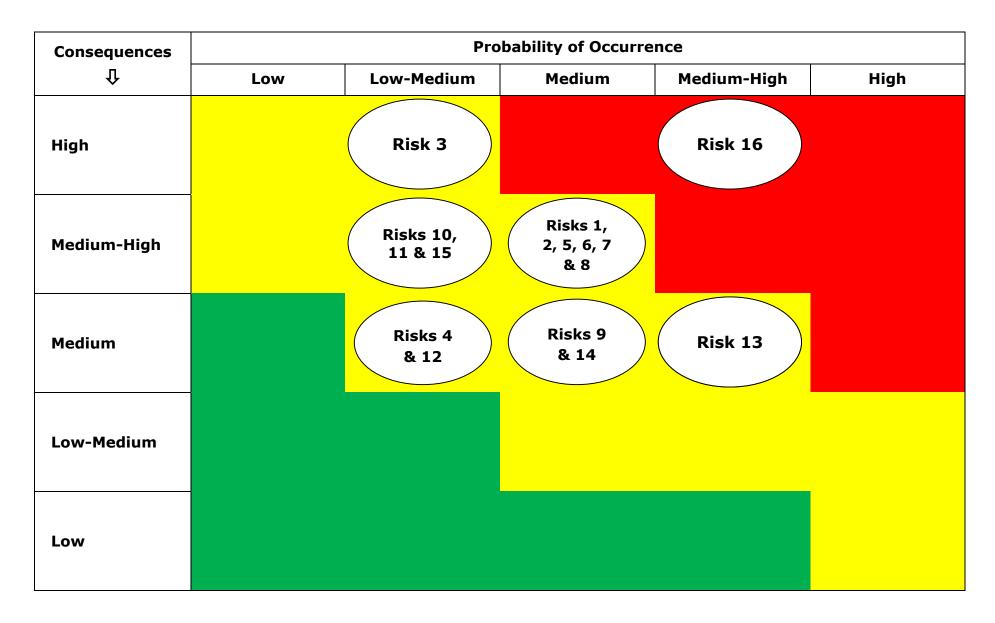
Comment

- **O** = Current risk score
- \bigcirc \bigcirc etc = Previous risk scores

 $\land \rightarrow$ etc = trail (direction) of changes

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

Summary of Significant Business Risks



Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

| Estimation | Description | Indicators |
|----------------------|---|--|
| 5: High (Probable) | Likely to occur each year (e.g. considered as more than 50% chance of occurrence in any year). | Potential of it occurring several times within the specified period (for example - ten years). Has occurred recently. |
| 4: Medium to High | Apply judgement | Apply judgement |
| 3: Medium (Possible) | Likely to occur during a 10- year period (considered as between 5% and 25% chance of occurrence in any year). | Could occur more than once within the specified period (for example - ten years). Could be difficult to control due to some external influences. There's a history of occurrence |
| 2: Low to Medium | Apply judgement | Apply judgement |
| 1: Low (Remote) | Not likely to occur in a 10- year period (considered as less than 2% chance of occurrence in any year). | Has not occurred.Unlikely to occur. |

Consequences

| Estimation | Description |
|-------------------|---|
| 5: High | Major impact on the organisation – e.g. financial impact in excess of £500K, significant damage to reputation, severe health and safety implications, substantial impact on delivery of key services, major adverse legal consequences. |
| 4: Medium to High | Apply judgement |
| 3: Medium | Moderate impact on the organisation – e.g. financial impact likely to be between £100K and £250K, medium adverse consequences in respect to reputation, health and safety, delivery of key services, legal matters. |
| 2: Low to Medium | Apply judgement |
| 1: Low | Minor impact on the organisation – e.g. financial impact likely to be below £10K, small adverse consequences in respect to reputation, health and safety, delivery of key services, legal matters. |

Agenda Item No 13 Cabinet Committee 4th November 2021

Title: Health and Well Being - South Warwickshire Place Arrangements Lead Officer: Chris Elliott (01926 456000) Portfolio Holder: Councillors Barker (SDC) and Matecki (WDC) Wards of the District directly affected: All

Summary

This report seeks to outline and to gain support for the arrangements proposed to be put into operation for Health and Well Being for South Warwickshire Place.

Recommendation(s)

- (1) That Cabinet notes the new arrangements for health and well-being in the Coventry and Warwickshire sub region (see Appendix 1a and 1b).
- (2) That Cabinet support and agree the proposed arrangements for health and wellbeing set out in this report for the South Warwickshire Place (Appendix 2) and in particular the terms of reference for the Place Partnership Board (PPB) (Appendix 3); Place Delivery Group (PDG) (Appendix 4); and, Population Health Delivery Groups (PHDGs) (Appendix 5).
- (3) That authority be delegated to the Chief Executive in consultation with the Health Portfolio holder to agree any minor amendments to the terms of reference of the PPB; PDG; and PHDGs.
- (4) That the contents of Appendix 6 demonstrating progress on outcomes in South Warwickshire Place be noted.

1 Background/Information

- 1.1 Arrangements within the health and social care sector in England are changing. Across England, a system of Integrated Care Systems (ICS) is being put in place. Locally this means that an ICS is being established covering Coventry and Warwickshire. Attached at Appendix 1a and 1b are summaries of the proposals as they will relate to the Coventry and Warwickshire sub region.
- 1.2 However, within this ICS proposal there are also to be arrangements at a Warwickshire wide and at a Place level. Within Warwickshire there are 3 places – Northern Warwickshire covering North Warwickshire Borough Council and Nuneaton and Bedworth Borough Council areas; Rugby covering Rugby Borough Council area; and, South Warwickshire covering Stratford on Avon District Council and Warwick District Council areas.
- 1.3 Within the South Warwickshire Place there have been discussions evolving over the summer months to develop the organisational arrangements. This report sets out those draft proposals for support and agreement. Within South Warwickshire Place the proposals are based on using a population health model approach. This is based on the Kings Fund model of focusing on 4 overlapping areas:

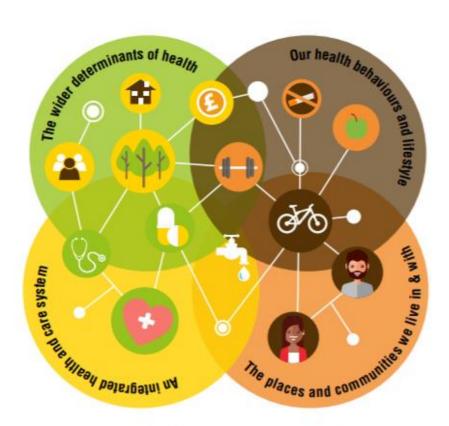


Figure 2: Population health model (Kings Fund, 2019)

In essence this approach seeks to prevent ill health rather than seeking to treat ill health after its occurred. It is also wider than the NHS and indeed puts a greater emphasis upon local government and other agencies who have a greater role in preventing ill health and in promoting health and well-being.

1.4 **Proposed Governance**

- 1.4.1 Attached at Appendix 2 is a paper setting out the proposed overall governance arrangements for South Warwickshire Place.
- 1.4.2 Attached at Appendix 3 are the Terms of Reference for the Place Partnership Board (PPB). At the moment there is a Place Partnership Board and a Healthy Citizens Forum and it is proposed that these be merged as their current areas of work overlap significantly.
- 1.4.3 Attached at Appendix 4 are the Terms of Reference for the Place Delivery Group (PDG)
- 1.4.4 Attached at Appendix 5 are the Terms of Reference for the Population Health Delivery Groups (PHDGs) of which it is proposed there would be 4, aligned with each of the 4 areas of the Kings Fund model.
- 1.4.5 The proposals may require further modification as the partner organisations take them through their own governance arrangements, so it is proposed that the respective portfolio holders are tasked to agree minor modifications if they arise, in consultation with the CEOs.
- 1.4.6 There are some other existing officer groups which will need to be amended, accommodated or terminated within this new governance arrangement.

1.5 **Progress on Outcomes**

1.5.1 Attached at Appendix 6 and 6a is a set of slides recently presented to the Warwickshire Health and Well Being Board which sets out achievements against

the current set of agreed Place priorities. Once the new governance arrangements are in place then work on the revised and updated priorities and action plan will commence with a view to having them agreed by the beginning of the new financial year.

2 Alternative Options available to Cabinet

2.1 The Cabinet could decide not to support the proposals in this report, but this would leave one or both Councils adrift from being involved in an important policy area locally. This would not be in the Councils' interests nor those of the local communities and so has been discounted as an option.

3 Consultation and Member's comments

- 3.1 The proposals have been the subject of discussion amongst the partner agencies over the summer months.
- 3.2 Members comments none applicable.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 The proposals have no human rights or legal implications arising.

4.2 Financial

4.2.1 There are no financial implications at this stage for either District Council but there ought to be value for money benefits achieved through the better coordinated use of public sector resources to address the health and well-being of the communities in South Warwickshire.

4.3 Council Plan

4.3.1 Fit for the Future (FFF)

- 4.3.2 Warwick District Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key objectives
- 4.3.3 The FFF Strategy has 3 strands, People, Services and Money, and each has an external and internal element to it, the details of which can be found <u>on the Council's website</u>. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

4.4 **FFF Strands**

4.4.1 External Impacts of Proposal

People - Health, Homes, Communities – This proposal will make a direct contribution to supporting health and well-being across South Warwickshire by improving the governance arrangements and accelerating partnership working.

Services - Green, Clean, Safe - The Council's efforts in this area will contribute to improving health and well-being of South Warwickshire.

Money- Infrastructure, Enterprise, Employment – Supporting the local economy and aiming to ensure that local people benefit from that improvement is a prime issue in improving the determinants of good health and well-being.

4.4.2 **Internal impact of the Proposal**

People - **Effective Staff** – The proposals will enable more staff in the Council and across the partner agencies to be more effective in seeking to improve health and well-being.

Services - Maintain or Improve Services - The improvements proposed will enable for a more effective delivery of health and well-being across all Council services.

Money - Firm Financial Footing over the Longer Term - The proposals will enable a more effective use of resources to address issues around health and well-being.

4.4.3 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The proposed arrangements will enable the development of a specific Place Plan for South Warwickshire.

4.5 **Environmental/Climate Change Implications**

4.5.1 The proposals offer an opportunity for wider public sector action in South Warwickshire on tackling air pollution and on reducing CO2 emissions as this issue is recognised as an important priority health and well-being wise.

4.6 **Analysis of the effects on Equality**

4.6.1 An Equality Impact Assessment has not been undertaken as this report relates to organisational arrangements rather than service provision changes. There will be issues no doubt arising from the outcomes of the work undertaken by the Place Partnership Board and EIAs would be relevant at that point.

4.7 Data Protection

4.7.1 At this stage there are no data protection issues but as the work of the partnership develops this may become more important and at that stage impact assessments will be necessary.

4.8 Health and Wellbeing

4.8.1 The organisational arrangements proposed are intended to put the population health needs of the communities in South Warwickshire to the forefront. The intention is that health and well-being outcomes in South Warwickshire will be enhanced.

5 Risk Assessment

- 5.1 At this stage the potential risks are issues stemming from changing the existing arrangements to the proposed new ones and to then maintaining them so that the partnership works effectively. Failure to establish and maintain a good partnership arrangement will impede on the work to deliver good health and well-being outcomes for the local communities. Clearly, the impact of such a failure would be considerable.
- 5.2 These risks stem from the dynamics of change and of managing the relationships between organisations and the people involved. There has however been a considerable degree of discussion between the partner organisations to help to establish good working relationships and on how they can be maintained going forward. This is effective mitigation.

5.3 A risk register is being developed as is a risk management strategy.

6 Conclusion/Reasons for the Recommendation

6.1 The proposals for new arrangements for the South Warwickshire Place provide an excellent opportunity to deliver real improvements in health and well-being outcomes for local communities and therefore should be supported.

Background papers:

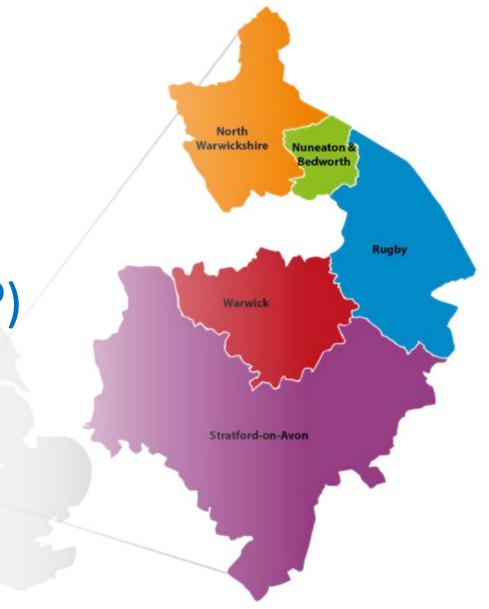
Non-applicable.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | 4 th Novem | ber 2021 | |
|--|--|---|--|
| Title of report | Health and Well Being - South Warwickshire Place Arrangements | | |
| Consultations undertaken | | | |
| Consultee *required | Date | Details of consultation /comments received | |
| Ward Member(s) | - | N/A | |
| Portfolio Holder WDC & SDC * | 18 th October | Cllr Matecki – support | |
| Financial Services * | 12 th October | Mike Snow – support | |
| Legal Services * | 12 th October | Phil Grafton – support | |
| Other Services | 12 th October | JMT – support | |
| Chief Executive(s) | 12 th October | Chris Elliott – support | |
| Head of Service(s) | - | N/A | |
| Section 151 Officer | 12 th October | Mike Snow – support | |
| Monitoring Officer | 12 th October | Phil Grafton – support | |
| CMT (WDC) | 12 th October | Chris Elliott, Andy Jones, Tony Perks, Dave Barber – support | |
| Leadership Co-ordination Group (WDC) | 18 th October | support | |
| Other organisations | 19 th October | Organisations involved with South Warwickshire Place Partnership Board arrangements - support | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to Cabinet | |
| Contrary to Policy/Budget framework | | No | |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No | |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No | |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility | |





What is Integrated Care?

- NHSE/I defines integrated care as 'giving people the support they need, **joined up** across local councils, the NHS, and other partners'.
 - It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services.
 - In the past, these divisions have meant that too many people experienced disjointed care.
- NHSE/I's shared vision is for strong Integrated Care Systems (ICS) working with partners to lead the delivery of NHS care and the improvements for patients set out in the NHS Long Term Plan. This means:
 - Empowering decision-making at as local a level as possible.
 - Supported by coherent guidance and support, including the right incentives and frameworks.
 - To meet the 'triple aim' of better health for everyone, better care for all patients, and efficient use of NHS resources, both for local systems and for the wider NHS.

What is an Integrated Care Systems (ICS)

- ICS's are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different groups.
- The NHS Long Term Plan confirmed that all parts of England would be served by an ICS from April 2021.
 - Building on the lessons of the earliest systems and the achievements of earlier work through Sustainability and Transformation Partnerships and Vanguards.
- There are now 42 ICSs covering the whole of England, each serving between 500,000 and three million people.
 - Each will hold substantial budget for commissioning high quality patient care and driving health and care improvements for their communities.
 - The chair will lead a unitary board which will bring together leaders from across all parts of the NHS, local government, social care and the voluntary, community and social enterprise sector.

New Legislation

- With each part of the country now ready to function as an ICS, NHSE/I
 has asked the Government and Parliament to establish ICSs in law
 and remove legal barriers to integrated care for patients and
 communities, including making provisions to allow the delegation of
 national commissioning responsibilities.
 - Giving ICSs responsibility for direct commissioning is a key enabler for integrating care and improving population health.
 - It gives the flexibility to join up key pathways of care, leading to better outcomes and experiences for patients, and less bureaucracy and duplication for clinicians and other staff.
- The House of Commons recently voted to give the Health and Care Bill a second reading, giving NHSE/I a high degree of confidence that the measures relating to ICSs will proceed to the statute book.
 - As such, we all locally, regionally and nationally have a responsibility to prepare for when those measures are expected to come into effect, which is currently April 2022.

ICS Construction

• An ICS Board

- The ICS Board is comprised of the senior leaders of all the health and care organisations in the designated geographical area.
- The Board has oversight of the whole system, sets the strategic direction and defines the outcomes the system should deliver.

• An ICS Health and Care Partnership

- Bringing together the NHS, local government and partners to support integration and develop a plan to address the systems' health, public health, and social care needs.
- An ICS NHS Body Responsible for:
 - Day to day running of the ICS.
 - NHS planning and allocation decisions, including:
 - Developing a plan to address the health needs of the system.
 - Setting out the strategic direction for the system.
 - Explaining the plans for both capital and revenue spending for the NHS bodies in the system.

Coventry & Warwickshire Stakeholders

Our Clinical Commissioning Group

- There is a single CCG covering Coventry and Warwickshire, coterminous to our ICS boundaries.

• Our Local Authorities

- Two local authorities
 - Warwickshire County Council and Coventry City Council
- 5 district councils
 - Stratford-on-Avon District Council, Warwick District Council, Rugby Borough Council, North Warwickshire Borough Council, and Nuneaton & Bedworth Borough Council.

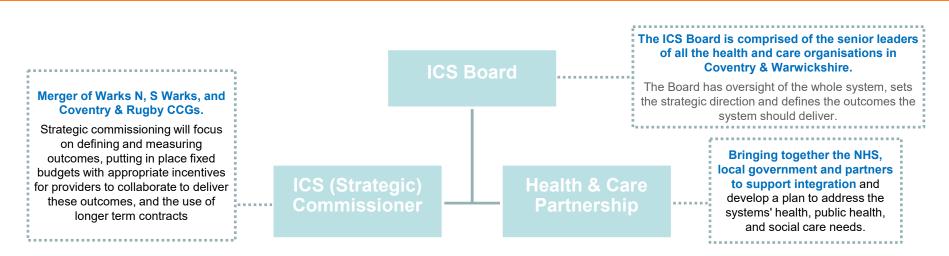
• Our **Providers**

- Coventry and Warwickshire Partnership NHS Trust
- South Warwickshire NHS Foundation Trust
- University Hospital Coventry and Warwickshire NHS Trust
- George Eliot Hospital NHS Trust

• Wider partners and stakeholders

- Our GP practices are an integral part of our system, taking the clinical lead jointly with secondary care services within our Place functions.
- Coventry and Warwickshire also benefits from a large and active voluntary and community sector with representatives from a range of organisations working with ICS partners to develop and deliver services.

Coventry & Warwickshire ICS



NHS Coventry & Warwickshire (NHS Body)

- Must take on the commissioning functions (i.e., Strategic Commissioner) of:
 - The CCGs, with stronger responsibilities for commissioning primary medical, dental, ophthalmology and pharmaceutical services.
 - Some of those of NHS England within its boundaries.
 - CCG's responsibilities in relation to Oversight and Scrutiny Committees.
- Will NOT have the power to direct providers, and providers' relationships with CQC will remain unchanged.
- Will have a unitary board
 - This is directly accountable for NHS spend and performance within the system, with its Chief Executive becoming the Accounting Officer for the NHS money allocated to the ICS

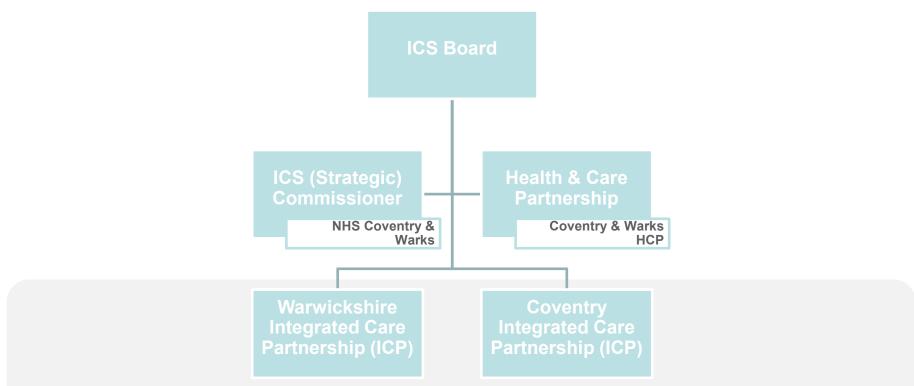
Coventry & Warwickshire Health & Care Partnership

- Should be made up of a wider group of organisations than the ICS NHS Body.
- Is tasked with **promoting partnership arrangements**, and developing a plan to address the health, social care and public health needs of their system.
 - Each ICS NHS Body and Local Authority would have to have regard to this plan.
- The Health and Care Partnership will be **promoting collaboration** but cannot impose arrangements that are binding on either party (given this would cut across existing local authority and NHS accountabilities).

Integrated Care Partnerships

- An important part of our vision is that decisions about how services are arranged should be made as closely as possible to those who use them.
 - For most people their day-to-day health and care needs will be met locally in the town or district where they live or work.
- Partnership in these 'places' is therefore an important building block of integration, often in line with long-established local authority boundaries.
- An Integrated Care Partnership is a formal partnership of organisations (commissioners and providers) working together to improve the health and care of the whole population they serve.

Coventry & Warwickshire Integrated Care Partnerships (ICPs)



Each ICP is developing its own priorities, reflecting the different needs of each local population, and thinking about how they will work differently in the future.

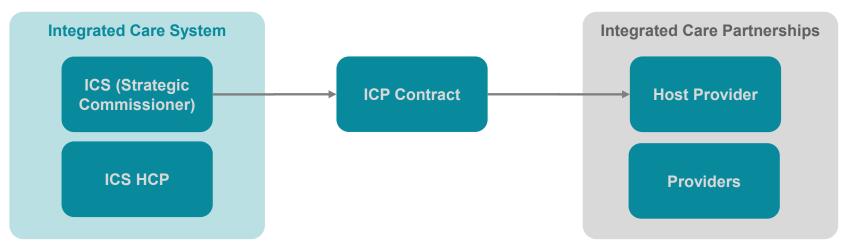
They can be informal partnerships or more formal arrangements such as an NHS Trust acting as a Host Provider and subcontracting services from partners.

Two crucial pieces of work are driven at 'place' level, both relying on collaboration and joint decision-making. These are:

- Clinical care re-design (simplifying and standardising care pathways across a whole area)
- **Population health management** (making better use of data to improve how health and care services address wider health determinants such as housing, environmental quality and access to good employment and training).

Integrated Care Provider Contract

- NHSE/I has developed a contract that could be used to further formalise these partnerships known as the 'Integrated Care Provider contract'.
- It will involve commissioners awarding a long-term contract to a single organisation to provide a wide range of health and care services to a defined population.
- In the longer term, Integrated Care Provider contracts will provide a mechanism for these functions (delivery/place commissioning functions) to transfer away from the ICS (Strategic) commissioner.



Warwickshire ICP Host Provider

- When the Integrated Care Provider Contract is placed, Warwickshire ICP will need to be ready to take on various responsibilities that have traditionally sat with commissioners.
- The ICP will therefore need to appoint a Host Provider to hold the Integrated Care Provider contract with the ICS (Strategic) Commissioner.
- In this role, the **Host Provider must be ready** and able to:
 - Take on various functions (so called 'Delivery / Place Commissioning' functions) which previously sat with the single commissioner.
 - Take responsibility for an allocated budget.
 - Facilitate partners within the ICP to come together to share accountability for improving the health and care outcomes of the population of the Place and living within available resources.
 - Develop strong relationships beyond the ICP with other organisations and services that have a contribution to make to improving the health and wellbeing outcomes of the population.

Key Tasks for Host Provider Implementation

- Warwickshire ICP Plan
- **Development Programme**, including:
 - **Organisational Development** components
 - Baseline assessment against ICS Assurance Framework
- Contribute to ICS System Outcomes Framework
 - A mechanism to support the development of a population health approach at system level.

Warwickshire ICP Plan

- The Host Provider must lead on development of the Warwickshire ICP Plan. Working with the ICS (Strategic) Commissioner dedicated staff resource for Warwickshire, the ICP Plan will articulate:
 - How partners will work together and the operating model and that will enable them to do this.
 - How the ICP will establish strong and effective partnerships which extend beyond organisations that may ultimately be involved in the delivery of the Integrated Care Provider contract.
 - The engagement of district councils, as well as voluntary, community and social enterprise organisations within the ICP will be essential if the Places are to succeed in improving the health of the communities by tackling the wider issues that can affect health.
 - How the ICP will work with communities, seeing local people, who may or may not access services, as equal partners and assets.
 - How local GP practices will engage with the ICP engagement with the new Primary Care Networks will be of critical importance to develop this narrative.
 - The scale of the financial challenge and how they intend to address this.
 - What service transformation priorities we want to want to focus on and how the new place based Joints Strategic Needs Assessments have been used to support priority setting, alongside finance and performance data.

Warwickshire Development Programme

- For those functions / services that previously sat with the single commissioner but are now deemed by the ICS (Strategic) Commissioner to be best commissioned on a Place footprint (so called 'Delivery / Place Commissioning'), the Host Provider will:
 - Undertake a baseline assessment against the ICS (Strategic) Commissioner assurance framework to assess the ICPs readiness to take on an Integrated Care Provider contract.
 - Use the outputs of this process as a springboard to shape the Warwickshire Development Programme.
- The Programme must **demonstrate** that the Warwickshire ICP has:
 - Appropriate resources, autonomy and decision-making capabilities to discharge these roles effectively
 - Within a clear but flexible accountability framework that enables collaboration around funding and financial accountability, commissioning and risk management.
- This Programme will feature Organisational Development as a core component.
 - In particular the ICP Host Provider must ensure that their Board is fully cognisant of the implications of taking on delivery/place commissioning functions.

Systems Outcome Framework

- The Host Provider will contribute to the development of the Coventry & Warwickshire ICS produced System Outcomes Framework.
 - This provides a mechanism to support the development of a population health approach at system level.

1.0 Introduction

- 1.1. In order to support Coventry and Warwickshire to become an Integrated Care System (ICS) a discussion paper was presented to the June Shadow ICS NHS Board asking members to consider both the makeup of the ICS entities; namely the ICS NHS Body Integrated Care Board and the ICS Integrated Care Partnership. This was followed up in July with a paper wherein further conversation took place.
- 1.2. These proposals have been shaped by the Strategy and Planning Group Members as well as being socialised with Chairs of NHS Trusts. The Governing Body of the CCG have produced a position paper which can be found at Enclosure E of Board Papers. The author recognises that a number of comments have been put forward and these comments will be collated and shared for the purposes of openness and further co production of the governance arrangements.
- 1.3. The purpose of this paper is to now seek views and support for the adoption of the proposals as we transition to establishing our shadow ICS Integrated Care Partnership (ICS ICP) and the shadow ICS NHS Integrated Care Board (ICS ICB).

Developing the Governance and Accountability Arrangements

- 1.4. In line with the NHS Integrated Care Systems: design framework published in June 2021, and the most recent guidance, <u>Interim guidance on the functions and governance of the Integrated Care board</u>. Coventry and Warwickshire ICS now needs to ensure that any framework in place supports decision making at:
 - Neighbourhoods (populations circa 30,000 to 50,000 people) -served by groups of GP practices working with NHS community services, social care and other providers to deliver more coordinated and proactive services through primary care networks (PCNs).
 - Places (populations circa 250,000 to 500,000 people) -served by a set of health and care providers, care collaboratives, connecting PCNs to broader services including those provided by local councils, community hospitals or voluntary organisations.
 - System(s) (populations circa 1 million to 3 million people) -in which the whole area's health and care partners in different sectors come together to set strategic direction and to develop economies of scale, an ICS
- 1.5. It is the role of the ICS to set the governance and accountability arrangements across the System that then supports each level to fulfil its function.
- 1.6. It will be important that our developing ICS builds on the progress to date and the great work that has already taken place across Coventry and Warwickshire and that effective transition will see Coventry and Warwickshire taking this existing ways of working and creatively adapting them to the new statutory arrangements when they come into being.
- 1.7. The new proposed arrangements are designed to meet the above by:
- 1.8. A new Integrated Care Partnership (ICP), which is central to setting priorities with a view to improving care and the health and wellbeing of the population via the development of an Integrated Care Strategy for Coventry and Warwickshire. The design framework refers to the ICS Partnership as a forum and a Committee rather than a corporate body with it needing to be transparent with formal sessions held in public.
 - **Members of the ICS ICP** must include local authorities that are responsible for social care services in the ICS area, as well as a representative of the ICS NHS Body. Beyond this members may be from health and wellbeing boards, VSCE sector, and those with a wider

interest such as housing and education. There is an expectation that Public Health play a significant role in the Partnership.

- **Chair of the ICS Care Partnership** is a matter for local agreement. In transition there may be advantages in appointing the ICS NHS Body Chair across both the Body and the Partnership due to the timing of appointments, a further option is provided in section 2.4.
- 1.9 **An ICS Body**, bringing the NHS together locally to improve population health and care. The ICS Body will establish the governance arrangements executed through the establishment of an Integrated Care Board and accompanying sub committees to support collective accountability between partner organisations for whole system delivery and performance and to ensure the Integrated Health and Health Care needs plan is implemented within the financial envelope set.

2.0 Proposals

2.1 The proposal is to establish the following in shadow form as of November 2021 with a review and any adjustments made prior to its formal adoption from April 2022.

ICS Integrated Care Board (ICS ICB)

The purpose of the Board is to fulfil all the NHS statutory functions for the ICS Body as set out in the 2021 Health and Care Bill including setting strategy to achieve national priorities (as set out by DHSC/NHSE in Planning and Priorities Guidance), allocation of NHS resources, oversee the commissioning of primary and specialised care, ensuring the component programmes and organisations fulfil their collective and individual responsibilities for delivering their contribution to the aims of Coventry and Warwickshire ICS as agreed in the planning process.

Membership considerations for the Shadow ICS ICB (Subject to the model Constitution guidance now expected in Q4) have led members to reach a consensus that the membership should be as described below, a total of 15 Members

- 1 x Independent Chair. (recruitment has taken place)
- 2 x Independent Non-Executive Directors
- 1 x Chief Accountable Officer (recruitment taking place across September)
- 1 x Chief Finance Officer
- 1 x Nursing Director
- 1 x Medical Director
- 8 x Partner Members (2 x Local Authority, 2 x Primary Care, 4 x NHS Provider*
- *The GEH/SWFT Group could be represented by a single member

Attendees to include:

- ICS Directors such as, Transformation, Workforce, Performance
- VSCE
- Ambulance Trust Representatives
- Healthwatch
- LMC
- 2.2 The process for appointing the Partner Members, and the rules for qualification to be a member will be set out in the Constitution. In addition, Board Members will be required to comply with the Nolan Principles and meet the Fit and Proper Persons Test.
- 2.3 The composition of the Board and the principles it will work to in terms of voting rights and member role outlines will be laid down in the Constitution. The terms of reference will describe the ability to have attendees at the Board. Attendees will have no voting rights.

- 2.4 The Independent Chair of the ICS ICB will be appointed through NHSE and this process is well underway at the time of writing this report. Due to national timings of appointments an option that could be pursued would be to ask the newly appointed Chair designate of Coventry and Warwickshire ICS Body to be the Chair for both the ICS ICB and the ICS Partnership for a term to be agreed, thus allowing the ICS to review and be as flexible as possible over the coming months in its decision making. Another option to increase flexibility could be achieved through having a rotating Chair between the Health and Wellbeing Board and ICS ICB Chair.
- 2.5 It is proposed that clinical representation must demonstrate experience across primary, secondary, community, mental health and social care within the clinical representation on the Board. The number of representatives is to be discussed and endorsed and it is envisaged that this will be through an open recruitment and interview process.
- 2.6 The ICB will, through a Scheme of Reservation and Delegation (SORD) to be developed, have the ability to confer authority and delegations. It will, under the constitution also have the ability to establish Joint Committees in the case of a Specialised Commissioning Joint Committee and sub -committees, such as Audit and Remuneration. It is under these arrangements that the Care Collaboratives will receive authority to take decisions on the use of NHS resource.
- 2.7 The ICB and ICP will be required to develop a functions and decision map that will be locally defined. The map will set out which key decisions are delegated and taken by which part of the system, including those decisions making responsibilities delegated to other committees. E.g. place based partnerships/ provider collaboratives.
- 2.8 Reporting lines and accountabilities will be described within terms of reference in the case of sub committees and within contractual arrangements, for example, in the case of Care Collaboratives.
- 2.9 As a minimum, the Board will meet formally in public 6 times a year. A draft terms of reference for the Shadow ICS Integrated Care Board is included at Appendix A

ICS Integrated Care Partnership

In addition to those duties outlined in 1.8 the ICP will fulfil all, if any, statutory functions for the ICP as set out in the Health and Care Bill 2021. It will take responsibility for setting priorities, informing and being informed by national and local priorities and providing a forum for wider engagement and will liaise, where appropriate, with Local Health and Well Being Boards on understanding locality needs, priorities and strategies. The ICP will have the power to establish wider working groups or engagement mechanisms.

Membership considerations for the ICP could include

- 1 x Independent Chair
- 1 x Chief Accountable Officer
- ICS Executive Team Members
- 4 x NHS Provider Chairs
- 2 x Local Authority Elected members (Warks CC, Coventry CC)
- 2 x Primary Care Representatives
- 2 x Directors of Public Health
- 2 x Healthwatch
- 1 x VCSE representative/CEO
- Academic Institution representatives

Attendees could include:

- Directors of Communications & Engagement, Workforce, Transformation
- CEO of Ambulance Trusts
- Local Authority CEOs or representatives
- NHS England Regional Representatives
- Independent Sector
- 2.8 Both Health and Wellbeing Boards have time booked on the 30 September 2021 to discuss the ICP with a view to agreeing plans in November prior to taking on shadow operation. As a minimum the ICP could meet 4 times a year, aligned with business planning and priority setting

3.0 Committees and constituted meetings of the ICS Integrated Care Board

- 3.1 The ICS Body will need to have arrangements in place to ensure it can effectively discharge its duties and functions. This will include establishing committees, meetings and advisory groups to advise and feed into the Board and to exercise functions delegated by the Board.
- 3.2 The shadow ICB during transition will continue to be supported by the Partnership Executive Group (PEG) comprising of the Chief Executives and Officers of the statutory partners and would work to the Shadow ICB as well as have a formal reporting line back to statutory bodies until such time as the ICS Body is a legal entity. The PEG will be chaired by the ICS Chief Accountable Officer. Membership of this group will be determined by the ICS Chief Accountable Officer.
- 3.3 The formal Committee and meeting arrangements will address the functional responsibilities of the Body, as well as be constituted to ensure oversight, scrutiny and/or delivery of ICS Coventry and Warwickshire strategy and objectives, and will include (See Appendix B for proposed structure),
 - Quality Improvement & Oversight Committee
 - Finance and Performance Committee
 - Audit and Risk Committee
 - Remuneration Committee
 - Joint Committees e.g. Specialised Commissioning
 - Collaboratives e.g. Geographical and Provider
 - Clinical Leadership and Strategy e.g. Clinical Forum
 - Investment and prioritisation
 - People
 - Data and Digital
 - Estates
 - Capital
 - Patient and public engagement
 - Place- based partnerships
- 3.4 The legislation is expected to give ICS NHS bodies flexibility in how they establish and deploy such committees. In particular, they will have the power to:

• appoint individuals who are not board members or staff of the ICS NHS body to be members of any committee it has established

• establish joint committees with NHS Trusts/FTs to which they may delegate responsibilities (decision making) in accordance with those bodies' schemes of delegation

3.5 The flexibility in how and where decisions and functions will be undertaken including voting arrangements will be described in the constitution, the Scheme of Reservation and Delegation and within an accompanying published Governance handbook, and the functions and decisions map.

4.0 Place based Governance

In these transitioning months before April 2022, work will progress to agree with local partners the membership and form of governance that place-based partnerships adopt, building on or complementing existing local configurations and arrangements. Mechanisms for place-based governance that will be explored include:

- Consultative forum that informs and aligns decisions by relevant statutory bodies, such as the ICS Integrated Care Board or Local Authorities in an advisory role. The decisions of statutory bodies should be informed by the consultative forum.
- Committee of the ICS NHS Body with delegated authority to take decisions about the use of ICS NHS resources, including the agreement of contracts for relevant services. at present this could be a committee in common approach before formal adoption in April 2022.
- Joint Committee of the ICS NHS Body and one or more statutory providers where relevant statutory bodies delegate decision making in accordance with their schemes of delegation.
- Individual Executives/ staff of the statutory bodies may agree individual members of staff to exercise delegated functions, and they may convene a committee to support them, with membership which includes representation from other organisations.
- Individual Directors could be a joint appointment between the Integrated Care Board and local authority, or statutory NHS provider and could have delegated authority from those bodies.
- Lead Provider managing resources and delivery at place level under a contract with the ICS NHS Body.

5.0 Next steps

The route map for the further work with regards to developing the governance arrangements for committees and other meetings is described in Appendix C. The workstream lead is the Director of Corporate Affairs at C&W CCG. Progress against plan, risks and issues are monitored and discussed at the Transition Programme Board that reports into the System Strategy and Planning Group and PEG.

6.0 Recommendations

- 1) To CONSIDER and ENDORSE the proposals for membership as described for the ICB and the ICP and agree to its establishment in "shadow" form in November 2021.
- 2) AGREE a position on the Chair of the C&W ICS ICB and ICS ICP
- 3) To CONSIDER and provide feedback on the Draft Terms of reference for the ICS ICB in preparation for endorsement before official shadow operation.
- 4) TO NOTE the committees and meeting arrangements that are being refined and developed in accordance with the milestone plan.

End of Report

Appendix A - Draft Terms of Reference

SHADOW ICS INTEGRATED CARE BOARD

Terms of Reference

1. Strategic Context

The NHS has a clear national direction that states Integrated Care Systems (ICS) NHS Boards will operate in shadow format during quarter three of 2021/22, these terms of reference act as a prelude to enable us to effectively embed our new ways of working.

The ambitions of the ICS will be underpinned by a Memorandum of Understanding (MoU) to be agreed by all constituent bodies of the ICS Shadow Board. Additionally, we will need to iteratively refine our thinking as we learn what works best to support the delivery of integrated care within Coventry and Warwickshire.

While not a statutory body, the role of the ICS Shadow Board is to provide a forum for convening partners across the system to collectively oversee the transformation and alignment of health and care services, focused on the needs of individuals in Coventry and Warwickshire.

2. Role of the ICS Board

The role of the Integrated Care System Shadow Board (ICS Board) is to build on the developments described above; to ensure that they are progressed effectively and inclusively; and to provide a forum for discussion and resolution of crosscutting issues.

The primary role of the ICS Board will be to promote the close collaboration of the entire health and care system in Coventry and Warwickshire, thereby ensuring better health and care outcomes for all the residents in C&W.

The ICS Board will convene leaders from the local health and care system to oversee and coordinate the transformation and alignment of health and car services, in line with the aims of the long-term plan and the 5-year system plan.

The ICS Board will seek to act in the best interests of the population of C&W and the system rather than representing the individual interests of one constituent organisation.

The Board will provide a forum where members can challenge and hold each other responsible if they are not working in the best interests of the people of C&W.

3. Duties and Responsibilities

The duties of the ICS Board are as follows:

- to provide a forum for convening leaders from the local health and care system to collectively oversee and co-ordinate the transformation and alignment of health and care services, focused on the needs of individuals in C&W.
- to have responsibility for the development of the ICS memorandum of understanding, for approval by the constituent organisations' boards/cabinet, which will be the blueprint for partnership system working in C&W;
- to review and approve the terms of reference for any subcommittees that are established of the ICS Board;

- to oversee the establishment of the Care Collaboratives, who will be focussed on planning and delivery;
- to have oversight of the system financial resources;
- to be assured that the Strategic Commissioning function produces and champions a coherent vision and strategy for health and care in C&W that seeks to increase healthy life expectancy, addresses local variation and reduces health inequalities and undertakes the appropriate stakeholder engagement and consultation on that strategy;
- to be assured that the Coventry and Warwickshire Care Collaboratives deliver the outcomes required while maintaining business as usual across the constituent provider organisations, ensuring the delivery of high quality, safe care for patients;
- scrutinise reports that enable the ICS Board to receive the levels of assurance described above;
- to act as a forum where difficult issues can be collectively worked through and resolved to ensure the achievement of better health and care outcomes for the population of Coventry & Warwickshire;
- the Board will be the 'voice' of the health and care system in C&W as described by its membership. As such it will seek to escalate matters of concern to the regional and national level.

4. Authority, Accountability, Reporting and Voting Arrangements

- The ICS Shadow Board has no executive powers, other than those specifically delegated in these terms of reference. Individual members will be able to act with the level of authority and the powers granted to them by way of their constituent bodies' policies and make decisions on that basis.
- Notwithstanding and for the avoidance of doubt, the ICS Shadow Board is not a decisionmaking body but is able to discuss and agree recommendations for approval by the constituent members' statutory bodies; its role is primarily one of oversight and collective coordination.
- The ICS Shadow Board Chair will actively seek to reach agreement by consensus on the recommendations for decision by the constituent members' statutory bodies. Should this not be possible then issues should be escalated to all member bodies' boards/cabinet to attempt to find a resolution.
- The ICS Shadow Board members may meet either in person, via telephone/video conference or communicate by email if an urgent recommendation for decision is required or if there is an urgent matter to discuss. The quorum, as described at section 7, must be adhered to for urgent meetings.
- The ICS Board is authorised to investigate any activity within its terms of reference and to request reports or information on this basis from its constituent bodies. Colleagues across the constituent organisations are expected to cooperate with any request duly made by the ICS Board.
- The ICS Board will be formally recorded, and the Chair shall provide a written report to the constituent members' statutory bodies after each meeting, to be presented alongside the minutes, and they should draw attention to any recommendations that require decision.

5. Membership

The Shadow ICS Integrated Care Board members shall consist of:

- 1 x Independent Chair. (recruitment taking place across August and September)
- 2 x Independent Non-Executive Directors
- 1 x Chief Accountable Officer
- 1 x Chief Finance Officer
- 1x Nursing Director
- 1 x Medical Director
- 8 x Partner Members (2 x Local Authority, 2 x Primary Care, 4 x NHS Provider)
- 1 x Chair of the Healthcare Partnership (If different)

The ICS Board may identify other individuals that it requires to be in attendance.

6. Attendance

Members are expected to attend 75% of meetings held each year. It is expected that members will prioritise these meetings.

Where it is not possible for a member to attend, they may nominate an appropriate deputy to attend meetings in their absence.

Members may attend meetings either in person, via telephone/video conference or communicate by email if an urgent recommendation for decision is required or if there is an urgent matter to discuss.

Attendance will be recorded within the minutes of each meeting and monitored annually.

7. Quorum

A quorum will be reached with at least the Chair and four members

If the quorum has not been reached, then the meeting may proceed if those attending agree, but no recommendations for decision by the constituent member bodies may be taken.

In the unlikely event that a member has been disqualified from participating in the discussion of an item on the agenda, for example, by reason of a declaration of a conflict of interest, then that individual shall no longer count towards the quorum.

Nominated deputies attending a meeting on behalf of a member may count towards the quorum

8. Notice and Frequency of Meeting

Generally, meetings will be bimonthly but more frequently if required for specific matters.

As a matter of routine, an annual schedule of meetings should be prepared and distributed to all members. In other specific instances or in cases where the date or time of a meeting needs to be changed, notice shall be sent electronically to members at least 10 clear days before the meeting, save in the case of emergencies or the need to conduct urgent business.

An agenda specifying the business proposed to be transacted shall be delivered electronically to each member, to be available to him at least 5 days before the meeting, save in the case of emergencies or the need to conduct urgent business.

Supporting papers, whenever possible, shall accompany the agenda, but will certainly be despatched no later than 3 days before the meeting.

9. Managing Conflicts of Interest

A conflict of interest may be defined as "a set of circumstances by which a reasonable person would consider that an individual's ability to apply judgement or act, in the context of delivering, commissioning, or assuring taxpayer funded health and care services is, or could be, impaired or influenced by another interest they hold".

The Board specifically recognises and acknowledges that its members have legal responsibilities to the organisations which they represent and that this may give rise to conflicts of interest being present. Discussions at the meetings are to be focussed on the needs of the population and health and care and members will not be excluded from engaging in discussions that will benefit the system.

Members of the ICS Board shall adopt the following approach for

managing any actual or potential material conflicts of interest.

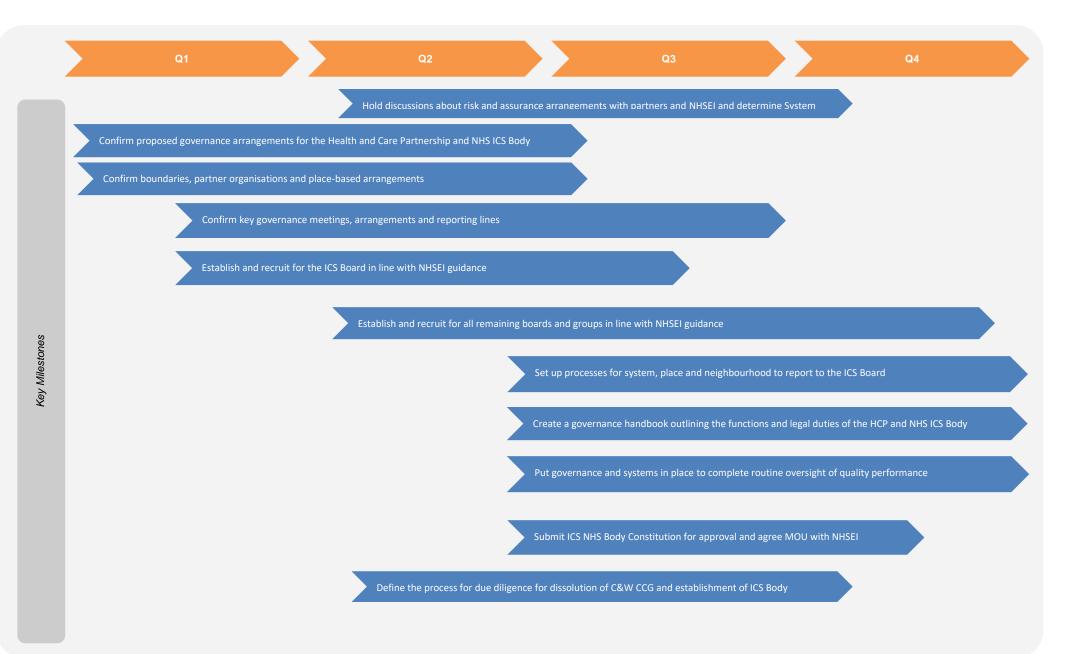
- to operate in line with their organisational governance framework
- for managing conflicts of interest / probity and decision making;
- for the Chair to take overall responsibility for managing conflicts of interest within meetings as they arise;
- to work in line with the ICS system objectives, principles and behaviours;
- members to ensure that they advise of instances where the register of members interests requires updating in relation to any interests that they have.

In advance of every ICS Board meeting consideration will be given as to whether conflicts of interest are likely to arise in relation to any agenda item and how they should be managed. This action will be led by the Chair with support from their governance advisor.

At the beginning of each meeting of the ICS Board, members and attendees will be required to declare any interests that relate specifically to an item under consideration. If the existence of an interest becomes apparent during a meeting, then this must be declared at the point at which it arises. Any such declaration will be formally recorded in the minutes for the meeting.

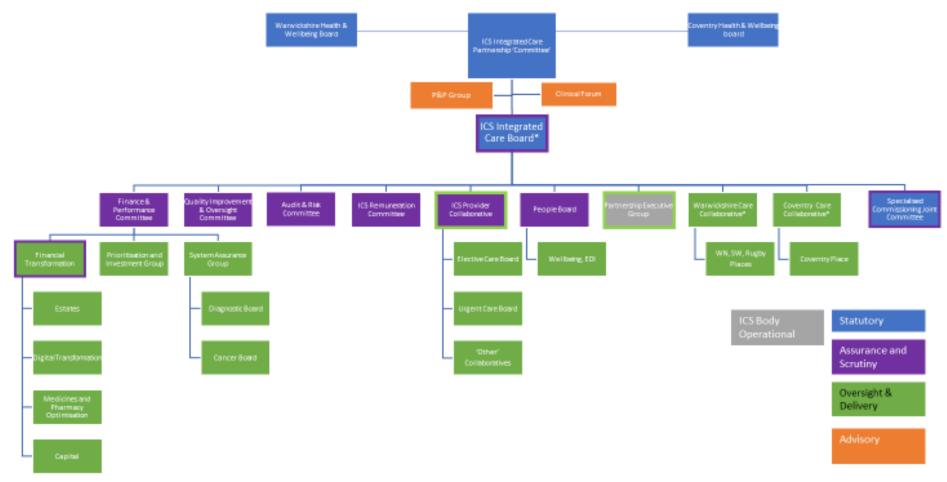
Enc 00

APPENDIX B - Milestones



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Appendix C - Draft Governance Structure



"The purpose of the Board is to fulfil all the NHS statutory functions for the ICS Body as set out in the 2021 Health and Care Bill including setting strategy to achieve national priorities (as set out by DHSC/NHSE in Planning and Priorities Guidance), allocation of NHS resources, oversee the commissioning of primary and specialised care.

* Care Collaboratives , could be Joint Committees and therefore receive delegations and authority from the ICS Body as well as other statutory Bodies. They will have a reporting line to the ICP for the wider determinants of health

South Warwickshire Place Proposed Governance

October 2021

Executive Opinion

South Warwickshire Place is made up of a number of partner organisations, who work together to agree how to improve the health and wellbeing of our local population. In line with the ICS aim of looking to improve outcomes in population health, South Warwickshire have adopted the King's Fund population health model to shape their priorities; this paper seeks to recommend that the in order to best deliver against it, the governance of South Warwickshire Place should be refreshed to align with this model.

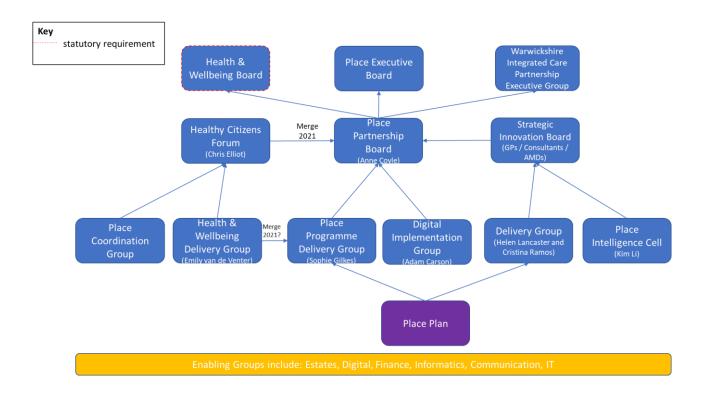


Background

A **Place Partnership Board** is in place to oversee the delivery of the South Warwickshire Place Plan, the output of which should feed into the Warwickshire Health & Wellbeing Board and other forums to be defined by the Coventry and Warwickshire ICS. However, the inputs into the Place Partnership Board are not currently clear and there are multiple delivery level groups which have overlapping Terms of Reference and membership. This was also recognised in the internal audit undertaken by CW Audit in May 2021.

We believe the Place Plan is key to supporting the delivery of our Health & Wellbeing Strategy; it defines our Place priorities and ambitions, and is informed by local evidence linked to Joint Strategy Needs Assessments (JSNAs). In order to have the best chance at delivering our Plan, we need clear and simple governance which aligns to the outcomes we are trying to achieve. This view is also reflected in the ICS Implementation Guidance on Thriving Places, which states that governance should 'remain clear and proportionate and avoid duplication across the ICS'.

Below shows an illustrative example of how reporting lines are intended to work in the current governance model:



Proposed Governance

The priorities in South Warwickshire Place have been aligned to the Population Health Management approach, this directly support the ICS aim of looking to improve outcomes in population health through the foundations of Place-based Partnerships.

It is our intention that the Place Plan ambitions and objectives are also aligned to at least one of the four pillars to enable us to best deliver these ambitions:

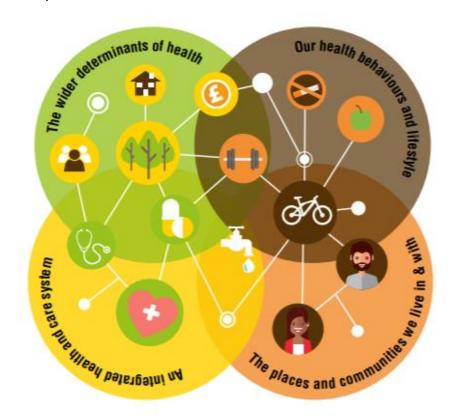


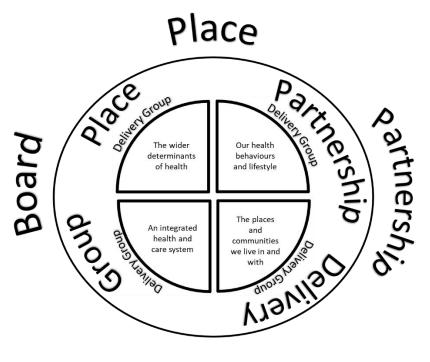
Figure 2: Population health model (Kings Fund, 2019)

We can see from case studies presented in the recent Delivering Together For Residents publication by Solace how effective governance and place based partnerships can drive strong Population Health outcomes for the community through a multi-agency approach, particularly in tackling health inequalities; an excellent example is the Regeneration around Midland Metropolitan and City Hospital, whereby the construction of a the new Midland Metropolitan Hospital in Smethwick has been the catalyst for regeneration of the wider areas. Working together, partners have used the project to secure funding which will enable them to:

- Improve housing (750 new homes on the old City Hospital site, creating a marina with waterside homes)
- Creating a new learning campus to improve health education and training
- Maximising access to green spaces to support health and wellbeing
- Explore opportunities for renewable energy and district heating schemes to help tackle fuel poverty

These outputs contribute to all four of the Population Health outcomes but particularly those tackling the wider determinants of health and the prevention agenda.

The proposed model is as follows:



| Group | Purpose | Who Involved? (typically)* |
|----------------|--|--------------------------------------|
| Delivery Group | Drive the delivery of the Place Plan | Wider determinants of health |
| | objectives aligned to the relevant | quadrants to be led by a |
| | Population Health outcome, including | Councillor; Integrated Health and |
| | recognising where risks and decisions | Care quadrant to be led by SWFT. |
| | need to be elevated to PPDG. | All delivery leads will attend along |
| | | with representation from partners |
| | | across each group as per their |
| | | interests and responsibilities |
| Place | Oversee the delivery of the Place Plan | Joint Chairs Sophie Gilkes |
| Partnership | programme against agreed milestones | (Director of Development at South |
| Delivery Group | and outcomes including recognising | Warwickshire NHS Foundation |
| (PPDG) | interdependencies, resolving roadblocks | Trust) and Emily van de Venter |
| | and align decisions required from PPB. | (Associate Director of Public |
| | The group will also set the agenda for | Health, Warwickshire County |
| | PPB. | Council & South Warwickshire |
| | | CCG), attended by Place |
| | | Programme Manager and all |
| | | delivery leads |
| Place | Holds overall accountability for Place | Joint Chairs Chris Elliott (Warwick |
| Partnership | Plan; will set policy, and make any | District Council) and Anne Coyle |
| Board (PPB) | decisions relating to Place; report into | (SWFT) – to be reviewed prior to |
| | Warwickshire Health and Wellbeing | the start of the 2022/23 financial |
| | Board and other forums to be defined by | year; attended by representative |
| | the Coventry and Warwickshire ICS. | with decision making authority |
| | | from all partner organisations |

*Please see group Terms of Reference for membership of each group

This model gives us the fluidity and flexibility to focus on the four pillars in a less linear and hierarchical way; this will enable us to continue to build collaborative ways of working which

focus on people and Place. It also reflects the checklist which CW Audit developed for all Place governance following our internal audit in May 2021.

In summary:

- Each pillar will have an associated **Delivery Group**, responsible for driving change against it. Where practical, we will seek to repurpose an existing forum or group into this role.
- These groups will feed delivery status, progress and escalations into the **Place Partnership Delivery Group**, which will in turn set the agenda for the **Place Partnership Board** who have overall accountability for the Place Plan
- Representation will be sought from all partners at each forum, and we would like to ask each of the 3 participating Councillors to take an active lead role in one of the delivery groups, to ensure the views of the South Warwickshire population are heard and represented. A member of the SWFT Board will take a similar role in the Delivery Group aligned to Integrated Health and Care. We support the ICS principle that mutual accountability should be embedded in our working to ensure collective ownership of our vision, priorities, plans and delivery, and believe representation in all forums is key in enabling us to achieve this
- The model will continue to be supported by all enabling functions, and report outwards to the Warwickshire Health & Wellbeing Board and other forums to be defined by the Coventry and Warwickshire ICS. but most of all to the people and communities of South Warwickshire

We also note the ICS guidance that governance arrangements must develop over time as working relationships and trust increase and that we expect some of the groups referenced will change as the Coventry and Warwickshire ICS infrastructure develops; we wholeheartedly support this proposal and expect our governance to evolve as Place develops. As such, we recommend that this governance is reviewed again in no later than 6 months' time.

Recommendations

It is recommended that members of the South Warwickshire Place Partnership Board;

- Approve the recommended governance model
- Commit to ensuring their organisation play an active role in each of the four delivery groups and seek appropriate approvals for this new governance where needed.

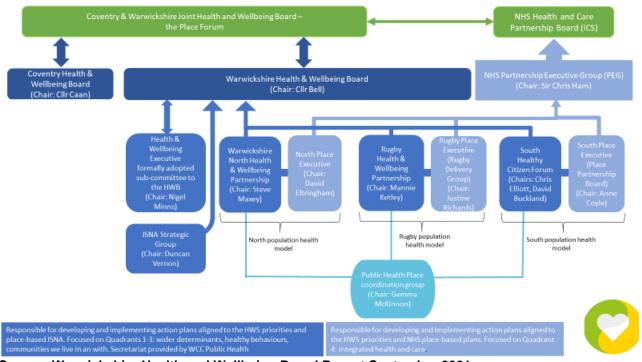
Version Control

| Version | Changes made | Author(s) |
|---------|---|---------------|
| 0.1 | First draft | Jennie Bannon |
| 0.2 | Amendments made | Jennie Bannon |
| 0.3 | Amendments made | Jennie Bannon |
| 0.4 | Amendments made | Jennie Bannon |
| 0.5 | Amendments made | Jennie Bannon |
| 0.6 | Amendments made Jennie Bannon | |
| 1 | Circulated to Anne Coyle and | Jennie Bannon |
| | Chris Elliot for sign off | |
| 1a | Circulated to PPB for review | Jennie Bannon |
| 1.1 | Updated with PPB feedback | Jennie Bannon |
| 1.2 | Updated with final feedback Jennie Bannon | |
| 1.3 | Amended to include co-chair for Jennie Bannon | |
| | PPDG meeting | |

Appendix - Governance above PPB

Warwickshire Health and Wellbeing Board

The overall purpose of the Warwickshire Health and Wellbeing Board is to provide leadership and direction for the health and social care economy in the county leading to improving health and wellbeing of the local population and reducing health inequalities. Further details can be found here: <u>https://www.warwickshire.gov.uk/health-wellbeing</u>



Source: Warwickshire Health and Wellbeing Board Report September 2021

References

https://www.england.nhs.uk/wp-content/uploads/2021/06/B0660-ics-implementation-guidance-on-thriving-places.pdf

https://www.kingsfund.org.uk/publications/vision-population-health

https://www.housinglin.org.uk/ assets/Resources/Housing/OtherOrganisation/Delivering-Together-for-Residents.pdf



CW Audit Checklist for Place

South Warwickshire Place Partnership Board Terms of Reference - DRAFT

1. <u>Purpose</u>

The purpose of the South Warwickshire Place Partnership Board is to oversee the delivery of the South Warwickshire programme against agreed milestones and to monitor and evaluate programme delivery and to track outcomes.

Our aim is that by 2026, South Warwickshire Place will be a patchwork quilt of vibrant communities with strong alliances across multiple stakeholders and organisations that know each other and supports everyone to live well and to have full active independent lives. We will have achieved:

- Improved health outcomes for our local populations, understood and made inroads into improved outcomes for local population. Supporting people to keep well is accepted as part of our core offer and together we can say with confidence that we are maximising the Warwickshire pound.
- A narrowing of health inequalities across South Warwickshire
- An improvement in the overall financial position of South Warwickshire Place
- Improved user satisfaction linked to streamlined and more responsive pathways
- More joined up use of data: one version of the truth to guide problem solving
- Evidence of better outcomes for people.

Over the next 5 years we will find a few significant things where our joint work can be shown to make a real material difference, and things that really improve life. Our reputation as a partnership is to have a clear vision and a track record of effective delivery and a clear golden thread through the system in terms of delivery managed through a robust Health and Wellbeing Strategy. There will be a genuine population health ethos to the Place, not limited by professional boundaries, but to the benefit of the community and reduced inequality of health and care provision and outcomes. This will be achieved through aligning the Place Plan priorities and governance to the Population Health Management approach.

We will have a coherent plan and streamlined, effective and enabling governance arrangements, which will 'remain clear and proportionate and avoid duplication across the ICS' (ICS Implementation Guidance on Thriving Places).

We aim to have a greater improvement in health and care outcomes than we would have achieved acting alone.

2. <u>Membership</u>

The Group will be co-chaired by the Managing Director at SWFT and the Chief Executive Officer at Warwick District Council or Stratford District Council; it may rotate

as agreed between the Partners as will be reviewed again at the start of the 2022/2023 financial year.

The core membership group is as follows:

- Warwickshire County Council Councillor
- Warwickshire County Council Assistant Director
- Warwick District Council Councillor
- Stratford on Avon District Council Councillor
- South Warwickshire Primary Care Providers representative
- SWFT Managing Director
- WDC/SDC Chief Executive
- SW CCG Chief Strategy Officer
- Healthwatch Chief Executive
- CWPT Programme Director
- CAVA Chief Executive
- Director of Development SWFT (Chair of Programme Delivery Group) in attendance
- Head of Communications SWFT in attendance
- Business support in attendance
- Programme Management support in attendance

Core representatives will be invited to meetings and expected to contribute to activities as appropriate. A substitute is expected to attend meetings or contribute to work in the absence of the nominated representative.

3. <u>Members Responsibility</u>

To attend meetings as required, and be prepared by reading agendas, actions and associated papers beforehand.

To have actioned any areas agreed at the previous meeting and to meet deadlines as agreed by the group; and to raise in advance if there are delivery issues.

Each Partner's representative on the South Warwickshire Place Partnership Board is responsible for ensuring decisions are submitted to their own relevant decision-making body.

To participate (or field staff to participate) in task groups. Task/finish group representatives may be nominated by core members as necessary to comment and contribute to the review of specific activities but not expected to attend meetings unless the area being discussed directly involves their specialist area of work.

To hold overall accountability for the Place Plan.

To set policy, and make any decisions relating to Place.

4. Governance and arrangements

4a Governance

- The South Warwickshire Place Partnership Board will approve recommendations and make decisions where these fall within existing agreed contracting arrangements. Where they do not, the Place Partnership Board will endorse recommendations which will then also need to be ratified by the appropriate decision-making body for each Partner (ie Corporate Board and/or Cabinet for the Councils, the Governing Bodies for the CCGs, Acute Trust Boards or equivalent) and also at a system level for major incidents, where appropriate.
- The group will report to the Health and Wellbeing Board, Place Executive Board and the Coventry and Warwickshire Integrated Care Partnership (or its equivalent) for steer/support for direction of travel and emerging proposals that are not yet at decision stage. Partnership Executive Group members that attend SW Place Partnership Board will provide a steer on items that need to go to Partnership Executive Group.

4b. Meeting Arrangements

- Meeting notes will be made available and an action tracker will be maintained
- Meeting papers and the action tracker will be shared

5. Frequency

The group will meet monthly.

The Chair of the group may call ad hoc meetings or make use of task and finish groups as appropriate.

6. <u>Quorum</u>

To be agreed

7. <u>Review arrangements</u>

The Terms of Reference for the group will be reviewed annually.

The Governance and Structures work stream will continue to look at:

- Ensure that the citizen's voice is at the heart of what we do
- Linking into the wider system and relationship with HWBB, ICS
- How we can strengthen and clarify decision making
- Review and consolidate meetings

8. Version Control

| Version | Changes made | Author(s) |
|---------|----------------|--------------|
| 1 | First version | Dawn Spencer |
| 2 | Second version | Dawn Spencer |

| 3 | Third version | Dawn Spencer |
|-----|---|---------------|
| 4 | Fourth version | Dawn Spencer |
| 4.1 | Amendments made in line with revised governance – circulated for feedback | Jennie Bannon |
| 4.2 | Comments incorporated | Jennie Bannon |
| 4.3 | Comments incorporated | Jennie Bannon |
| 4.4 | Comments incorporated | Jennie Bannon |

| SOUTH WARWICKSHIRE PLACE PROGRAMME DELIVERY GROUP | | | |
|---|--|--|--|
| | TERMS OF REFERENCE | | |
| Responsibilities | The Programme Delivery Group (PDG) will: | | |
| | Oversee the delivery of the Place Plan programme against agreed milestones and outcomes including recognising interdependencies, resolving roadblocks, and aligning decisions required from and escalations into the Place Partnership Board | | |
| | Set the agenda for the Place Partnership Board | | |
| | Maximise funding opportunities to invest into projects that align with Place ambitions | | |
| Remit | The PDG's role will: | | |
| | Focus on overseeing the delivery of projects that contribute to the South Warwickshire Place ambitions or maturity of place | | |
| Accountability Arrangements | This PDG is accountable to the Place Partnership Board | | |
| Membership / | The Membership of the PDG will comprise: | | |
| Attendance | Director of Development at South Warwickshire NHS Foundation Trust | | |
| | Place Planning and Development Programme Manager at South Warwickshire NHS Foundation Trust | | |
| | Senior Executive Officer from each Population Health Delivery Group | | |
| | - Public Health representative | | |
| | - VCS representative | | |
| | - DC representative | | |
| | Other officers, including nominated deputies and project leads, will be co-opted as and when appropriate. | | |
| Chair | The PDG will be co-chaired by the Director of Development at South Warwickshire NHS Foundation Trust and the Associate Director of Public Health, Warwickshire County Council & South Warwickshire CCG | | |
| Quorum | One third of the membership including members from three separate organisations. | | |
| Reporting Arrangements | Monthly report to the Place Partnership Board | | |
| Frequency of Meeting | Meetings will usually be held monthly, with more frequent meetings held as required. | | |
| Date Approved | TBC | | |
| Date Review | To be reviewed and revised 6 months from the approval date. | | |

Version Control

| Version | Changes made | Author(s) |
|---------|---|---------------|
| 1 | First version | Sam Eaton |
| 2 | Second version | Sam Eaton |
| 2.1 | Amendments made in line with revised governance – circulated for feedback | Jennie Bannon |
| 2.2 | Comments incorporated | Jennie Bannon |
| 2.3 | Co-chair added | Jennie Bannon |
| | | |
| | | |
| | | |

| | "POPULATION HEALTH" DELIVERY GROUP | |
|--------------------------------|--|--|
| | TERMS OF REFERENCE | |
| Responsibilities | The "Population Health" Delivery Groups will: | |
| | Drive the delivery of the Place Plan objectives aligned to the relevant Population Health outcome, including recognising where risks and decisions need to be elevated to the Place Partnership Delivery Group | |
| Remit | The Group's role will; | |
| | • Focus on driving the delivery of projects that contribute to the relevant Population Health outcome and subsequent South Warwickshire Place ambitions | |
| Accountability Arrangements | This Programme Delivery Group is accountable to the Place Partnership Delivery Group | |
| Membership / | The Membership of the Programme Delivery Group will comprise: | |
| Attendance | An agreed Chair; this will be a SWFT Non Executive Director for the Integrated Health and Care System outcome, and a Councillor for the remaining 3 outcomes | |
| | An agreed Senior Executive Officer to support the Chair, from one of our Partner organisations | |
| | Place Planning and Development Programme Manager at South Warwickshire NHS Foundation Trust | |
| | - Public Health representative | |
| | - VCS representative | |
| | Other officers, including nominated deputies and project leads, will be co-opted as and when appropriate (i.e. by exception for project leads) | |
| Chair | This will be a SWFT Non Executive Director for the Integrated Health and Care System outcome, and a Councillor for the remaining 3 outcomes | |
| Quorum | One third of the membership including members from three separate organisations. | |
| Reporting Arrangements | Monthly report to the Place Partnership Delivery Group | |
| Frequency of Meeting | Meetings will usually be held monthly, with more frequent meetings held as required. | |
| Date Approved | TBC | |
| Date Review | To be reviewed and revised 6 months from the approval date. | |

Version Control

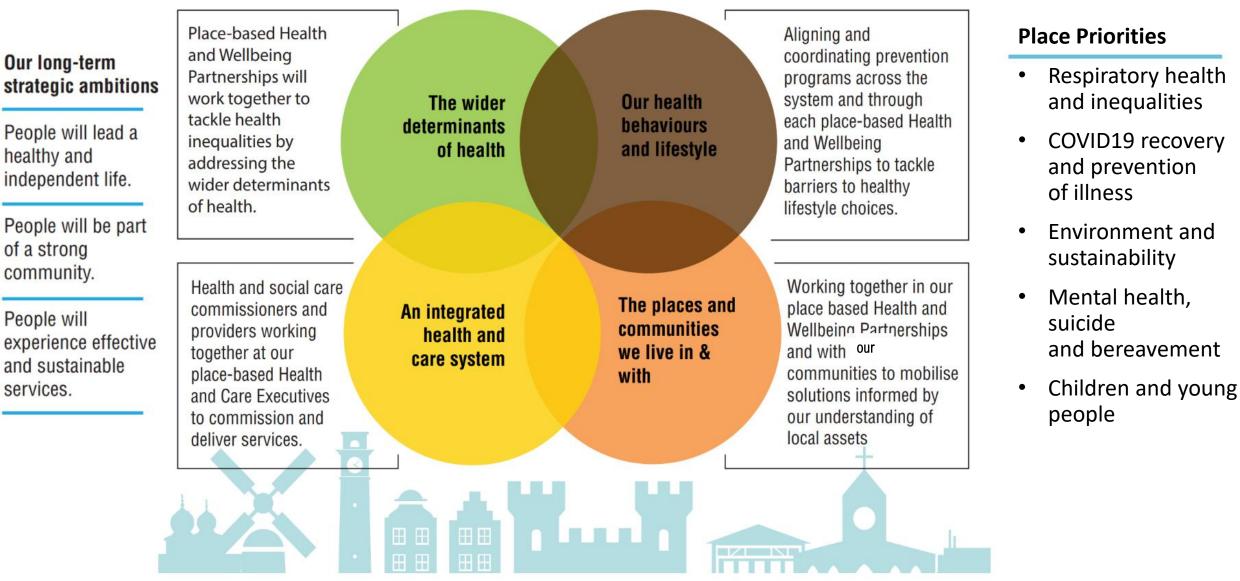
| Version | Changes made | Author(s) |
|---------|-----------------------|---------------|
| 0.1 | First version | Jennie Bannon |
| 0.2 | Comments incorporated | Jennie Bannon |

South Place

- 1. Population health framework
- 2. Update on priorities
- 3. Enabling Activities and Next Steps
- 4. Examples of Communications



South - Population Health Framework



Key drivers: Health and Wellbeing Board Strategy, NHS Long Term¹Phan³ Pthylie⁰Health Outcomes Framework, place-based JSNAs, COVID-19 HIA

South - Progress on priorities

| Priorities | Outline of activity | Progress update |
|--|---|---|
| Respiratory health and inequalities | Brief interventions implemented within SWFT Tobacco Control strategy in development by WCC SWFT Acceleration Plan Supporting people with Long Covid Place plan objective to improve pathway and outcomes for people with respiratory conditions | Peer support group at Brunswick hub Project SWOT analysis underway, speciality interviews across SWFT begin 6/9, Dr Allen (National Lead for GIRFT Respiratory and Covid) feeding back to Directors end September on performance data and conversations held with SWFT respiratory doctors |
| COVID19 recovery and prevention of illness | VCS support to promote pandemic control messages, including testing and vaccine uptake in priority areas Community transport support for vaccination programme Establish a Warwickshire Social prescribing network Undertake an Alcohol Needs Assessment Promotion of prevention and early intervention MECC and health champion work | Brunswick and Gap hubs supporting door knocking and drop-in "expert on tap" sessions to encourage vaccine uptake Open to all residents who require help to access vaccines Network established – WCC led HNA underway Strengthened via falls prevention work in SWFT place based team & launch of <u>healthy ageing website</u> Continued promotion of Wellbeing for Life campaign; SWFT targeting bronze award within 6 months. Planning specific 'life on the ward' wellbeing work Developed via Volunteering Matters contract – WCC led Overview of Covid-19 recovery survey findings shared for inclusion in recovery plans Stratford District Council COVID Recovery plan has enabled additional funding for CAB South Warwickshire Reach Out and Help Project (extended) and the funding to support the Refuge DA support worker |



South - Progress on priorities

| Priorities | Outline of activity | Progress update |
|--------------------------------------|---|---|
| | Addressing poor air quality (links also to 1 st priority above) Promotion of active travel (links also to 1 st priority above) | Electric Bus scheme planned for Leamington. Electric bus park and ride proposed for Warwick/Leamington. Supplementary planning guidance signed off by HWB; Air Quality SPD adopted by WDC and in active use. LTC Transformation Framework process to be launched in late September. FHSF for LTC includes element for sustainable travel. Joint local plan process for SW started. WCC strategy shared with SWHWBD group – focus on joined up walking and cycling routes, & county parks. Green Spaces Strategy being implemented1 st Phase of New country park being drafted at Bishops Tachbrook – serving circa 5k new homes; will also incorporate new foot/cycling routes to new secondary/primary schools. Planning application later this year. 2 other country parks being developed around Coventry Airport. Missing link in safer routes to school and in National Cycleway network in Warwick completed. Work underway on upgrading/extending national cycleway route form Leamington to Rugby/Southam. 25 acre new park opened on doorstep of 1100 new homes. Riverside Park being developed in Stratford Betterpoints Incentive scheme running. |
| Environment and sustainability | Promotion of warm and well (Act on Energy) and Green homes funding (links also to 1 st priority above) Climate emergency work (links also to 1 st priority above) | Update from Act on Energy at SWHWBD group to increase referrals 54 net zero carbon homes being built; 240 homes at new standard now committed; several Gov bids for decarbonising social housing successful DPD process for sustainable Buildings started. Stratford district council: Social Housing Decarbonisation Demo Project (SDC/Orbit) – 69 social units with poor EPC rating improved both in thermal comfort and carbon usage. LADs 1b/2 – Mobile homes retrofit insulation material and additional works to improve thermal comfort/EPC & reduce poor health associated with cold homes. HUGs Grant Programme emerging. |
| | | Warwick district council: Social Housing Decarbonisation Demo Project – 50 whole house retrofits. LADS 1b – 40 air source heat pumps (ASHP) and 25 solar photovatic (PV) systems to be installed January – September 2021 (extension to December 2021 requested). LADS 2 – 118 solar PV, 20 ASHP, 25 loft insulations (across 163 properties) to be installed July to December 2021. HUGs Grant Programme/LAD3 – due for delivery December 2021 – March 2023 |
| | Supporting the range of VCS led ecotherapy initiatives across SW | Climate change workshop delivered at SWHWB delivery group, green shoots funding promoted, promoting local shops/town use/Totally Locally concept. Agreed to develop a South Warks Climate Emergency Action Programme Schemes in place – WWF, ARC and CIC supported through local grants and tailored offers to meet needs of those with SMI Item 13 / Page 52 |

South - Progress on priorities

| Priorities | Outline of activity | Progress update |
|--|---|--|
| Mental health, suicide and bereavement | Engagement with arts and culture to promote wellbeing Support the VC sector to support people with mental health difficulties Refresh of suicide prevention strategy Increasing skills and knowledge across the patch to identify and respond to suicide risks Refresh of dementia strategy and arts initiative for those with dementia/carers Undertake a Mental Health Needs Assessment Undertake a Domestic Abuse Needs Assessment CWPT Access Hubs and Community Transformation Programme | WCC commissioned arts and health initiatives across the life course (implementation throughout 2021) Joint grants programme with CCG/WCC and DC 19/20 and promotion of resilience funding to partners Planned late 2021 with partner involvement Collaboration with partners to promote suicide prevention training Due Autumn 2021, arts initiatives launched July 2021 Mental Health Needs Assessment published Domestic Abuse Needs Assessment complete, recommendations are being finalised 3 access hubs now up and running, including St Michaels for South, for all telephone mental health referrals. Phase 2 will include other forms of contact. Ambitious Community Transformation Programme in place, which offers a system wide mental health offer for people with Serious Mental Illness and includes workstreams for Eating Disorders, Personality and Complex Trauma and Rehabilitation All partners committed to delivering the Thrive at Work programme accreditation; staff health and wellbeing needs assessment underway Stratford District Council: recent round of mental health grants to support young people experiencing pandemic related mental health challenges |
| Children and young people | Support development of community hubs (Ellen Badger, Jubilee Centre, Brunswick Hub, St. Johns) Grants to support young peoples health and wellbeing Improved access to bereavement support for children by cancel Tackling Social Inequalities Strategy | Community survey completed for Ellen Badger (Healthwatch) - Stour Health and Wellbeing Partnership liaising with SWFT to influence Ellen Badger developments. Grants provided to community hubs (WDC) and seed funded projects by WCC 19/20 Coventry and Warwickshire Child Bereavement Partnership Group chaired by SWFT & working with the VCS Due to go to cabinet on 14th Oct 2021 for sign off; some projects already in delivery including Poverty Proofing Project and recruitment for dedicated WCC Family Information Service staff |

The newly created 25 acre Myton Green Park was handed over to Warwick District Council and the people of Warwick in December 2020; this video shows what the new play facilities mean to local children: <u>CLICK HERE</u> Item 13 / Page 53



South Place Enabling Activities and Next Steps

Building relationships across partners through events such as the LGA workshop and identifying our collective gives, gets and asks

Bringing our strategy to life through communicating to the public and our partners through newsletters, the creation of a new communications group and our website (see examples on next slide)

Using the recommendations from our recent audit to build a roadmap to a mature place operating model, including bringing together our governance models to support our collaborative approach to delivery (i.e. merging HCF and Place Partnership Board)

By the end of the financial year, create a four-quadrant plan bringing together the priorities from the Health and Wellbeing Strategy, JNSA and Place Plan to demonstrate how we in South Warwickshire will improve our population's health and wellbeing

Deliver additional activities to enable us to deliver our priorities by reducing inequalities in health outcomes and the wider determinants of health

- Homelessness Strategy launched
- Ongoing partnership support to the Fred Winter Centre this scheme is almost complete and nominations are due to start moving in during October
- Digital inclusion pilot for refurbishing donated laptops 34 applications received so far of which 21 met criteria and were approved. There is plenty of equipment available and the referral scheme would benefit from further promotion

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South Place Communication



- · Coventry and Warwickshire Partnership Trust
- · Coventry and Warwickshire CCG · Voluntary services in Warwickshire

We use local data that has been gathered from the Joint Strategic Needs Assessment (JSNA) to provide the right services for our populations, JSNA data looks at the current and future health, care and wellbeing needs of residents in South Warwickshire to inform and guide the planning and commissioning of health, wellbeing and social care services. For more information on South Warwickshire's JSNA data click here.

To find out more about what South Warwickshire Together is doing to improving the population's health and wellbeing and understand how partners are going to work together click here.

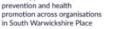
What will be happening in South Warwickshire?

Within South Warwickshire we will be focusing on the following areas to improve the health and wellbeing of our local communities over the next two years. These will be reviewed for progress and updated appropriately.



Heathy People

- · Support the long-term wellbeing of our workforces · Improve the physical health of people with mental ill-health
- Improving uptake of prevention measures among marginalised groups (e.g. screening and immunisations) to support health equality with an immediate focus on vaccinations
- Embed approaches to prevention and health promotion across organisations





Making Care Better **Right Care in the Right Place**

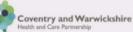
- · Improve outcomes for · Improve quality of life for people living with patients with respiratory dementia and their carers, through earlier conditions to reduce the identification and support inequalities with other · Build on existing integrated-working
 - successes to keep people at home for longer
 - · Review existing integrated arrangements for Homefirst and Discharge to Assess (D2A) to improve outcomes for our population
 - · Focus on Continuing Health Care to increase efficiencies and improve health outcomes · Redesign urgent care across South
 - Warwickshire to deliver improved outcomes and drive improvements and efficiencies



The NHS and Local Government nationally is starting to work differently, with a closer focus on local communities and making sure all health and local government services work together to help prevent ill health and to meet the unique needs of their populations.

To support this new way of working Integrated Care Systems (ICS) have been introduced. These are partnerships between NHS organisations and local authorities, covering a specific geographical area. Together all partners within the system will plan health and care services to meet the needs of their population.

All parts of England are now covered by one of 42 Integrated Care Systems and we operate with the Coventry and Warwickshire Health and Care Partnership



Here in South Warwickshire we are really excited to be working more closely with our partners to develop services and address local health problems in a joined up approach.

To support this more localised approach to health and social care. organisations and specific teams will be operating as a Place.

The following organisations are working collaboratively to make up South Warwickshire Place:

- Warwickshire County Council
- Warwick District Council
- Stratford District Council
- South Warwickshire NHS Foundation Trust
- South Warwickshire Primary Care provider
- Healthwatch Warwickshire
- Community and Voluntary Action
- Coventry and Warwickshire Partnership NHS Trust
- Coventry and Warwickshire Clinical Commissioning Group

SYSTEM: Coventry and Warwickshire Health and Care Partnership covers just over £1million people Set and lead the overall strategy

Manage collective resources and performance Share best practice to reduce variations in care Lead large scale changes

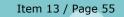
PLACE:

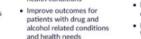
- Town/districts within the Integrated Care System often a council/borough
- South Warwickshire covers the whole of Stratford
- and Warwick District Council area 275,000 people growing to 300,000 over the next
- few years Majority of clinical service changes will be designed
- and delivered he
- Providers will work together to join up services and to help improve health by increasing prevention

NEIGHBOURHOOD:

- Small area within South Warwickshire there are 7 Primary Care Networks (PCN) and 8 Joint Strategic
- Needs Assessment (JSNA) areas
- Covers 30-50,000 people . Groups of GPs and community services work
- together to deliver care
- Specific work will take place in neighbourhood areas to support prevention

South Warwickshire Place will still get support from Coventry and Warwickshire's Health and Care Partnership, but the actual arrangements between local authorities, the NHS, and other providers of health and care services will be left to local organisations within South Warwickshire to decide. This local flexibility will be really important













South Place Communication





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Some of the estates projects partners are working on together...



PROPOSAL FOR A NEW HEALTHCARE FACILITY IN LILLINGTON This exciting project is the an ambition of creating a new low or zero carbon healthcare facility that will include primary care services alongside a range of community health teams such as district nurses, Speech and Language Therapy, Consultant Led Paediatric Services and Community Dental. This new centre will be able to better serve the local community and will support the delivery of modern healthcare - including accessibility, the infrastructure needed to support developments in the use of information Technology, and the ability to cope with greater demand for services as the local population increases.

EMBEDDING AGILE WORKING ACROSS SOUTH WARWICKSHIRE

Explore opportunities to consolidate various estates by adopting a hybrid mode of working from home and the ability for bookable spaces, accessible for all health and local government partners.

STRATFORD TOWN CENTRE AND LEAMINGTON TOWN CENTRE

Planning work is underway in areas of major population growth and in Stratford and Learnington Town Centres, where working Ith and community partners and our local constation we are reviewing our buildings and how we use them.

DEVELOPING A SOUTH WARWICKSHIRE SUSTAINABILITY MODEL

NetZero Targets, partners will work together to reduce our carbon footprint. This will be achieved through utilising technology, embedding agile working solutions and maximising shared space



CENTRE AND ELLEN BADGER HOSPITAL This joint development will achieve an integrated healthcare hub for Shipston and the surrounding villages. There will be a range of facilities available on the site and enhanced clinical spaces for hospital community and primary care services. As part of the first phase of the project, a Health and Wellbeing Centre will be developed, which will support the health and wellbeing needs of the community. This modern healthcare facility will be leading the way nationally

DEVELOPMENT OF SHIPSTON MEDICAL

To support the Greener NHS Programme and



Many other estates projects are also being explored and we will continue to engage with local GP practices and wider health, care and local government partners to identify areas where we can work together to support our local population.

www.southwarwickshiretogether.com

GYO

Title: Princes Drive Rail Bridge Refurbishment and Public Art Project Lead Officer: Chris Elliott, Paul Garrison Portfolio Holder: Councillor Liam Bartlett Wards of the District directly affected: Leamington Milverton

Summary

1.1. This report seeks approval for funding of up to £121,000 as a contribution to Network Rail towards the additional costs associated with refurbishing the highway span (DCL 140A) and pedestrian span (DCL 140) of the Network Rail owned rail bridge on Princes Drive, Royal Learnington Spa with unique, locally designed art patterns.

Recommendation(s)

(1) The Cabinet agrees to allocate up to £121,000 from the Service Transformation Fund to cover the additional costs arising from extending the scope of works to include unique, locally designed art patterns across the Network Rail owned rail bridge on Princes Drive, Royal Learnington Spa subject to necessary agreements and approvals.

1 Background/Information

- 1.1 Between late-July and August 2022, Royal Learnington Spa plays hosts to the Birmingham 2022 Commonwealth Games Lawn Bowl and Para Bowl events at Victoria Park. Additionally, to the start and finish of the Commonwealth Games cycling road races will be hosted in Warwick - the route of which will navigate the roads of both towns.
- 1.2 Many of the visitors travelling by road to the Lawn Bowls events will arrive from the M40 and enter Leamington along Princes Drive, Royal Leamington Spa. The Commonwealth Games cycling road race route, which will have a large television audience, also takes in Princes Drive.
- 1.3 The rail bridge spanning Princes Drive on the Leamington to Birmingham line just west of Leamington Station is a visual detraction from the wider charms of the area. Earlier in 2021 Network Rail agreed to work in partnership with Warwick District Council to develop a proposal to improve the aesthetic appearance of the rail bridge in advance of the Commonwealth Games to coincide with repairs to the rail bridge.
- 1.4 This included approval for WDC officers to explore the development and application of unique artwork covering both the highway and pedestrian span of the bridge to provide an additional uplift to the area.
- 1.5 WDC officers have subsequently been working with local artist, Jennie Moncur, to develop art patterns for the bridge that provide a notable enhancement for

the area in advance of the Commonwealth Games and lasting improvement to the amenity of this area in terms of public artwork that will benefit visitors to Royal Leamington Spa and our residents.

- 1.6 Jennie Moncur is an established, successful, and well-respected artist, who studied at Goldsmiths and Royal College of Art and is also the creative director for Vitsoe, the international furniture company which has its HQ and production company located on Learnington's Old Warwick Road adjacent to Princes Drive. Jennie has given a significant amount of time and consideration to developing a design options at no cost to Warwick District Council.
- 1.7 In collaboration with the artist, preferred art patterns have been identified and proposed to Network Rail. Details can be viewed in the supporting documents section at the end of the report.
- 1.8 Network Rail have confirmed that they will undertake some improvements to the Princes Drive rail bridge at no cost additional cost to Warwick District Council, although this will be limited in scope.
- 1.9 The scope of works Network Rail will undertake without additional funding is as follows:
 - Repair and refurbish the highway span (DCL 140A) of the Princes Drive rail bridge to include only repairs, cleaning and painting in a single colour.
 - Repair of the footpath span of the bridge (DCL 140) with no painting.
- 1.10 The cost of this work, including preliminary costs has been estimated at c. \pm 740k.
- 1.11 Extending the scope of works to include the application of the art patterns on the highway span of the bridge and painting of the pedestrian span is forecast to add an additional 3 weeks onto the delivery programme.
- 1.12 The cost of extending the works programme by 3 weeks has been estimated at c. £121k. A detailed breakdown of these costs is provided in section 4.2.
- 1.13 Network Rail have advised that a contribution from Warwick District Council covering these costs is required to deliver these additional works.
- 1.14 Network Rail have advised that within this scope of works Warwick District Council would not be liable for any additional management or maintenance costs for the bridge.
- 1.15 Last week the LCG considered an officer briefing note about the opportunity to achieve painting of the railway bridge at Princes Drive with bespoke artwork in advance of the Commonwealth Games. The conclusion was that if the funding could be found then we should agree to contribute. Network Rail have informed officers that a decision on funding is required by the 5th of November to ensure there are no impacts on the currently planned works programme or schedule road closures.

2 Alternative Options available to Cabinet

- 2.1 Cabinet could choose not to provide funding to cover the cost of the additional works specified by Network Rail.
- 2.2 If no additional funding is allocated to the project the scope of works will be limited to repairing, cleaning and painting (in a single colour) the highway span of the bridge and repairing the footpath span with no painting.

3 Consultation and Member's comments

3.1 No formal consultation with stakeholders or Members has been undertaken.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 There are no legal or human rights implications of the proposal.

4.2 **Financial**

- 4.2.1 The cost implication for delivering additional improvement works to the Princes Drive rail bridge has been forecast by Network Rail based on expectations they would extend the works programme by up to 3 weeks.
- 4.2.2 Network Rail require a contribution from Warwick District Council covering the full amount of additional costs in order to progress with the additional works as detailed in paragraph 1.10.
- 4.2.3 It is proposed that the additional costs could be funded from the Service Transformation Reserve w,hich is currently estimated to have an unallocated balance of c. £700k. This figure will be confirmed as part of the Budget process. Members will need to note that there will be many demands upon this reserve which will need to be considered as part of agreeing the 2022/23 Budget in February 2022.
- 4.2.4 Total costs are estimated at c. £121,000 as detailed in the below cost breakdown:

| Item | Cost |
|---|------------|
| Contractor staff costs | £23,761.95 |
| Compound costs | £16,521.00 |
| Traffic management for road closure | £630.00 |
| Additional ST3 prep and XM92/M24 finish to pedestrian bridge section | £38,500.00 |
| Art Pattern as per document top coat to all bridge structure as design sent | £9,835.00 |
| Contractor fee | £8,433.93 |
| NR Sponsor costs | £2,000 |
| NR Project Management Costs | £4,342 |
| Land Access | £1,500 |

| Total | £120,894.36 |
|--------------|-------------|
| NR Risk fund | £2,370.48 |
| Contingency | £13,000 |

4.3 Council Plan

- 4.3.1 External impacts
- 4.3.1.1 People Health, Homes, Communities Warwick District Council has committed to investing significant monies to improve Victoria Park, Leamington Spa Station and the wider public realm in Royal Leamington Spa with the ambition with leaving a lasting legacy of benefits for the local community as a consequence of hosting the Commonwealth Games. The proposal to enhance the Princes Drive bridge with public artwork aligns with this vision.
- 4.3.1.2 Services Green, Clean, Safe, Money The refurbishment of the rail bridge will provide a significant enhancement to the public realm and provide an uplift to the amenity of the local area in advance of the Commonwealth Games that will benefit visitors to the town and residents in the short-term and longer-term.
- 4.3.1.3 Infrastructure, Enterprise, Employment The proposed design and enhancement for the bridge delivers against Warwick District Council's Creative Framework 'placemaking' strategic theme, as it activates and updates the narrative of the town as a creative hub. It also complements other strategic development projects being progressed in Royal Learnington Spa including the Creative Quarter developments in Learnington's Old Town and the ambition to improve the town centre experience in Learnington Spa with Future High Street funding to support the town in realising its full economic and tourism potential.
- 4.3.2 Internal impacts
- 4.3.2.1 People Effective Staff no direct impacts at this stage
- 4.3.2.2 Services no direct impacts at this stage
- 4.3.2.3 Money no direct impacts at this stage

4.4 **Environmental/Climate Change Implications**

4.4.1 Include a summary of the environmental implications of the proposal in relation to the relevant Council or if it is to go to both Council's both Stratford-on-Avon and Warwick District adopted policies.

4.5 Analysis of the effects on Equality

4.5.1 No equality impact assessment has been undertaken. It is not thought that the proposed project has any equality impact implications.

4.6 **Data Protection**

4.6.1 There are no data protection implications of the proposal.

4.7 Health and Wellbeing

4.7.1 Include a summary of the health and wellbeing implications of the proposal.

5 Risk Assessment

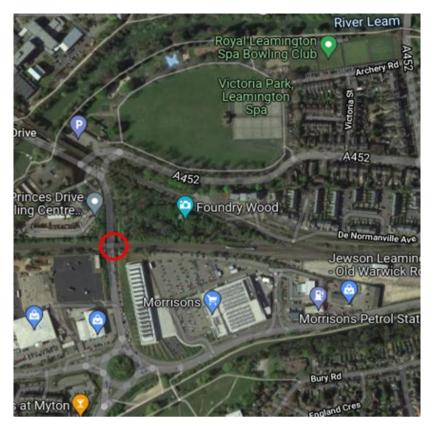
- 5.1 Network Rail have advised that they require confirmation of funding from Warwick District Council no later than Friday 5th November to progress with the additional improvement works ahead of the Commonwealth Games without impacting on the works programme and planned road closures. Failure to confirm by the 5th November could have implications for delivering the improvement ahead of the Commonwealth Games.
- 5.2 Network Rail have advised that they will be preparing and applying paint work to standard expected to last 15 years. The have advised however that they cannot commit to a reactive maintenance and repair agreement with regards to the bridge artwork in the event of graffiti and vandalism. Network Rail have confirmed verbally however that they would endeavour to maintain the artwork up to and during the Commonwealth Games.
- 5.3 Network Rail have submitted applications to relevant authorities to undertake the bridge refurbishment under permitted development clauses as a statutory undertaker. There are no foreseen issues with regards to obtaining all relevant approvals.
- 5.4 Network Rail will require Warwick District Council to sign a simple funding agreement to formally agree the financial contribution to be made to the project. This agreement remains subject to review and approval however verbally Network Rail have confirmed that the agreement will commit Warwick District Council to contributing only to costs arising from the additional works related to the bespoke artwork.
- 5.5 The Network Rail improvements include only the painting and repair of the bridges. Additional discussions with relevant bodies are being undertaken with regards to improving the public realm in vicinity of the bridge to include any additional graffiti removal works that may be needed as well as works relating to the management and maintenance of trees and vegetation in this area.

6 Conclusion/Reasons for the Recommendation

- 6.1 Network Rail will undertake repair and refurbishment of the Princes Drive rail bridge in Royal Learnington Spa in advance of the Commonwealth Games however the scope of works in limited to operational and functional improvements.
- 6.2 It is recommended that funding is provided to Network Rail to cover the additional costs associated with refurbishing the rail bridge with unique, locally design art patterns covering the full span of the bridge.
- 6.3 The additional improvements to the rail bridge will provide a significant enhancement to the public realm and provide an uplift to the amenity of the local area in advance of the Commonwealth Games that will benefit visitors to the town and residents in the short-term and longer-term.
- 6.4 The proposed improvements align with investments being made in Royal Leamington Spa in preparation for the Commonwealth Games, the District Council's Creative Framework and strategic development projects being developed in Royal Leamington Spa.

Supporting documents

1) Site location plan



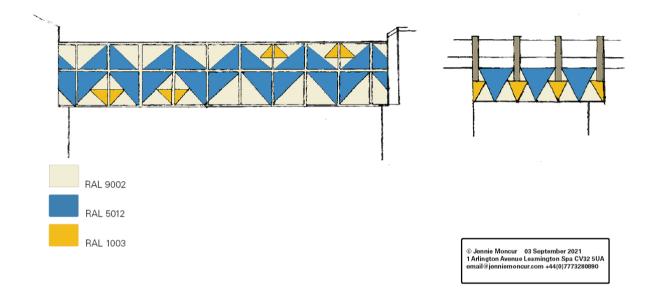
2) Visual of Princes Drive Bridge condition



3) Princes Drive Bridge Preferred Art Design concepts

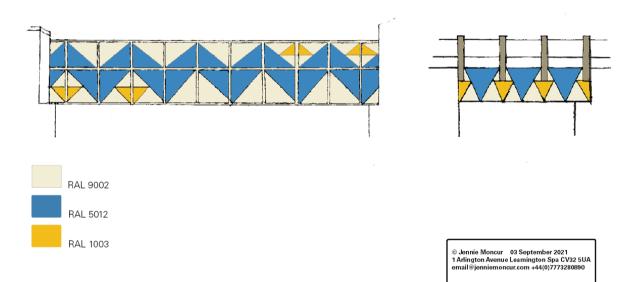
Princes Drive Railway Bridge - Option B3

South face - design layout and colour



Princes Drive Railway Bridge - Option B3

North face - design layout and colour



Princes Drive Railway Bridge Option B3



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Princes Drive Railway Bridge Option B3 - South Face



© Jennie Moncur 1 Arlington Avenue Leamington Spa CV32 5UA email@jenniemoncur.com +44(0)773280690 Princes Drive Railway Bridge Option B3 - North Face

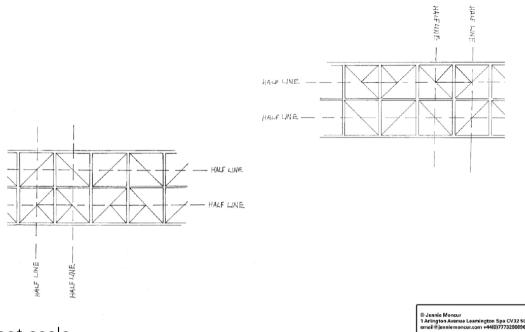


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Princes Drive Railway Bridge Option B

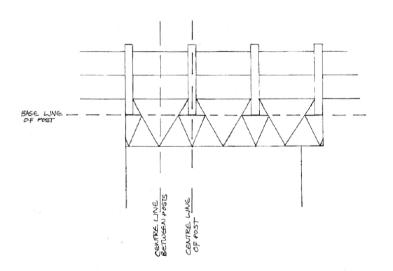


Princes Drive Railway Bridge Option B3 - Road Bridge



Do not scale

Princes Drive Railway Bridge Option B - Footpath Bridge



Do not scale

© Jennie Moncur 1 Arington Avenue Learnington Spa CV32 5UA ernail@jenniemoncut.com +44(0)773280690

Report Information Sheet

Please complete and submit to Democratic Services with draft report

| Committee/Date | Cabinet 4 th November | |
|--|--|--|
| Title of report | Princes Drive Bridge Refurbishment and Public Art Project | |
| Consultations undertaken | | |
| Consultee *required | Date | Details of consultation /comments received |
| Ward Member(s) | | |
| Portfolio Holder WDC & SDC * | 02/11/21 | |
| Financial Services * | 02/11/21 | |
| Legal Services * | 02/11/21 | |
| Other Services | | |
| Chief Executive(s) | 02/11/21 | |
| Head of Service(s) | 02/11/21 | |
| Section 151 Officer | | |
| Monitoring Officer | 02/11/21 | |
| CMT (WDC) | 02/11/21 | |
| Leadership Co-ordination Group (WDC) | | |
| Other organisations | | |
| Final decision by this Committee or rec to another Ctte/Council? | | Recommendation to :Cabinet / Council Committee |
| Contrary to Policy/Budget framework | | No |
| Does this report contain exempt info/Confidential? If so, which paragraph(s)? | | No |
| Does this report relate to a key decision (referred to in the Cabinet Forward Plan)? | | No |
| Accessibility Checked? | | File/Info/Inspect Document/Check Accessibility |